



MORGAN COUNTY COMMISSION
A G E N D A
October 16, 2018
5:00 PM
150 East Washington Street, Madison, GA

Pledge and Invocation

Agenda Approval

Unfinished Business

1. RFP-Comprehensive Classification Study

New Business

2. Board of Education Tax Levy Resolution
3. ImageTrend Software Agreement
4. New Soccer Complex - Field Equipment Purchase
5. New Soccer Complex - Park Amenities Purchase
6. Voice Over IP Telephone Upgrade Purchase
7. AFG Grant Application Funding Request - Fire
8. September 2018 Staff Reports
9. Commissioner Liaison Reports
10. Public Comments on Agenda Items

COUNTY ATTORNEY EXECUTIVE SESSION

11. No executive items.

Proposal for a Comprehensive Classification and Compensation Study



September 13, 2018



Donald C. Long, Ph.D.
12730 Fair Lakes Circle, Suite 600
Fairfax, Virginia 22033
703-590-7250 – phone
don@maginc.org



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

September 13, 2018

Mr. Mark Williams, Assistant County Manager
Morgan County Board of Commissioners
150 E. Washington Street
Madison, Georgia 30650

Dear Mr. Williams :

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal for a Comprehensive Classification and Compensation Study for Morgan County*. We have read the RFP in preparation for submitting our proposal to the County. We certainly appreciate your consideration.

We are most interested in your project, and will work closely with you, HR staff, Department Heads, and County 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 Georgia.

MAG has completed similar projects in Georgia, for the City of Atlanta, DeKalb County, City of Roswell, City of Johns Creek, Dougherty County, Chatham County, City of Macon, Douglas County, Newton County, and Tift County, among others over the years. MAG is currently assisting Clayton County, the Unified Government of Athens-Clarke County, and the City of Americus at this time in very similar compensation studies. Of course, you are welcome to contact any of the good people in those agencies.

Mr. Mark Williams, Assistant County Manager
Morgan County Board of Commissioners
September 13, 2018
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Our overall approach is inclusive, personalized, and supported by state of the art tools that includes a proven job evaluation system with 14 key factors. The approach is proven; the personnel are established professionals with many years of experience; MAG has completed hundreds of similar studies for local government organizations.

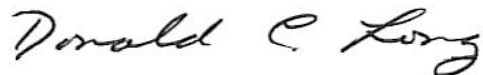
Our software is the most progressive in the business for the purpose of conducting classification and compensation studies. It is unmatched in the market place. It is simply the best, and there is nothing else like it available. It is a tool that complements the highly personalized and personally managed project designed to meet your interests. We have client agencies all over the country using this software. There is no ongoing or additional cost.

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

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

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

Sincerely,



Donald C. Long, Ph.D.
President
Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033
Phone: (703) 590-7250
Email: don@maginc.org

Executive Summary

Basic Information...

Legal Name of Firm: Management Advisory Group International, Inc.
Status: Woman Owned Business (WBE); Incorporated in Florida (2001)
Offices: Fairfax, VA; Greenville, SC; Asheville, NC; Nashville, TN.
In Business: Since 2001 as a company.

Excellent Experience with Many Projects of a Similar Size and Demonstrated Success...

MAG principals and staff have successfully completed over 500 similar studies over a 25-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.

Expertise of Staff Members and Staff Allocation...

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

Excellent Methodology, Approach, and Proven Solutions to Complete Your Study...

We work closely and personally with key County staff to achieve your objectives. The software system and approach we have developed is specific to your interests, and includes a highly defined and progressive system of job evaluation. *The software is specific to the conduct of compensation studies and sets us apart from our competitors.* We will work closely with you to identify sources of data and create a custom survey for you.

Customer Service...Enable the Client

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

Your Consideration is Appreciated...

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

MORGAN COUNTY, GEORGIA

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SECTION 1.0

***COMPANY PROFILE AND
QUALIFICATIONS***



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 county functions.

MAG International, Inc. Selected Areas of Expertise

➤ **Compensation and Classification**

Pay Equity and Comparable Worth

Evaluation systems

Salary Studies

Benefits

Management/Executive Compensation

➤ **Management Systems**

Facilities Reviews

Productivity and Staffing Analysis

Privatization Reviews

Organizational Restructuring

Efficiency Studies

➤ **Policies, Procedures and Training**

Personnel Ordinances and Policy Manuals

Recruiting and Hiring Guidelines

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

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



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

Project Initiation and Timetables

We are prepared to initiate this project immediately and complete a high quality study within the desired time period. We would anticipate 3-4 months for completion. That would assure appropriate time for data collection, review of recommendations, and completion of reports.

Current Clients

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

- ✓ Athens-Clarke County, GA;
- ✓ Clayton County, GA;
- ✓ Americus, GA;
- ✓ DeKalb County, GA;
- ✓ Jacksonville-Duval County, FL;
- ✓ El Paso, TX;
- ✓ Cecil County, MD;
- ✓ Marion County, SC;

- ✓ Lee County, FL;
- ✓ Cameron County, TX;

Excellent Outcomes

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

- ✓ revised compensation structures;
- ✓ adjustment to pay structures to recognize market changes for selected employment groups;
- ✓ identifying compression across the organization.
- ✓ And much more...

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

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

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

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



SECTION 2.0

**EXPERIENCE AND AVAILABILITY OF
KEY/ASSIGNED STAFF**



Section 2.0 – 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



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

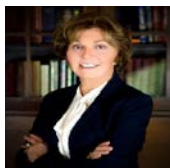
James Brittain, Vice President, MAG



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

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

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



Ms. Long has extensive experience in public management consulting and has served as project director for more than 400 human

resources management studies; successfully directing over 50 studies in the last three years. Prior to joining MAG, Ms. Long was a Partner with MGT of America, Inc. as well as

the Partner-in-Charge of the firm's Human Resources Management Consulting Division. In this role, she developed the company's human resources practice area, its forms, software, and processes, and directly managed all large human resources management projects. She was also vice president of David M. Griffith (DMG, now Maximus), a national management consulting firm, and served as the Vice-President of the Human Resources Management Consulting Division and directed scores of major compensation and classification and general management studies across the nation.

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

Steve Foster, Senior Consultant, MAG



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

Extensive experience in market and benefits analysis as well as with on-site support. Mr. Foster has participated in on-site interviews and meeting with employees in focus group



as well as orientation sessions. He has worked with scores of public sector clients in the area of overall project management as well as handling logistical support for client management.

Carly Phillips, Consultant, MAG



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

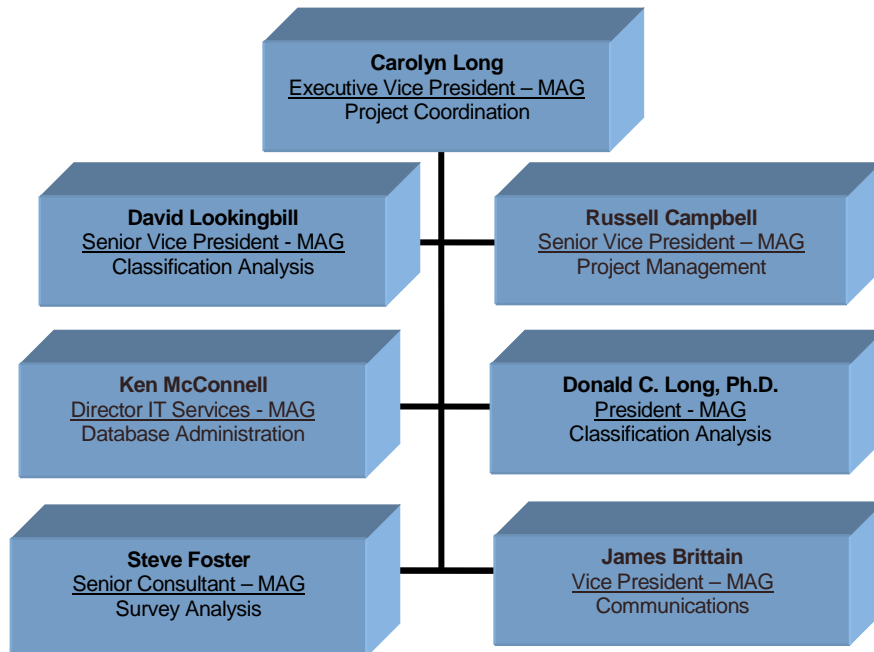
Ken McConnell, Director of Internet Services and Databank Administration for MAG.



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



MANAGEMENT ADVISORY GROUP PROPOSED PROJECT CONSULTANTS



Client Staff Responsibilities

MAG, 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.



SECTION 3.0

PAST EXPERIENCE AND REFERENCES



Section 3.0 – Qualifications and References

Our Experience

The proposed project team in MAG's human resources practice has worked together for 17 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. **We are currently working with Athens-Clarke County, Clayton County, DeKalb County, and the City of Americus.**

Selected Project Descriptions

- **DeKalb County, Georgia.** MAG was requested (November 2017) to perform a classification and compensation study. We are at final stage review at this time. In a previous 2012 MAG project, sponsored by the Superintendent, Cheryl Atkinson, all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 (5,700 non-instructional) employees.
- **Clayton County, Georgia.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the County's 2,594 employees. MAG conducted orientation sessions, initiated a market survey, and nearly all employees completed MAG's online Job Analysis Questionnaire. A draft report is being reviewed at this time.
- **Athens-Clarke County, Georgia.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the County's 1,839 employees. MAG conducted orientation sessions, conducted a market survey, and nearly all employees completed MAG's online Job Analysis Questionnaire. Jobs were evaluated and implementation options prepared. A draft report is being reviewed at the department level at this time. A Board presentation was also given in an update.
- **Henry County School District, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Henry County School District. The study was fully implemented.



- **Beaufort County, South Carolina.** MAG conducted a Comprehensive Classification and Compensation Study for Beaufort County. MAG conducted orientation sessions, a market survey, and over one thousand employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **Lexington Fayette Urban Consolidated Government, Kentucky.** MAG completed a Comprehensive Classification and Compensation Study for the consolidated government of Lexington. MAG conducted orientation sessions, a comprehensive market survey, and 2,300 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council for current implementation by staff. The study was approved and is being implemented. Follow up training in description writing was completed. Additional classification determinations were completed in 2015.
- **Virginia Beach, Virginia.** MAG conducted a Comprehensive Personnel Study for Virginia Beach. The study included analyzing individual jobs to develop an internal ranking and classification of over 10,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a competitive structure. This was a six-month project. A recent (January 2015) project was completed on staffing and organization.
- **City of Jacksonville/Duval County, Florida.** MAG is currently completing a Comprehensive Classification and Compensation Study for this major municipal government, following a MAG 2009 study of top level management positions. MAG has conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A draft report is being finalized for the 3,000 positions in the scope of the study. Several implementation scenarios are being evaluated and considered. MAG has been requested in 2017 to complete a study of the top level management positions.
- **City of Atlanta, Georgia.** MAG conducted a Comprehensive Classification and Compensation Study for the Atlanta Public Schools. The study included analyzing individual jobs to develop an internal ranking and classification of several thousand employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff. The Board recently approved the study and a \$10 million implementation plan.
- **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.



- **Broward County, Florida.** MAG just completed a Comprehensive Classification and Compensation Study for the County's 5,000 plus employees. MAG conducted orientation sessions, a comprehensive market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A four-hour meeting with the County Administrator to confirm results was done to discuss findings. The Board recently approved the study and a \$10 million implementation plan. The County is fully considering MAG's Performance Manager as well.
- **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.
- **Jefferson Parish, Louisiana.** This is a MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.
- **Haywood County, North Carolina.** A comprehensive Classification and Compensation Study was done for Haywood County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **Department of Juvenile Justice, North Carolina.** This project was a management and operational evaluation of all organizational functions and every site location within the Department of Juvenile Justice, resulting in numerous organizational and service delivery changes. The resulting recommendations brought about any number of changes in the service delivery system.
- **Onslow County, North Carolina.** This project was a management and operational evaluation of all organizational functions within Onslow County, resulting in numerous organizational and service delivery changes as well as recommendations resulting in substantial cost savings.



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



- **Petersburg, Virginia.** MAG recently completed a Comprehensive Classification and Compensation Study for this municipal government, following a MAG 2014 City-wide staffing and organization study. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and approximately one thousand employees completed MAG's online Job Analysis Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **Charlotte County Sheriff's Office, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the Sheriff's Office. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. A draft report is being reviewed by the Sheriff at this time.
- **Frederick, Maryland.** MAG recently conducted a Comprehensive Classification and Compensation Study for the City of Frederick. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **Jefferson Parish, Louisiana.** This is a 2011 MAG project, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed and used as a model by the incoming manager, hired from the University of New Orleans during the project. This agency was experiencing budgetary challenges due to changing demographics. Reductions in staffing levels were recommended. This organization has over 8,000 employees.
- **City of Deltona, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire.
- **City of Oviedo, Florida.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Oviedo. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. A presentation is being made this week.
- **City of Brownsville, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the City of Brownsville. MAG has conducted orientation sessions, a comprehensive market survey, and 1,000 employees completed MAG's online Job Analysis Questionnaire. A report was issued was presented to Council in 2015 for implementation by staff. Class specifications have been finalized in addition to training in MAG's Classification Manager software.



- **Colorado Projects.** MAG recently completed studies for Fountain and Pueblo West on compensation and classification studies. MAG principals have worked on other Colorado projects, such as Jefferson County, over the years, for other firms.
- **Burke County, North Carolina.** This project was a management and operational evaluation of EMS services within Burke County, resulting in numerous organizational and service delivery changes.
- **New Hanover County, North Carolina.** A comprehensive Classification and Compensation Study was done for New Hanover County. Orientation sessions were conducted with all employees, interviews held with representatives from every job class, as well as a market survey, and all employees participated in a job questionnaire process to facilitate a streamlined classification of positions. Class specifications were provided as well.
- **City of Rock Hill, South Carolina.** MAG completed a Comprehensive Classification and Compensation Study for the City of Rock Hill. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire. The study was fully implemented.
- **Lubbock, Texas.** MAG recently completed a Comprehensive Classification and Compensation Study for the City of Lubbock. MAG conducted orientation sessions, a comprehensive market survey, and 1,800 employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council for current implementation by staff. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **Brownsville Public Utilities Board, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the Brownsville Utilities Board. MAG conducted orientation sessions, a comprehensive market survey, and several hundred employees completed MAG's online Job Analysis Questionnaire. A report was issued and was presented in August 2015 for implementation by staff. Class specifications are being completed at this time in a separate work effort.
- **Brownsville Navigation District, Texas.** MAG just completed a Comprehensive Classification and Compensation Study for the Brownsville Port. MAG conducted orientation sessions, a comprehensive market survey, and employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented in December 2015 for implementation by staff.



- **Town of Ocean City, Maryland.** MAG completed a Comprehensive Classification and Compensation Study for the Town of Ocean City in 2015. MAG conducted orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. A report was issued and presented to Council. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **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.
- **El Paso (City and Emergency Health Network) Texas.** MAG is completing a Classification and Compensation Study for the City of El Paso (4,700 employees, at draft stage now) and the Emergency Health Network (600 plus employees). MAG conducted orientation sessions, a comprehensive market survey, and thousands of employees completed MAG's online Job Analysis Questionnaire. MAG is working closely to finalize an appropriate implementation approach.
- **Cameron County, Texas.** MAG is finalizing a Classification and Compensation Study for the Cameron County. MAG has conducted orientation sessions, a comprehensive market survey, and over 1,000 employees completed MAG's online Job Analysis Questionnaire. We are at draft stage and evaluating cost options.
- **Polk County, Texas.** MAG was recently selected for a Classification and Compensation Study for Polk County, Texas. We have had an initiation meeting in February and will be presenting to the Court and Department Heads on March 13, 2018, with employee sessions to immediately follow.
 - Maryland Health Care Commission (2011);
 - Maryland Health Care Cost Review Commission (2010);
 - Maryland Board of Nursing (2013);
 - Maryland Medical Assistance Program (2013);
 - Prince George's County School District, Maryland;
 - Baltimore County, Maryland;



- Dallas Independent School District, Texas;
- Ysleta Independent School District, Texas;
- State of Massachusetts Community College System;
- Town of Vienna, Virginia;
- City of Portsmouth, Virginia;
- Sedgwick County, Kansas;
- Nashville/Davidson County Schools, Tennessee;
- Oklahoma City, Oklahoma;
- Travis County, Texas;
- State of Florida, Office of the State Courts Administrator - study of all Court positions – 3,300 employees;
- Richmond, Virginia – 3,000 employees;
- Chesapeake, Virginia – 2,500 employees;
- Parish of East Baton Rouge, Louisiana;
- State of Connecticut;
- Charleston County, South Carolina;
- Detroit/Wayne County Airport Authority.
- Round Rock, Texas;
- Texas Woman’s University;
- University of North Texas;
- Dallas Area Rapid Transit;



- Bastrop County, Texas;
- Corpus Christi (airport), Texas;
- New Braunfels (utilities), Texas;
- San Antonio, Texas;
- Cherokee Nation Enterprises (OK).



References and Points of Contact

- **Clayton County, Georgia.** This is a 2018 MAG client for a classification and compensation study. There are approximately 2,000 employees. We are finalizing the draft at this time.

Contact: Carol Lowe
Human Resources Manager
Clayton County Board
770.473.5804
carol.lowe@claytoncountyga.gov

- **City of Americus, Georgia.** This is a 2018 MAG client for a classification and compensation study. There are approximately 175 employees and 72 class titles. The final report, tables, and implementation approach has been recently finalized.

Contact: Dee Jones
Director of Human Resources
City of Americus
Office: (229) 924-4411 ext. 248
Fax: (229) 924-2012
djones@americusga.gov

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

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



- **El Paso, Texas.** MAG is completing a Comprehensive Classification and Compensation Study for this 4,700 employee organization. A draft report and implementation recommendations have been provided. Departments have provided input and feedback and final technical adjustments are being made at this time.

Contact: Nuria Valdez
Human Resources Manager
300 N. Campbell 1st Floor |
El Paso, TX 79901
Office: 915-212-1240
ValdezNX@elpasotexas.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



Additional Client List for MAG Principals

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



SECTION 4.0

APPROACH
(Confidential Section)



Section 4.0 – Project Approach/Methodology

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.

1. MAG will hold meetings with County officials to gather information regarding the current compensation and classification plan, and to discuss any specific concerns of the County with respect to the development of a new pay plan. We will discuss the strategy for completing the analysis of each job with the County, discuss methodology, review the overall scope of work for the project, and schedule a completion timeline for all activities.
2. MAG will provide for a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges for the tenure of an employee over a 20-year period. Included will be a comparison and analysis of salaries, wages and benefits of like or similar jobs for external equity in comparable government entities, to include the contiguous counties and cities with similar population demographics and similar number of full-time employees, and general region for which the County competes for a labor supply in Georgia.
3. MAG will create functional job titles and corresponding job descriptions that are consistent across all departments. We will condense the number of job titles and descriptions where feasible.
4. MAG will perform an analysis of both the wage and salary survey information and the job evaluation data to determine an equitable and appropriate pay and classification plan for the County.
5. MAG will perform an analysis of indirect compensation, as compared to comparable government entities, to include the contiguous counties and cities with similar population demographics and similar number of full-time employees, and general region for which the County competes for a labor supply, to determine an equitable level of indirect compensation to have the ability to attract and retain highly qualified employees.



6. MAG will perform an analysis of all positions to determine their status (exempt or non- exempt) based on requirements as established by the Fair Labor Standards Act (FLSA).
7. MAG will provide annual maintenance of the new plan to include recommendations for adjustments to pay ranges to keep the plan competitive and current. This maintenance will include the evaluation of new positions and re-evaluation of existing positions that have changes in skills, abilities and responsibilities to perform the essential job function. The cost for this maintenance is typically established in a Maintenance Agreement, and the standard cost is \$175 per position.

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.

Broadly, steps in the process include:

Step 1: Project Initiation and Data Requirements

Initial Meetings Upon agreement to proceed, MAG's study team will meet with our County project manager and formulate 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 major elements of a sound compensation philosophy that can be used to drive future decisions.



Step 2: Department Head Input	At the outset of the study MAG representatives and our HR partners will meet with Executive Leadership staff, and Department Heads to communicate goals and objectives. 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
		<ul style="list-style-type: none"> ➤ 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 County’s intentions to maintain a competitive salary system;
- The study approach and critical aspects of the project so staff is made aware of and understands the project’s important milestones and schedule, as well as their contribution to adhering to established timelines; and,
- An opportunity to ask general questions pertaining to the project so that concerns can be addressed at the outset of the study.

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. If you do not choose to request employee participation through the questionnaire process, MAG would have to rely on the existing job/class descriptions, and employees would continue to be assigned to their current job classification.



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

CLASSIFICATION MANAGER - Job Class Editing and Evaluation

Classification Manager® - Proposed Job Class Evaluation
Large Client Sample

Administrative Assistant

Job Title: Administrative Assistant Code: P0045

Pay Plan: Unified Occ Category: Office Support

Copy Points From: [Dropdown]

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

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

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

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

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

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



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 County.

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.

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 County 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.

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



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			Step #	FTE Duty Day	Experience		Salary	Adjustments				Position # Employee Name
			Min	Mkt	Max			Hrs Date Promoted	Exper. Date Day + All'd		Flat % Min	Mkt OverMkt	Step Merit	Bonus	
	POLICE SERGEANT	00620	52,626	55,620	58,413	SG 20	1	03/02/1981	03/02/1981	58,413	1,168	0	0	0	17005430062000007-0
	POLICE SERGEANT	00620	13,914	16,697	20,871	5 0		03/02/1981	1825	59,581	0	0	0	0	UNTERHOFFER, JAY
	SPECIAL SERVICES SUPERVISOR	00639	29,766	34,406	39,046	G 1	1	03/06/2000	03/06/2000	34,691	694	0	0	0	17005420063900001-0
	SPECIAL SERVICES SUPERVISOR	00639	13,914	16,697	20,871	5 0		03/06/2000	817	35,385	0	0	0	0	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			
Adjustment To Step						\$0			# Adjusted To Step			0			
Merit Adjustment						\$0			# Merit Adjustments			0			
Bonus Adjustment						\$0			# Bonus Adjustments			0			
Proposed Payroll						\$58,154,582									
Summary for Sample Data with 40,000 employees															
Current Payroll						\$1,242,152,146			# Positions			40,029			
Flat% Adjustment						\$26,267,693									
Adjustment To Minimum						\$57,456,106			# Adjusted To Minimum			15,983			
Adjustment To Market						\$63,903,944			# Adjusted To Market			23,485			
Adjustment Above Market						\$0			# Adjusted Above Market			0			
Adjustment To Step						\$0			# Adjusted To Step			0			
Merit Adjustment						\$0			# Merit Adjustments			0			
Bonus Adjustment						\$96,569			# Bonus Adjustments			11			
Proposed Payroll						\$1,461,012,380									
<div style="display: flex; justify-content: space-between;"> Studa, April 28, 2002 11:13:20 PM ReportID 4 Page 2328 of 2328 </div>															

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

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



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.

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 Work Plan

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



PROJECT PHASES & WORKPLAN

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

Phase I: Project Initiation

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

Activities:

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

Deliverable(s):

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



Phase II: Conduct Job Analysis and Classification Reviews of all Classes

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:

- If the County decides to include job questionnaires as part of the process, MAG would 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.
- 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 and department 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 County).
- ***Classification Manager***[®] Training/User Manual.
- Training seminar for selected HR staff on ***Classification Manager***[®] software, plan polices, and guidelines for maintenance.

Project Timeline

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

A 3-4 month timeline is *typical* for a project of this size. We will meet your timeline as we have in all of our projects.



SECTION 5.0

BUDGET



Budget Information

MAG has developed a project budget based on the scope of services as defined in the County's RFP and MAG's Section 4.0, Approach and Methodology. There are approximately 190 full time employees and 115 job classifications within the scope of the project.

MAG anticipates a budget of \$21,500, inclusive of travel and administrative costs.

Maintenance costs: \$175 per position review.

Proprietary Rights Suggested:

The County 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 County 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.



APPENDICES



**LETTERS OF REFERENCE
“QUOTES”**



Virginia

Florida

North Carolina

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

“Thank you for a fantastic job.”

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

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

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

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

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

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

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

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

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

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

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

Thanks again for all you did...”

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

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

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

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

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

“Your system is so easy to use.”

Virginia Beach Public Schools, David Staley,

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

Job Class Title	Averages For Each Job Class					BROWARD COUNTY, FL								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
LIBRARY AIDE	\$20,556	\$26,100	\$31,645				53.9%	\$23,087	11.0%	\$29,907	12.7%	\$36,727	13.8%	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		\$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	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Avg Pay	Actual Pay
HILLSBOROUGH COUNTY, FL	BUDGET ANALYST I	Good	\$40,764	\$56,808	\$72,852	78.7%	<input type="checkbox"/>		
MIAMI-DADE COUNTY, FL	FINANCE AND BUDGET ANALYST	Good	\$41,544	\$55,814	\$70,083	68.7%	<input type="checkbox"/>		
ORANGE COUNTY, FL	MANAGEMENT AND BUDGET ANALYST	Good	\$44,491	\$57,855	\$71,219	60.1%	<input type="checkbox"/>		
BROWARD COUNTY SHERIFF'S OFFICE	BUDGET ANALYST	Good	\$45,972	\$58,644	\$71,317	55.1%	<input type="checkbox"/>		
CITY OF MIAMI, FL	BUDGET ANALYST	Good	\$48,871	\$65,579	\$82,286	68.4%	<input type="checkbox"/>		
CITY OF CORAL SPRINGS, FL	SENIOR FINANCIAL ANALYST	Good	\$49,000	\$62,000	\$75,000	53.1%	<input type="checkbox"/>		
CITY OF HOLLYWOOD, FL	MANAGEMENT/BUDGET ANALYST	Good	\$49,089	\$63,816	\$78,543	60.0%	<input type="checkbox"/>		
PALM BEACH COUNTY, FL	BUDGET ANALYST I	Good	\$52,532	\$68,099	\$83,666	59.3%	<input type="checkbox"/>		

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

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

BUILDING CODE INSPECTOR

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

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

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

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

Salary Survey Results for BROWARD COUNTY - ALL GENERAL TITLES

INFORMATION SYSTEMS MANAGER

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

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

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

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

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

Summary for Finance & Admin Srv

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

Summary for Human Resources

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

Broward County, FL Implementation Report

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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 Dept Code: 1241

Unit Name: Unit Code:

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

Summary for

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

Implementation Cost By Proposed Classification City of Frederick

Proposed Pay Plan Unified

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

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Implementation Cost By Proposed Classification City of Frederick

Proposed Pay Plan Unified

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

Implementation Cost By Proposed Classification City of Frederick

Proposed Pay Plan Unified

Proposed	Class		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#			
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		Orig Avg	Adjustment Amounts and # of Employees Receiving Adjustments													Prop Avg	Avg \$ Inc	%	
	Title	Code		# EES	Flat %	#	Min	#	Mkt	#	Max	#	Step	#	Merit	#				Total Adjust
Proposed Pay Plan	Unified																			
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 September 2018 (“effective date”) by and between **Management Advisory Group International, Inc.** (hereinafter called the "Consultant") and the County of Morgan, (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 September 13, 2018 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 120-day time period or as agreed to by the Consultant and the Client.

4. **Method of Payment.** Total cost of the proposed scope of services is \$21,500. Twenty percent (20%) of the total agreement amount will be paid to Consultant within (7) days from the effective date of this agreement and upon Consultant providing Client an invoice for said amount. Additional payments shall be due and payable in accordance with periodic invoices based upon work performed toward delivery of final reports and products as described herein.

5. **Changes and Additional Services.** The Client may, from time to time, require changes in the “Scope of Services” of the Consultant to be performed hereunder. Such changes, which are mutually agreed upon by and between the Client and the Consultant, shall be incorporated in written amendment to this agreement. The written amendment shall identify whether said change(s) alter the total agreement amount. For services not included in the “Scope of Services”, a rate of \$175 per professional hour expended and \$55 per clerical hour expended, plus expenses will be charged. Any expenses for work done beyond the scope of services anticipated under this agreement will be approved prior to undertaking.

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

7. **Rights to Terminate Agreement.** The terms of this agreement shall be in effect through and including July 2019. 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. 12730 Fair Lakes Circle, Suite 600 Fairfax, Virginia 22033 (703) 590-7250
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[Signature page and exhibits to follow]

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

Consultant:

Client:

Donald C. Long
President
Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Suite 600
Fairfax, Virginia 22030



Proposal For

Morgan County Georgia

CLASSIFICATION & COMPENSATION STUDY PROPOSAL

Submitted by

Gallagher Benefit Services, Inc.

Ronnie E. Charles, SPHR, GPHR, IPMA-SCP – Managing Director and Project Director (816) 395-8595
Ronnie_Charles@ajg.com

SEPTEMBER 17, 2018; 12:00PM EST



ATTACHMENT 1

PROPOSAL FORM

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY

Name of Firm: Gallagher Benefit Services, Inc.
Primary Contact Person: Ronnie E. Charles, Managing Director
Address: 16064 Parsons Road
Beaverdam, VA 23015
Phone Number: 651-234-0849

Estimated number of hours to complete the review contemplated within the scope of services to be provided:

Estimated 285 hours to complete the classification and compensation study.

Proposed Date of Completion: March 15, 2019

Hour rates for performing such services: Blended Rate for Project Staff Levels: \$300/hour

Cost of Annual Maintenance: \$2,500 per year for Pay Structure Indexing Recommendations; \$5,000 per year for up to 10 Reclass/New Job Reviews.

Please give a not to exceed amount for complete these services: \$ 85,000 for Class/Comp Study; \$2,500/Year for Annual Pay Structure Indexing Recommendations and \$5,000/year for up to 10 Reclass/New Job Reviews.



Authorized Representative Signature

September 17, 2018

Mr. Mark Williams
Assistant County Manager
Morgan County Board of Commissioners
150 East Washington Street
Madison, Georgia 30650

County Representatives:

In response to your RFP for a Classification and Compensation Study, the Gallagher Human Resources & Compensation Consulting practice (Gallagher), is pleased to submit our proposal to assist Morgan County (the County) in performing a study covering 290 employees in 115 job classes.

We believe a review of our proposal will demonstrate several characteristics that will be advantageous to the County, including:

- The goals of this project are similar to those of many other projects we have successfully performed for other public sector organizations throughout the country. We are currently conducting or have conducted similar compensation projects for clients in your region including the Atlanta Regional Commission (GA), Beaufort County (SC), Prince William County (VA), and the cities of Raleigh, Durham, Rocky Mount, Richmond, and many other small and large public sector organizations throughout the country.
- Our staff has proven themselves as compensation professionals not only by experience, but also through the attainment of the CCP (Certified Compensation Professional) designation from *WorldatWork*, and graduate degrees in Human Resources/Industrial Relations and Public Administration.
- Our division's smaller organizational structure and director interaction allows us to provide the County with senior level consultants who have the experience to guide you through this assignment to a successful conclusion.
- We take time to understand your needs and our directors and consultants are not only available to lead you in all phases of the project, but are also available after completion to foster effective implementation.
- We have the technical experience, as well as sensitivity to the significant impact of classification, job evaluation, and compensation decisions to ensure results are appropriate for Morgan County.

Our proposed approach is designed to provide the County with work products that are tailored to your needs and takes advantage of the knowledge regarding job content that exists within the County. We are fully prepared to complete the project in a manner that is cost effective for the County.

We believe we are well suited to assist you in conducting this sensitive and critical study. Our commitment to our clients is well established and we encourage you to contact other organizations that

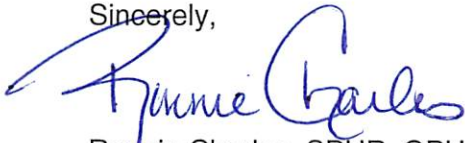
we are currently assisting or have recently assisted. We pride ourselves on offering our clients a level of customer service and quality work product that exceeds our competitors.

Our clients will attest to our ability to:

- Manage complex classification and compensation assignments.
- Work with you as a team – we serve as mentors and technical experts to make sure things go right.
- Deliver projects that meet the individual and unique needs of our clients for the future; we don't simply reorganize what you already have.
- Meet project timelines and budgets.

We appreciate having the opportunity to submit this proposal and look forward to assisting the County in conducting this study. Should you need additional information or have questions regarding our proposal, please contact me at (651) 234-0848; ronnie_charles@ajg.com. I am authorized to negotiate the terms and conditions of this proposal and commit the organization. I represent that all information contained in this proposal is true and correct. My contact information is shown below.

Sincerely,



Ronnie Charles, SPHR, GPHR, IPMA-SCP
Managing Director
16064 Parsons Road
Beaverdam, VA 23015
Phone: 651-234-0840
Fax: 651-234-0849
Ronnie_Charles@ajg.com

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HISTORY OF THE FIRM

Arthur J. Gallagher & Co. founded in 1927 is the world's 4th largest insurance brokerage and risk management services firm and the 3rd largest broker in the U.S. with over 15,000 employees. With operations in 13 countries and business relationships through a network of correspondent brokers and broker consultants in more than 140 offices, Arthur J. Gallagher & Co. has traded on the NYSE under the symbol AJG since 1984. AJG received the Ethisphere award for Ethical Companies in 2012, 2013, 2014 2015, 2016 and 2017. We are recognized for the quality and depth of our analysis, for the ethical integrity of our practices, for our extensive capabilities and products in compensation and benefits surveys and analytics, and for the fair pricing of our services.

Our public-sector compensation consulting group began in 1981 as the public-sector compensation consulting practice at Arthur Young & Company which later became Ernst & Young. In January 1995, by sale agreement with Ernst & Young, Fox Lawson became the successor firm to Ernst & Young LLP's public sector compensation and human resources consulting practice. On October 1, 2009, Fox Lawson was acquired by Gallagher Benefit Services, Inc. The focus of the practice has always been and is currently, public sector organizations.

Gallagher's Human Resources and Compensation Consulting Group staff serves clients nationally from our offices in Minneapolis, Phoenix, and Richmond, VA. All locations are available from 8 a.m. to 5 p.m. weekdays.

Our parent firm, Arthur J. Gallagher & Company also has offices located throughout the country including our headquarters in Rolling Meadows, IL. Services to the County will be conducted from our Virginia office under the direction of Ronnie Charles, SPHR, GPHR, IPMA-SCP, National Managing Director. Gallagher Benefit Services, Inc. has offices nationwide and is authorized to conduct work in Georgia.

We have a broad understanding of human resource systems including our specialization in public sector classification and compensation studies. These studies typically include, developing new classification structures and job descriptions, evaluating jobs with a job evaluation methodology to determine the internal equity, conducting a custom-tailored salary survey, developing a competitive pay system, recommending strategies to implement the new compensation structure, and ensuring appropriate administrative and procedural guidelines are in place to maintain the system. We ensure that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

Following are a few key points and some of the services we would like to highlight about our firm.

CLIENT SERVICE

In surveys of our clients, the independent firm Dun & Bradstreet found that the quality of services Gallagher delivered to its clients exceeded the services delivered by nearly 90 other consulting firms it competes with including many firms which are large well-known national firms. The factors rated included cost, timeliness, quality, responsiveness to problems, technical support, quantity delivered verses quantity requested, and the attitude of personnel.

JOB EVALUATION

Our staff has been instrumental in developing and applying a variety of job evaluation methodologies to better meet our clients' needs in changing environments. Because no single method of job evaluation fits the needs of all clients, we offer a "family" of job evaluation methods, including the Decision Band Method®, Flex/Point™, a point factor plan, and JFACS™, an automated job evaluation system which uses a scored questionnaire. In addition to these job evaluation methods, our firm is experienced in fine-tuning various job evaluation methods by updating the language and/or the mathematical weighting schemes behind various job evaluation systems to ensure they are free of bias and are valid and reliable. We have developed and applied a variety of new job evaluation methods, including factor comparison, decision banding, point factor and market based systems for many organizations.

INDUSTRY ASSOCIATIONS

We also have a strategic alliance with the International Public Management Association for Human Resources (IPMA – HR), the National Public Employers Labor Relations Association (NPELRA), and the College and Universities Professional Association for Human Resources (CUPA - HR) and have conducted a series of training seminars/workshops on compensation, classification, job evaluation, and employee benefits management throughout the nation in conjunction with these organizations. In addition, since 2007, our firm assisted in the development and sponsorship of surveys that were conducted through IPMA-HR including compensation benchmarking, performance management and benefits.

INDUSTRY LEADERSHIP

Our consultants have demonstrated leadership in the field of compensation. Each member has obtained their CCP, and/or their IPMA-SCP or has significant experience and graduate level coursework in compensation. They also teach courses through *WorldatWork*, including Job Analysis and Evaluation, Pay Equity, Job Description Writing, Performance Management, and Variable Pay seminars at *WorldatWork* or through the International Public Management Association for Human Resources (IPMA-HR).

NUMEROUS PRESENTATIONS

We have been featured speakers at every IPMA-HR national conference for the past 30 years. We also have been featured speakers at NPELRA (a public sector labor relations organization) national conferences and have been presenters at local and national IPMA-HR and CUPA-HR conferences.

PUBLISHED ARTICLES

We write a quarterly compensation answer column called CompDoctor™ for the HR News. We also have published articles in the American City and County, Public Management, Corporate Report Ventures, Corporate Board Member, and Benefits Planner. We encourage you to access many of these articles through our website at www.ajg.com/compensation.

SERVICES TO BE PROVIDED

Based on our understanding of your needs, we have prepared a work plan which addresses your stated issues. We have also indicated which party, Gallagher or the County, will be responsible for the specific action in each phase of this study.

WORK PLAN	
Study Component	Summary Tasks/Deliverables
<p>1. Study Initiation and Strategy Development</p> <p>[Includes 2-3 days on-site to conduct management and employee meetings.]</p>	<ul style="list-style-type: none"> ▪ County: Timely, current and accurate organization & salary material collected including but not limited to pay plans, employee listings, job descriptions, policies and procedures, and other related documentation. ▪ Gallagher: Assessment of the strengths and weaknesses of the County's current classification & compensation systems. ▪ Gallagher: Presentation of job evaluation tools. County to select tool to be used for internal equity. ▪ County and Gallagher: Meeting with Project Manager/HR and team to develop detailed schedule and review current system history and materials. ▪ County and Gallagher: Development of or facilitation of an updated classification and compensation philosophy and strategies with leadership and HR. County to review, provide feedback and approve. ▪ County and Gallagher: Conduct of employee orientation meetings and presentation of a Position Description Questionnaire (PDQ). County to collect questionnaires and transmit to Gallagher.

Study Component	Summary Tasks/Deliverables
2. Classification Study/Job Evaluation	<ul style="list-style-type: none"> ▪ Gallagher: Review of PDQs and other job documentation. ▪ Gallagher: Based upon PDQs, current job descriptions and other job documentation and best practices, development of recommended classification structures. ▪ Gallagher: Rating of classes utilizing selected job evaluation tool. ▪ County: Review and approval of class structures and job evaluation ratings. ▪ Gallagher: Recommendation of employee allocations to updated class system. County to review and approve allocations. ▪ Gallagher: Development of updated class specifications (job descriptions) consistent with approved class structures. ▪ County: Review of class specifications. Gallagher provides for one updated version based on consolidated County review.
3. Total Compensation Study	<ul style="list-style-type: none"> ▪ County and Gallagher: Labor market & benchmark jobs confirmed by the County. ▪ County and Gallagher: Market pricing and benefits cost categories detailing the survey and data collection process developed by Gallagher and approved by the County. ▪ County and Gallagher: Custom survey document developed by Gallagher and approved by the County. ▪ Gallagher: Custom survey distributed & conducted collecting pay/benefits information. ▪ County: Survey completed in a timely manner as if the County were a participant. ▪ Gallagher: Data verified and competitive analysis performed. ▪ Gallagher: Recommended updates of existing pay structures and pay structure maintenance based on a step system designed over expected 20 years incumbency. ▪ County and Gallagher: With the County's advanced input and current employee listing, up to three implementation options costed and next steps/costs outlined.

Study Component	Summary Tasks/Deliverables
<p>4. Draft and Final Report</p> <p>[Includes on-site final presentations and project closure.]</p>	<ul style="list-style-type: none"> ▪ County and Gallagher: Draft report developed by Gallagher and discussed with the County. ▪ Gallagher: Quality assurance reviews conducted. ▪ County: County review and written feedback provided. ▪ Gallagher: Report finalized. ▪ County and Gallagher: Up to three final presentations scheduled by the County and made to the Board and other groups as specified by the County. ▪ County and Gallagher: Project closure and training to human resources staff as appropriate and requested by the County.
<p>5. Annual Pay Plan Maintenance</p>	<ul style="list-style-type: none"> ▪ Gallagher: Annual review and recommendation regarding pay plan adjustments and review and evaluation of new jobs and existing jobs with changes in essential duties.

Quality Assurance

We follow professionally accepted compensation principles and practices as outlined by *WorldatWork*, SHRM, and the Department of Labor. Some of these guidelines are listed below. We have also authored many articles on various aspects of conducting salary surveys; please refer to our website www.ajg.com/compensation for these specific articles.

- We utilize the following guidelines for benchmark selection:
 - representation of all job families and levels throughout the organization
 - highly populated jobs
 - jobs found in most organizations
 - jobs with recruitment or retention problems
- We will review job descriptions and other job documentation to ensure we understand the duties and responsibilities, level that the job is functioning at, and the reporting relationships so that participating organizations can match their classifications to the benchmark jobs. We will draw on our 30 years of salary and benefits survey experience to determine if a comparable job can be found in the labor market. We will ask the County to clarify any questionable jobs and/or answer any questions we may have about a particular job.
- We follow *WorldatWork* guidelines for job matching (match only those jobs that match at least 80% of the duties, responsibilities and functions as outlined in the benchmark job summary). We do not ask participants to rate the quality of the match, as this introduces additional subjectivity to the process that cannot be controlled.

- We follow professionally accepted guidelines for defining labor markets and selecting organizations to survey. We factor in that different jobs will have different recruiting markets, by:
 - type of organization
 - size of organization
 - geographic location

It is important to define an organization's labor market prior to the survey rather than after the data have been collected so that it does not appear that the labor market data are being manipulated to support a certain conclusion. This could cause significant issues from an employee perception standpoint as well as potentially violate Federal Trade Commission and the U.S. Department of Labor's Sherman Antitrust Act guidelines in regard to the analysis of salary data.

- Any published sources utilized must meet the following criteria:
 - be conducted by a reputable salary survey firm
 - survey data is not self-reported
 - survey is conducted on a continual basis instead of a one-time event
 - survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data
- We will develop a data collection form that poses questions in a fashion that is easy for participants to answer, as well as being easy to quantify and analyze.
- We follow-up with participants to ensure data quality and validity of matches and data being reported. If there are any questions we seek job descriptions, organizational charts and other information.
- We perform several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data. Items we review include:
 - job matches
 - labor market is right for each benchmark (as it was defined in beginning of study)
 - the range of salaries reported for each benchmark (any abnormally high or low)
 - extreme range spreads (either abnormally high or low)
 - relationship of minimums and maximums (minimums not higher than maximums)
 - actual salaries fall within the specified ranges (not less than minimum or significantly over maximum)
 - relationship of progression in levels (e.g., a level II job should have a higher salary than a level I job)
- We utilize trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or *WorldatWork* Surveys.
- We apply geographic differentials as appropriate and necessary to ensure that the data are reflective of the County's labor market and economic conditions. We use third party resources (ERI) to identify the appropriate geographic differences. These geographic differentials will be shown separately.
- We calculate various statistics for summarizing the data (means, medians, highs, lows, percentiles).

- We follow the Federal Trade Commission and the U.S. Department of Labor guidelines that five matches should exist per job in order to draw reliable conclusions. Therefore, we do not calculate statistics (means, medians, etc.) on jobs with fewer than five job matches.
- We submit our survey analysis and draft report internally through our firm's quality control process for review before it is submitted to our clients.
- We document and explain our methodology and processes in written reports and provide electronic copies of the reports. All the data and conclusions are transparent and auditable.

Gallagher has comprehensive quality and performance standards. Each deliverable is reviewed by two individuals in the firm for quality control. If clients have issues that need to be addressed, the first contact is the project manager who will attempt to resolve the issues with, as necessary, the assistance of one of the Managing Directors.

TIMELINE

We are prepared to commence the work after receiving your authorization to proceed. The following is an estimate of time to complete each phase by month. We will establish specific deadlines for each phase at the beginning of the project. We will conduct regular conference calls with the County to ensure that the schedule is monitored throughout the project.

PHASE	DESCRIPTION	1	2	3	4	5	6
1	Study Initiation and Strategy Development						
2	Classification Study/Job Evaluation						
3	Total Compensation Study						
4	Draft and Final Reports						
5	Annual Pay Plan Maintenance	Annual Review					

PROJECT STAFF

There are five critical concerns that must be addressed in organizing, staffing, and managing this project:

- Open communications must be maintained with employees and management.
- The consultants must secure high levels of acceptance from employees and County management, which is demonstrated through experience, professionalism, and quality work product.
- Work must be carefully planned and efficiently performed to meet your objectives.
- The consulting team must address the concerns of the Human Resources Department, managers and supervisors, and affected employees.
- The team must have the proper mix of project management skills, technical expertise, and public sector experience.

Services to the County will be under the direction of Ronnie Charles, Managing Director located in Richmond, Virginia. Mr. Charles has a long history serving public sector organizations in the region in both consulting as well as management roles with the State of Virginia and the Cities of Washington, D.C., Baltimore, MD, and Suffolk, Virginia. As such, he has unparalleled understanding of the public sector environment as well as the human resources management needs of the region. Mr. Charles has extensive experience in public sector compensation and classification throughout the country. Mr. Charles' significant east coast experience coupled with the depth of resources available through Gallagher's human resources consulting practice provides the County a unique opportunity for consulting support directly targeted to classification and compensation needs.

RONNIE E. CHARLES, SPHR, GPHR, IPMA-SCP

Mr. Charles is a Managing Director with the firm. He is responsible for leading Gallagher's Public Sector consulting practice nationally and will serve as the project manager. Mr. Charles has over 30 years of Public Sector HR experience including his current national role overseeing our public sector consulting practice, Chief Human Resources Officer (CHRO) experience most recently in the City of Baltimore with additional professional positions in the District of Columbia, State of Virginia, and City of Suffolk, Virginia. Mr. Charles has a Bachelor's Degree in Management from Saint Paul's College. Mr. Charles is a member of several professional organizations, including the International Public Management Association for Human Resources (IPMA-HR) and currently chairs the International IPMA-HR Professional Development Committee. In addition, Mr. Charles also currently serves as the Chair of the Human Resources Institute (HRCI). He brings vast experience in domestic U.S., International, and Global HR Compensation practices.

Contact Information:

Ronnie Charles, SPHR, GPHR, IPMA-SCP
Managing Director
16064 Parsons Road
Beaverdam, VA 23015
Phone: 651-234-0840
Cell Phone: 804-683-2793
Fax: 651-234-0849
Ronnie_Charles@ajg.com

Mr. Charles will be assisted by a group of highly experienced and accomplished professionals including:

BRUCE G. LAWSON, MPA, CCP, IPMA-SCP

Mr. Lawson is a Managing Director of the firm. In this capacity, Mr. Lawson serves as project director and/or technical advisor, providing technical direction and quality assurance. He is responsible for all consulting activities in the areas of job evaluation and compensation, organization analysis, personnel systems and policy development. Mr. Lawson has been directing classification and compensation studies for more than 30 years. Prior to forming Fox Lawson, he spent 15 years with the firm of Ernst & Young LLP where he served as the national director of their public-sector compensation consulting practice. He also served as City Manager in two California cities (Los Altos Hills and Belvedere), was the County Administrative Officer in Multnomah County (Portland) Oregon, Assistant City Manager/Personnel Director in Corvallis, Oregon, and Assistant to the City Administrator/Personnel Director in Placentia, CA. Mr. Lawson served on the City of Phoenix (AZ) Public Safety Employees Retirement Board for 12 years. Mr. Lawson has a Master's Degree in Public Administration from the California State University at Fullerton, is a.b.d. in Public Administration from Golden Gate University in San Francisco and has earned his CCP certification from *WorldatWork*. He is also an active member of several professional associations including the College & University Professional Association for Human Resources, the International City & County Management Association, the International Public Management Association for Human Resources, the Society for Human Resources Management and *WorldatWork*. Mr. Lawson co-authors a quarterly compensation article called the *CompDoctor*™.

GAIL T. MERIWEATHER, MBA

Ms. Meriweather is an Area Vice President and has more than 20 years of compensation consulting experience. She holds an MBA with an emphasis in human resources. Prior to joining Gallagher in 2001, she was a partner with Burgess & Associates, a compensation consulting firm located in Lenexa, Kansas. She has extensive training and experience in designing and implementing compensation systems including executive compensation, incentives, traditional and alternative rewards. She has assisted clients with job analysis, job evaluations, external market analysis, and salary structure design and administration. Ms. Meriweather provides numerous clients with solutions to day-to-day human resource issues. Among other services, she has developed affirmative action plans, job descriptions, performance management systems and management training programs. She has also served as guest lecturer at the Bloch School of Business at UMKC.

LORI MESSER, MA, CCP

Ms. Messer is a Senior Consultant of the firm. She is responsible for conducting classification and compensation consulting projects. Ms. Messer has worked with and for a variety of public and private sector organizations, including states, cities, counties, school districts, colleges, universities, and special districts. Prior to joining the firm, Ms. Messer held a variety of consultative human resources and compensation positions in high tech, distribution, healthcare and local government organizations. Ms. Messer has a Bachelor's Degree in Business Administration from Arizona State University and a Master's Degree in Education from the University of Phoenix. She is also a member of *WorldatWork* and has earned her CCP certification.

SANDRA SPELLMAN, MPA, IPMA-SCP

Ms. Spellman is a Senior Consultant with the firm. She is responsible for conducting classification, job evaluation, and human resource process consulting projects. She has been conducting studies for our

firm for 10 years and specializes in the areas of classification, communications, human resource strategy and process, performance management and employee and management focus group meetings. Ms. Spellman has worked with various types of organizations including states, cities, counties, colleges and universities, and the federal government. Prior to joining the firm, Ms. Spellman spent 18 years with Ernst & Young's consulting practices where she was responsible for client and internal change management, communications, and training strategies. She has also held state executive and legislative positions addressing a wide range of human resource and related issues. Ms. Spellman has a Bachelor's Degree in Sociology/Political Science from Arizona State University and a Master's Degree in Public Administration with an emphasis in Organizational Development from the same institution. She is a member of several professional associations, including the College & University Professional Association for Human Resources, International Public Management Association for Human Resources, and *WorldatWork*.

ANNETTE HOEFER, MBA, CCP

Ms. Hoefer is a Senior Consultant. She is responsible for conducting classification and compensation consulting projects. She has been conducting classification and compensation studies for our firm for 10 years and specializes in the areas of classification, job evaluation and compensation, personnel systems and policy development, performance management systems, employee communications, strategy discussions, pay administration planning, and focus group facilitation. Ms. Hoefer has worked with various types of organizations including states, cities, counties, colleges, universities, special districts, and private sector organizations. Prior to joining the firm, Ms. Hoefer worked for 9 years in the same capacity at Lee and Burgess Associates, a consulting firm based in Colorado, and prior to that, had held human resources positions in energy and insurance companies. Ms. Hoefer has a Bachelor's Degree in Business Administration from the University of Iowa and a Master's Degree in Business Administration with an emphasis in Human Resources from same institution and has earned her CCP certification from *WorldatWork*.

MIKE VERDOORN, MA-HRIR, CCP, IPMA-SCP

Mr. Verdoorn is a Principal Consultant in our compensation and human resources management consulting practice. He is responsible for providing consulting services to clients in job analysis and compensation analysis. Mr. Verdoorn has a Bachelor of Arts Degree in History from the University of Minnesota and a Master's Degree in Human Resources and Industrial Relations (MA-HRIR) from the University of Minnesota. Prior to joining Fox Lawson & Associates, he was a compensation analyst at Imation and at the University of Minnesota. Mr. Verdoorn is a member of *WorldatWork* and has earned his CCP certification. He is also a Certified Professional from the International Public Management Association for Human Resources.

MARK GOLDBERG, MA-HRIR

Mr. Goldberg is a Senior Consultant of the firm. He is responsible for conducting classification and compensation consulting projects. Prior to joining the firm, Mr. Goldberg held a variety of compensation leadership positions in media, high tech, manufacturing, local government organizations and the University of Minnesota. He has a Master's Degree in Human Resources and Industrial Relations from Cornell University and a Bachelor's Degree in Human Resource Administration from Muhlenberg College.

QUYANG PAN, MA-HRIR

Ms. Pan is a Consultant in our compensation and human resources management practice. Ms. Pan is responsible for supporting all phases of classification and compensation studies. Ms. Pan joined the firm in September 2012. Prior to that, she worked for Maersk A.P. Moller Group for four years in market research and client service. She has broad exposure to all function areas in the business environment. Ms. Pan has a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota.

AUGUST ZHU, MA-HRIR, CCP

Mr. Zhu is a Consultant in our compensation and human resources management consulting practice. He is responsible for providing classification and compensation support in all phases of the project. Mr. Zhu has a Bachelor of Science Degree in Human Resources from Shanghai Jiao Tong University and Master's Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Fox Lawson & Associates, he was a compensation analyst at BASF (China) and organization development consultant at Bovis Consulting.

MEGAN OLSON, MA-HRIR

Ms. Olson is a Consulting Associate with our firm. Ms. Olson provides staff support during all phases of public sector studies. She has a Bachelor's Degree in Psychology from North Dakota State University and a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Gallagher Benefit Services, she held project-based roles in the nonprofit sector and with Ford Motor Company.

DEEKSHA GARG, MA-HRIR

Ms. Garg is a Consulting Associate with our firm. She will provide staff support during all phases of this study. Ms. Garg has a Bachelor's Degree in Psychology from Bangalore University, India and a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota. She previously worked at Nielsen Company (India) as a consultant for 2 years and later joined Basix Microfinance (India) in talent acquisition.

Consultant	Title	Total Years of Classification & Compensation Experience	Years with the Firm
Bruce G. Lawson	Managing Director	35 years	32 years
Ronnie Charles-Project Director	Managing Director	30 years	3 years
Gail Meriweather	Area Vice President	20 years	15 years
Annette Hoefler	Senior Consultant	25 years	10 years
Mark Goldberg	Senior Consultant	20 years	3 years
Mike Verdoorn	Senior Consultant	10 years	8 years
Sandy Spellman	Senior Consultant	30 years	10 years
Quyang Pan	Consultant	4 years	4 years
August Zhu	Consultant	4 years	4 years
Deeksha Garg	Consulting Associate	3 years	3 years
Nicole Arko	Consulting Associate	10 years	2 years
Megan Olson	Consulting Associate	2 years	2 years

REGIONAL REFERENCES FOR SIMILAR PROJECTS

Over the past 30 years, our firm has provided similar classification and compensation expertise to numerous public sector organizations across the country including those with bargaining units. We have included a sampling of references that demonstrate our experience in conducting similar engagements. Contact names and phone numbers are listed for each project. These projects are relevant in demonstrating our ability to meet the needs of the County and show considerable experience in developing compensation programs for a variety of public sector organizations. Our references can attest to the timeliness, quality, and responsiveness of the services we provide.

ATLANTA REGIONAL COMMISSION, GA

We are currently assisting this Atlanta area regional organization with a classification and compensation study for all employees. Sheila Benefield, Director of Human Resources, 229 Peachtree Street NE, Suite 100, Atlanta, GA 30303; 470-378-1462; SBenefield@atlantaregional.org.

BEAUFORT COUNTY, SC

In 2015, we were engaged to assist the County in conducting a comprehensive classification & compensation study covering approximately 840 full-time and 130 part-time positions. This engagement included a review of the County's job evaluation and classification structure, position description updates and a market survey to determine internal and external competitiveness. Ms. Suzanne Gregory, Director of Human Resources, at 843-255-2982 or suzanneg@bcgov.net, PO Box 1228, Beaufort, SC 29901-1228.

PRINCE WILLIAM COUNTY, VA

Beginning in 2018, we were engaged to conduct a classification and compensation study addressing job classes countywide. We are in the initial stages of the project, but it will include the development of a compensation strategy; job evaluation; analysis of the class system including employee questionnaires, employee interviews and panels, development of a simplified and flexible class structure and employee allocations; and the conduct of a compensation study and development of updated pay structures implementation costing and best practices guidance.

CITY OF DURHAM, NC

During 2017/2018, we were engaged to conduct a classification and compensation study addressing approximately 1,500 employees in 450 job classes. The work involved the facilitation of a classification and compensation philosophy and identification of a job evaluation tool; an analysis of the class system including employee questionnaires, focus group occupational panels, development of a simplified and flexible class structure with more than 50% reduction in classes, job evaluation ratings and employee allocations; and the conduct of a compensation study including a market survey and analysis, development of updated pay structures with attention to issues of pay compression and performance pay linkages, implementation costing and guidance. Alethea Hardy, Human Resources Manager; (919)560-4214 Ext. 23026; alethea.hardy@durhamnc.gov.

CITY OF RALEIGH, NC

Between 2015 and 2017, we assisted the City in conducting a comprehensive Compensation System Study which provided for the development of a formal compensation philosophy, identified appropriate labor markets and benchmark jobs, recommendations for new pay structures, and enterprise wide employee and key stakeholder communication strategies. Teresa Pavlic at 919-996-4705 or teresa.pavlic@raleighnc.gov, 222 W. Hargett Street, First Floor, Raleigh, NC 27601.

CITY OF RICHMOND, VA

Starting in 2016 and recently concluded, the firm was engaged by the City of Richmond, Virginia to conduct a full HR system diagnostic and comprehensive classification and compensation study covering over 2,000 full-time and part-time employees and 500 job classifications. Korita Jones, HR Director, 900 E. Broad Street, Room 902, Richmond, VA 23219, 804-646-5693, korita.jones@richmondgov.com.

We have assisted more than 150 city clients, 75 counties, 25 state clients and 75 district and authority clients. Below is a sampling of our clients:

COUNTIES	
Alameda County Office of Education, CA	Maricopa County Attorney, AZ
Baltimore Co., MD	Maricopa County Superior Court, AZ
Becker County, MN	Maricopa County, AZ
Blue Earth County, MN	Marin County, CA
Broward County, FL	McLean County, ND
Burleigh County, ND	Mecklenburg County, NC
Carver County, MN	Miami-Dade County, FL
Cass County, ND	Mille Lacs County, MN
Charleston County, SC	Monterey County, CA
City/County of Denver, CO	Montgomery County, MD
City/County of San Francisco, CA	Mower County, MN
Clay County, MN	Multnomah County, OR
Cochise County, AZ	Nassau County, NY
Coconino County, AZ	New Hanover County, NC
Contra Costa County, CA	Olmsted County, MN
Crow Wing County, MN	Pima County, AZ
Dakota County, MN	Pine County, MN
Dodge County, MN	Pipestone County, MN
Peachtree City, WI	Polk County, MN
Durham County, NC	Polk County, WI
Eau Claire County, WI	Ramsey County, MN
El Dorado County, CA	Rice County, MN
Escambia County, FL	Rockdale County, GA
Faribault County, MN	Santa Cruz County, CA

COUNTIES	
Freeborn County, MN	Santa Rosa County, FL
Fulton County, GA	Scott County, IA
Greene County, OH	Scott County, MN
Gwinnett County, GA	Sedgwick County, KS
Hennepin County, MN	Shelby County, TN
Itasca County, MN	Sherburne County, MN
Johnson County, KS	Solano County, CA
Kent County, MI	St. Louis County, MN
Kern County, CA	Stearns County, MN
King County Superior Court, WA	Unified Gov't of Wyandotte Co./KCK, KS
King County, WA	Ventura County, CA
Klickitat County, WA	Watonwan County, MN
Lane County, OR	Yakima County, WA

CITIES	
Ann Arbor, MI, City of	Los Angeles, CA, City of
Arlington, MN, City of	Mandan, ND, City of
Asheville, NC, City of	Mason City, IA, City of
Ashland, OR, City of	Medford, OR, City of
Atlanta Traffic Court, GA	Mercer Island, WA, City of
Baltimore, MD, City of	Mesa, AZ, City of
Barnesville, MN, City of	Mill Creek, WA, City of
Bellingham, WA, City of	Missoula, MT, City of
Bend, OR, City of	Montrose, CO, City of
Beverly Hills, CA, City of	Mount Pleasant, MI, City of
Billings, MT, City of	Mountain View, CA, City of
Bismarck, ND, City of	Murray City Corporation, UT
Burlington, IA, City of	Newcastle, WA, City of
Carlsbad, CA, City of	North Branch, MN, City of
Carson, CA, City of	North Lauderdale, FL, City of
Cave Creek, AZ, Town of	Northfield, MN, City of
College Station, TX, City of	Oceanside, CA, City of
Colorado Springs Attorney's Office, CO	Palo Alto, CA, City of
Colorado Springs, CO, City of	Paradise Valley, AZ, Town of
Concord, NC, City of	Pella, IA, City of
Cumberland, MD, City of	Peoria, AZ, City of

CITIES	
Dallas, TX, City of	Phoenix, AZ, City of
Danville, VA, City of	Plymouth, MN, City of
Davis, CA, City of	Prescott, AZ, City of
Desert Hot Springs, CA, City of	Pulaski, VA, Town of
Des Plaines, IL, City of	Queen Creek, AZ, Town of
Dickinson, ND, City of	Rancho Cucamonga, CA, City of
District of Columbia Government	Redmond, WA, City of
Durham, NC, City of	Richland, WA, City of
Eden Prairie, MN, City of	Rifle, CO, City of
Edmond, OK, City of	Rio Rancho, NM, City of
Encinitas, CA, City of	Riverside, CA, City of
Fargo, ND, City of	Roanoke, VA, City of
Farmington, MN, City of	Rochester, MN, City of
Federal Way, WA, City of	Sacramento, CA, City of
Fergus Falls, MN, City of	San Clemente, CA, City of
Flagstaff, AZ, City of	San Francisco, CA, City of
Fremont, CA, City of	San Jose, CA, City of
Fresno, CA, City of	San Ramon, CA, City of
Ft. Collins, CO, City of	Santa Ana, CA, City of
Ft. Lauderdale, FL, City of	Santa Cruz, CA, City of
Grants Pass, OR, City of	Schaumburg, IL, Village of
Glen Ellyn, IL, Village of	Scottsdale, AZ, City of
Goodyear, AZ, City of	Seattle, WA, City of
Grand Forks, ND, City of	Shakopee, MN, City of
Greensboro, NC, City of	Sheboygan Falls, WI, City of
Hamilton, OH, City of	Sioux City, IA, City of
Hanford, CA, City of	Sioux Falls, SD, City of
Hartford, CT, City of	Solano Beach, CA, City of
Healdsburg, CA, City of	Surprise, AZ, City of
Hercules, CA, City of	Tacoma, WA, City of
Hilton Head, SC, Town of	Telluride, CO, City of
Huber Heights, OH, City of	Thief River Falls, MN, City of
Huron, SD, City of	Tucson, AZ, City of
Issaquah, WA, City of	Tukwila, WA, City of
Jackson, MN, City of	Upper Arlington, OH, City of
Kalamazoo, MI, City of	Valley City, ND, City of

CITIES	
Kalispell, MT, City of	Vancouver, WA, City of
Kansas City, MO, City of	Walnut Creek, CA, City of
Kennewick, WA, City of	Washington DC, City of
Kingman, AZ, City of	Watertown, NY, City of
Kirkland, WA, City of	West Fargo, ND, City of
Lake Havasu City, AZ, City of	West Hollywood, CA, City of
Lake Oswego, OR, City of	West Jordan, UT, City of
Lakewood, CO, City of	Wichita, KS, City of
Larkspur, CA, City of	Wilmington, NC, City of
Liberty, MO, City of	Windsor, CA, Town of
Litchfield Park, AZ, City of	Woodland Park, CO, City of
Longview, WA, City of	Yuma, AZ, City of

STATES	
Alaska	New Mexico
Arizona	New York
Arkansas	North Carolina
California	North Dakota
Colorado	Ohio
Georgia	Oklahoma
Hawaii	Rhode Island
Illinois	Utah
Iowa	Vermont
Kansas	Virginia
Michigan	Washington
Minnesota	Wisconsin
Montana	Wyoming
Nevada	

**PROPOSAL FOR A CLASSIFICATION,
COMPENSATION AND BENEFITS
STUDY FOR
MORGAN COUNTY, GEORGIA**

September, 2018

**Condrey and Associates, Inc.
PO Box 7907
Athens, Georgia 30604-7907
(706) 380-7107 (phone)
(586) 816-4067 (fax)
steve@condrey-consulting.com
www.condrey-consulting.com**

ATTACHMENT 1

PROPOSAL FORM

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY

Name of Firm: Condrey and Associates, Inc.

Primary Contact Person: Stephen E. Condrey, President

Address: PO Box 7907, Athens, GA 30604-7907

Phone Number: 706.380.7107

Estimated number of hours to complete the review contemplated within the scope of services to be provided:

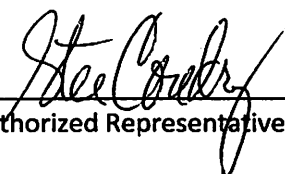
4 months

Proposed Date of Completion: 2-28-2019

Hour rates for performing such services: _____

Cost of Annual Maintenance: first year technical services included in price below (until 2-28-18); additional consulting services after first year is billed at \$225.00 per hour.

Please give a not to exceed amount for complete these services: \$55,000 less \$12,500 if a benefits study is not conducted.



Authorized Representative Signature



September 4, 2018

Mr. Mark Williams
Assistant County Manager
Morgan County Government
150 E. Washington Street
Madison, Georgia 30650

Dear Mr. Williams:

I have enclosed a proposal to conduct a classification and compensation study for Morgan County. If selected, we plan to begin work on the project November 1, 2018, with a preliminary report submitted for review in January 2019 and a final report submitted on or before February 28, 2019. The enclosed proposal outlines a thorough study for the County.

I believe you will agree that confidence is built in a new classification and compensation system by involving management and employees in the process. If selected for this project, we would interview approximately 60% of the County's 190 full-time employees covered under this letter of agreement. We believe this percentage of persons individually interviewed for the study will greatly increase its validity. As you will note from the enclosed proposal, in the employee interview process we utilize a variety of skilled consultants with specific subject matter knowledge of local government administration, public safety, public utilities, public finance, public works and information technology. This process leads to a valid and expertly prepared compensation plan that is accepted by the County's employees.

Condrey and Associates has been serving clients nationally for more than 19 years. I strongly encourage you to check the references we have listed in our proposal packet. I believe you will find that we work very hard to deliver a thoroughly documented and competitive personnel system that meets the needs of management and employees alike.

This offer of services is valid until March 31, 2019. We will be happy to revise the enclosed memorandum of agreement to meet appropriate legal requirements as deemed necessary by Morgan County or to enter into an appropriate contract initiated by the County.

We are looking forward to providing high quality human resource management consulting services to Morgan County. I believe you will find our firm to be highly competent and responsive to the needs of your jurisdiction. Please contact me at (706) 380-7107 if I may provide further information.

Sincerely,

Steve Condrey, Ph.D., IPMA-SCP
President

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PROFILE OF PROPOSER

Condrey and Associates, Inc. is a human resource management consulting firm providing personnel-related technical assistance to local and state government organizations. All work performed for Morgan County project will be conducted on site and at the firm's offices in Athens, Georgia.

The two principals associated with the project, Dr. Steve Condrey and Ms. Jan Hansford, have collaborated on over 500 similar projects for state and local governments. Consultants for this project will be chosen from among consultants with specific subject matter knowledge in local government, public safety, public utilities, and public works administration: Mr. Mark Knowles, an independent consultant experienced in financial administration and information technology, Gene Mays, former Chief Deputy of the Athens-Clarke County, Georgia, Sheriff's Department and a skilled law enforcement consultant, Mr. James Hansford, a skilled classification consultant and former Executive Director of the Georgia Firefighter Standards and Training Commission, Mr. Mike Mahathirath, a skilled consultant specializing in IT, Finance and Staffing Analyses, Mr. Ellis Cadenhead, former President of Electric Cities of Georgia, and a consultant skilled in conducting classification and compensation studies, Dr. Rex Facer, Associate Professor in the Romney Institute of Public Management at Brigham Young University and a skilled human resources consultant, Dr. Mark Foster, an industrial psychologist with extensive experience in law enforcement administration, Dr. Catherine Reese, a skilled human resources consultant and Associate Professor of Public Administration at Arkansas State University, Dr. James M. Austin, Jr., an industrial psychologist and President of Austin Consulting, Inc., Mr. Brian Burke, a certified Real Estate Appraiser and Firefighter, and Dr. Greg Reece, skilled technical writer and consultant.

REPRESENTATIVE CLIENT CONTACTS

Listed below are thirteen Georgia jurisdiction completed since 2015. Additional professional references are available upon request.

Ms. Towanna Howard
Human Resources Manager
Sumter County Board of Commissioners
500 W. Lamar Street, Suite 100
Americus, Georgia 31709
(229) 928-4500
toward@sumtercountyga.us

We completed a comprehensive classification and compensation study for Sumter County in 2017 (approximately 265 employees).

Mr. Joseph D. Pritchard
County Manager
Lowndes County Government
327 N. Ashley Street, 3rd Floor
Valdosta, Georgia 31601
(229) 671-2440
jpritchard@lowndescounty.com

In 2014 we completed an update of Lowndes County's classification and compensation plan (approximately 500 employees). We have worked with Mr. Pritchard in several Georgia jurisdictions over the past 25 years.

Ms. Karen Fraser
Human Resources Director
Walton County Government
111 South Broad Street
Monroe, Georgia 30655
(770) 267-1329
karen.fraser@co.walton.ga.us

We completed a comprehensive classification and compensation study for Walton County Government in 2017 (approximately 625 employees).

Mr. Brian Acker
Human Resources Director
Paulding County Board of Commissioners
Watson Government Complex
240 Constitution Boulevard
Dallas, GA 30132
(678) 224-4440
backer@paulding.gov.

We completed a comprehensive classification and compensation study for Paulding County in 2017 (approximately 900 employees).

Mr. Mike Walker
Human Resources Director
Tift County Board of Commissioners
225A Tift Avenue, Suite 204
Tifton, Georgia 31794
(229)386-7850
mwalker@tiftcounty.org

We completed a classification and compensation study for Tift County in 2018 (approximately 350 employees)

Mr. Tod Tentler
County Manager
Troup County Government
100 Ridley Avenue, Third Floor
LaGrange, GA 30240
(706) 883-1610
ttentler@troupco.org

We completed a classification and compensation study for Troup County in 2017 (approximately 450 employees)

Ms. Elvira Rogers
Administrative Services Director
City of Suwanee
330 Town Center Avenue
Suwanee, GA 30024
(770) 904- 3374
ERogers@suwanee.com

We completed a classification and compensation study for the City of Suwanee in 2013 (approximately 100 employees). We completed an updates for the City in 2016 and 2018.

Ms. Holly Field
Human Resources Manager
City of Hinesville
115 East M. L. King, Jr. Drive
Hinesville, GA 31313
(912) 876-3564
hfields@cityofhinesville.org

We completed a classification and compensation study for the City of Hinesville in 2009 and are currently updating their plan in 2018. Hinesville has approximately 200 employees.

Mr. Steve North
Assistant City Manager
City of Lawrenceville
70 S. Clayton Street
Lawrenceville, GA 30046
(770) 963-2414
steve.north@lawrencevillegaweb.org

We completed a comprehensive classification and compensation study for the City of Lawrenceville in 2017 (approximately 300 employees).

Ms. Karen Norred, CMC
City Clerk/Human Resources Director
City of Holly Springs
3237 Holly Spring Parkway
Holly Springs, GA 30115
(770) 721-7502
knorred@hollyspringsga.us

We recently completed a classification and compensation study for the City of Holly Springs (approximately 40 employees).

Mr. Larry Hanson
City Manager
City of Valdosta
216 E. Central Avenue
Valdosta, GA 31603
(229) 242-2600
lhanson@valdostacity.com

We recently completed a classification and compensation study for the City of Valdosta (approximately 550 employees).

Mr. David Shearon, Mayor
City of Watkinsville
191 VFW Drive
Watkinsville, Georgia 30677
(706) 769-5161

We are in the process of completing a classification and compensation study for the City of Watkinsville (approximately 14 employees).

SELECTED CLIENTS

Alabama

Alabama Department of Postsecondary Education
Alabama Department of Corrections
Alabama Department of Human Resources Head Start
Anniston Water Works and Sewer Board
City of Anniston
City of Auburn
Curry Water Authority
Dothan-Houston County Intellectual Disabilities Board
City of Eufaula
Eufaula Water & Sewer Board
Etowah County
Town of Falkville
City of Gadsden
City of Jasper
Jasper Water Works and Sewer Board
Lee County
City of Madison
City of Mobile
Mobile County
Mobile County Personnel Board
Mobile Area Water and Sewer Board
Mobile Housing Authority
North Central Alabama Regional Council of Governments (NARCOG)
City of Opelika
City of Prattville
City of Rainbow City
City of Tallahassee
City of Tuscaloosa
Selma Waterworks and Sewer Board
Walker County

Alaska

Matanuska-Susitna Borough

Arkansas

City of Jonesboro
City of North Little Rock

Connecticut

Town of Waterford

Florida

City of Miami Beach
St. Johns County
St. Johns County Property Appraiser
St. Johns County Clerk of Courts

Georgia

Brunswick-Glynn County Joint Water and Sewer Commission
City of Canton
City of Cartersville
Columbus Consolidated Government
Cook County
Coweta County Water and Sewerage Authority
City of Forest Park
City of Hinesville
City of Holly Springs
City of Lawrenceville
City of Suwanee
Lowndes County
Paulding County
City of Peachtree City
Pickens County
Tift County
Troup County
City of Tybee Island
United Methodist Church, North Georgia Conference
City of Valdosta
City of Watkinsville

Kentucky

Bowling Green Municipal Utilities
DESA International, Inc., Bowling Green
City of Morganfield

Illinois

Village of Forsyth
City of Moline

Iowa

Dallas County
Muscatine Power and Water
City of Pella

Maine

City of Scarborough

Maryland

City of Takoma Park

Missouri

City of Cape Girardeau
City of Gladstone
City of Jefferson City
City of Lake Saint Louis
City of O'Fallon
City of Sedalia

Nevada

Carson City School District
City of Boulder City

New Hampshire

Local Government Center
City of Concord
Town of Hanover
Manchester Employees' Contributory Retirement System

New Mexico

Bloomfield School District
Deming Public School System
Santa Fe Community College
San Juan College

New York

Madison County Government
Onondaga County Government
Orange County Government

North Carolina

Braswell Memorial Library, Rocky Mount
Cape Fear Public Utility Authority
Town of Chapel Hill
City of Hickory
City of Laurinburg
City of Lincolnton
Lincoln County Government
North Carolina League of Municipalities
Orange County Government
City of Rocky Mount
Rutherford County Government
City of Wilson

North Dakota

City of Bismarck
City of Mandan
Mandan Parks District

Oklahoma

City of Broken Arrow
Northeastern State University

South Carolina

City of Goose Creek
Jasper County Government
McCormick County
Saluda County

South Dakota

City of Aberdeen
City of Pierre
Minnehaha County
Pennington County
City of Madison
City of Mitchell
City of Rapid City
City of Spearfish

Tennessee

City of Hendersonville

Texas

City of Big Spring
City of Beaumont
City of Forney
City of Galveston
City of Rockport
City of Seabrook
Galveston County Government
Galveston County Health District
Harris County Housing Authority
Oller Engineering, Inc., Lubbock
Texas Municipal League Intergovernmental Risk Pool
Webb County Government

Vermont

Town of Hartford
Town of Norwich

Virginia

The Children's Center
City of Franklin
Franklin Development and Housing Authority
Powhatan County
Town of Rocky Mount
Town of Vinton

Wyoming

City of Casper
City of Cody
City of Evanston
Evanston Parks & Recreation District
City of Green River
City of Laramie
City of Rock Springs
City of Sheridan
Sheridan County Government
Sheridan Recreation District

SUMMARY OF PROPOSER'S QUALIFICATIONS

Stephen E. Condrey, Ph.D. Steve Condrey, President of Condrey and Associates, has over thirty years of professional experience in human resource management and has consulted nationally and internationally with over 800 organizations concerning personnel-related issues. He is the immediate past Editor-in-Chief of the *Review of Public Personnel Administration* and is the co-editor of *Public Administration in Post-Communist Countries* (CRC Press, 2013), editor of the *Handbook of Human Resource Management in Government*, Jossey-Bass, (1998, 2005 and 2010), and *Radical Reform of the Civil Service*, Lexington Press, 2001. He is the 1998 recipient of the University of Georgia's Walter Barnard Hill Award for Distinguished Achievement in Public Service and Outreach and was named Hill Fellow by the University of Georgia in 2004 (the University of Georgia's highest public service faculty honor). He holds the IPMA-SCP designation from the International Public Management Association for Human Resources. Steve retired from the Carl Vinson Institute of Government, University of Georgia in 2010. He was appointed by President Obama as Chairman of the Federal Salary Council in 2010 and served in this capacity until 2017. Dr. Condrey was elected as a Fellow to the National Academy of Public Administration in 2012 and was President of the American Society for Public Administration for 2013-2014.

Ms. Jan Hansford. Jan Hansford, Vice President of Condrey and Associates, is a Principal Human Resource Management Consultant with the Vinson Institute and recently retired as Human Resources Director of Athens-Clarke County, Georgia, a consolidated government of over 1600 employees. With over 30 years of related experience, both as a practitioner and as a consultant, Jan specializes in administrative classification issues, *Fair Labor Standards Act* compliance, and payroll restructuring and administration. She is also well-versed in communicating complex classification and compensation issues in a clear and understandable fashion and will assist in communicating study results to department heads, elected officials, and employees. Ms. Hansford has assisted in managing over 400 personnel-related projects. Jan holds the IPMA-SCP designation from the International Public Management Association for Human Resources.

Mr. Mark Knowles. Mark Knowles, Principal Consultant with Condrey and Associates, is the founder of GovDirections.com – a leading online procurement monitoring system. Mark has prior experience with the Georgia Municipal Association, where he provided technical assistance to local governments. Mark has assisted with organizational management issues related to technology in several communities including the cities of Rapid City, South Dakota, and Auburn, Alabama. Mark has experience in performance benchmarking and assisted in the design and implementation of systems in communities such as Lowndes County and Dawson County, Georgia. Mark has over twenty years of classification and compensation experience and has assisted managing projects in over 200 jurisdictions across the United States.

Mr. Gene Mays. Gene Mays, Senior Consultant with Condrey and Associates, has over twenty-five years of law enforcement experience as a Patrol Officer, Corporal, Juvenile Officer, Detective, Sergeant, Internal Affairs Officer, and Captain with the Athens-Clarke County Police

Department. He recently retired as Chief Deputy of the Clarke County, Georgia Sheriff Department. In addition to directly-related law enforcement experience, Gene is a skilled law enforcement consultant, having consulted with numerous jurisdictions concerning personnel-related issues (classification and compensation, job analysis, and assessment centers). Gene coordinated the law enforcement interviews with the City of Anniston, Alabama, Orange County, North Carolina, Jefferson City, Missouri, North Little Rock and Jonesboro, Arkansas, Galveston County, Texas, Wilson, North Carolina, Auburn, Alabama, Cape Girardeau, Missouri, Sheridan, Wyoming, Gladstone, Missouri and Jasper, Alabama projects.

Mr. James E. Hansford. Jim Hansford, Principal Consultant with Condrey and Associates, has over thirty-five years of experience as a Firefighter, Lieutenant, Captain, Chief of Training and Fire Chief of a consolidated government fire department. He recently retired as the Executive Director of the State of Georgia Firefighter Standards and Training Council, where he administered the certification program for all fire departments in the State of Georgia. Jimmy is a member of the International Association of Fire Chiefs, Georgia Association of Fire Chiefs, and the Georgia Firefighters Association. Mr. Hansford is a skilled consultant, having assisted with over 100 personnel-related projects in various jurisdictions.

Mr. Mike Mahathirath. Mike Mahathirath, Senior Consultant with Condrey and Associates, is co-founder of GovDirections – the leading online procurement monitoring service. Mike has prior experience with the Georgia Municipal Association and the Georgia Department of Community Affairs. Mike managed one of the largest lease-purchase pools in the United States and implementation of a statewide uniform chart of accounts for Georgia Local Governments. Mike has over twelve years of experience working with local governments throughout the United States.

Mr. Ellis Cadenhead. Ellis Cadenhead, Senior Consultant with Condrey and Associates, recently retired as Executive Director of the Coweta County (Georgia) Water Authority. Ellis previously served as Executive Director of Electric Cities of Georgia and Assistant General Manager of Newnan Utilities (Georgia), a full-service utilities commission. Ellis is active in various state and national professional organizations. He assisted with the Galveston, Texas, North Little Rock, Arkansas, Bowling Green Municipal Utilities (Kentucky), Wilson, North Carolina and Muscatine Power and Water (Iowa) projects. Ellis was the founder of the Georgia Public Web, as well as numerous telecommunications innovations while with Newnan Utilities.

Dr. Rex Facer. Rex L. Facer II, Senior Consultant with Condrey and Associates, is an Associate Professor in the Romney Institute of Public Management in the Marriott School at Brigham Young University where he teaches in the Master of Public Administration program. President Obama appointed Facer to the Federal Salary Council in 2010. Facer previously served on NASPAA's Commission on Peer Review and Accreditation, including a term as chair. The commission is the accrediting body for master's degree programs in public administration. Professor Facer regularly lectures and consults nationally and internationally on human resource management and local public finance issues. His published research has appeared in leading peer-reviewed journals. His current research focuses on public sector compensation practices, alternative work schedules, and local government finance. Rex coordinates all performance

appraisal design and training as well as all salary equity analyses for Condrey and Associates, Inc.

Dr. James M. Austin, Jr. Jim Austin, Senior Consultant with Condrey and Associates, is President of Austin Consulting, Incorporated. Dr. Austin has extensive experience in conducting job analysis, assessment center preparation/administration, policy development, training, and position classification activities in a variety of public and private sector organizations including Home Depot.

Dr. Mark Foster. Mark Foster, Senior Consultant with Condrey and Associates, is an industrial psychologist with over 20 years of experience in law enforcement personnel selection and promotion administration. Mark has coordinated the promotional process for the Georgia State Patrol for the past twelve years, and the Georgia Bureau of Investigation for the past eight years. Additionally, he has consulted nationally with numerous other law enforcement agencies and with Fortune 500 corporations such as Georgia Pacific and Federal Express.

Dr. Cathy Reese. Cathy Reese, Senior Consultant with Condrey and Associates, is Assistant Professor of Public Administration at Arkansas State University where she teaches courses in budgeting, financial administration, and human resource management. Cathy has over 15 years of experience in conducting classification and compensation studies and most recently worked on the North Little Rock and Jonesboro, Arkansas, projects.

Mr. Brian Burke. Brian Burke, Senior Consultant with Condrey and Associates, is a certified Real Estate Appraiser and Fire Officer. Brian has consulted with over 30 organizations, and currently works for a local government.

Ms. Linda Seagraves. Linda Seagraves, Principal Consultant with Condrey and Associates, is a Personnel Specialist with the Vinson Institute of Government. Ms. Seagraves specializes in payroll restructuring and is skilled in calculating project implementation costs so that accurate budget projections are provided to the client. Ms. Seagraves has consulted with over 500 organizations.

Dr. Greg Reece. Greg Reece, Principal Consultant with Condrey and Associates, is a skilled technical writer, author and consultant. He holds graduate degrees from Vanderbilt University (M.Div.) and Claremont Graduate University (Ph.D). He teaches courses in Ethics at the University of Alabama, Birmingham.

FLORIDA SURVEY RESEARCH CENTER PROFILE

Michael J. Scicchitano, Ph.D. Michael J. Scicchitano is an associate professor of political science and the director of the Florida Survey Research Center (FSRC) at the University of Florida. As Director of the FSRC he has implemented hundreds of survey research and program evaluation projects in the past ten years including projects related to housing and real estate. He has extensive knowledge of the implementation of telephone, mail, and in-person surveys. He brings expertise in survey design, sampling, and data analysis to this project. Dr. Scicchitano earned a BA in political science and masters in public administration from Pennsylvania State University. He received his Ph.D. in political science from the University of Georgia in 1984. Since 1984 he has been on the faculty at West Virginia University, the University of Connecticut and the University of Florida. In addition to his work with the FSRC, he is director of the masters program in public administration. He is also editor of State and Local Government Review, which is the official journal for American Society for Public Administration's section on intergovernmental management. His research on issues related to public policy and public affairs has been published in Journal of Politics, Publius, Legislative Studies Quarterly, Policy Studies Journal, Administration and Society and many others. He has taught courses on public budgeting, computer applications, and public policy and administration to graduate and undergraduate students at the University of Florida.

Tracy L. Johns, Ph.D. Tracy Johns is an Adjunct Instructor for the Departments of Sociology and Political Science and the Research Director at the Florida Survey Research Center (FSRC) at the University of Florida. As Research Director of the FSRC, she has designed and overseen the implementation of hundreds of surveys. Dr. Johns is responsible for the creation and design of survey instruments, population sampling, managing survey implementation, supervising data analysis, and writing summary reports of research conducted by the FSRC. She has an extensive background in conducting mail, telephone, and in-person surveys as well as secondary data analysis and program evaluations. Dr. Johns earned a B.A. and M.A. in sociology from the University of Florida, and completed her Ph.D. in sociology at the University of Florida in 2001. Dr. Johns has published, in journals such as *Journal of Research in Crime and Delinquency* and *Security Journal*, and presented papers on a variety of topics, including: crime and deviance on college campuses, disaggregated homicide results, racism in America, and survey methodology. Dr. Johns' research focuses on issues related to alcohol use and abuse, date rape, and white collar crime. She has initiated and overseen several large-scale studies on alcohol and drug use and she is currently studying shoplifting behaviors. Dr. Johns teaches courses in deviant behavior and general sociology at the University of Florida.

SUMMARY OF CONSULTANT RESPONSIBILITIES AND ASSIGNMENTS

Steve Condrey will serve as project director and will coordinate all direct contacts with the client in conjunction with Jan Hansford. He will also coordinate the classification interview schedule, personally interview top administrative personnel, be responsible for constructing the overall classification plan, direct the salary and survey, calculate project implementation costs, review the proposed classification plan with appropriate County officials, conduct employee classification appeals (if any), and be available on an as-needed basis for follow-up technical assistance and training during the first year of project implementation.

Jan Hansford and **Mark Knowles** will serve as assistant project directors and will assist Steve Condrey in the above outlined duties. Mark will also conduct the classification interviews in conjunction with Jan Hansford.

Dr. Greg Reece is the writer for the project. **Linda Seagraves** will coordinate salary data collection activities conducted by the University of Florida as part of this project and will calculate the costs of various project implementation plans.

Morgan County staff support required for the project will be minimal. We request that one person be appointed to serve as our principal contact for the purpose of communicating project plans and schedules, gathering current payroll information, and disseminating and collecting position questionnaires and draft job descriptions.

PROJECT UNDERSTANDING, PROPOSED APPROACH, AND METHODOLOGY

- * For a full description of project activities please see the enclosed draft contract. Individual employees will be apprised of project activities through a series of project orientation sessions as well as personally during the time that they are interviewed for classification purposes.
- * Condrey and Associates will conduct a salary survey specifically for this project. Approximately 25 organizations will be invited to participate in the survey. The salary data will be collected using a university-based online system. This system makes it easy for the target organizations to quickly and accurately input their salary and, if needed, benefit information. Each organization will be sent an email that explains the online salary system as well as access information. The team implementing the online salary survey is available to answer questions and provide support as needed. A sample of the web-based salary data collection system can be viewed at : <http://www.flsurveyresearch.org/demo/> using the access code: NZRLKX
- * We will provide Morgan County with three implementation plans showing the relative impact of differing funding levels on the compensation plan. This will provide the County with a degree of flexibility in implementing the project. Back-up data will provide individual employee salary calculations for placement in the new plan. Additionally, Condrey and Associates will discern the need for and, if necessary, detail the cost of any equity adjustment to ease employee pay compression.
- * Three months following project implementation, Condrey and Associates will conduct an employee appeals process. The appeals process will provide employees an opportunity to provide written justification for appealing their classification. Condrey and Associates will reply to all appeals in writing and will conduct telephone or onsite reviews to ascertain the nature of the appeals. We normally have few (if any) classification appeals.
- * Condrey and Associates utilizes a modified version of the Factor Evaluation System (FES). FES is the most widely utilized point-factor evaluation system and is the basis for most all other point-factor job evaluation systems. We have utilized FES in over 500 organizations of differing functions and degrees of administrative sophistication. We find that FES, when applied skillfully and properly, produces an internally equitable classification plan that is highly acceptable to management as well as the organization's employees. Training in FES application will be provided to the Morgan County human resources staff. Also, we provide a full year of follow-up technical assistance to include additional training to insure that the system is properly maintained. Please note that all FES data calculations are available in electronic format. Also, since FES is in the public domain, there are no copyright or royalty fees associated with its use.
- * We will conduct extensive interviews with full-time position incumbents (approximately 60% of the County's 190 full-time employees). This will help assure an accurate and internally equitable classification plan that is accepted by management as well as the County's employees.

* Condrey and Associates utilizes a system of career ladders as an overlay to the classification system developed through our job evaluation system. These career ladders provide avenues for managerial flexibility as well as individual employee incentive and achievement. We believe this methodology is superior to traditional broad-banding and avoids that system's potential flaws, including those related to equal pay.

* Condrey and Associates is very familiar with the *Americans with Disabilities Act (ADA)*. In addition to providing advice to clients in the practical application of ADA, one of the firm's principals conducted the most extensive survey to date of ADA implementation in America's cities. Approximately 300 cities responded to the survey. The results appear in the *American Review of Public Administration*.

* All written products produced for Morgan County project will become the property of the County. This includes the job evaluation system, job descriptions, position questionnaires, salary survey data, and all training materials. These products will also be provided to the client in disk form. Our current software includes Word, Excel, and the Statistical Package for the Social Sciences (SPSS+). There is no additional charge for this service.

SUMMARY OF THE PROPOSED FEE STRUCTURE

Condrey and Associates will provide the classification, compensation and benefits study for the **fixed cost** of \$55,000. However if your benefits package approaches 37% of payroll, a benefits survey may not be necessary and the cost to conduct the classification and compensation study would be \$42,500. The fee includes one year of follow-up technical assistance at no additional charge to the jurisdiction.

MEMORANDUM OF AGREEMENT

This agreement is made and entered into this ____ day of _____ 2018, by and between Morgan County, party of the first part, hereinafter called the COOPERATOR and Condrey and Associates, Inc., party of the second part, hereinafter called the CONSULTANT. All obligations under this agreement will be performed by Condrey and Associates, Inc.

WITNESSETH, inasmuch as the COOPERATOR is desirous of setting up a cooperative service with Condrey and Associates and inasmuch as the CONSULTANT is willing to undertake and conduct such a cooperative service, the purpose of this agreement is to establish the terms and conditions under which such a cooperative service will be accomplished pursuant to the conditions herein set forth.

The CONSULTANT is an independent contractor. Furthermore, the parties hereto agree that any information gathered from the COOPERATOR or its employees, and the documents prepared therefrom, shall be the property of the COOPERATOR. They shall remain confidential and shall not be used by CONSULTANT other than in its duties and responsibilities hereunder.

NOW, THEREFORE, in consideration of the following mutual promises, covenants, and conditions, it is agreed as follows:

Section I

Condrey and Associates will:

- a. Carry on the cooperative service onsite and in the offices of Condrey and Associates substantially as set forth in the attached outline marked "Appendix A" and made a part of this agreement.

b. Preserve all of its records bearing upon the amounts payable under this agreement, and further agrees that any specifically authorized representative of the COOPERATOR shall, until the expiration of one year after final payment under this agreement, have access to and the right to examine any directly pertinent books, documents, papers, and records of Condrey and Associates involving transactions related to this agreement.

Section II

COOPERATOR will pay Condrey and Associates a fixed fee of \$55,500 (less \$12,500 if a benefits survey is not conducted, upon receipt of invoices. This amount will be paid in two (2) equal installments, within twenty (20) days of receipt of billing. The invoices should be directed to Mr. Mark Williams, Assistant County Manager, Morgan County Government, 150 E. Washington Street, Madison, Georgia 30650; telephone number (706) 342-0725. The billings shall occur on November 15, 2018 and February 1, 2019.

Section III

The term of this agreement shall be from November 1, 2018 through February 28, 2019. However, it may be terminated by either party by written notice of such intent submitted 30 days in advance. In the event of such termination, the COOPERATOR will pay Condrey and Associates a prorated portion of the upcoming installment consistent with the revised termination date. Condrey and Associates will continue to work on the project until the revised termination date and will provide to the COOPERATOR interim findings and summary notes that reflect the status of the project at the time of revised termination.

Section IV

This agreement may be modified at any time by mutual consent of the parties hereto. Any modification hereto shall be in writing and signed by both parties.

Section V

Neither party to this agreement will discriminate against any person, employee or applicant for employment because of race, creed, color, religion, sex, national origin, ancestry, age, veteran status, or disability.

IN WITNESS WHEREOF, this agreement is entered into on the date first above written.

FOR CONDREY AND ASSOCIATES:

FOR MORGAN COUNTY:

Stephen E. Condrey
President

Date: _____

Date: _____

Jan H. Hansford
Vice President

Date: _____

Corporate Seal

APPENDIX A

Contract for Technical Assistance to Morgan County : Proposal for Reviewing and Updating the County's Classification and Compensation System

The administration of Morgan County has determined the need for a review and updating of the job classification system and pay plan for selected jobs covered under its personnel system.

Objectives

Condrey and Associates proposes the following schedule of activities to accomplish four objectives:

1. Review and revise the current personnel classification system and pay plan for all employees covered under this agreement;
2. Produce an updated description of each job and produce a classification system based on job content analysis;
3. Collect salary data and produce a recommended pay plan based on job analysis, job evaluation, and survey data; and
4. Train designated personnel in each step of classification and pay plan development to help insure the implementation and maintenance of the system.

Phase I -- Developing a Work Plan and Schedule of Activities

- 1.1 Condrey and Associates, in cooperation with appropriate officials, will generate a work plan of activities and target dates for completion.
- 1.2 During this phase all the documents detailing the current personnel policies and procedures, job classification system and pay plan will be made available to Condrey and Associates for review and analysis.

Phase II -- Job Analysis Survey

- 2.1 Condrey and Associates will develop a detailed job survey form to be completed by position incumbents. This data will serve as the basis for generating updated job descriptions, job classifications, and job evaluations (ranking of jobs).

- 2.2 Condrey and Associates will determine the number of interviews and/or job audits that will need to be conducted to insure adequate data for generating a complete and valid description of each job and job classification. It is anticipated that approximately 60% of the County's 190 full-time employees will be interviewed concerning their job duties and responsibilities.
- 2.3 After the job survey, job audits and interview data are analyzed, a properly formatted job description will be completed for each job. The written job description will draw on four sources of information: (1) current job descriptions, (2) information from the job survey, (3) supervisors' review and critique, and (4) interviews and job audits.

Phase III -- Job Evaluation

- 3.1 Condrey and Associates will furnish a job evaluation format of established procedures for ranking jobs and measuring differences in job content.
- 3.2 Condrey and Associates and appropriate officials will select a format best suited for measuring different levels of knowledge, skills, and abilities required to perform the jobs to be evaluated.

Phase IV -- Developing a Compensation Structure

Condrey and Associates will:

- 4.1 Condrey and Associates will conduct a salary survey of organizations specifically for this project. The survey will include up to 15 organizations and 25 benchmark positions.
- 4.2 Condrey and Associates will collect, review, and format published salary data covering relevant public and private organizations.
- 4.3 Condrey and Associates will analyze and format the survey data for use in establishing competitive pay levels.
- 4.4 After the survey data is compiled, Condrey and Associates will review all data generated to this point with appropriate officials to determine what additional information needs to be considered before moving to the next phase.

Phase V -- Developing a Pay Plan

Condrey and Associates will:

- 5.1 Establish recommended pay grades based on the job evaluation results (Phase III) and the wage survey (Phase IV).

- 5.2 Establish pay steps or ranges in each grade and present the complete recommended pay plan to appropriate officials for review. At this point the plan will reflect the data from Phases III and IV as well as cost-of-living data and the jurisdiction's financial condition and compensation policy.

Phase VI -- Implementing and Administering the Program

Condrey and Associates will:

- 6.1 Recommend a series of career ladders and lattices as appropriate at no additional cost to the jurisdiction.
- 6.2 Determine the proper FLSA designation of each position.
- 6.3 Present alternative plans to ameliorate salary compression.
- 6.4 Be available to provide a reasonable level of ongoing technical assistance necessary to maintain the program.

Cost and Duration

The cost to Condrey and Associates to provide the services specified in this proposal will be a **fixed fee** of \$55,500, less \$12,500 if a benefits study is not conducted. Considering the scope of the project, we anticipate an approximate four (4) month work plan beginning November 1, 2018, with final reports submitted on or before February 28, 2019. Follow-up technical assistance will be provided through February 28, 2020 at no additional cost to the County (with the exception of travel-related costs). Formal involvement would terminate February 28, 2019.

Morgan County
Schedule of Activities

<u>DATE</u>	<u>ACTIVITY</u>
November, 2018	<ul style="list-style-type: none">o Distribute position questionnaireso Conduct project orientation for human resources staff and department headso Completed position questionnaires returned to Condrey and Associates
December 2019	<ul style="list-style-type: none">o Conduct employee interviewso Conduct salary survey
January 2019	<ul style="list-style-type: none">o Develop preliminary cost estimateo Present preliminary classification and pay report
February 2019	<ul style="list-style-type: none">o Publish final report
March 2019 – February 2020	<ul style="list-style-type: none">o Provide follow-up technical assistance in pay plan implementation.

Project Directors: Dr. Stephen E. Condrey, President
Ms. Jan Hansford, Vice President
Condrey and Associates, Inc.
PO Box 7907
Athens, GA 30604-7907
(706) 380-7107 (Phone)
(586) 816-4067 (FAX)
steve@condrey-consulting.com
jan@condrey-consulting.com
www.condrey-consulting.com

ATTACHMENT 1

PROPOSAL FORM

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY

Name of Firm: McGrath Human Resources Group

Primary Contact Person: Dr. Victoria McGrath, CEO

Address: PO Box 190
Wonder Lake, IL 60097

Phone Number: 815-728-9111 (Office)
815-307-2781 (Cellular)

Estimated number of hours to complete the review contemplated within the scope of services to be provided:

4-6 months (400 + hours estimate)

Proposed Date of Completion: May 2019

Hour rates for performing such services: \$100-175/hour

Cost of Annual Maintenance: \$200 per job evaluation; Comp plan update TBD

Please give a not to exceed amount for complete these services: \$ 67,075 (Comp & Job Descriptions)


Authorized Representative Signature



**Proposal prepared for
Morgan County, Georgia**

Comprehensive Classification and Compensation Study

**By
McGrath Human Resources Group**

September 17, 2018



Morgan County
Georgia



September 17, 2018

Mr. Mark Williams, Assistant County Manager
Morgan County Board of Commissioners
150 E. Washington Street
Madison, Georgia, 30650

Dear Mr. Williams,

Thank you for the opportunity to submit our qualifications to provide a Comprehensive Classification & Compensation Study for Morgan County. This proposal outlines our understanding of the project and estimated timeline for completion.

Developing and maintaining a competitive classification and compensation plan in today's fiscally conservative environment is extremely challenging, yet essential. McGrath Human Resources Group understands the issues public sector entities are facing and will assist in updating your compensation plan so that it attracts and retains competent professionals, as well as fits within fiscal constraints. At McGrath Human Resources, we feel each client is unique and we take the time to understand your compensation philosophy, your organizational culture, and the vision you have for your community; and integrate these components into a comprehensive compensation program.

Morgan County is looking to update its current Classification and Compensation System by evaluating current positions, internal equity, and utilizing market data to update and validate position placements in a new or updated System. The County also desires to confirm FLSA exemption status, update job descriptions, and future services for maintenance to the County's Compensation System. McGrath Human Resources Group specializes in public sector consulting predominately in the fields of human resource management. We provide individualized services, based upon the unique qualities, culture, and needs for each organization. Because of this, the services we provide complements the scope of the project for Morgan County, which you will see as you read through this Proposal.

In order to meet your needs McGrath Human Resources Group needs to understand your organization, departments, positions, pay philosophy, culture, and related policies; and takes time

McGrath Human Resources Group ♦ PO Box 190 ♦ Wonder Lake, IL 60097 ♦ 815-728-9111
www.mcgrathhumanresources.com

at the onset of the project to gain this understanding not only from paper review and analysis, but also meetings with administration, department heads, employees, and other stakeholders.

We will evaluate positions not only from the job descriptions and meetings with stakeholders, but we also recommend an additional position analysis to assist with internal comparability, which will be described in detail in the proposal. In addition to internal comparability, this additional analysis can also assist with determining appropriate FLSA classifications and job description updates.

We will not only analyze salary and benefit data from the comparable labor market to identify trends or areas of concern in comparison to the County's salaries, and benefits, but we will also evaluate the County's current compensation system to determine if any potential problems exist, such as compression, which should be corrected with this project. Once both the salary data and positions have been analyzed, McGrath Human Resources will provide Compensation System recommendations to accurately reflect the Market, internal comparability, and the compensation philosophy of the County.

Throughout the project, communication between McGrath Human Resources Group, Administration and Department Heads is critical to share information relevant to positions and market findings, position placement, trends and issues, recommendations for career progression opportunities, or even title changes/consolidation. McGrath will provide final documents that will outline the methodology, findings, and recommendations; and present upon request. The overall timeline to complete a comprehensive compensation study is 6-9 months, with job description updates occurring thereafter. McGrath Human Resources Group is committed to performing the work as outlined in the Proposal.

Detailed information regarding our firm, consultants, methodology, and required information are presented within this proposal. We accept the terms and scope of the project as listed in the Request for Proposal. As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask as I am the authorized representative for the Firm for this proposal. My contact information is listed below.

We look forward to the opportunity of working with Morgan County and its employees on this important project.

Sincerely,

Victoria J. McGrath

Victoria J. McGrath, Ph.D.

CEO

victoriaphd@comcast.net

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Core Business Philosophy and Goals

McGrath Human Resources Group, Inc. designs compensation systems (salary schedules, job descriptions, performance management tools) that assist our clients in recruiting, engaging, rewarding and retaining a qualified workforce. These compensation systems are developed by combining credible, market-based data, industry best practices, and innovative structures that respect the culture of the organization. By building a strong client relationship we assist our clients in implementing fiscally responsible, successful compensation systems.

Qualifications and Experience of Firm

Company Name	McGrath Human Resources Consulting
Parent Organization	McGrath Consulting Group, Inc.
Principals	Dr. Victoria McGrath, CEO Dr. Tim McGrath, President
Established	May 1, 2000
Type of Firm	Corporation
Company Address	P.O. Box 190 Wonder Lake, IL 60097
Phone Number	(815) 728-9111
Fax Number	(815) 331-0215
Email Address	victoria@mcgrathhumanresources.com
Direct Email	victoriaphd@comcast.net

Responsible Party	CEO – Dr. Victoria McGrath, Ph.D., SPHR
Insurances	Admiral Insurance, State Farm Insurance Certificates will be provided as needed.

Firm Expertise

McGrath Consulting Group, Inc. is an organization that specializes in public sector consulting predominately in the fields of human resource management, fire, EMS, police, and communications. The principals of the company have over 50 years of public sector experience.

We have two (2) very distinct divisions within the company: Human Resources – overseen by Dr. Victoria McGrath; and Public Safety – overseen by Dr. Tim McGrath. We have found that having expertise in public safety is beneficial in compensation studies. Thus, the Human Resource Group consultants have access to experts in Police and Fire compensation systems to address the unique laws and best practices these two (2) professions add to most public-sector compensation systems.

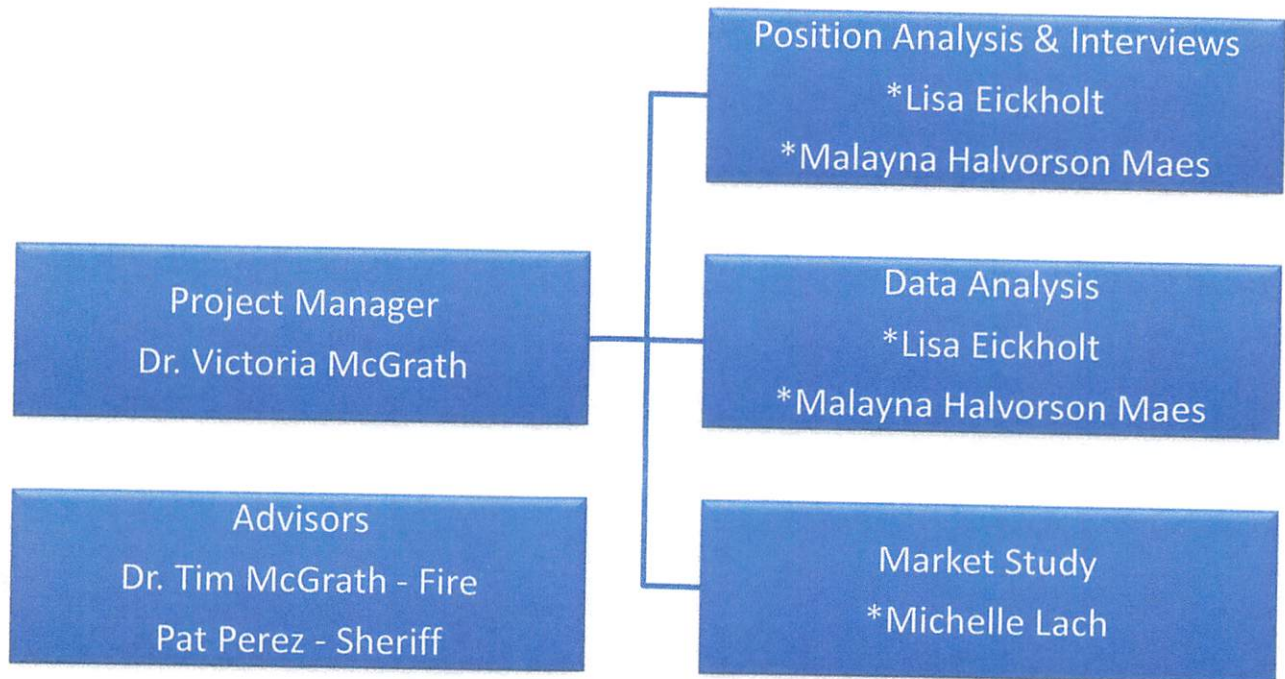
McGrath Consulting has been working with public-sector organizations of all types for the past 18 years. The Consultant's assigned to this project have worked with McGrath Consulting on compensation projects and most have worked for governmental entities; however, to ensure diversity of opinions, a few of our consultants have private sector experience to add value to our projects.

The Firm is authorized to do business in the State of Georgia. We currently have a client in GA; however, if a specific business license is needed for Morgan County, McGrath Human Resources can obtain, if selected.

Litigation Summary

McGrath Human Resource Group has never been a party to legal proceedings or business litigation against our firm nor is any pending.

Consulting Team



Victoria McGrath, Ph.D., SPHR – Chief Executive Officer – Project Manager

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but also, has a number of years in the private sector having worked in health care, banking, and education. Thus, she brings over 19 years of practitioner experience in all phases of human resources prior to her years as a consultant.

Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including 5 labor unions; the Elmbrook School District, WI – the 2nd largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. Thus, she has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath's local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more.

Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues. In addition to working with government, she has been a speaker for a number of professional organizations and worked with two (2) organizations in developing courses in human resource management to current and upcoming supervisors. Further, she is an adjunct professor – teaching in areas such as human resources, organizational development, management, and research – at Northwestern University (Master’s in Public Policy Administration).

Dr. McGrath has a Bachelor of Business from the University of Wisconsin – Milwaukee; a Master of Science in Management from Cardinal Stritch College; and a doctorate in adult & organizational learning from the University of Wisconsin – Milwaukee. Her doctoral dissertation dealt with Government as a Learning Organization. Her research dealt with government efficiency in providing services and how governmental services can become more effective.

Education

University of Wisconsin – Milwaukee, WI

Ph.D. – Municipal Government as a Learning Organization

Cardinal Stritch College, WI

Master of Science - Management

University of Wisconsin – Milwaukee, WI

Bachelor of Science – Industrial Relations & Finance

Malayna Halvorson Maes - Senior Consultant

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northwestern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.

During her time in county government, Ms. Maes advised the organization through the significant changes at the State level (referred to as Act-10) that resulted in a reduction from five (5) collective bargaining units to one (1) unit, due to reduced legal authority of organized labor in the public sector. As a change agent, she facilitated the development of significant policy changes for the organization. This included conducting a complete evaluation of the compensation system for the county which included a rewrite of all job descriptions, and the implementation of a pay for performance evaluation system. This system was created through the work of a combined employee – manager committee and included the implementation of a performance management software system to streamline the 360-evaluation process. She brings a practical understanding to the development and implementation of pay-for-performance compensation systems.

As a former municipal Human Resources Director, she is knowledgeable of all facets of local government, including police, public works, engineering, health services, and more. She has been active in a number of professional organizations including SHRM, Chippewa Valley Society of Human Resource Management; WIPFLI Senior HR Forum; Wisconsin Association of County

Personnel Directors, and the National Public Employer Labor Relations Association. In addition, she served on the WACPD training Committee, Chair of the Legislative Affairs Committee, a Board of Director member as well as a member of the Services Committee for WPELRA; thus, she takes an active role in defining the profession.

Education

Luther College, Iowa

Bachelor of Arts – Psychology

Lisa Eickholt, SCP – Senior Consultant

Lisa Eickholt brings over 30 years of local and state governmental Human Resource and management experience. Most recently, she served as a county Human Resource Director for over 18 years. She not only brings current human resource methodologies, but also knowledge of county government. In her county, she not only served as the director of human resources but was also relied upon by the County Board to function in an assistant county administrator role. Thus, she brings not only personnel, but overall county operations knowledge and experience to the project.

Ms. Eickholt was responsible for developing and eventually was hired as the County's first human resource professional. In the position, she had responsibility for developing all the County's personnel practices and policies, as well as compensation systems.

Due to her 25 plus years of experience in local government, Ms. Eickholt has been a presenter at workshops and seminars on various HR and Leadership topics to county and city leaders and employees with the Kansas Association of Counties; Kansas County Commissioners Association, as well as Wichita State University to name a few. Further, Ms. Eickholt is a certified trainer and presenter of True Colors (Personality Type Indicator).

As a Human Resource Director, she is knowledgeable of all facets of local government including the sheriff, public health, community corrections, treasurer, county clerk, public works, property appraisal as well as other services provided by a county.

Ms. Eickholt was a co-founding member and charter president of the Kansas County Human Resource Association; co-founding member and charter secretary for the IPMA-HR – Kansas Chapter; and, is a member of National and Kansas IPMA-HR chapters, and National and Kansas SHRM Chapters. Ms. Eickholt has completed all the necessary work and testing for Senior Certified Professional certification from both IPMA-HR and SHRM.

Education

Kansas State University

Bachelor of Science – Business Management

Michelle Lach - Senior Consultant

Ms. Lach has been a consultant with McGrath Human Resources Group for over ten years. During that time, Ms. Lach has been in charge of developing position questionnaires and soliciting external market data. With this experience, she excels at gaining a substantial return from the questionnaire sent; thus, providing very reliable and quantifiable data for the client.

Ms. Lach has over nine years of experience in the areas of affirmative action, human resource planning, recruitment, compensation, FLSA, performance management, employee relations, developing employee handbooks, training and development and worker's compensation.

Most of Ms. Lach's work experience has been in the private sector, thus she is able to understand and assist in matching public-sector position to private sector comparables. Her experience has been in manufacturing which is where a number of positions have private sector comparables.

During her tenure, Michelle was involved in a number of organizations including membership in the Society for Human Resource Management (SHRM).

Education

Bowling Green State University

Bachelor of Arts – Communication and Organizational Development

Advisors

McGrath Human Resources will partner with the parent company – McGrath Consulting Group in the areas of fire and law enforcement, as needed. Dr. Tim McGrath has over 30 years of experience in fire, EMS, communications and emergency management. Pat Perez is a retired Sheriff from a large county- suburb of Chicago; thus he has experience in policing and corrections. Both of these Consultants are on staff to assist in any issues or concerns that need to be addressed in the area of public safety.

Staff Assignments, Additional Consultants and Quality Assurance

The Consultants were selected for this project based upon their areas of expertise and specialties. A Principal of the Company is actively involved in every project. However, we operate under the philosophy of total team involvement and each team member has experience in all facets of project work and will work together to meet the goals of your project.

If necessary, we have the flexibility to involve other consultants with our organization to bring their unique perspective and expertise.

Consulting Engagements History

The following list is a sampling of projects that captures the depth and comprehensiveness of our experience in compensation and classification consulting.

Additional client names, projects and locations are viewable on our website at www.mcgrathhumanresources.com.

<p>City of Dodge City, KS Contact: Cherise Tieben Title: City Manager Phone: 620-225-8100 Email: cheriset@dodgecity.org</p>	<p>Conducted a comprehensive compensation study in 2007 for all positions. This system was updated again in 2018.</p>
<p>City of Kirkwood, MO Contact: Georgia Ragland Title: Assistant Chief Administrative Officer Phone: 314-822-5809 Email: raglangl@kirkwoodmo.org</p>	<p>Comprehensive compensation schedule of union and non-union positions was developed into three (3) classification systems. This project occurred in 2018.</p>
<p>Douglas County, WI Contact: Linda Corbin Title: Human Resources Manager Phone: 715-395-1429 Email: Linda.Corbin@douglascountywi.org</p>	<p>Comprehensive compensation schedule was updated based upon market updates and implemented new internal comparability indicators into existing Schedule. This project occurred in 2017/2018.</p>
<p>St. Croix County, WI Contact: Pat Thompson Title: County Administrator Phone: 715-331-5816 Email: Patrick.thompson@co.saint-croix.wi.us</p>	<p>Conducted comprehensive compensation study in 2015. Updated in 2018 with scope of position changes re-grades.</p>
<p>Barron County, WI Contact: Rachel Ritchie Title: Human Resources Director Phone: 715-537-6825 Email: rachael.ritchie@co.barron.wi.us</p>	<p>Conducted Performance Evaluation training for supervisors in 2016. Rehired in 2017 to develop new compensation system.</p>
<p>City of Rochester Hills, MI Contact: Pam Gordon Title: Human Resources Director Phone: 248-656-4708 Email: gordonp@rochesterhills.org</p>	<p>Comprehensive compensation study for two (2) union groups and non-union employees, and development of job descriptions. Compensation plan includes an added value step increase. Currently working with City to develop performance evaluations and rules for movement into these new steps. This project occurred in 2017/2018.</p>

<p>Village of South Elgin, IL Contact: Megan Golden Title: Administrative Services Director Phone: 847-741-3894 Email: mgolden@southelgin.com</p>	<p>Conducted a comprehensive compensation study in 2007 for all positions. This system was updated 2014-15 and again in 2018.</p>
<p>City of Marshfield, WI Contact: Jennifer Rachu Title: Human Resources Manager Phone: 715-486-2004 Email: Jennifer.rachu@ci.marshfield.wi.us</p>	<p>Comprehensive compensation study for non-union employees, and compensation recommendations for Police and Fire (union) for collective bargaining purposes. This project occurred in 2017/2018.</p>
<p>City of Manhattan, KS Contact: Cathy Harmes Title: Human Resources Director Phone: 785-587-2444 Email address: harmes@cityofmhk.com</p>	<p>Developed a performance-based compensation system in 2006. Rehired in 2014 to update the system and convert to a step-based system. Rehired in 2017 to conduct a tenure analysis for non-union employees regarding their progress through the salary schedule.</p>
<p>City of Oak Ridge, TN Contact: Bruce Applegate Title: Administrative Services Director Phone: 865-425-3563 Email: bapplegate@oakridgetn.gov</p>	<p>Comprehensive compensation schedules for all City positions were developed, and development of job descriptions. All Departments, including Police, Fire, and Public Works, and Electric were included. This project occurred in 2017.</p>
<p>City of Marysville, WA Contact: Gloria Hirashima Title: Chief Administrative Officer Phone: 360-363-8000 Email: ghirashima@marysvillewa.gov</p>	<p>Conducted a compensation study for all non-union positions in 2017. Have been asked to complete a similar study for all union positions in late 2018 – early 2019.</p>
<p>Town of Berwyn Heights, MD Contact: Jessica Cowles Title: Town Administrator Phone: 301-474-5000 Email: jcowles@town.berwyn-heights.md.us</p>	<p>Performed a compensation study, developed job descriptions, an employee handbook, and a performance evaluation process. This project occurred in 2016</p>
<p>City of Arlington, WA Contact: Paul Ellis Title: City Manager Phone: 360-403-3447 Email: pellis@arlingtonwa.gov</p>	<p>Conducted comprehensive compensation analysis of all union and non-union positions within the City. Included the development of separate salary schedules for police, fire, union and non-union – however, keeping internal equity and compression issues in line. This project occurred in 2016-2017.</p>
<p>Riley County, KS Contact: Cindy Volanti Title: Human Resources Manager Phone: 785-537-6303 Email address: cvolanti@rileycountyks.gov</p>	<p>Completed numerous studies with the County. Finalized their compensation plan; integrated a Health Department into the compensation plan when the County took control; and have continued to pay grade positions over the last 10 years. Integrated salaries when the County took over the EMS hospital system in 2018. Continue to perform job evaluations of positions.</p>

<p>Reno County, KS Contact: Renee Harris Title: Human Resources Director Phone: 620-694-2988 Email address: renee.harris@renogov.org</p>	<p>Comprehensive compensation analysis of all positions within the County including a benefits analysis. Analysis included a comprehensive compression analysis within the public safety department. This project occurred in 2015-2016</p>
<p>City of Clayton, MO Contact: Janet Watson Title: Finance and Administration Director Phone: 314-290-8445 Email address: jwatson@claytonmo.gov</p>	<p>Comprehensive compensation analysis of all positions within the City. Created a system that placed individuals at the 60th percentile. Utilization of an employee committee for review and approval of all comparable data. Required to develop job descriptions. Clayton is in the St. Louis metropolitan region. This project occurred in 2015-2016. In discussions to update plan in 2019</p>
<p>City of Northfield, MN Contact: Michelle Mahowald Title: Human Resources Director Phone: 507-645-3012 Email: michelle.mahowald@ci.northfield.mn.us</p>	<p>Comprehensive compensation schedule of union and non-union positions was developed into one (1) classification system, and job descriptions were updated. Compensation system had to be compliant with the State of Minnesota's Pay Equity Act. This project occurred in 2017-2018. On-going pay grade job evaluations.</p>

Project Approach and Work Plan

Scope of Work

We understand that a competitive compensation system is an important element for Morgan County's ability to hire, cultivate, and maintain employees who provide service and value to all County stakeholders. Similarly, internal equity, proper classification, career opportunities, and addressing of any compression issues serves to enhance the employee's feeling of worth and willingness to actively engage in their work for the organization.

Thus, McGrath Human Resources recommends the following services for this project:

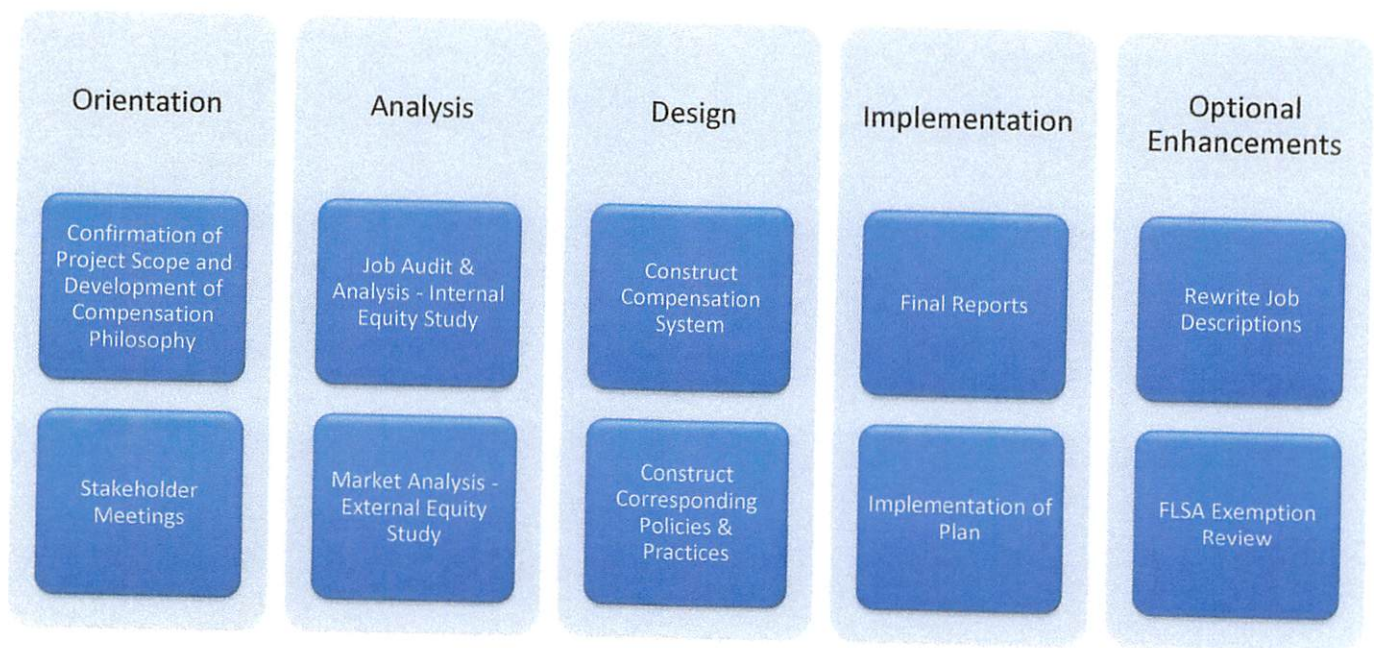
- ✓ Guide the County in **creating and confirming your pay philosophy** including your desired position in the market, recognition of tenure, recruitment and retention priorities, usage of performance-based pay, and other aspects of a sound compensation philosophy.
- ✓ Develop a **cooperative plan of action** utilizing the basic methodology, outlined in this proposal, and **tailored to your specific project**.
- ✓ Obtain and **establish compensation within the external market** through a salary and benefit survey of comparable entities.
- ✓ Obtain information on each job title for a job audit through **position description questionnaires and employee interviews**.
- ✓ **Establish internal equity** among positions within the County.

- ✓ Complete a **compression analysis** and, if found to be a problem, develop strategies to address compression during the design and implementation of the new system.
- ✓ Integrate the data from the external market, internal market, and job audit **to a tailored classification and compensation system(s)**.
- ✓ **Support implementation** of approved compensation system.
- ✓ Provide a **plan for on-going maintenance** of the system(s), in accordance with all applicable compensation practices by the County (movement through the range; COLA; merit, etc.) including a projection of the ongoing budget commitments necessary to provide a sustainable and consistent compensation system.
- ✓ **Review and recommend compensation policy and procedure changes** that will assure consistent implementation and application of the compensation system.
- ✓ Analyze positions against Fair Labor Standards Act to **confirm or update appropriate exemption** status as necessary.
- ✓ **Update Job Descriptions** with approved template.

This will be accomplished in a **participatory environment** whereby McGrath Consultants **listen** to the administration, departments directors, and staff, is **sensitive to the unique qualities** of the County and then **develops and/or updates the Systems to meet your needs and a plan to get you there**.

Project Process and Methodology

Our methodology and approach are characterized by a systematic, logical series of tasks aimed at assuring thoroughness, consistency, and objectivity. Our goal is to meet the needs of your organization. Therefore, the proposal steps can be discussed and adjusted to meet the needs of Morgan County.



Project Orientation



The first trip is an exciting and critical site visit. Because we do not have a “canned” compensation system/plan to mold you into, we want to meet with representatives of the County to map out the project. ***A clearly defined game plan will result in a successful solution for your organization.***

In these initial meetings, we will meet with your stakeholders to gain an understanding of the County’s pay philosophy with regard to your desired position in the market, recognition of tenure and performance, recruitment and retention priorities and other aspects of a sound compensation philosophy.

We will explore your organization’s current compensation system; and meet with the Project Team, County Manager or designee, other Department Heads, Officials or other stakeholders, as appropriate, to gain an understanding of the County’s goals, values and structure as well as each department’s structure; any unique responsibilities associated with positions; problems with the current system or issues in attracting/ retaining employees.

At this time, the Consultants will begin to review all documents of the project – current compensation system, policies, and/or ordinances attached to the systems, and gain data regarding current employees. A list of data needed will be sent to the appropriate person prior to this visit so that the County will have time to prepare.

At this site visit, short employee meetings can be held to explain the process of a compensation study, introduce the consulting team, and describe the general outcome of the Study. Because of the variety of staff and working hours, if needed, the Consultants can be made available in the early morning or evening hours as well.

Job Audit and Evaluation



Position Questionnaires

A Position Description Questionnaire (PDQ) will be sent to the County for distribution. Our PDQ has been designed *specifically for use in public sector* organizations; thus, ensuring points are given for the unique features encountered by government agencies. Employees may complete it electronically or in paper form and will be given two (2) weeks to complete the Questionnaire and return it to the appropriate supervisor.

This Questionnaire will be completed on all job titles for purposes of:

- ❖ Expounding upon information provided in job descriptions to accommodate factors included in a formal job evaluation plan.
- ❖ Evaluating position responsibilities with regard to necessary competencies, experience, education, finances, judgement, decision-making and other expectations which provide value to the County.
- ❖ Clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Probing for the interrelationship with other positions and how the position serves to fulfill the County's overall values, vision, and objectives.
- ❖ Determination of appropriate FLSA classification – exempt/non-exempt.
- ❖ For use in updating and/or developing job descriptions.

We typically use a point factor system to complete this analysis. *We go beyond the typical "Knowledge, Skills and Abilities" (KSA's)* and explore deeper into the following aspects of a job:

- Tasks & Responsibilities
 - Records, Reports and Programs
 - Complexity and Judgement including:

- Problem-Solving
 - Supervision Received
 - Procedures/Guidelines Available
- Impact of Decisions & Consequents of Errors
- Planning
- Confidential Data
- Contact with Others (both inside and outside the organization)
- Stress (Degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressure or critical incidents.)
- Tools and Resources
 - Equipment, Machines & Tools
 - Technology
 - Budget, Financial and Cash Handling Responsibilities
- Leadership & Supervisory Responsibilities
- Education & Experience
- Work Environment & Physical Requirements

We find the point factor system of job analysis is the easiest for us to train our clients to continue using on their own should they choose. Thus, the Compensation System is more likely to be kept up-to-date and relevant which extends its lifecycle.

Each incumbent's supervisors and Department Head will be given time to review the completed PDQ for content and accuracy, and to comment in a designated area of the document. They will sign off on their review prior to submission to the Consultants. However, the employee's responses are to be unaltered.

Interviews

In addition to the initial Administration and Department Head interviews, ***we feel the most complete picture of a job's responsibilities is to involve other supervisors and employees in the process through on-site interviews.***

The completed Questionnaires and/or job descriptions will be utilized during the interview process. Generally, these interviews are held during our second site visit.

- ❖ ***Individual interviews*** are conducted with appropriate elected officials, County administration, Department Heads absent from the first visit, and supervisors to ascertain their understanding of the current system, opinions regarding changes, and any challenges they may be experiencing with specific positions within each department. Further, the Consultant will explain the job analysis process, as well as the direction and goals of the project.
- ❖ ***Group interviews*** can be conducted with employees at the County, so we can obtain information regarding their understanding of the current compensation system and

problems that they may be encountering. It is an opportunity for the Consultant to gain a more complete understanding of the various jobs within the organization and their unique qualities for job analysis phase. It is essential that group interviews have representatives of each job title to gain a better understanding of the position.

After these interviews, if the Consultants feel they need more clarification on a specific position, we will ask to visit the department for a visual audit of the responsibilities.

Market Survey



We will next design and send out a market survey of benchmarked positions. We do not restrict the number of benchmarked positions, but at the same time, do not want the survey to be so cumbersome as to prohibit its completion. Thus, we will attempt to obtain data on as many positions as possible. As we begin receiving the survey results, McGrath Human Resources may ask the County to contact organizations that are not responding to the Consultant to solicit their assistance in the survey.

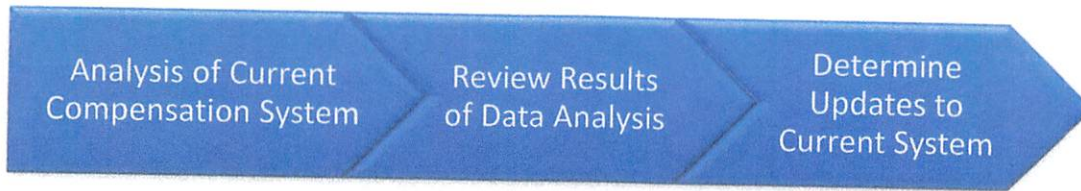
Data is solicited for the minimum, midpoint, and maximum salary, as well as the average salary of incumbents. This provides data as to the true market rate. Benefits and other pay practices are included in this comprehensive survey as desired and may include such practices as uniform allowance, shift differentials, etc.

Establishing Comparables

Public Sector –A list of public-sector comparables will be developed collaboratively with the Project Team/Administration with input from Department Directors.

Other Data Sources – If the County participates in a centralized compensation data source that administration believes is up-to-date and valid, McGrath can utilize that data and supplement it with a shorter survey to the selected comparables to solicit only information not contained in the centralized data source.

Updating the Compensation System



Salary Data Analysis

When data is received through the market survey, the Consultants will tabulate and analyze the salary data and identify any trends and/or areas of concern regarding the County's current salary as compared with the Market. Also, the Consultants will conduct an analysis of the County's current Compensation System to determine any potential problems with the current design, and areas of compression that need to be resolved, such as compression.

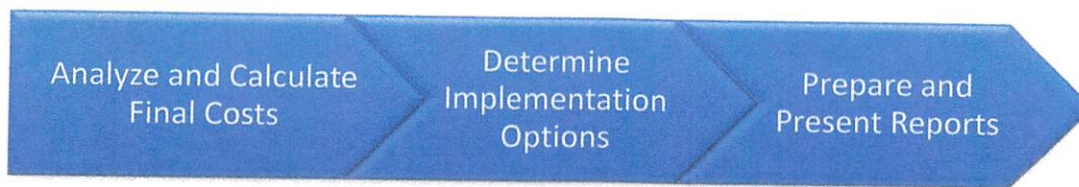
With this information, the Consultants will make a second site visit to:

- ❖ Confirm the recommended compensation philosophy.
- ❖ Meet with appropriate County personnel to discuss the data obtained and share the preliminary trends found in our analysis as it compares to the current Compensation System.
- ❖ Discuss the future compensation and classification system – should it continue in its current form; make minor modifications to the current system; or develop a new process?
- ❖ Discuss the tie between the compensation system and performance and/or tenure as appropriate.

After this meeting, the direction for the future Classification and Compensation System will be finalized. The Consultants will make recommendations based on our observations and experience with input from the County regarding any previous experiences with a system, any unique positions that might lend themselves better to one system over another, and the County's administration's professional opinions on which system is more sustainable for the organization moving forward.

The Consultants will then draft the tailored Salary Schedule and begin the process of placing positions on the Schedule.

Draft and Final Reports



Department Director/Administration Input

Once the System is updated, the Consultants will meet with appropriate County personnel to review the draft Compensation System. This third site visit will include meetings with a **representative of Administration and each department head to review placements** within the Compensation System to identify any potential placement problems prior to finalization of the Compensation System.

Fiscal Analysis

Also, at this on-site meeting, the Consultants will have developed the initial, detailed fiscal impact of the Compensation System. The Consultants will present implementation strategy options that fit the fiscal needs, culture and compensation philosophy of Morgan County. While some entities can fully implement the compensation system immediately, many clients have utilized a phased approach. We will work with the County to assure that any phased approach fits with best practices and your fiscal realities.

Draft and Final Report Preparation

McGrath Human Resources will provide a **Policy/Procedure Manual**. This report details the:

- ✓ Study methodology and findings.
- ✓ Recommended compensation modifications.
- ✓ Recommended position title or career progression changes.
- ✓ Recommended special pays.
- ✓ Fiscal impact and implementation strategies.
- ✓ Policies and procedures necessary to administer and maintain the system in-house.

We will also work with Administration to assist in any training that might be necessary to successfully implement the compensation program.

In addition to the Policy Manual, McGrath Human Resources will develop an **Executive Summary Report** for distribution as the County sees fit. This provides a summary of the methodology, issues, and recommendations; however, all the information regarding on-going administration of the system is only in the Policy Manual.

Presentation of Final Findings to Administration and Department Directors

As appropriate and necessary, a site visit or teleconference may be scheduled to present final findings and recommendations to administrators and department director before presenting to the governing body. This will be a final 360-degree transparent check-through to assure all stakeholders, who will be the ones utilizing the system daily, understand our recommendations for the designed compensation system, final position placement and implementation strategy and on-going use and maintenance.

Presentation of Findings to Governing Officials

The study costs include a presentation to your governing officials, administration and other appropriate personnel. McGrath Human Resources will provide the County with electronic copies of the Executive Summary and the Policy Manual for reproduction, along with Word and Excel versions of all documents (reports, fiscal impact spreadsheets, etc.) for future modification and implementation; thus, the compensation plan is not dependent upon McGrath Human Resources for future modifications, unless requested by the County.

Some clients prefer that McGrath Human Resources continue as the source to resolve current and future pay grade placements rather than the County and if so, the point factor matrix remains with the Consultant. This can be done for a nominal fee depending upon the time involved in the placement. ***Whether it is done by McGrath Human Resources or Morgan County*** can be discussed and is at the discretion of the County.

Implementation

Introduction to Employees

McGrath Human Resources Consultants continue to work with your organization throughout the implementation of the compensation system. We can introduce the Plan(s) to the employees through on-site mini-presentations to discuss the methodology, the compensation/pay plan, position placement and answer questions.

Alternatively, we can prepare communication tools and presentation materials for you to introduce the approved plan to County employees. These can include correspondence, brochures, presentation slides and/or other communications ready to be distributed electronically, in hard-copy or presented by your staff.

Pay Grade Appeals

McGrath Human Resources will continue to work with the County during the Compensation Plan implementation. We will work with the County on any pay grade appeals that may occur as a result of the Study. This process typically requires the employee (and/or manager) to complete

the reason and rationale for the request. This information is reviewed by the Consultant, with some assistance from the County, and a final determination will be made. Therefore, any pay grade appeals that might result are covered in the cost of the project.

Administrative Training

During the presentation site visit, training will be provided to Administration or other designated staff for maintenance of the Compensation System and Salary Schedule.

As detailed previously, we are always available to answer your questions and offer returning-client pricing for more in-depth assistance in placing new or updated positions into the Compensation System.

Ongoing Maintenance

The County will have the option to maintain the new Compensation Plan, or have the Firm provide recommendations for maintenance. This includes the following:

- ✓ New Position Requests
- ✓ Position Change/Re-Grade requests
- ✓ Market Updates (recommended every 3-5 years)
- ✓ Cost of Living Schedule adjustments

These options may be exercised at any time during the project, or after completion, and will be quoted based upon the scope of services needed.

Optional Enhancements



During the project, the Consultants will be reviewing the current job descriptions along with the Position Description Questionnaires. During this process, we can note where updates are necessary to current job descriptions. We would then share this list with the County for your use in updating descriptions internally.

Alternatively, many times we are contracted to update or rewrite the job descriptions and provide FLSA Exemption recommendations. This option may be exercised at any time during the project. We can tailor the format of the descriptions to meet the needs and desires of your organization. Once the format is approved, a draft of the descriptions will be developed and provided to the County. The price proposal includes a maximum of 120 job titles, and one edit of each job description before they are turned over to the County as final.

Communications and Engagement

Morgan County Staff Time

Since we work closely with our clients, support and communication on this project is critical but not intrusive. McGrath Human Resources requires assistance in providing background data, distribution and collection of Position Description Questionnaires, setting up initial interviews, and internal communications of scheduling and logistics of meeting rooms. Additionally, support is needed to answer questions or address questions/concerns/issues of the Consultant. These are usually completed through telephone or email conversations.

Information Needed from the County

Initially, a list of items required for analysis or understanding is submitted to the County's project designee. We request materials to be submitted electronically. These requested materials typically include: job descriptions, current compensation plan(s), employee data, reports and/or documents from any previous studies, employee handbooks, human resource policies and procedures, and local ordinances or resolutions pertaining to employment in your community.

Employee Communication and Engagement

As shared throughout the project steps, you see there are many opportunities to engage all levels of staff. Each client has different requests for employee communication during the project. We are prepared to develop and deliver information to the depth, and in the manner, you prefer. We can prepare correspondence and notices tailored for written, verbal or electronic presentation. This can be discussed at the onset of the project.

Proposed Timeline

McGrath Human Resources Group takes pride in meeting its time commitments. Our firm is large enough to have the resources for a successful project, yet small enough to make each client a priority. We propose the following timeline that will allow us to develop a compensation system that meets your County's priorities and culture.

Task	October	November	December	January	February	March	April	May
Project Initiation - 1 st Site Visit								
Data Collection & Questionnaires								

Task	October	November	December	January	February	March	April	May
Market Survey & Analysis								
Employee Interviews – 2 nd Site Visit								
Development of Salary System								
Review Plan; Dept. Head Meetings – 4th Site Visit or Teleconference								
Presentation of Compensation Plan; Training of Staff - 5 th Site Visit								
Job Descriptions/FLSA								

**This timeline will be adjusted based on the agreed upon Project Initiation date.*

There are factors that impact this schedule that may be out of the control of the Consultants. The proposed time frame is contingent upon timely receipt of data from the County, the availability of employees to complete the position questionnaire and participate in interviews; and timely receipt of information and/or feedback from the County. The months represent the anticipated contract date assuming a decision is reached soon after the proposal opening.

Cost Proposal

The total cost of the Compensation Study: \$53,875

These costs include all consultant time, travel, and expenses. Payment is made in three installments: \$5,000 upon signing of the contract; \$38,875 upon submission of the draft report; and the balance \$10,000 upon submission of the final report.

Optional Job Description/FLSA Exemption: \$ 13,200

This includes all consultant time and expenses. Payment is made in two installments: \$3,000 upon signing of the contract; and the balance upon submission of all draft job descriptions.

All invoices are due within 30 days of receipt and proposal cost is good for 90 days from XX. Dr. Victoria McGrath is the individual with responsibility for proposal submission and the authority to negotiate and contractually bind McGrath Human Resources in any type of negotiations and contracts.

Other Services Offered

McGrath Human Resources Group offers a wide spectrum of services to our public-sector clients including:

- Compensation and Benefit Analysis
- Compensation System Design and Implementation
- Employee Handbooks
- Policies and Procedures
- Executive Recruitment
- Assessment Center Testing
- Human Resources Audits
- General Recruitment
- Performance Evaluations
- Management/Labor Relations
- Personnel Records
- Training
- Compliance

A full listing is available on our website: www.mcgrathhumanresources.com.

References

We currently have one client in GA – Fayetteville, GA which is a fire study. It includes a review of human resources practices and compensation; but it is not a compensation study. Further, it is in progress and not yet completed. With that said, we have over 300 clients in 34 states; thus, can understand and integrate any particular GA labor laws into the compensation plan.

Portage County, WI

Contact: Laura Belinger Tess – Human Resources Director

1462 Strongs Avenue, Stevens Point, WI 54481

Phone: 715-346-1327

Email address: belangl@co.portage.wi.us

Conducted a comprehensive compensation study combining seven different salary schedules into two comprehensive pay structures containing approximately 600 employees in 300 job titles. The compensation system was passed by a 25-member county board. During the compensation study, the public works department recertified per WI Act 10 rules, requiring the development of a 3rd compensation schedule to adhere to labor relation regulations. The study also dealt with compression issues between union public safety and non-union officer positions.

Riley County, KS

Contact: Cindy Volanti, Human Resource Manager

Phone: 785-537-6303

Email address: cvolanti@rileycountyks.gov

Completed a number of studies with this County. Finalized their compensation plan; integrated a health department into the compensation plan with the County took control; and have continued to pay grade positions over the last 10 years.

City of Gallatin, TN

Contact: Debbie Johnson – Human Resources Director

Phone: 615-451-5890

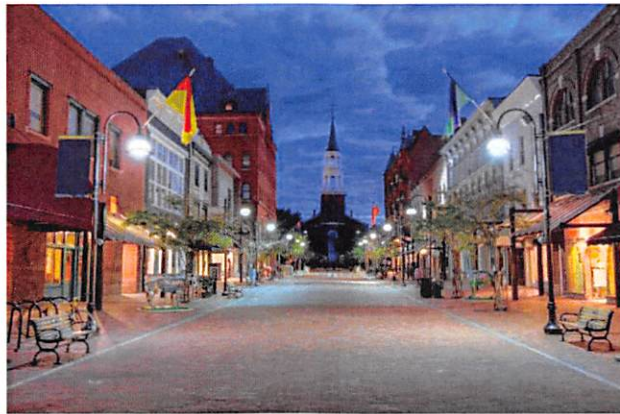
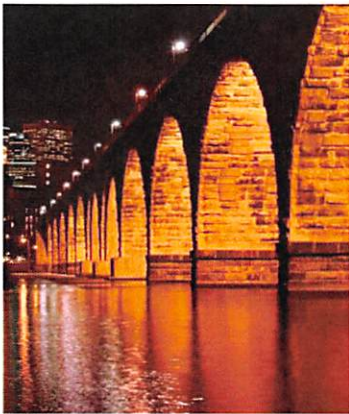
Email address: debbie.johnson@gallatin-tn.gov

Comprehensive compensation analysis of all positions within the City, including a benefits analysis. Created a step system, including a police incentive pay plan. Rehired to develop all job descriptions within the City. Continue to work with City to paygrade positions.

A Final Word

McGrath Human Resources Group is confident that we can meet the goals and objectives of a credible, competitive, fiscally sound classification and compensation system. ***We take the time to understand your culture and the vision of your organization and then make recommendations that align with your needs.*** Our goal is to make sure the compensation system ***fits your organization.***

Our firm is large enough to employ the necessary resources to ensure success, yet small enough to make certain our clients are a priority and ensure open communication and transparency throughout the entire process. Please feel free to contact us if you have any questions.



Proposal

Morgan County, Georgia

Proposal to Provide a Comprehensive Classification and Compensation Study

September 17, 2018

Springsted Human Capital Advisors
30 Island Point
Newnan, Georgia 30263

Ann Antonsen, Vice President
aantonsen@springsted.com
651-223-3057

1. Proposal Form

ATTACHMENT 1

PROPOSAL FORM

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY

Name of Firm: Springsted Human Capital Advisors Incorporated

Primary Contact Person: Ann Antonsen, Vice President and Consultant

Address: 30 Island Point

Newnan, Georgia 30263

Phone Number: (651) 223-3057

Estimated number of hours to complete the review contemplated within the scope of services to be provided:

269 hours

Proposed Date of Completion: April 30, 2019

Hour rates for performing such services: Average rate of \$220/hour

Cost of Annual Maintenance: \$3,500

Please give a not to exceed amount for complete these services: \$ 59,225 plus expenses

Ann Antonsen SM
Authorized Representative Signature

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Mission Statement

The Springsted Group provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.



Springsted Human Capital Advisors
30 Island Point
Newnan, Georgia 30263
Tel: 770-252-7998
Fax: 770-818-5626
www.springsted.com

LETTER OF INTEREST

September 17, 2018

Mr. Mark Williams, Assistant County Manager
Morgan County Board of Commissioners
150 East Washington Street
Madison, Georgia 30650

Re: **Request for Proposal to Provide a Comprehensive Classification and Compensation Study**

Dear Mr. Williams:

In accordance with Morgan County's request for proposals, Springsted Incorporated is pleased to submit our qualifications to conduct a Comprehensive Classification and Compensation Study to update the current compensation plan for Morgan County's employees covered by the County's classification and compensation program.

Springsted Incorporated is one of the largest independent public sector advisory firms in the United States. For more than sixty (60) years we have partnered with numerous jurisdictions throughout the United States in addressing human resources and compensation issues, as well as performing specialized management studies. We have created an extensive consulting service that provides in-depth study and analysis on a variety of management topics. In addition, Springsted ensures that we have the staff, capabilities and experience required for the study the County has outlined.

For a variety of reasons, Springsted is the ideal firm to partner with the County on the development (or update) of its classification and compensation system:

- **Springsted is a leader in organizational management/human resources consulting on both national and local levels.** The proposed Springsted consulting team has extensive expertise providing advisory services to organizations similar in size and complexity to the Morgan County.
- **Springsted is one of the leading providers of classification and compensation services to the public sector, specifically local government.** In the past five (5) years, Springsted has completed classification and compensation studies for public sector organizations in seventeen (17) states. Therefore, our consultants have an in depth understanding of current market trends and

practices and will leverage this knowledge to help guide the County in this engagement. We will move beyond the traditional role of a “consultant” and instead become a trusted partner to the County, its leadership and employees.

- **Springsted has been very successful expanding our classification and compensation services.** Our managed growth can be attributed to many things. First, *our ability and willingness to customize each project* to our client’s individual needs and concerns have made traditional barriers less significant. Second, our recommended methodology is *defensible and can be used with confidence anywhere*. And, third, the 50+ year reputation that Springsted has maintained in local government uniquely qualifies us to serve as a sounding board for the Morgan County and its leadership team, enabling us to provide sound guidance and actionable recommendations, both through our *national consulting presence* as well as our *time on the front lines of public sector service delivery*.

Included in this proposal are the qualifications of our firm, a detailed scope of services, our study methodology and a list of client references. The project’s time frame is also provided, along with the resumes of the consulting team. The proposal is valid for ninety (90) days after the proposal due date. Please contact me at aantonсен@springsted.com or (651) 223-3057 if you have any questions.

Respectfully submitted,



Ann Antonsen, Vice President
Consultant

sml

2. Contact Information

Project Contact

Ann Antonsen, Vice President and Consultant
Office: 651-223-3057
aantonsen@springsted.com

Project Location

Main Project Office

30 Island Point
Newnan, Georgia 30263
Office: 651-223-3057
Fax 651-223-3002

Corporate Office

380 Jackson Street, Suite 300
Saint Paul, Minnesota 55101
Office: 651-223-3000
Fax 651-223-3002

3. History of the Firm

History and Leadership

The Springsted Group is comprised of three companies: Springsted Incorporated, Springsted Investment Advisors and Springsted Human Capital Advisors. This structure was created to both delineate our service areas and to ensure compliance with new federal regulatory requirements. Springsted Incorporated (SI) provides Public Finance, Economic Development and Operational Finance/Fiscal Planning Services. Springsted Investment Advisors (SIA) provides Municipal Investment Advisor Services. Springsted Human Capital Services provides Classification and Compensation and Organizational Management as well as Executive Recruitment Services through Springsted | Waters Executive Recruitment.

Springsted is one of the largest and longest established independent public sector advisory firms in the United States. For over 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is equally owned and managed by three employee-principals, two of which are women. Our headquarters are located in Saint Paul, Minnesota, with offices strategically located throughout the United States. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado; Atlanta, Georgia and Dallas, Texas. Saint Paul has been our corporate home since the firm first opened its doors in the early 1950s.

Currently, we have a staff of more than 75 professionals, including client representatives, consultants, project managers, analytical professionals and support personnel. Our size provides both subject matter expertise and contingency in the case of unforeseen circumstances.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are more likely to deliver more value by maximizing the use of public resources, thus achieving more success in the marketplace of public opinion.

Springsted's staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our Human Resource focus is in the area of position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

Our Clients

- Cities, Towns, Townships and Villages
- Counties
- Special Service Districts
- Non-Profit Organizations
- Hospitals
- Economic Development, Redevelopment and Port Authorities
- Electric and Water Utilities
- Higher Education Authorities
- School Districts
- Housing Authorities

*States in gold reflect client locations
Areas with stars reflect regional offices*



Authorization

A Georgia Certificate of Authority will be acquired if awarded project. Springsted Incorporated, our parent corporation has one at this time, but Springsted Human Capital Advisors does not.

4. Description of Services

Project Understanding

Springsted will conduct a comprehensive classification and compensation study and analysis for the County's approximately 115 positions (190 full-time employees). Springsted will assist the County in the review and analysis of the current job classification and compensation system, updating job titles and descriptions, conducting a comprehensive market survey, evaluating internal equity and recommendations for improvements to the existing system or development of a new system which meets the goals established by Morgan County. The proposed system will be understandable and explainable to administration, elected officials, employees and citizens and can be maintained by the County. The system will allow Morgan County to recruit and retain quality, qualified employees and will be competitive with comparable organizations. The system Springsted will develop will:

- Establish fair and equitable compensation relationships between positions within the County
- Reflect relevant market conditions outside the organization
- Apply to all County positions professionally, consistently and objectively
- Include employee input and participation as an integral part of the study process
- Provide a strategic plan for implementation and ongoing maintenance in accordance with best practices

Springsted would value the opportunity to assist Morgan County with its classification and compensation study. Our experience working with other comparable government entities in Georgia and throughout the country gives us a thorough understanding of the scope of the study that the County is seeking.

The services to be provided by Springsted include:

- Meetings conducted with administration, department heads and other relevant staff to gain an understanding of the needs and expectations of the County and to collect information on the County and department structure, operations and staffing.
- Conduct employee orientation meetings; employees and supervisors complete Position Analysis Questionnaires (PAQs).
- Analyze and develop/update job descriptions.
- Evaluate positions to determine internal comparability of County positions.
- Determine FLSA status of County positions.
- Develop and conduct a comprehensive salary and benefits survey of comparable organizations selected in conjunction with the County. Survey information is requested directly from the selected participants. Springsted does not rely on published survey information for public sector participants; this information is used to supplement information collected directly from the selected survey participants. We will use a variety of resources to collect relevant private sector information. Summaries of County positions are included in the survey instrument to ensure comparability of positions.

- Provide recommendations for revisions to the County's current compensation plan, including options for implementation based on the County's financial resources that will enable the County to recruit and retain qualified employees, is competitive in the established market, eliminates compression and ensures fair and equitable internal compensation of County positions.
- Provide a manual and training of key County employees on maintaining the classification and job evaluation system and the compensation plan, how to place new positions within the classification, evaluation and compensation system and how to ensure the system remains internally equitable and competitive with the County's established market.
- Presentation of study findings and final report to the County Board of Commissioners.

The manner in which we approach a project takes into consideration two key variables: *process credibility* and *outcome credibility*. Process credibility is the realization to all involved, in particular the staff, that the methodology used is credible, reasonable and fair to all concerned. In addition, the information and communication must be transparent, honest and timely. Outcome credibility is the realization that the information and data used to develop the findings and conclusions is comprehensive, complete and applied consistently and appropriately without bias or preference to any particular person, persons or individual agenda. If these two objectives are realized, the recommendations, outcomes and future implementation are based on a strong foundation. This distinction is unique in our business and is a contributing factor to the benefits and strengths of the Springsted team.

Springsted has been providing classification, compensation and benefits consulting services for approximately 25 years. During that time, we have developed significant and specialized expertise in performing classification and compensation studies consistent with the scope of services requested by Morgan County. Our clients range from those who have as few as three employees to those who have over 3,000 employees. We have completed hundreds of similar classification and compensation studies in the last five year period.

Springsted works specifically for local government entities including villages, cities, counties, towns, public agencies and some non-profit organizations. The project team for this study has significant experience working on similar projects throughout the United States. The lead consultant and Project Director for this study has been conducting comparable compensation studies for more than twenty-five years. Ann and her colleagues bring practical, realistic and creative solutions to the challenges faced by public entities just like Morgan County.

Springsted is pleased to submit this proposal to conduct an analysis of Morgan County's classification and compensation system. The County currently has a compensation system in place with a minimum, midpoint and maximum for each pay grade. Springsted will conduct a comprehensive classification and compensation study for the County's 115 positions which span 20 County departments.

Project Approach

The proposed project approach and study methodology are outlined below. The scope of services, tasks and staffing necessary to successfully complete this project are discussed in subsequent sections of this proposal. The project approach was developed to include employee and management involvement and communication as requested by Morgan County. Springsted is willing to adjust any aspect of this study to respond to the County's needs.

A. Project Initiation

The Springsted Project Director will meet with the designated County staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. At these meetings we will request that the designated project manager provide us with the background materials necessary to conduct this study, including current job descriptions, classification and compensation documents, a copy of each labor agreement currently in effect, the County's personnel policies, fringe benefit information and other relevant data. This information will be evaluated to determine the status of existing human resource management programs and to identify apparent issues and opportunities. The purpose of the meeting(s) is to:

1. Introduce the Project Director and the consulting team
2. Discuss the background and experience of Springsted and the consulting team
3. Discuss, in detail, the methodology to be used in conducting the study, the role of the consulting team, management and the employees, and the amount and type of employee participation
4. Ascertain the major issues the County wants the study to address
5. Review the project schedule and determine significant milestones
6. Determine the frequency and content of status reports
7. Discuss methods of communicating the status of the study to employees

Springsted will also meet individually with department heads to become familiar with department structure and service levels, hiring and retention issues, any concerns with the current compensation plan and any other issues that may need to be addressed during the course of the study.

B. Data Collection

Success in a classification and compensation review requires meaningful employee involvement and transparency, employees play a major role in providing the data needed for this study. Therefore, it is imperative that employees receive information about the study and why it is being conducted, be given opportunities for employee involvement throughout the process, learn the expected outcomes, as well as have the opportunity to ask questions and express concerns.

Springsted will conduct employee informational meetings to introduce the study, explain study procedures and answer any questions employees may have about the process. These meetings will be scheduled and conducted to ensure that all employees have the opportunity to attend and so as not to disrupt the operations of the County.

Springsted will introduce the Position Analysis Questionnaire (PAQ) at this time. The questionnaire provides an opportunity for each employee to provide input on essential job functions, education, training, certifications, licenses and experience requirements of the position and provide input on the various job factors which apply to their position. Employees will also identify the specific physical requirements and working conditions of their position to assist in the consultant's review for compliance with the Americans with Disabilities Act (ADA). Springsted will spend time at the meeting reviewing the PAQ and responding to employee questions. The information gathered from the PAQs will provide the information to be used during the job evaluation process, in the analysis of the County's job descriptions and to assist in gathering wage data from comparable organizations. Springsted will also review each position's designation under the Federal Fair Labor Standards Act (FLSA).

Springsted has developed an innovative and proprietary *online* PAQ. Any employee who is comfortable using a smartphone, tablet or computer will find the online instrument very user-friendly and efficient.

We find most organizations have at least 90% of their workforce positioned to utilize the online PAQ, and its use adds great value and efficiency to our studies. For a small subsection of employees, we can accommodate handwritten hardcopies when necessary.

During the informational meeting(s), we will also explain the supervisors' roles in completing and signing off on the PAQs. The questionnaire is designed to allow supervisors to comment on employee responses without altering employee responses. This allows the consultant to review complete, unedited responses from employees and supervisors. In instances where the employee and supervisor view the position requirements differently, Springsted will conduct job audits (as necessary) to obtain more information. Audits will be scheduled to minimize disruption to County operations. If necessary, meetings can be scheduled at the beginning or end of a shift to facilitate employee attendance.

A sample PAQ is provided in **Appendix I**.

C. Job Evaluation and Development of Pay Plan

In order to determine appropriate salary levels of positions in the workforce and address the issue of comparable compensation, Springsted will conduct an extensive salary and benefits survey to compare County positions with analogous positions in other comparable agencies in the area labor market. By gathering and analyzing information on wages, wage equivalents and benefits, a comparison of total compensation can be reviewed in comparison to the County's established market area. External market comparisons for positions will be based on similar organizational structure, population, geographic location, job responsibilities, scope of authority, financial, socio-economic, growth and other relevant factors. The study team will consult with the County management and designated staff in identifying the appropriate sources of survey data, which will include public and private sector organizations. Springsted will develop the salary survey in conjunction with the County.

It is recommended that potential survey data pertain to organizations comparable to the County, relate to those organizations with which the County is competing for employees and represent the appropriate labor market.

There are different labor markets for positions. Some positions are recruited from the local area, while others are recruited regionally and/or nationally. The consulting team will work closely with the staff in determining the appropriate labor market for positions.

While salary survey data will assist the County in establishing its position in the competitive market, job evaluation is the mechanism that ensures that internal relationships are equitable. Springsted has developed and copyrighted a job evaluation system known as *Systematic Analysis and Factor Evaluation* (SAFE®) system. The SAFE® system is a unique job evaluation method designed to measure job factors which apply specifically to local government. This system has been successfully used for many years throughout the country and has been reviewed by the United States District Court in conjunction with an Equal Employment Opportunity (EEO) suit and found acceptable to the Court.

The system rates and ranks jobs based on various skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating positions to the compensation plan. The system facilitates proper and equitable comparisons between and among positions and minimizes the appearance of favoritism in evaluating, rating and ranking jobs.

The nine (9) elements considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Experience Required
- Independence of Actions
- Supervision Exercised
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

This system can be maintained by the County. Springsted provides training to individuals assigned by the County to this task on utilizing the SAFE® system to evaluate newly created positions and re-evaluate revised positions.

Based on the wage and benefits data analysis and the job evaluation system, Springsted will develop a recommended compensation plan. The plan will be developed in accordance with information obtained from the County regarding its pay philosophy as well as goals and objectives established for its compensation program, including the option for a performance based component. In the development of the proposed compensation plan, Springsted will attempt to equal the market rate for all positions and identify any deviations from the market rate in writing in the Final Report prepared for the County. Springsted will review options with the County to address compensation plan structure, the spread for pay ranges, the relationship between ranges and adjustments needed to ensure that the County remains competitive with the labor market.

D. Development of the County's Compensation Policy

A pay philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long-term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and retain skilled employees (in other words, eliminate higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we emphasize references to performance in the pay philosophy discussion. As part of the study, it is recommended that the County consider these concepts in the adoption of a formal pay philosophy:

- Providing fair and equitable rates of pay to employees
- Defining the County's market area
- Developing a system that establishes a "market rate" for each position and states the minimum wage and maximum rates that the County will pay individuals within a position
- Establishing rates of pay that allows the County to compete successfully for new employees within its market area
- Establishing a market position that is fiscally responsible with public resources
- Ensuring that pay rates for existing employees are based on individual performance that meets or exceeds expectations and reflects changing economic conditions
- Developing a compensation system that allows employees to progress through the pay range as long as their performance consistently meets expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, supervisors, managers, the County Board of Commissioners and the public

E. Employee Communications

Springsted will develop a communications strategy to inform employees of job evaluation and pay grade assignments. Employee communications will be developed explaining the study methodology, employee input opportunities, study recommendations and the process used for reviewing requests for reconsideration by employees who do not agree with the assigned classification. The consultant will participate in the review of employee requests for reconsideration.

F. Implementation Strategy

At the conclusion of the study, Springsted will work with the staff in developing a plan for implementing the study recommendations. The plan will coincide with the needs of the County and the employees while maintaining the County's financial integrity. An estimate of the cost of implementation will be provided.

G. Staff Training

At the conclusion of the study, Springsted will train members of the staff in the methodology used to develop, maintain and update all aspects of the classification and compensation plan and how to determine the validity of requests for reclassification. The training program will include the rating, ranking and salary grade assignments of positions. Instruction manuals pertaining to the job evaluation system will be prepared and presented. The Springsted team will remain available to the staff for additional consultation after the study has been completed.

H. Final Report

The final report will be a document that contains the following:

- Detailed study methodology
- Discussion of the consulting team's findings, conclusions and recommendations regarding employee classification, salary structure, compensation philosophy, fringe benefits, compensation plan, estimated cost and implementation plan
- List of positions and the assignment of each to the compensation plan
- FLSA Status recommendations for all positions
- Salary and benefits survey results
- Job evaluation factor analysis for each position

I. Post Contract Maintenance

Springsted Incorporated can provide ongoing assistance to clients after completion of a classification and compensation study. Post-contract maintenance services include assisting the County with assignment of positions to the classification plan, determining the FLSA status of a new or revised position and conducting job evaluations for reclassification requests and new positions created by the County.

J. Project Timeline

Springsted takes pride in meeting its time commitments. The schedule to commence this project coincides with Springsted’s completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Springsted is prepared to initiate the study within three (3) weeks after receiving the official notice to proceed and will complete the study within six (6) months. A detailed project schedule is provided below.

There are factors that impact upon meeting the schedule that are beyond the consulting team’s control. The proposed time frame is contingent upon a timely decision, the receipt of requested data, and the timely receipt of feedback and comments on the submitted preliminary data.

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6
Project Initiation	█					
Review Job Descriptions		█				
Job Evaluation		█				
Collect/Evaluate Survey Data			█			
Develop Compensation Plan			█			
Develop Implementation				█		
Submit Final Report					█	
Staff Training						█

Project Team

Ann S. Antonsen
Vice President and Consultant



Ms. Ann Antonsen is a consultant with a strong background in organizational management and human resources that she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She also specializes in performing organizational studies, revising and developing personnel policies and manuals and in conducting organizational management training sessions and providing general human resources assistance.

Daniel “Dan” Tesch
Project Manager



Mr. Dan Tesch has over 25 years of experience as a Human Resources management professional in local government. He is recognized as a leader in both professional and non-profit organization and has provided internal leadership, policy development, recruitment and training. Prior to joining Springsted in the January of 2013, Mr. Tesch

the Interim Human Resources Director for the City of West St. Paul, Minnesota and held the position of Assistant City Administrator/Director of Administration/Interim City Administrator for the City of Lino Lakes, Minnesota. He has a Mini MBA from the University of St. Thomas and a Bachelor of Arts in Public Administration from St. Cloud State University.

Jada Kent

Associate Consultant and Project Manager



Ms. Jada Kent is an Associate Consultant and Project Manager with a background in compensation and classification, organization management, executive recruitment and human resources management for the public sector. Previously, Ms. Kent served as a Project Manager for Springsted | Waters Executive Recruitment. Prior to joining Springsted, Ms. Kent served as a Public Affairs Specialist for the U.S. Army and the Texas Air National Guard, respectively. She holds a Master of Public Administration and is in the process of completing a Certified Compensation Professional (CCP) certificate.

Jama McClung

Analyst



Ms. Jama McClung joined Springsted's Management Consulting Group in 2010 supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Ms. McClung has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades, and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers. She attended Glenville State College and is currently completing course work towards a bachelor's degree in Business Administration.

Elizabeth Wakeman

Analyst



Ms. Elizabeth Wakeman joined Springsted's Human Capital Advisors Group in January 2018 as a Compensation Analyst. Her specialty focus is classification and compensation studies. Ms. Wakeman has several years' experience in the private sector across a broad spectrum of organizations, including family-owned firms, third-party administrator firms and larger corporate organizations. Ms. Wakeman has held the titles of Benefits Administrator, Retirement Plan Administrator, and Payroll Specialist, and most recently, helped a private sector company create its first formal classification and compensation system. She holds a bachelor's Degree in business administration from the University of Wisconsin – River Falls.

Full Project Team Resumes can be found in Appendix I.

5. Governmental Engagements

There are a number of factors that set Springsted apart from other consulting firms performing studies such as the proposed engagement for Morgan County.

- Springsted is a leader in human resources consulting on both national and local levels. The proposed Springsted consulting team has extensive expertise providing advisory services to organizations similar in size and complexity to Morgan County. We have completed more than 190 compensation-related projects in the most recent 3-5 year period.
- Springsted is one of the leading providers of compensation services to the public sector, specifically local government. In the past five (5) years, Springsted has completed classification and compensation studies for public sector organizations in twenty-one (21) states. Our consultants have an in-depth understanding of current market trends and practices, and will leverage this knowledge to help guide the County in this engagement. We will move beyond the traditional role of a “consultant” and instead become a trusted partner to the County, its leadership and employees.
- In recent years, Springsted has been very successful expanding our classification and compensation services, demonstrating to Morgan County our capability and capacity to perform this work. Our managed growth can be attributed to many things. First, our ability and willingness to customize each project to our client’s individual needs and concerns. Second, our recommended methodology is consistent and quantifiable, meaning it can be used with confidence anywhere. And, third, the 50+ year reputation that Springsted has maintained uniquely qualifies us to serve as a sounding board for the County and its leadership team, enabling us to provide sound guidance and actionable recommendations, both through our national consulting presence as well as our time on the front lines of public sector service delivery.
- Springsted has successfully worked with cities across the United States on their classification and compensation needs. Effectively providing human resources services to cities and counties requires an in-depth knowledge of County operations and jobs. Springsted has proven time and time again that we are the foremost provider of classification and compensation services to County governments, as is demonstrated in this proposal. Springsted’s SaaS-based secure online PAQ process reflects our progressive, entrepreneurial business approach to compensation studies, offers paperless efficiencies and creates a more streamlined study experience for our clients.

Below is a listing of classification and compensation projects for the last three years.

List of Relevant Projects: 2015 – Present				
Year	Client	State	Project	Population
2015	Amherst	VA	Pay & Class Study	2,219
2015	Appomattox River Water Authority	VA	Comp Study	
2015	Bluffton	SC	Class & Comp Study	15,199
2015	Cass Lake	MN	Comp Study	747
2015	Ches Bay Bridge Tunnel Dist Comm	VA	Salary Update Study	
2015	Clarkfield	MN	Class & Comp Study	832
2015	Coweta County	GA	Class & Comp Study	133,180
2015	Dinwiddie County	VA	Comp Study	27,904
2015	Emporia	VA	Comp & Class Study	5,588
2015	Franklin County	VA	External Comp Study	56,335
2015	Harris County	GA	Class & Comp Study	32,663
2015	Hutchinson Utilities Commission	MN	Job Eval and Comp Syst	13,871
2015	Independent School District No. 206	MN	Salary Study	11,580
2015	Kannapolis	NC	Class & Comp Study	44,359
2015	La Crosse Public Library	WI	Class & Comp Study	51,522
2015	Lake Geneva	WI	Comp Study	7,710
2015	Lake Worth	FL	Class & Comp Study	36,000
2015	Le Sueur	MN	Comp Study	4,041
2015	Lee County	NC	External Comp Study	60,266
2015	Little Falls	MN	Class Study	8,232
2015	Luray	VA	Comp Study	4,860
2015	Maple Lake	MN	Class & Comp Study	2,093
2015	Maryville	TN	Class & Comp Study	27,992
2015	Midlands Auth Conv, Sports & Tourism	SC	Class & Comp Study	
2015	Monroe	NC	Class & Comp Study	33,975
2015	Mukwonago	WI	Comp Study	7,494
2015	New Ulm	MN	Comp Study	13,210
2015	Newnan	GA	Comp & Class Study	34,847
2015	Newport	MN	Class & Comp Study	3,461
2015	NC Assn of Co Commissioners	NC	Comp & Class Study	9,944,000
2015	Orange Water & Sewer Auth	NC	Comp Study	140,352
2015	Otsego	MN	Class & Comp Study	14,254
2015	Pine County	MN	Class & Comp Study	29,104
2015	Plymouth	MN	Class Study	73,987
2015	Quin Rivers Inc.	VA	Comp Study	
2015	Red Lake Falls	MN	Comp Study	1,410
2015	Rivanna Water & Sewer Auth	VA	Class & Comp Study	
2015	Rockbridge County	VA	Class, Comp & Perf Eval	22,307
2015	Rockingham County	NC	Class & Comp Study	91,898
2015	Rowan County	NC	Comp Plan Study	138,323
2015	Scott County CDA	MN	Class & Comp Study	137,232
2015	Sherburne County	MN	Class & Comp Study	90,158
2015	Shorewood School District	WI	Comp Study	13,337
2015	Siler City	NC	Class & Comp Study	8,169
2015	South Boston	VA	Comp Study	7,989
2015	Southampton County	VA	Class & Comp Study	18,128
2015	Warrenton	VA	Class & Comp Study	9,862

List of Relevant Projects: 2015 – Present				
Year	Client	State	Project	Population
2015	Washington & Mid-East Reg. Hsg Auth	NC	Class & Comp Study	
2015	Whitewater	WI	Class & Comp Study	14,732
2015	Wilson	NC	Comp Study	49,628
2015	Wythe County	VA	Class & Comp Study	29,344
2016	Altavista	VA	Class & Comp Study	3,490
2016	Ankeny	IA	Class & Comp Study	51,567
2016	Belle Plaine	MN	Comp Plan	6,838
2016	Bertie County	NC	Comp Study	20,344
2016	Blacksburg	VA	Comp Study	43,609
2016	Branson	MO	Class & Comp Study	11,064
2016	Cabarrus County	NC	Comp Study	187,226
2016	Cannon Falls	MN	Class & Comp Study	4,078
2016	Chapel Hill	NC	Class & Comp Study	59,635
2016	Cleveland County Water	NC	Pay & Class Study	97,047
2016	Cologne	MN	Comp Study	1,564
2016	Crosslake	MN	Class & Comp Study	2,193
2016	Dallas Area Rapid Transit Auth	TX	Comp Services	1,318,000
2016	Daniel Boone Regional Library	MO	Class & Comp Study	
2016	Dare County	NC	Class & Comp Study	35,019
2016	Eagan	MN	Class & Comp Study	65,453
2016	Eastern Shore of VA 911 Comm	VA	Comp Update	
2016	El Paso	TX	Class & Comp Study	674,433
2016	Gastonia	NC	Class & Comp Study	73,209
2016	Grant County	MN	Class & Comp Study	5,989
2016	Greenville Housing Authority	NC	Class & Comp Study	89,130
2016	Hibbing HRA	MN	Class & Comp Study	16,301
2016	Hoboken Housing Authority	NJ	Comp Study	52,575
2016	Kenosha Joint Services	WI	Wage & Comp Study	99,889
2016	Lake Zurich	IL	Class & Comp Study	19,984
2016	Lawrence Public Library	KS	SAFE Database	
2016	League of Wisconsin Municipalities	WI	Market Survey	5,779,000
2016	Louisa County Public Schools	VA	Comp Study	33,945
2016	Manassas	VA	Class & Comp Consult	41,705
2016	Moorhead Public Housing Agency	MN	Salary Study	39,398
2016	Newport News RHA	VA	Comp Study	182,385
2016	Nisswa	MN	Class & Comp Study	2,004
2016	Port of Corpus Christi Authority	TX	Comp & Ben Struc	316,381
2016	Rappahannock Juvenile Facility	VA	Class & Comp Study	
2016	Richmond Behavioral Health Authority	VA	Comp Update	
2016	Richmond Heights	MO	Comp & Class Study	8,508
2016	Roanoke Valley Juvenile Det Center	VA	Salary Study	
2016	Selma	NC	Class & Comp Update	6,237
2016	Shenandoah County	VA	Salary Survey	42,684
2016	Spring Hill	TN	Class & Comp Study	32,576
2016	St. Charles City-County Library Dist	MO	Comp & Benes Analysis	
2016	St. Cloud HRA	MN	Comp Study	66,297
2016	Stevens Point	WI	Comp Study	26,670
2016	Stevens Point Area Public School Dist	WI	Comp Study	26,670
2016	Sumter County	FL	Comp Study	

List of Relevant Projects: 2015 – Present				
Year	Client	State	Project	Population
2016	Washington Co CDA	MN	Class & Comp Update	251,597
2016	Willmar	MN	Comp Study	19,680
2016	Wilmington	NC	Comp Practices and Market Pay Study	112,067
2016	Winston Salem	NC	Class & Comp Study	236,441
2017	Aitkin	MN	Class & Comp Study	2,087
2017	Appalachian Regional Library	NC	Class & Comp	
2017	Assn County Commissioners of GA	GA	Class & Comp	10,100,000
2017	Bath County Public Schools	VA	Pay & Class	
2017	Baudette	MN	Market Survey	1,073
2017	Baxter	MN	Comp Study	7,781
2017	Cabarrus County	NC	Class & Comp Study	187,226
2017	Cabarrus Health Alliance	NC	Comp Benefit Study	
2017	Cambridge	MN	On-Going HR	
2017	Caroline County	VA	Pay & Class Study	29,298
2017	Chapel Hill	NC	Comp Study & FLSA Rev	59,635
2017	Chincoteague	VA	Comp Study	2,929
2017	Cleveland County	NC	Comp & Benes Study	97,047
2017	Craven County	NC	Comp Study	103,451
2017	Dunn County	WI	Market Survey	44,122
2017	Florida Municipal Power Agency	FL	Comp Study	
2017	Fort Wayne City Utilities	IN	Class and Comp	
2017	Harnett County	NC	Comp Study	124,987
2017	Harrisburg	PA	Class & Comp Study	49,188
2017	Hopewell	VA	Class & Comp Consult	22,163
2017	Independent School District No. 13	MN	Job Desc/Pointing Agree	19,674
2017	Le Sueur County	MN	Market Survey	27,810
2017	Lee's Summit	MO	Comp & Benefit Study	93,184
2017	Lufkin	TX	Comp Study	36,085
2017	Meeker McLeod Sibley CHS	MN	Class & Comp Study	
2017	Mendota Heights	MN	Class & Comp Study	11,222
2017	Middlesex County	VA	Comp & Class Study	10,762
2017	New Brighton	MN	Market Survey	21,867
2017	New Hope	MN	Market Survey	20,877
2017	North Mankato	MN	Anal of Comp Syst Structure	13,439
2017	Osseo	MN	Class & Comp Study	2,476
2017	Person County	NC	Phase II Implementation	39,276
2017	Pine Island	MN	Class & Comp Study	3,318
2017	Piqua	OH	Comp Study	20,906
2017	Pleasant Hill	IA	Class & Comp Study	9,082
2017	Polk County	MN	Market Survey	31,569
2017	Pulaski	VA	Class & Comp Plan	8,948
2017	RC Hospital and Clinics	MN	Class & Comp Study	
2017	Richland	WA	Class & Comp Study	53,019
2017	Roanoke County	VA	Benefits Survey	93,524
2017	Robbinsdale	MN	Comp Study	14,302
2017	Saginaw County	MI	Class & Comp	195,012
2017	Salem	VA	Class & Comp	25,483
2017	Sammamish	WA	Class & Comp Study	50,169
2017	Santa Fe	NM	Class & Comp Study	

List of Relevant Projects: 2015 – Present				
Year	Client	State	Project	Population
2017	Shelby	NC	Class & Comp Study	20,325
2017	Stacy	MN	Comp Plan	1,426
2017	Story County	IA	Class & Comp Study	92,406
2017	Topeka & Shawnee Co Public Library	KS	Comp Study	
2017	Upper Trinity Reg Water District	TX	Comp & Class Study	
2017	Vienna	VA	Class & Comp Study	16,370
2017	Watauga County	NC	Class & Comp Study	52,372
2017	West Point Public Schools	VA	Class & Comp Study	
2017	Wyoming	MN	Market Survey	
2017	Yellow Medicine County	MN	Market Survey	9,875
2018	Battle Creek	MI	Comp Study	51,833
2018	Bemidji	MN	Comp Study	14,435
2018	Blue Springs	MO	Pay Plan Design	53,294
2018	Cleveland County	NC	SAFE Database	97,047
2018	Cloquet	MN	Comp Plan Update	12,050
2018	Craven County Schools	NC	Comp Study	
2018	Craven County Schools	NC	Online PAQ, Data Mig & Job Desc Data Svcs	
2018	Dayton	VA	Class and Comp Study	1,609
2018	DeSoto	TX	Class and Comp Study	52,599
2018	Dinwiddie County Schools	VA	Review of Compensation Study	
2018	Elko New Market	MN	Pay Equity Report	4,513
2018	Johnson County	IA	Comp and Class Study	144,251
2018	Lakeville	MN	Class & Comp Study	58,562
2018	Laurinburg	NC	Class & Comp Study	15,774
2018	Minnehaha Creek Watershed Dist	MN	Class and Comp Study	
2018	Minnehaha Creek Watershed Dist	MN	Pay Equity Report	1,124,000
2018	Minnetonka	MN	Class & Comp Study	51,638
2018	Northwest Regional Library	NC	Class & Comp Study	
2018	Person County	NC	Phase III C&C Implementation Svcs	39,276
2018	Rappahannock Regional Jail	VA	Comp Study	
2018	Scott County	MN	Pay Equity Report	137,232
2018	Thibodaux	LA	Market Study	14,566
2018	Verona	WI	Market Survey	10,632
2018	Wabasha Soil and Water Cons Dist	MN	Class Study	
2018	Willmar	MN	Comp Study	19,680
2018	Winston Salem	NC	Class & Comp Study-Phase II	236,441
2018	Wright Soil & Water Cons Dist	MN	Class and Comp Study	
Current	Bonner Springs	KS	Comp and Class Study	7,665
Current	Broad River Water Authority	NC	Class and Comp Study	
Current	Burnsville	MN	Class and Comp Study	61,290
Current	Eudora	KS	Class and Comp Study	6,211
Current	Grain Valley	MO	Class, Comp & Benes Study	13,125
Current	Harris County HA	TX	Salary/Wage Comp Study	
Current	HA of the City of Durham	NC	Salary Comparability Study	263,016
Current	Ingleside	TX	Class and Comp Study	10,488
Current	Intermediate District No. 0287	MN	Pay and Class	
Current	Intermediate School District No. 917	MN	Job Description Updates/Training	
Current	Leavenworth	KS	Comp Study	35,891
Current	Salem	VA	Class & Comp	

6. References

The following references will attest to Springsted's ability to leverage our proven classification and compensation methodologies, tailor them to fit specific needs and concerns, and provide actionable implementation plans that consider the current and future financial situation of our clients.

Coweta County, Georgia

2015 Classification and Compensation Study & Performance Evaluation System Development

Ms. Patricia Palmer, *Human Resources Director*

22 East Broad Street

Newnan, GA 30263

770-254-2604

ppalmer@coweta.ga.us

Harris County, Georgia

2015 Classification and Compensation Study

Ms. Nancy McMichael, *County Clerk/Assistant County Manager*

104 North College Street

Hamilton, GA 31811

706-628-4958

nmcmichael@harriscountyga.gov

City of Newnan, Georgia

2015 Classification and Compensation Study

Ms. Meg Blubaugh, *Human Resources Director*

25 LaGrange Street

Newnan, GA 30263

678-673-5552

mblubaugh@cityofnewnan.org

7. Litigation or Proceeding

Springsted has no pending or current litigation.

Springsted has not had any litigation or proceeding during the past three years, whereby a court or any administrative agency has ruled against the consulting firm in any matter related to the professional services or activities of the consulting firm.

Neither Springsted nor any of its employees have ever been subject to any regulatory actions.

8. Additional Information

Professional Fee

Springsted Incorporated will perform all the tasks delineated as described in this proposal for a professional fee of \$59,225. This fee is based on 115 positions (encompassing 190 full-time employees), up to four employee orientation sessions, individual meetings with Department Heads, one meeting with the County Board (for final presentation) as well as required meetings with administration and three implementation options and associated work outlined in this proposal to provide Morgan County with a classification compensation study.

Springsted would invoice the County for work completed based on the following schedule:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Completion of Project Initiation (or Employee Orientation)	25%	25%
Completion of Position Analysis Questionnaires	25%	50%
Completion of Draft Report	40%	90%
Completion of Final Report	10%	100%

Out-of-Pocket Expenses

Springsted would charge Morgan County, at cost, for actual out-of-pocket expenses. Out-of-pocket expenses include, but are not limited to, travel and sustenance, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing costs. Direct out-of-pocket expenses are not expected to exceed \$2,500 for the project.

Additional Work

Should Morgan County request and authorize additional work, we would invoice the County at an agreed upon fee or our standard hourly fees. Additional Implementation Plans will be billed at a cost of \$750/plan. In addition, we would charge, at cost, for any related out-of-pocket expenses.

Title	Hourly Rate
Principal & Senior Officer	\$260
Senior Professional Staff	\$215
Professional Staff	\$160
HR Analyst/Project Coordinator	\$100
Associates	\$75

Additional work would include work outside the scope of services as agreed to including, but not limited to:

- Additional position descriptions
- Additional reports
- Additional job audits
- Work related to a special request
- Additional on-site meetings

Pricing Note

Our experience has shown that the greatest risk in a study of this nature is the County’s ability to conduct an “apples to apples” comparison of the services recommended by different vendors. This is especially true for procurements where such a significant portion of the evaluation criteria is pricing. For example, various job evaluation / classification approaches, from the “slotting” of positions based on perceived internal equity considerations (whole job), to the development and implementation of quantifiable systems of job evaluation (which Springsted has included with our SAFE® process), have been used successfully in local government. The County, therefore, will no doubt be faced with the challenge of evaluating the various proposed methodologies, fee structures and timelines received as part of your procurement process.

Springsted’s staff has an understanding of the impact these differences have on project deliverables and would welcome the opportunity to discuss the advantages and disadvantages of each approach so the County can make an informed decision for this study. Finally, if Springsted is identified as the most responsive provider, whether due to our detailed proposal, experience in similar environments, strong reputation, or the strength and validity of our SAFE® process, but our professional fees or timeline exceed those of other submittals, we would be pleased to review the competing scope of services and prepare a best and final offer relative to those modified deliverable expectations.

Georgia Certificate of Authority

A Georgia Certificate of Authority for Springsted Incorporated follows.

STATE OF GEORGIA

Secretary of State

Corporations Division

313 West Tower

2 Martin Luther King, Jr. Dr.

Atlanta, Georgia 30334-1530

CERTIFICATE OF AUTHORITY

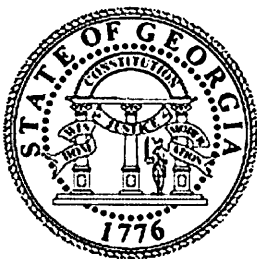
I, **Brian P. Kemp**, the Secretary of State and the Corporation Commissioner of the State of Georgia, hereby certify under the seal of my office that

Springsted Incorporated
a Foreign Profit Corporation

has been duly formed under the laws of **Minnesota** and has filed an application meeting the requirements of Georgia law to transact business as a **Foreign Profit Corporation** in this state.

WHEREFORE, by the authority vested in me as Secretary of State, the above **Foreign Profit Corporation** is hereby granted, on **04/13/2018**, a certificate of authority to transact business in the State of Georgia as provided by Title 14 of the Official Code of Georgia Annotated. Attached hereto is a true and correct copy of said application.

WITNESS my hand and official seal in the City of Atlanta and the State of Georgia on **04/26/2018**.



A handwritten signature in black ink, appearing to read "B. P. Kemp".

Brian P. Kemp
Secretary of State

APPENDIX I
Sample PAQ



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887
Tel: 651-223-3000
Fax: 651-223-3002
www.springsted.com

MEMORANDUM

TO: Employees of <ENTITY>
FROM: <CONSULTANT>, Springsted
DATE: <DATE>
SUBJECT: **Instructions for Completing Your Position Analysis Questionnaire**

Please read these instructions before completing your Position Analysis Questionnaire (PAQ). This form is used to obtain information about your position and will be used to develop a class description. The questionnaire consists of multiple-choice and fill-in-the-blank questions; please be clear, accurate and complete. For multiple-choice questions, please check only the appropriate box on the left-hand side of the document; the right-hand box is for your supervisor or department/division head to complete; **check only one box per question, except for question 20 and the American with Disabilities Act section. Please complete and return the PAQ to your supervisor.**

Tips for Completing Your PAQ

- Spell out acronyms – acronyms may be exclusive to your department and mean something else nationally or to another part of the organization
- Minimum Requirements – Answer the questions based on the minimum requirements needed to perform the duties of the position (you may have 10 years of experience, but would a new hire need that to do the job?).
- Priority/Description of Duties – Question number nine (9) is the most important question, which requests the priority and description of your duties. This question provides you the opportunity to explain your day-to-day duties in your words.
 - Give this question extra thought and provide your response as clearly and completely as possible, so that someone who has never met you or performed your duties may understand what your job entails.
 - Think about your day, week, month and even year on the job; some major duties are performed annually.
 - Begin with your most important duty and continue on down to the least important duty.
 - Try to keep the description to one-line or short phrases; begin each statement with a verb. Avoid paragraphs.
 - As a percentage, indicate the amount of time that it takes for you to complete each of the described tasks. Please keep in mind that the most important duty may not take the highest percentage of time.
 - Percentages should total 100%; it is strongly recommended that these percentages should be no smaller than 5%.

TO: Supervisors and/or Division/Department Heads
SUBJECT: **Instructions for Completing Position Analysis Questionnaire**

After the employee or group of employees under your day-to-day supervision has completed a PAQ, they should return them to you for your review and verification. You will want to check the appropriate boxes on the right-hand side of every page, either agreeing or disagreeing with the boxes the employee has checked on the left-hand side. There is a section on Page 5 where you can comment on the accuracy and completeness of the employee's response. Please note any comments in this section and do not make any changes to employee responses.

10. Education and Experience - Please indicate the minimum education and minimum experience level needed to complete the normal, day-to-day tasks:

- | <i>Employee (check one)</i> | <i>Supervisor (check one)</i> |
|--|-------------------------------|
| <input type="checkbox"/> Less than High School Diploma or GED..... | <input type="checkbox"/> |
| <input type="checkbox"/> High School Diploma or GED..... | <input type="checkbox"/> |
| <input type="checkbox"/> Associates Degree..... | <input type="checkbox"/> |
| <input type="checkbox"/> Bachelors Degree..... | <input type="checkbox"/> |
| <input type="checkbox"/> Masters Degree..... | <input type="checkbox"/> |
| <input type="checkbox"/> PhD..... | <input type="checkbox"/> |
| <input type="checkbox"/> Other..... | <input type="checkbox"/> |

Major/Coursework: _____

Type of Experience: _____

Years of Experience

- | | |
|---|--------------------------|
| <input type="checkbox"/> No experience..... | <input type="checkbox"/> |
| <input type="checkbox"/> Less than one year (minimal)..... | <input type="checkbox"/> |
| <input type="checkbox"/> One to three years (moderate)..... | <input type="checkbox"/> |
| <input type="checkbox"/> Three through five years (considerable)..... | <input type="checkbox"/> |
| <input type="checkbox"/> Six or more years (extensive)..... | <input type="checkbox"/> |

11. Licenses, Certificates and Registrations - Please indicate if there are any licenses, certificates and/or registrations required to perform your job (e.g. driver's license) (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

Are these required: Upon Hire Within 6 months Within 1 year Within 2 years
If requirement is specific to the license, certification or registration, please indicate timeframe by each one individually.

12. Special Training - Please indicate if there is any special training required to perform your job. (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

Are these required: Upon Hire Within 6 months Within 1 year Within 2 years
If requirement is specific to the training, please indicate timeframe by each one individually.

13. Work Level - Level of work required to complete your normal, day-to-day duties satisfactorily.

- Handles everyday, reoccurring basic assignments and problems.....
- Handles a variety of typical assignments and problems independently.....
- Senior or supervisory level; handles all advanced assignments and problems except those requiring policy or procedural change.....
- Managerial in nature; directs all assignments and deals with all problems.....

14. Work Complexity - Complexity and difficulty level associated with the tasks necessary to complete your work. Consider the level of judgment, analytical ability and creativity required and whether there are standards, policies and procedures that guide your actions.

- Regular and repetitive tasks, processes or operations requiring the selection and execution of actions based on defined procedures.....
- Fairly standard procedures and tasks where basic analytical ability is required, such as comparison of numbers and facts to select the correct actions. Detailed guidelines and procedures are generally used to make decisions or determine actions.
- Requires the application of a variety of procedures, policies and/or precedents and moderate analytic ability in adapting standard methods to fit facts and conditions.....
- Considerable analytical ability is needed to select, evaluate and interpret data from several sources; interpretation of guidelines, policies and procedures is required.
- Widely varied and involving many complex and significant variables, requiring analytical ability and inductive thinking in adapting policies, procedures and methods to fit unusual and complex situations.....

15. **Working Conditions** - Conditions you are subjected to during your day-to-day duties:
- Absence of disagreeable conditions
 - Involves occasional exposure to some disagreeable elements (*dust, heat, fumes, cold, noise, vibration or wetness*) and accidents are improbable other than minor injuries.
 - One or more elements above; involves frequent exposure to hazards where lost-time accidents are definitely possible
 - Several elements above are occasionally present to the extent of being objectionable or regular exposure to work situations that could result in incapacitating accidents or, on occasion, loss of life
 - One or more of the above elements are regularly present and objectionable, or continuing exposure to work situations that could result in incapacitating accidents or periodic exposure to situations involving hazards that could result in total disability, critical illness or loss of life.....
 - Continuous exposure to work situations involving hazards that could result in total disability, critical illness or loss of life, despite the provision and/or implementation of available safety measures.

16. **Mental Stress and/or Effort** - Conditions you are subjected to during your day-to-day duties:
- Limited mental effort and/or stress.....
 - Some mental effort and stress involved resulting in inconvenience and frustration.
 - Considerable mental effort and stress
 - Serious mental stress involved that could, over a period of time, result in temporary nervous disorder and severe mental anguish.
 - Severe mental stress involved that could result in permanent nervous disorder/mental instability

17. **Interpersonal Skills and Communication Skills** - Skills required during your day-to-day duties:
- Little or no contact required except with immediate associates and direct supervisor.
 - Regular contact within the department and periodic contacts with other departments, outside agencies and the general public
 - Regular contact within the department and other departments, outside agencies and general public (supplying or seeking information) on specialized matters.....
 - Outside and inside contacts to carry out organization programs or occasional contacts with officials at higher levels on matters requiring cooperation, explanation and persuasion, or work requiring enforcement of laws, ordinances, policies and procedures
 - Regular contact with persons of importance and influence involving considerable tact, discretion and persuasion.
 - Continuing contact involving difficult negotiations calling for well-developed sense of timing and strategy; representing department or organization in policy settings.....
- Please list people or groups with whom you must interact and/or communicate in the performance of your job.
(e.g.: citizens, customers, clients, elected officials, supervisors, subordinates, consultants, engineers, etc.)
- _____
- _____
- _____

18. **Level of Responsibility** - How much freedom or independence is required or allowed in the performance of your normal duties:
- Close supervision, or tasks are so routine and standardized that they do not require supervision.
 - Moderate supervision within standard operating procedures; supervisor or senior workers are generally nearby to answer questions, make "judgment calls" and/or prioritize work
 - Limited supervision with general autonomy in determining how objectives are achieved; supervisors generally set operating benchmarks, goals and objectives.....
 - General direction, based on broad goals and policies
 - Involves setting policies and goals for the department or organization operation

19. **Organizational Impact and Consequences** - How your daily duties impact the organization and the consequences of those duties:
- Supportive, informational, recording or other services to assist others in producing correct and effective results; minor consequences.....
 - Assisting and supporting others or individually providing data or facilitating services for use by others; minor to moderate consequences.....
 - Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area....
 - Participating with others (within and/or outside of community/agency) in program development, service delivery and supervision of subordinate staff; moderate to serious impact
 - Major individual impact on and accountability for end results affecting organizational unit or total community/agency

20. **Supervision and/or Oversight** - The scope and type of responsibility that you exercise as a supervisor or lead worker of other employees. (Supervisor's comments regarding this information may be provided in the Supervisor's Comments section)

Do you supervise or have oversight of other positions: Yes, continue in this box No, continue to next section

Please check all that apply:

- N/A Work Group/Team Unit/Section Department Division Organization

List the positions by title, along with number of individuals within the position, that you have responsibility for:

For the positions listed above, do you effectively recommend or take action on the following:

Effectively Recommend	Take Action		Effectively Recommend	Take Action	
<input type="checkbox"/>	<input type="checkbox"/>	Hire	<input type="checkbox"/>	<input type="checkbox"/>	Suspend
<input type="checkbox"/>	<input type="checkbox"/>	Assign Work	<input type="checkbox"/>	<input type="checkbox"/>	Terminate
<input type="checkbox"/>	<input type="checkbox"/>	Direct Work	<input type="checkbox"/>	<input type="checkbox"/>	Discipline (Oral Reprimand)
<input type="checkbox"/>	<input type="checkbox"/>	Reward	<input type="checkbox"/>	<input type="checkbox"/>	Discipline (Written Reprimand)
<input type="checkbox"/>	<input type="checkbox"/>	Transfer	<input type="checkbox"/>	<input type="checkbox"/>	Evaluate Performance
<input type="checkbox"/>	<input type="checkbox"/>	Promote	<input type="checkbox"/>	<input type="checkbox"/>	Demote
<input type="checkbox"/>	<input type="checkbox"/>	Adjust Grievances	<input type="checkbox"/>	<input type="checkbox"/>	Coach and/or Counsel
<input type="checkbox"/>	<input type="checkbox"/>	Train	<input type="checkbox"/>	<input type="checkbox"/>	Develop Staff Schedules
<input type="checkbox"/>	<input type="checkbox"/>	Inspect Work	<input type="checkbox"/>	<input type="checkbox"/>	Other

Americans with Disabilities Act Supplemental Information Form

In order to assist in developing class descriptions which recognize and accommodate the requirements of the Act, each employee is requested to complete the attached ADA supplemental information form. Please check only those physical requirements or activities and sensory requirements that are **absolutely necessary** to perform the essential functions of your job and those environmental conditions which apply. **If options provided are not applicable, please do not check the corresponding box.**

The employee should check the appropriate box on the left side of the form. Supervisors should review information provided by the employee and verify the requirements of the position by checking the appropriate box on the right side of the form.

1. The physical requirements of this position.

Does this job require that weight be lifted or force be exerted? If so, how much and how often? Check the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Up to 10 pounds of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 25 pounds of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 50 pounds of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Up to 100 pounds of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In excess of 100 pounds of force	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What is being lifted: _____

2. The physical activity of this position.

How much on-the-job time is spent in the following physical activities? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Stand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speak or hear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Use hands to finger, handle or feel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climb or balance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stoop, kneel, crouch or crawl	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reach with hands and arms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taste or smell	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Push or pull	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Repetitive Motions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. The sensory requirements of the position are:

Visual Acuity

- Standard vision requirements.....
- Close vision
- Distance vision
- Ability to adjust focus
- Depth perception.....
- Color perception
- Night vision.....
- Peripheral vision

Vocal Communication

- Expressing or exchanging ideas by means of the spoken word
- Detailed or loud talking to convey detailed or important spoken instructions to others accurately, loudly or quickly.....

Hearing Perception

- Ability to recognize information at normal spoken word levels.....
- Ability to receive detailed information through oral communications and/or to make fine distinctions in sound.....

Sensory Utilization

- Preparing and analyzing written or computer data
- Visual inspection involving small defects and/or small parts
- Use of measuring devices
- Assembly or fabrication of parts within arms length
- Operating machines.....
- Operating motor vehicles or equipment
- Observing general surroundings and activities.....

4. The environmental conditions the worker will be subject to in this position.

How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

	Employee Amount of Time				Supervisor's Input			
	None	up to 1/3	1/3 to 2/3	2/3 & up	None	up to 1/3	1/3 to 2/3	2/3 & up
Wet, humid conditions (non-weather)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work near moving mechanical parts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work in high, precarious places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fumes or airborne particles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toxic or caustic chemicals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor weather conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extreme cold (non-weather)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Extreme heat (non-weather)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk of electrical shock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work with explosives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Breathing apparatus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Exposure to blood borne pathogens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Typical Noise Level

Employee (check only one)

Supervisor (verify job requirement)

- Very Quiet (e.g. park trail, storage or file room).....
- Quiet (e.g. library, private offices).....
- Moderate Noise (e.g. business office with typewriters and/or computer printers, light traffic)
- Loud Noise (e.g. heavy traffic, large earth-moving equipment)
- Very Loud Noise (e.g. jack hammer work, garbage recycle plant)

APPENDIX II
Project Team Resumes

Ann S. Antonsen
*Vice President
Consultant*

Ms. Antonsen is an organization and management consultant, specializing in position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She performs organizational assessments and studies, revisions and development of personnel policies and manuals and conducts organizational management training and providing general human resources assistance.

Ms. Antonsen has been with Springsted since 2005 and serves clients nationwide. With her strong background in Organizational Management and Human Resources, she is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies.

Ms. Antonsen has extensive experience in serving government organizations; she previously worked as a consultant with Labor Relations Associates, Inc., which has served the region for many years, providing management and human resources consulting services. Ms. Antonsen has provided human resources management services for large suburban communities and regional centers. She brings practical experience in handling the wide variety of issues that face public management. Additionally, she has related human resources experience in both public associations and private corporations.

Education

University of Minnesota, Minneapolis, Minnesota
Bachelor of Arts in Psychology
Continuing Legal Education Courses

Professional Affiliations

International Public Management Association in Human Resources (IPMA)

Daniel "Dan" Tesch
Project Manager

Mr. Dan Tesch has over 25 years of experience as Human Resources management professional in local government. He is recognized as a leader in both professional and non-profit organization and has provided internal leadership, policy development, recruitment and training. Prior to joining Springsted in January of 2013, Mr. Tesch was the Interim Human Resources Director for the City of West St. Paul, Minnesota and held the position of Assistant City Administrator/Director of Administration/Interim City Administrator for the City of Lino Lakes, Minnesota.

Mr. Tesch has experience in contract negotiations/labor relations, employee recruitment, performance evaluations, employee and community surveys, council/staff communications and employee safety and training.

He has led successful recruitment and hiring efforts for all personnel including top management, department heads, clerical, technical, fire district and general maintenance. He effectively works with consultants, testing professionals and staff panels. Mr. Tesch has also led major reorganization initiatives in response to the needs for greater staff infrastructure in a rapidly growing community.

Education

University of St. Thomas, Minnesota
Mini MBA

St. Cloud State University, Minnesota
Bachelor of Arts in Public Administration

Professional Affiliations

Minnesota City/County Managers Association (MCMA)
International Public Management Association in Human Resources (IPMA)
National Public Employer Labor Relations Association (NPELRA)
Minnesota Public Employer Labor Relations Association (MPELRA)
Minnesota Association of Telecommunication Administrators (MACTA)
Mediation Services of Anoka County (MSAC)
The Unknown Group (TUG) – Convener 2012
Association of Professional Management Assistants (APMA) – Past President
North Metro Telecommunications Commission – Past Officer and Commissioner

Civic

Clare Housing, Minneapolis, Minnesota – Board of Directors

Jada Kent
Associate Consultant
Project Manager

Ms. Kent is an Associate Consultant and Project Manager in Springsted's Human Capital Advisors Group where she specializes in classification and compensation services. In this role, she partners with clients to develop quality compensation solutions by providing project leadership and analysis support to lead consultants.

Ms. Kent joined Springsted in 2015 as an intern, providing project coordination and administrative support to the Springsted | Waters Executive Recruitment function, eventually taking on the role of Project Manager for the Dallas office. After many successful recruitments and organization management studies, Ms. Kent transferred to the Classification and Compensation division.

Prior to joining Springsted, Ms. Kent served as an active duty Public Affairs Specialist for the U.S. Army. In this role, she was assigned as a journalist / photojournalist for the base newspaper and online media sources. Afterwards, Ms. Kent continued her military service as a Public Affairs Specialist for the Texas Air National Guard while she continued her education.

Education

University of Texas at Dallas
Master of Public Administration

University of North Texas
Bachelor of Arts in U.S. History/Political Science

Professional Certifications

Certified Compensation Professional (CCP) – *in progress*

Jama McClung
Analyst

Ms. McClung joined Springsted's Management Consulting Group in 2010 supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Ms. McClung has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades, and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers. She attended Glenville State College and is currently completing course work towards a Bachelor's degree in Business Administration.

Education

Currently completing course work towards a Bachelor's degree in Business Administration

Elizabeth Wakeman
Analyst

Ms. Wakeman is a Compensation Analyst within Springsted's Human Capital Management Group. She has a background in private sector Human Resources administration. Prior to joining Springsted, Ms. Wakeman held various positions administering employee benefits, retirement plans, payroll, and compensation analysis where she assisted in market pricing jobs and salary structure development.

Education

University of Wisconsin, River Falls, Wisconsin
Bachelor of Science in Business Administration

A Proposal to Conduct a Comprehensive Classification and Compensation Study for Morgan County, GA

Submitted to:

Mr. Mark Williams, Assistant County Manager
Morgan County Board of County Commissioners
150 E. Washington Street
Madison, Georgia 30650

Submitted by:



Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, Florida 32308
(850) 383-0111 (phone)/ (850) 383-1511 (fax)

September 17, 2018



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

September 13, 2018

Mr. Mark Williams, Assistant County Manager
Morgan County Board of County Commissioners
150 E. Washington Street
Madison, Georgia 30650

Dear Mr. Williams:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Comprehensive Classification and Compensation Study for Morgan County. Our response is based on our review of your Request for Proposal, our understanding of the Georgia labor market, our experience in working with hundreds of local governments, and our knowledge of best practices in human resources management.

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country. Evergreen is licensed to do business in the State of Georgia (#0539151).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 45 states. In the State of Georgia, we have worked for, or are currently on contract to work for, the following public sector clients in a variety of human resource capacities: Forsyth County; Lumpkin County; Douglas County; Cherokee County; City of Douglasville; City of Alpharetta; City of Chamblee; City of Statesboro; City of Dahlonega; City of Dublin; City of Dunwoody; City of Villa Rica; City of Fayetteville; City of Stockbridge; City of Brookhaven; City of Roswell; City of Kingsland; City of Savannah; City of Garden City; City of Tybee Island; Douglasville-Douglas County Water and Sewer Authority; DeKalb County Schools; Douglas Public Schools; Sumter County Schools; Atlanta Public Schools; and Atlanta Metropolitan College.

The following is a sample of some of the local government clients our consultant team has worked with, or is currently on contract to work with in other states, that involved services similar in scope to those being requested: City of Foley, AL; Blount County, TN; City of Bloomington, IN; Mahoning County, OH; City of Bloomington, IN; City of Pittsburgh, PA; County of Montgomery, PA; City of Lee's Summit, MO; City of Branson, MO; City of Columbia, MO; Jefferson County, MO; St. Charles County, MO; Clay County, MO; Sedgwick County, KS; Kent County Levy Court, DE; City of Hyattsville, MD; City of Annapolis, MD; City of Westminster, MD; Washington County, MD; Allegany County, MD; Loudoun County, VA; Spotsylvania County, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Essex County, VA; Isle of Wight County, VA; James City County, VA; Louisa County, VA; Alleghany County, VA; King George County, VA; Prince George County, VA; Surry County, VA; City of Newport News, VA; City of Williamsburg, VA; City of Covington, VA; City of Fredericksburg, VA; City of Suffolk, VA; New Hanover County, NC; Guilford County, NC; Gaston County, NC; Union County, NC; Buncombe County, NC; City of Lancaster, SC; City of Columbia, SC; City of Goose Creek, SC; City of Chester, SC; City of Mauldin, SC; City of Conway, SC; Charleston County, SC; Berkeley County, SC; Dorchester County, SC; Town of Hilton Head Island, SC; Town of Summerville, SC; Town of Cheraw, SC; City of Fountain, CO; City of Page, AZ; Town of Sahuarita, AZ; City of Manitou Springs, CO; San Miguel County, CO; City of Albany, OR; City of Broken Arrow, OK; Town of Little Elm, TX; City of Austin, TX; City of Fredericksburg, TX; City of Fate, TX; City of Pearland, TX; City of Temple, TX; City of Buda, TX; City of Seguin, TX; City of Rowlett, TX; City of Sachse, TX; City of Pflugerville, TX; City of Farmers Branch, TX; City of Gonzales, TX; City of Conroe, TX; City of Mont Belvieu, TX; City of Duncanville, TX; City of Amarillo, TX; City of Sunset Valley, TX; Ft.

Bend County, TX; Denton County, TX; Travis County, TX; City of Santa Fe, NM; City of Carlsbad, NM; City of Sarasota, FL; City of Winter Park, FL; City of Palm Beach Gardens, FL; City of Temple Terrace, FL; City of Panama City, FL; City of Coral Springs, FL; City of Doral, FL; City of Sunrise, FL; City of Hollywood, FL; City of Ft. Myers, FL; City of Dania Beach, FL; Miami-Dade County, FL; Bay County, FL; Manatee County, FL; Santa Rosa County, FL; Seminole County, FL; Martin County, FL; Pinellas County, FL; Palm Beach County, FL; Monroe County, FL; Charlotte County, FL; Sarasota County, FL; Flagler County, FL; Osceola County, FL; Citrus County, FL; and many others.

The Evergreen Team is able to fully comprehend the challenges and goals of Morgan County because of our vast understanding of local government human resources, and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting classification and compensation studies and similar human resources work for local governments, as evidenced in **Section 1** of our proposal. Detailed resumes are available upon request.

Some of the human resource services Evergreen has focused on include: classification and compensation studies; salary and benefits surveys; performance management studies; recruitment, hiring, and retention studies; strategic and workforce planning; staffing studies; and disparity studies.

Through our experiences in conducting this wide range of projects, we have gained the knowledge of every aspect of the management, and operations involved in local government human resources management. As a result, our team knows how critical a classification and compensation system is to the overall operation of a proficient and progressive County. We have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations and results.

Evergreen understands that Morgan County seeks an outside consultant to recommend salary schedules and pay grades that provide internal and external equity that will allow the County to attract and retain highly qualified employees. We believe we have developed an approach and detailed work plan in **Section 2** of our proposal that addresses all of the requirements in the scope of services of the RFP. We are also committed to perform all work in a timely fashion. Some of the key facets of our approach include:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and “buy-in” at implementation, County officials, department heads, and employees need to be involved in each step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based *JobForce Manager* tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement.

We appreciate this opportunity and pledge to you our best effort if selected for this engagement. If you have any questions, please contact me at (850) 383-0111 or via email at linda@consultevergreen.com.

Sincerely,

Linda A Recio

Dr. Linda Recio, President
Evergreen Solutions, LLC



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Section 1
Brief History of Firm



1.0 *Brief History of Firm*

Evergreen Solutions is well qualified to conduct a Comprehensive Classification and Compensation Study for Morgan County due to our experience in conducting hundreds of these studies for local governments and other public sector organizations across the country, including many within the State of Georgia. A description of the services provided to these clients as well as others is included in **Section 3** of our proposal.

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the “consulting as usual” approach, by partnering with our clients to find innovative, real world solutions to public management.

Evergreen Solutions was formed in 2004 provide a modern, practical alternative to the typical consulting options. The firm is made up of management and information technology professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen’s philosophy is based on an understanding that there is not a “one size that fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country. Evergreen is authorized to transact business in the State of Georgia (#0539151). Attached is a copy of our business license. Evergreen is located at 2878 Remington Green Circle, Tallahassee, FL 32308.

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: classification and compensation studies; salary and benefits surveys; performance appraisal reviews; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



LinkedIn

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 45 states throughout the country.

Exhibit 1-1 includes a list of local government clients that Evergreen has worked with, or is currently on contract to work with, in a variety of human resources management consulting capacities. **Note:** Evergreen has also worked with, or is currently on contract to work with, the following public sector clients in Georgia: Douglasville-Douglas County Water and Sewer Authority; DeKalb County Schools; Douglas Public Schools; Sumter County Schools; Atlanta Public Schools; and Atlanta Metropolitan College.



Exhibit 1-1

Select List of Local Government Clients

Blount County, TN	Travis County, TX	City of Plantation, FL
City of Bloomington, IN	Fort Bend County, TX	City of Maitland, FL
Mahoning County, OH	Denton County, TX	City of Holmes Beach, FL
Jefferson County, MO	City of Fate, TX	City of St. Petersburg, FL
City of Branson, MO	City of Buda, TX	City of Sarasota, FL
City of Lee's Summit, MO	City of Amarillo, TX	City of Melbourne, FL
St. Charles County, MO	City of Fredericksburg, TX	City of Lake City, FL
Clay County, MO	City of Farmers Branch, TX	City of Cape Coral, FL
Sedgwick County, KS	City of Seguin, TX	City of Largo, FL
City of Pittsburgh, PA	City of Mont Belvieu, TX	City of Hollywood, FL
County of Montgomery, PA	City of Sunset Valley, TX	City of Gainesville, FL
City of Kalamazoo, MI	City of Temple, TX	City of Holly Hill, FL
Davie County, NC	City of Austin, TX	City of High Springs, FL
Guilford County, NC	City of Rowlett, TX	City of Winter Park, FL
New Hanover County, NC	City of Athens, TX	City of Sunny Isles Beach, FL
Gaston County, NC	City of Pflugerville, TX	City of Punta Gorda, FL
Lee County, NC	City of Sachse, TX	City of Deltona, FL
Duplin County, NC	City of Conroe, TX	City of Kissimmee, FL
Union County, NC	Town of Little Elm, TX	City of St. Cloud, FL
Alleghany County, MD	City of Santa Fe, NM	City of Bartow, FL
Washington County, MD	City of Carlsbad, NM	City of Orange City, FL
City of Hyattsville, MD	Town of Sahuarita, AZ	City of Key West, FL
City of Annapolis, MD	City of Page, AZ	City of Sunrise, FL
Kent County Levy Court, DE	City of Albany, OR	City of Temple Terrace, FL
Montgomery County, VA	City of Broken Arrow, OK	City of Doral, FL
Gloucester County, VA	City of Dublin, GA	City of Orlando, FL
County of Culpeper, VA	City of Fayetteville, GA	City of Daytona Beach, FL
County of York, VA	City of Roswell, GA	City of Ft. Myers, FL
Louisa County, VA	City of Savannah, GA	City of Pensacola, FL
Essex County, VA	City of Villa Rica, GA	Santa Rosa County, FL
Isle of Wight County, VA	City of Kingsland, GA	Alachua County, FL
Spotsylvania County, VA	City of Alpharetta, GA	Highlands County, FL
Alleghany County, VA	City of Douglasville, GA	Bay County, FL
Loudoun County, VA	City of Garden City, GA	Manatee County, FL
Surry County, VA	City of Dahlonga, GA	Miami-Dade County, FL
King George County, VA	City of Chamblee, GA	Sumter County, FL
City of Suffolk, VA	City of Brookhaven, GA	Seminole County, FL
City of Fredericksburg, VA	City of Tybee Island, GA	Gadsden County, FL
City of Newport News, VA	City of Statesboro, GA	Monroe County, FL
City of Williamsburg, VA	City of Stockbridge, GA	Citrus County, FL
City of Covington, VA	City of Dunwoody, GA	Charlotte County, FL
City of Lancaster, SC	Lumpkin County, GA	Osceola County, FL
City of Chester, SC	Douglas County, GA	Hernando County, FL
City of Mauldin, SC	Forsyth County, GA	Sarasota County, FL
City of Conway, SC	Cherokee County, GA	Gulf County, FL
Charleston County, SC	City of Panama City Beach, FL	Martin County, FL
Charleston County, SC	City of Fort Walton Beach, FL	Pinellas County, FL
Berkley County, SC	City of Winter Park, FL	Palm Beach County, FL
Dorchester County, SC	City of Palm Beach Gardens, FL	Village of North Palm Beach, FL
Town of Mount Pleasant, SC	City of Dania Beach, FL	Town of Juno Beach, FL
Town of Hilton Head Island, SC	City of Coral Springs, FL	Town of Cutler Bay, FL
Town of Moncks Corner, SC	City of Ocala, FL	Town of Palm Beach, FL
Town of Colchester, VT	City of Venice, FL	Town of Jupiter, FL
City of Fountain, CO	City of North Miami Beach, FL	Town of Davie, FL
Ouray County, CO	City of Plant City, FL	
City of Manitou Springs, CO	City of Clermont, FL	



STATE OF GEORGIA

Secretary of State

Corporations Division

313 West Tower

2 Martin Luther King, Jr. Dr.

Atlanta, Georgia 30334-1530

Annual Registration

Electronically Filed

Secretary of State

Filing Date: 01/17/2018 08:22:40

BUSINESS INFORMATION

BUSINESS NAME : EVERGREEN SOLUTIONS, LLC
CONTROL NUMBER : 0539151
BUSINESS TYPE : Foreign Profit Corporation
JURISDICTION : Florida

BUSINESS INFORMATION CURRENTLY ON FILE

PRINCIPAL OFFICE ADDRESS : 2878 Remington Green Circle, TALLAHASSEE, FL, 32308, USA
REGISTERED AGENT NAME : Brian Lundgren, D
REGISTERED OFFICE ADDRESS : 3301 Walden Park Drive, Chatham, Savannah, GA, 31410, USA

OFFICER	TITLE	ADDRESS
DR LINDA RECIO	CEO	2878 REMINGTON GREEN CIRCLE, TALLAHASSEE, FL, 32308, USA
Dr. Linda Recio	CFO	2852 Remington Green Circle, TALLAHASSEE, FL, 32308, USA
Dr. Linda Recio	Secretary	2852 Remington Green Circle, TALLAHASSEE, FL, 32308, USA

UPDATES TO ABOVE BUSINESS INFORMATION

PRINCIPAL OFFICE ADDRESS : 2878 Remington Green Circle, TALLAHASSEE, FL, 32308, USA
REGISTERED AGENT NAME : Brian Lundgren, D
REGISTERED OFFICE ADDRESS : 3301 Walden Park Drive, Chatham, Savannah, GA, 31410, USA

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DR LINDA RECIO	CEO	2878 REMINGTON GREEN CIRCLE, TALLAHASSEE, FL, 32308, USA
Dr. Linda Recio	CFO	2852 Remington Green Circle, TALLAHASSEE, FL, 32308, USA
Dr. Linda Recio	Secretary	2852 Remington Green Circle, TALLAHASSEE, FL, 32308, USA

AUTHORIZER INFORMATION

AUTHORIZER SIGNATURE : Dr. Linda Recio
AUTHORIZER TITLE : Officer

Section 2
Description of Services



2.0 Description of Services

In this section we provide our overall approach and methodology for completing this study; a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables included in the scope of services of the Request for Proposal (RFP)—and a proposed timeline.

2.1 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Comprehensive Classification and Compensation Study for Morgan County as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization’s compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization’s ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the County’s designated Project Manager, County officials, and the Human Resources Department throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen Solutions will work with you to balance your need to meet your performance goals while carefully managing the organization’s resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.



Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.

Evergreen Solutions realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen Solutions begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification and compensation data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.

At this time, we will also request a copy of the employee database that reflects current classification and compensation data.

Communication Plan

Communication is a critical component of any compensation study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.

Employee Orientation and Focus Groups

Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into



employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs.

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the project and the question and answer formats allow employees to become engaged in the process. During these sessions, Evergreen Solutions consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

Department Head Interviews

Evergreen Solutions staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

Job Assessment Tool and Management Issue Tool

Another important activity undertaken at this time is the distribution of Evergreen Solutions' Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

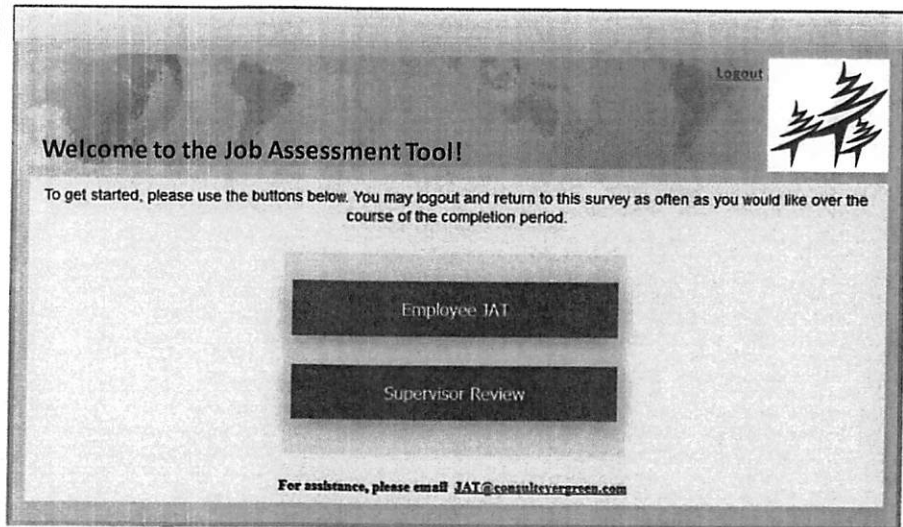
- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen Solutions will contact the client's Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.



Exhibit 2-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.

**Exhibit 2-1
Supervisor's JAT Home Screen**




Source: Evergreen Solutions, 2018

Exhibit 2-2 illustrates how Evergreen Solutions uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen Solutions designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 2-2
Job Description and Responsibilities

Logout 

Basic Job-Related Information

Job Introduction
Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

Description

Type of Work
Please select the level that best describes the type of work you perform.

Type of Work

- Clerical/Manual - Performs a variety of office and administrative support duties OR unskilled, non-intensive tasks.
- Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hand, physical skill and energy.
- Technical/Paraprofessional - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment.
- Administrator - Performs tasks directly related to the management of general business operations. Exercises discretion and judgment with matters of significance.
- Managerial/Professional - Performs tasks requiring advanced knowledge, which is predominantly intellectual in nature, OR tasks related to the control or administration of part of the organization.
- Executive/Advanced Professional - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge.

Education and Experience
Please select the level that best describes how much education and experience a new-hire should be required to have for your position.

Education -Select One-

Experience -Select One-

Licenses and Certifications
Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position.

Required

2002

255


SAVE

Source: Evergreen Solutions, 2018

Exhibit 2-3 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen Solutions to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.



**Exhibit 2-3
Job Functions**

[Logout](#)


Essential Job Functions

On the lines provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off which tasks are a priority. A priority task is one that is core to your position.

Task 1	Percent	Priority
	500	<input type="checkbox"/>
Task 2	Percent	Priority
	500	<input type="checkbox"/>
Task 3	Percent	Priority
	500	<input type="checkbox"/>
Task 4	Percent	Priority
	500	<input type="checkbox"/>
Task 5	Percent	Priority
	500	<input type="checkbox"/>
Task 6	Percent	Priority
	500	<input type="checkbox"/>
Task 7	Priority	Percent
	500	<input type="checkbox"/>
Task 8	Percent	Priority
	500	<input type="checkbox"/>
Task 9	Percent	Priority
	500	<input type="checkbox"/>
Task 10	Percent	Priority
	500	<input type="checkbox"/>

Source: Evergreen Solutions, 2018

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen Solutions staff during the analysis portion of project.

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen’s consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is



any need for further investigation of specific positions. If serious discrepancies exist, Evergreen's consultants will work directly with the Client Project Manager to resolve any issues.

Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.

Compensation

Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.

The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization's compensation philosophy.

Market Survey

A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen's consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.

Benchmarks

One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.



Targets

To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen Solutions uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution

After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.

The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and



**Compensation
Administration
Guidelines**

recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

**System
Maintenance**

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen Solutions has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay plan changes, update the market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.



Exhibit 2-4 displays the interface from *JobForce Manager* for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be noted and provided to key decision makers.

Exhibit 2-4 – *JobForce Manager* Tool

Pay Plans	Scoring/Slotting	Compensation	Market		
CURRENT TITLE ▲	PAY PLAN	JAT SCORE	REGRESSION MIDPOINT	MARKET MIDPOINT	POSITION MIDPOINT (SELECT)
Accounting Specialist II	ESP	212.5	\$30,100.27	\$31,220.80	\$31,508.69
Accounting Specialist III	ESP	281.3	\$39,058.27	\$34,379.43	\$40,213.96
Accounting Specialist IV	ESP	306.3	\$42,315.73	\$40,186.80	\$44,335.90
Accounting Supervisor	ESP	500.0	\$67,561.02	\$69,350.91	\$68,779.59
Acquisition Specialist	ESP	306.3	\$42,315.73	\$41,595.60	\$44,335.90
Administrative Aide	ESP	312.5	\$43,130.09	\$36,624.74	\$44,335.90
Administrative Recording Secretary	Professional	381.3	\$52,058.10	\$40,994.30	\$68,245.16
Administrative School Secretary I	ESP	206.3	\$29,285.91	\$31,619.17	\$33,094.13
Administrative School Secretary II	ESP	231.3	\$32,543.36	\$35,996.59	\$34,738.33
Administrative School Secretary III	ESP	256.3	\$35,800.82	\$37,701.80	\$38,299.01
Administrative Secretary I	ESP	231.3	\$32,543.36	\$32,190.02	\$33,094.13
Administrative Secretary I	ESP	206.3	\$29,285.91	\$32,190.02	\$33,094.13
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33
Administrative Secretary III	ESP	256.3	\$35,800.82	\$35,971.01	\$38,299.01
Administrative Specialist	Professional	231.3	\$32,543.36	\$43,762.63	\$39,422.62
Administrative Specialist-School Food Services	Professional	275.0	\$38,243.91	\$42,861.08	\$45,636.61

Source: Evergreen Solutions, 2018

2.2 Detailed Work Plan

The detailed work plan that Evergreen Solutions proposes to use to conduct the Comprehensive Classification and Compensation Study for Morgan County is provided in this section. Evergreen understands that the County has 190 full-time employees who will be included in the study.

Our work plan consists of the following 12 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan
- Task 5: Identify List of Market Survey Benchmarks
- Task 6: Identify Approved List of Targets



**Task 1.0
Project Initiation**

- Task 7: Conduct Market Survey and Provide External Assessment Summary
- Task 8: Develop Strategic Positioning Recommendations
- Task 9: Conduct Solution Analysis
- Task 10: Develop and Submit Draft and Final Reports
- Task 11: Develop Recommendations for Compensation Administration
- Task 12: Provide Revised Class Descriptions and FLSA Determinations

TASK GOALS

- Finalize the project plan with Morgan County (County).
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the County's Project Manager (CPM) the following objectives:
 - the classification and pay plan study process;
 - understand mission and current compensation philosophy (if any);
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the County and some of the short- and long-term priorities. This activity serves as the basis for assessing where the County is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the County, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;



**Task 2.0
Evaluate the
Current System**

- organizational charts for the departments and divisions, along with related responsibility descriptions;
- current position and classification descriptions, salary schedule(s), and classification system; and
- personnel policies and procedures.

1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.

1.5 Provide regular written progress reports to the CPM.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of County staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the County.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy. Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Determine the strengths and weaknesses of the current pay plan(s) for the County.
- 2.3 Review current compensation policies and procedures.
- 2.4 Complete an assessment of current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Assessment of current conditions



**Task 3.0
Collect and Review
Current
Environment Data**

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the County.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions with employees.
- 3.2 Meet with department heads/supervisors to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees from the County to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM to administer the JATs and MITs for full-time employees. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the County that may provide additional relevant insight.
- 3.6 Review internal career ladders and make recommendations to keep positions competitive.

KEY PROJECT MILESTONES

- JAT and MIT distribution
- Department head/supervisor interviews
- Employee focus groups and orientation sessions

**Task 4.0
Evaluate and Build
Projected
Classification Plan**

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen's job evaluation system.
- Review JAT responses.
- Characterize internal equity relationships within the County.



**Task 5.0
Identify List of
Market Survey
Benchmarks**

TASK ACTIVITIES

- 4.1 Review all draft class specifications with the CPM and Director of Human Resources.
- 4.2 Review the work performed by each classification and score. Include an evaluation of supervisory comments.
- 4.3 Review JAT scores and identify the classification of positions for full-time employees.
- 4.4 Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from the JATs.
- 4.5 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped into pay grades and spacing between jobs would be determined.
- 4.6 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- JAT scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity

TASK GOAL

- Identify the proper benchmark positions for the external labor market assessment.

TASK ACTIVITIES

- 5.1 Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey. **Note:** Evergreen will work with the CPM to select up to 50 classifications to serve as benchmarks for the salary survey.
- 5.2 Submit the proposed list of positions to the CPM for review.
- 5.3 Based on the CPM's review, make revisions to the benchmark list and finalize consistent with Evergreen's analysis.



**Task 6.0
Identify Approved
List of Survey
Targets**

KEY PROJECT MILESTONES

- Preliminary list of benchmark classifications
- Final list of benchmark positions for the external labor market assessment

TASK GOAL

- Identify list of targets for conducting a successful external labor market assessment.

TASK ACTIVITIES

- 6.1 Review with the CPM the peer organizations that should be included in the survey. Evergreen will work with the CPM to select up to 20 targets for the salary survey.
- 6.2 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Madison area;
 - economic and budget characteristics; and
 - other demographic data.
- 6.3 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 6.4 Review survey methodology with CPM and refine survey methodology prior to distribution of survey.
- 6.5 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts



**Task 7.0
Conduct Market
Survey and
Provide External
Assessment
Summary**

TASK GOALS

- Conduct the external labor market salary survey.
- Provide a summary of the survey results to the CPM.

TASK ACTIVITIES

- 7.1 Prepare a customized external labor market salary survey for the CPM's approval. Discuss questions and categories for the market survey.
- 7.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 7.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 7.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 7.5 Validate all data submitted.
- 7.6 Develop summary report of external labor market assessment results.
- 7.7 Submit summary report of external labor market assessment results to the CPM.

KEY PROJECT MILESTONES

- Market survey instrument
- Summary report of external labor market assessment results

**Task 8.0
Develop Strategic
Positioning
Recommendations**

TASK GOALS

- Assess the appropriateness of the current compensation philosophy for the County.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 8.1 Identify the compensation philosophy and accompanying thresholds.
- 8.2 Using the market salary data collected in **Task 7.0**, and the classification data reviewed in **Task 4.0**, determine the proper pay plans for the County. Establish ranges for the tenure of an employee over a 20-year period.



**Task 9.0
Conduct Solution
Analysis**

- 8.3 Using the market salary data collected in **Task 7.0**, determine the proper pay plan(s) for the County's full-time employees.
- 8.4 Identify highly competitive positions within the County and customize recommendations for compensation where required.
- 8.5 Produce a pay plan(s) for the County that best meets its needs from an internal equity and external equity standpoint.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing JAT values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 9.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan(s) for the County.
- 9.2 Place all classifications into pay grades based on **Task Activity 9.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 9.3 Create implementation solutions for consideration that take into account the current position of the County as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 9.4 Determine the best solution to meet the needs of the County in the short-term and long-term.
- 9.5 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution



**Task 10.0
Develop and
Submit Draft and
Final Reports**

TASK GOALS

- Develop and submit a draft and final report of the Comprehensive Classification and Compensation Study to Morgan County.
- Present the final report.

TASK ACTIVITIES

- 10.1 Produce a comprehensive draft report that captures the results of each previous step. Provide the draft report to the CPM for review and approval. The report will include implementation strategies and the cost associated with implementing all recommendations.
- 10.2 Make edits and submit necessary copies of the final report to the CPM.
- 10.3 Present the final report.
- 10.4 Develop a communication plan for sharing study results with employees of the County.
- 10.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database

**Task 11.0
Develop
Recommendations
for Compensation
Administration**

TASK GOAL

- Develop recommendations for continued administration by County staff to sustain the recommended compensation and classification system.

TASK ACTIVITIES

- 11.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system, including recommendations and guidelines related to:
- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;



**Task 12.0
Provide Revised
Class Descriptions
and FLSA
Determinations**

- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

11.2 Recommend recruitment/retention strategies, where appropriate.

11.3 Present recommendations to the CPM for review.

11.4 Finalize recommendations.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions for full-time employees, as needed, ensuring FLSA and ADA requirement satisfaction.
- Provide final version of all class descriptions/specifications for full-time employees in electronic format (i.e., MS Word) to the CPM and the Human Resources Director.

TASK ACTIVITIES

- 12.1 Assess current class descriptions for form, content, validity, and ADA compliance.
- 12.2 Discuss new class description format with the CPM and the Human Resources Director.
- 12.3 Revise classification descriptions based on data gathered from the JAT process.
- 12.4 Create new class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.



2.3 Proposed Timeline

- 12.5 Make FLSA determinations based on work performed and federal requirements for all full-time employees.
- 12.6 Provide written justification for all FLSA designations.
- 12.7 Recommend a systematic, regular process for reviewing job descriptions.
- 12.8 Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word) after approval by the CPM and Human Resources Director.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions as needed
- FLSA determinations

Evergreen Solutions possesses the ability, staff, skills, and tools to conduct the Comprehensive Classification and Compensation Study for Morgan County in three months of the project start date and following the signing of the contract. This is based on a tentative start date of October 1, 2018, and a completion date of December 30, 2018.

Our proposed timeline can be modified in any way to best meet the needs of Morgan County.



Section 3
List of Governmental Engagements



3.0 List of Governmental Engagements

In this section we provide a list of similar projects in the State of Georgia we have conducted or are currently on contract to conduct, the qualifications of our proposed project team, and what our clients are saying.

3.1 Select Relevant Experience

As required in the RFP, we have provided the following projects we have conducted within the past three years, or are currently on contract to conduct, that are similar in scope to the services being requested by Morgan County. **Note: Because Evergreen has conducted over 200 projects within the past three years, we have provided only a sample in this section.**

Compensation and Benefits Study Forsyth County, Georgia

Evergreen Solutions was hired by Forsyth County to conduct a Compensation and Benefits Survey for the various departments/offices of the County. The objective of the survey was to provide Forsyth County Government a competitive position with other comparable government entities and private employers within the same geographic area to attract and retain qualified employees. Evergreen's consultants reviewed the current compensation plan and salary grade levels to understand the current challenges facing the County in recruiting and retaining employees. Evergreen surveyed comparable labor markets competing with the County for labor in the greater metro Atlanta labor market and comparable public organizations. The survey was designed to capture not only base salary information but comprehensive benefits information (inclusive of: deferred compensation; leave plans; employer paid medical, dental, vision, disability insurance, life insurance) to ensure that the County was competitive with other public organizations in the greater metro Atlanta labor market in its total compensation package.

In the end, Evergreen prepared a final report of findings with written recommendations regarding specific classifications, salary market adjustments, and preferred benefit package and recommended any necessary salary range changes for the County's job classifications.

Project Completion: 3/20/15



Classification and Compensation Study Douglas County, Georgia

Evergreen Solutions was engaged with Douglas County to conduct a Classification and Compensation Study and Analysis. Evergreen evaluated the County's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen performed the following tasks:



- reviewed all current job descriptions and analyzed same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions & summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); special requirements including licensing and certifications;
- reviewed the County's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments;
- analyzed all existing job family classifications, pay grades and salary ranges and recommended modifications as necessary;
- analyzed all existing FLSA classifications and recommended modifications as necessary;
- established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia counties as required;
- identified potential pay compression issues and provided alternative solutions; and
- developed applicable classification/reclassification questionnaire.

Project Completion: 7/28/15



**Classification and Compensation Study
Lumpkin County, Georgia**

Evergreen Solutions was engaged with Lumpkin County to conduct a comprehensive classification and compensation study of its workforce which assisted the County in updating its current classification plan, revising salary administration guidelines, and developing a strategy to increase employees' pay to a competitive level that will align with the results of the study.

Evergreen provided recommendations to the overall classification, compensation, and performance plan that would provide internal equity and would be competitive in the marketplace to attract and retain



qualified employees. Evergreen provided options on ways to keep the pay structure current in future years in order to avoid compression and provided the necessary training for the implementation of the new salary schedules and plans. Evergreen provided the County with multiple pay scales for both part- and fulltime employees, including pay scales for employees of the Sheriff's Office and Emergency Services.

Project Completion: 10/5/16



**Compensation and Benefits Study
Cherokee County, Georgia**

Evergreen Solutions is retained by Cherokee County to conduct a Compensation and Benefits Study. Evergreen will work directly with County leadership to update job descriptions for every position, evaluate FLSA classifications, create a common template for all job descriptions, identify a set of comparable public and private organizations, and gather relevant compensation and benefit data.

Evergreen will assess total compensation based on both internal and external comparability and develop an updated compensation structure that provides a fair, competitive, transparent, sustainable and fiscally responsible program. Evergreen will also make recommendations for the County's compensation philosophy and guidelines based including longer term trends, risks and competitive forces, and will prepare an analysis outlining the fiscal impact of all recommendations.

Project Completion: This project is nearing completion.



**Personnel Classification and Compensation Study and Analysis
City of Douglasville, Georgia**

Evergreen Solutions was hired in the later part of 2017 by the City of Douglasville to conduct a Personnel Classification and Compensation Study and Analysis of its employees. Evergreen will perform the following tasks:

- review all current job classifications, confirm and recommend changes to hierarchical order of jobs using the City's evaluation system;
- establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia municipalities as required;
- analyze and recommend changes to the present compensation structure, promotion increases, and succession plans to meet market analysis;
- identify areas of service shortfalls and projected impact of future trends;



- develop recommendations for operations, staffing, and funding needs; and
- provide a clear plan for alterations to the job classifications and compensation structure, promotion increases, and succession plan for each department.

Project Completion: This project is nearing completion; however, Evergreen was previously retained in 2014 by the City of Douglasville to conduct a Classification and Compensation Study and Analysis of its workforce consisting of 225 full-time employees in approximately 96 job titles. This project was completed on 12/22/14.



**Pay and Classification Study
City of Chamblee, Georgia**

Evergreen Solutions was engaged with the City of Chamblee to conduct a Pay and Classification Study. Evergreen conducted a classification analysis using Evergreen's Job Assessment Tool job evaluation methodology in addition to a statistical assessment of current conditions. Evergreen also analyzed local market and benefits data taken from peer organizations to determine the appropriate compensation levels for select positions. Recommendations for adjustments to the compensation and classifications plan were made.

Project Completion: 11/14/17



**Employee Classification and Compensation Study
City of Savannah, Georgia**

Evergreen was engaged with the City of Savannah to conduct an Employee Classification and Compensation Study for its workforce of 2,500 employees. Evergreen developed a comprehensive job classification system that accommodated the City's need for a flexible, internally and externally equitable, defensible, market sensitive and easily administered system for all current and future jobs within the City. Evergreen established career paths for occupations, provide clear distinctions in different job levels, established performance standards/job qualifications for all newly created job classifications, produced job descriptions that were legally defensible and are in accordance with ADA and FLSA, assigned classifications to pay ranges designed by the City that were labor market appropriate, and trained Human Resource staff so that they could maintain, enhance, and use the classification system to identify and consistently apply the system to modify an existing position or classification or create a new position or classification scheme.

Evergreen further assisted the City in formulating a formal compensation philosophy and developing a compensation system for all job classifications based upon the adopted compensation philosophy.



Evergreen identified comparable benchmark employers to guide the City's future employee salary and benefit decisions in order to facilitate the retention and attraction of high performing staff members, while being financially sustainable.

Project Completion: 3/24/17



**Compensation Study
City of Statesboro, Georgia**

Evergreen Solutions was engaged with the City of Statesboro to review and update the City's Classification and Compensation Plan for its 300 employees. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results.

Project Completion: 3/31/16



**Classification and Compensation Plan Development
City of Brookhaven, Georgia**

Evergreen Solutions was engaged with the City of Brookhaven to develop a Classification and Compensation Plan. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; determine the relative value and competitive positioning of each compensation area; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results. Evergreen also recommended a performance management and evaluation program, including a comprehensive evaluation form and rating system for fiscal year 2016 implementation. The evaluation plan included a performance based component.

Project Completion: 1/22/16



**Comprehensive Classification and Compensation Study
City of Tybee Island, Georgia**

Evergreen Solutions was retained by the City of Tybee Island to conduct a Comprehensive Compensation and Classification Study. Evergreen's consultants reviewed the City's current compensation plan (salary grade levels and steps) to understand the current challenges of recruiting and retaining employees and identified and recommended a consistent and competitive market position that the City could strive to maintain based on a salary survey of both private and public sector peer organizations. In the end, Evergreen recommended an appropriate salary range for each position in the City based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity.

Evergreen prepared a new salary structure based on results of the salary survey and best practices and developed guidelines to assist the City staff with determining the starting pay for new employees based on knowledge and experience above minimum requirements of the position, how difficult the position is to fill, and market competitiveness. Evergreen further provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.

Project Completion: 10/15/15



**Salary and Benefits Survey
City of Roswell, Georgia**

Evergreen Solutions was retained by the City of Roswell to conduct a Salary and Benefits Survey. Evergreen examined wages and benefits of the City's employees as compared to public and private sector entities in Georgia and surrounding areas to determine whether the City's wages and benefits were competitive in the market.

Project Completion: 10/5/15



**Compensation and Benefits Study and Analysis
City of Dahlonega, Georgia**

Evergreen Solutions was engaged with the City of Dahlonega to conduct a comprehensive classification, compensation, and benefit study and analysis of its workforce. Evergreen's consultants evaluated the City's present salary and benefit structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen reviewed all current job descriptions and analyzed the same for knowledge, skills, abilities, education and experience relevance



and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions and special requirements, including licensing and certifications. Evergreen also analyzed all existing job family classifications, pay grades and salary ranges, and recommended modifications as necessary as well as analyzed all existing FLSA classifications and recommended modifications, as necessary.

Project Completion: 6/26/15



**Compensation Plan Update
City of Garden City, Georgia**

Evergreen Solutions was hired by the City of Garden City in 2017 to conduct a Compensation Plan Update. Evergreen will analyze local market data taken from peer organizations to determine the appropriate compensation levels for 40 benchmark positions. Recommendations for adjustments to the compensation plan will be made.

Project Completion This project is nearing completion; however, Evergreen was previously hired to conduct a Comprehensive Classification and Compensation Study. This project was completed on 6/10/15.



**Pay and Classification Study
City of Fayetteville, Georgia**

Evergreen Solutions is retained by the City of Fayetteville to conduct a Pay and Classification Study. The goal of the project is to develop a classification and compensation plan that fairly and equitably recognizes and rewards current and future employees and attracts highly-qualified candidates for City positions.

Evergreen will perform the following tasks:

- review all current job descriptions and analyze same for knowledge, skills, abilities, education, experience, relevance, internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with ADA relative to essential job functions (including physical demands), conformity with other applicable federal and state laws and regulations, and special requirements, including licensing and certifications;



- analyze all existing job family classifications, pay grades, and salary ranges and recommend modifications as necessary;
- recommend new job titles/job descriptions as necessary;
- analyze all FLSA classifications and recommend modifications as necessary;
- establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable other local governments, as needed;
- identify potential pay compression issues and provide alternative solutions and recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships and equity; and
- develop and provide a straightforward, easily understandable maintenance system that can be used to keep the classification system updated and equitable.

Evergreen will also review relevant portions of the City's Personnel Policies and Procedures and, when applicable, recommend and changes needed in relation to classification and compensation.

Project Completion: This project is nearing completion as a draft final report was submitted on July 25, 2018 for review and approval.



Compensation and Classification Study and Analysis City of Dublin, Georgia

Evergreen Solutions is retained by the City of Dublin to conduct a Classification and Compensation Study. The purpose of the study is to address changes in City operations and staffing over the past decade, which may have affected the type, scope, and level of work being performed. The objectives of the study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

Project Completion: This project is nearing completion as a draft final report was submitted on July 25, 2018 for review and approval.



**Job Description/Classification Study and Analysis
Douglasville-Douglas County Water and Sewer Authority, Georgia**

Evergreen Solutions is retained by Douglasville-Douglas County Water and Sewer Authority to conduct a Job Description and Classification Study and Analysis. The study evaluated the Authority's present job description/classification system as compared to the relevant job market for comparable positions in both the private and public sectors.

Project Completion: This project is nearing completion as a draft final report was just submitted for review and approval.



**Compensation and Classification Study
Alachua County, Florida**

Evergreen Solutions was engaged with Alachua County to conduct a Compensation and Classification Study of jobs under the Board of County Commissioners, the Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, and the Library District. Specifically, the County desired the following services to be performed by Evergreen:

- develop and administer a job analysis questionnaire for the purpose of having employees state their job duties and qualifications including education, experience, licenses and certificates; working conditions (physical and environmental) and all other pertinent information;
- prepare and present to the Board of County Commissioners a report documenting the results of the job analysis by classification and recommendations concerning a classification structure and pay adjustments;
- allocate each employee with regard to the new classification structure;
- identify benchmark classifications to be used to determine appropriate markets for salary survey purposes, as well as to determine the position of the county with regard to salaries for comparable jobs in appropriate markets;
- administer a salary survey for the purpose of recommending appropriate salaries based on external (market) and internal (equity) considerations;
- recommend a salary structure, including the number of pay grades, and pay ranges;
- recommend salaries for each classification, as well as recommended salaries for each employee;



- provide a classification maintenance plan;
- provide guidelines and procedures for administering the resulting classification plan to include the following: Initial placement in the salary range and means for movement through the range; and
- train HR and departmental staff on the methodology and maintenance of the recommended classification and pay plan.

Project Completion: 8/9/16



**Compensation and Classification Study Services
Monroe County, Florida**

Evergreen was retained by Monroe County to conduct a Compensation and Classification Study for 265 non-union employees in 178 classifications as well as 124 union employees in 46 classifications who are represented by the Teamsters bargaining unit. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Evergreen's consultants compared the County's positions to other similar positions within other County departments to determine the relative value of each position to every other position in the County. Comparisons were made with regard to the actual work being performed and based on the current job description. In addition, positions were compared to other similar positions in other private and public sector organizations throughout the Florida Keys and South Florida. Characteristics such as size of the organization, geographic proximity, economic and budget characteristics, and other appropriate demographic data were taken into consideration when making comparisons. Evergreen's consultants also analyzed pay ranges in the public and private sector to determine the appropriate pay and benefit levels for all included jobs.

Recommendations were provided to improve fairness and equity of all jobs within the County. Select County staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.

Project Completion: This project is nearing completion; however, Evergreen previously conducted a Classification and Compensation Study for the County on 4/14/14.



**Compensation, Classification, and Benefits Study
City of Palm Beach Gardens, Florida**

The City of Palm Beach Gardens hired Evergreen Solutions to conduct a Compensation and Classification Study to assess the city's internal and external equity. A salary survey of peer organizations in the local and regional market was conducted to ascertain the City's relative market position. The City maintained the objective of being among the compensation leaders in Palm Beach County, and regular evaluation of this kind was essential in achieving this progressive goal.

The study included a complete classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. The study concluded with a series of findings and recommendations in a written report which was designed to identify and recommend resolution of any inequities in the system and, if necessary, update the existing classification structure.

Project Completion: 5/24/16. Evergreen was previously hired to conduct a comprehensive Compensation and Classification Study to assess the city's internal and external equity.



**Employee Classification and Compensation Study
Blount County, Tennessee**

Evergreen Solutions was retained by Blount County to conduct an Employee Classification and Compensation Study for its workforce. Evergreen conducted focus groups and interviews with employees and employees completed a Job Assessment Tool (JAT) that identified work performed. Evergreen presented to the Human Resources Director and Mayor any resultant classifications recommended in the classification study and provided for the maintenance of the new structure, including periodic review, reclassification review procedure and promotion guidelines.

For the compensation study, Evergreen identified survey labor market and benchmark classes to use for a market analysis; conducted a comprehensive compensation search utilizing other similar public sector employers; completed internal salary relationship analysis, including the development of appropriate internal relationship guidelines; developed externally competitive and internally equitable salary recommendations for each class included within the study in order to maintain appropriate competitive position in relation to other employers within the region; and assigned a salary range to each classification which reflected the results of the market survey and the analysis of internal relationships. Evergreen presented survey results to management to make a decision on overall pay philosophy. In the end, Evergreen recommended appropriate premium pay options to supplement the compensation plan. Examples included options for pay for certifications, professional licenses, special skills, temporary "acting" assignment at higher level



duties, "on-call" and "callout" pay, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.

Project Completion: 8/19/15



**Salary and Benefits Study
City of Bloomington, Indiana**

Evergreen Solutions was retained by the City of Bloomington to conduct a Salary and Benefits Study. Evergreen examined the wages and benefits of the City's employees (including transit) as compared to public and private sector entities in Indiana and surrounding areas to determine whether the City's wages and benefits were competitive in the market.

Project Completion: 2/7/18



**Employee Compensation and Classification Study
Mahoning County, Ohio**

Evergreen Solutions was retained by Mahoning County to conduct an Employee Compensation and Classification Study for all the County's 1,746 employees. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen consultant's also reviewed and updated existing job descriptions and determined FLSA designations for each job title/classification. In the end, Evergreen designed an implementation strategy for the compensation system with the lowest financial impact on the County's operating budget and with the greatest gain to positions that fell outside of a designated range. Recommendations were also made to improve the fairness and equity in the current system.

Project Completion: 12/15/17



**Salary and Benefits Review and Analysis
City of Hyattsville, Maryland**

Evergreen Solutions was again hired by the City of Hyattsville to conduct a Compensation System Analysis in 2017. Market position was determined through a salary survey and strategic positioning recommendations were made with the goal of providing the City a more equitable compensation system. Evergreen developed an approximate 25-step salary range for all



employees; an executive pay scale and pay grades assignments for seven senior director classifications; and a calculation for promotions that could be used for all employees.

Project Completion: 5/1/17. Evergreen was originally hired in 2013 to conduct a Salary and Benefits Review and Analysis.



**Classification and Compensation Plan Review
City of Annapolis, Maryland**

Evergreen Solutions is engaged with the City of Annapolis to conduct a Classification and Compensation Plan Review. The primary objectives of the study are to: review and revise the current classification system; review and revise job descriptions; determine relevant competitive markets by conducting a salary survey of selected peer organizations; propose guidelines for an improved or new compensation program; and provide recommendations to keep the current pay structure competitive.
Project Completion: 3/15/18



**Classification and Compensation Study
Loudoun County, Virginia (Phase I)**

Evergreen Solutions was engaged with Loudoun County to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review and evaluation of the County's compensation philosophy and competitive market and made recommendations to retain, modify and/or change the compensation philosophy and/or competitive market. Evergreen also conducted a comprehensive review and evaluation of policies governing the County's total compensation program (pay and benefits offerings) and classification system; benchmarked the elements of the County's total compensation and classification program against its current competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify and/or change elements of the total compensation and classification program.

Evergreen further conducted a comprehensive review and an evaluation of the County's performance plan system; benchmarked the County's system against the job description systems of its competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify, or change the current system. In the end, Evergreen provided comprehensive recommendations for modifying classification and compensation policies and procedures.

Project Completion: 8/22/17



**Classification and Compensation Study (Phase II)
Loudoun County, Virginia**

Evergreen Solutions was again with Loudoun County in April of 2018 to conduct a Classification and Compensation Study (Phase II). Evergreen will accomplish the objectives of the Phase II of the study by performing the following tasks:

- develop recommendations on a strategy to implement and administer a compensation philosophy range of 95 percent to 105 percent of the comparator market.
- conduct a comprehensive benchmark market analysis of all County jobs.
- develop a new market competitive pay plan to include an open range pay plan for the general workforce and a "grade and step" pay plan for Public Safety positions.
- provide recommendations for any additional pay incentives and supplements that would assist in maintaining competitive pay as described in Loudoun's compensation philosophy as stated below.
- develop a new comprehensive classification system that allows for more levels and specificity within and across each job group, to include the development of standardized job descriptions.
- obtain an analysis of pay compression within the County and recommendations for addressing pay compression once a new pay plan is implemented; and
- develop recommendations for revisions to the Board approved classification and compensation policies found in Chapter 5 of the Human Resources Handbook.

Project Completion: This project is ongoing.



**Classification and Compensation Study
James City County, Virginia**

Evergreen Solutions was retained by James City County to conduct a Classification and Compensation Study. Evergreen evaluated market competitiveness and the compensation structure, as well as internal equity and classification accuracy applicable to all County employees.

This study included a review of current compensation practices and the development of a compensation philosophy, defining the appropriate labor market to which James City County should be compared, evaluating the



FLSA status of each position, making salary recommendations for various jobs based on market data collected, completing an assessment of total compensation, and the provision of recommendations to assist with implementation. Employees were given the opportunity to attend orientation sessions, employee focus groups and participate in the Job Assessment Tool process for classification valuation as a component of these analyses.

Project Completion: 4/6/18



**Classification and Compensation Study
Surry County and Surry County Social Services, Virginia**

Evergreen Solutions was retained by Surry County and Surry County Social Services to conduct a Classification and Compensation Study. Evergreen conducted a review of the current classification plan by conducting a job analysis and assessed and revised job descriptions for County employees (excluding employees of social services). Evergreen reviewed the compensation plan for both the County and Social Services by conducting a market survey, and recommended changes to the current system. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.

Project Completion: 6/14/18



**Salary Plan Review
City of Suffolk, Virginia**

Evergreen Solutions was retained by the City of Suffolk to review the Compensation and Classification Study Final Report completed in 2009 by another firm. The goal of this review was to assess the applicability of recommendations since the study's completion, with an emphasis on reviewing: Phase 3 recommendations and applicability given time since completion of study; salaries of employees included in the 2009 study and those not included in the 2009 study (~300 employees hired after study completion) to assess internal equity; title changes recommended; and the City's Compensation Philosophy. In the end, Evergreen provided a final report that included: a comparison of current market compensation data (obtained primarily from TechNet database) to City compensation data; recommendation for placement of all employee salaries for both employees included and not included in the 2009 study; a recommended pay plan/salary schedule; and a recommendation to address compression caused by Phase in approach across all employee groups, including police and fire.

Project Completion: 4/1/16. Evergreen was previously hired by the City of Suffolk to conduct a Compensation and Classification Study.



**Classification and Compensation Study
City of Fredericksburg, Virginia**

Evergreen Solutions was engaged with the City of Fredericksburg to conduct a Classification and Compensation Study. Evergreen conducted a full job analysis of City positions and revised existing job descriptions based upon the findings of the job analysis. Evergreen also surveyed the local labor market to ensure that the City's overall package of compensation and benefits was competitive and evaluated whether the City's current human resources policies was affecting the City's ability to compete in the labor marketplace.

Evergreen assisted the City in updating its current classification and compensation plan and in developing a strategy to increase employees' pay to a competitive level that aligned with the results of the study. Evergreen provided recommendations to the overall classification and compensation plan that provided internal equity and that was competitive in the marketplace to attract and retain qualified employees.

Project Completion: 5/22/17



**Pay and Classification Study
City of Williamsburg, Virginia**

Evergreen Solutions was retained by the City of Williamsburg to conduct a Pay and Classification Study. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the marketplace to determine the appropriate pay levels for all jobs. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.

Project Completion: 8/9/17



**Comprehensive Position Classification and Compensation Study
Gaston County, North Carolina**

Evergreen Solutions was engaged with Gaston County to conduct a Comprehensive Position Classification and Compensation Study for its employees (1,410 full-time, 46 part-time, and 143 temporary). The primary objective of the study was to implement a fair, consistent, competitive, equitable, and legally defensible classification and compensation system that allowed the County to attract, reward and retain qualified individuals. To accomplish this, Evergreen's consultants performed a comprehensive review of the County's classification and compensation system which included conducting an internal equity analysis of employee salaries.



Evergreen provided recommendations to create a system that not only aligned with the State of North Carolina's substantially equivalency requirement, but allowed for flexibility so as not to inhibit those departments that were not required to have this alignment.

Project Completion: 4/17/17



**Pay and Classification Study
Buncombe County, North Carolina**

Evergreen Solutions is retained by Buncombe County to conduct a Pay and Classification Study. Evergreen will conduct a classification analysis using Evergreen's Job Assessment Tool job evaluation methodology in addition to a statistical assessment of current conditions. Evergreen will also analyze local market and benefits data taken from peer organizations to determine the appropriate compensation levels for benchmark positions. Recommendations for adjustments to the compensation and classifications plan will be made and procedures for the continued maintenance of the plans will be provided.

Project Completion: Ongoing; however, this project is nearing completion.



**Comprehensive Market Assessment
Charleston County, South Carolina**

Most recently, Evergreen Solutions was retained to assist Charleston County with conducting comprehensive market analysis using selected benchmarks. A market survey was conducted to determine the external equity of the County against its peers.

Project Completion: 3/6/16. Evergreen has worked with the County on two other occasions.



**Classification and Compensation Study
Berkeley County, South Carolina**

Evergreen Solutions was retained by Berkeley County to conduct a Classification and Compensation Study. Evergreen's consultants reviewed the County's current classification and compensation plan and recommended a consistent and competitive market position that the County could maintain based on a salary survey results from peer organizations. Evergreen recommended an appropriate salary range for each position in the County based on a review and analysis of the



classification plan, the compensation survey results, internal relationships, and external and internal equity. Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.

Project Completion: 4/9/18



**Comprehensive Classification, Compensation, Performance Management and Benefits Study
City of Columbia, South Carolina**

Evergreen Solutions was retained by the City of Columbia to conduct a comprehensive evaluation of the City's current compensation and classification structure for its 2,352 employees. The primary objective of the study was to determine whether the City's current pay structure, policies, and practices were effective as compared to peer organizations or whether future adjustments were needed. Evergreen's consultants conducted a job-task analysis/job audit of all employee positions to verify and validate information from existing job descriptions. Based on the data collected, Evergreen defined the essential functions of the job class, including, required education, experience, knowledge, skills, and abilities, to ensure compliance with ADA regulations; identified discrepancies between existing and proposed classifications; reported areas that were understaffed or under-utilized; identified management, supervisory, professional, technical and general employees, including each employee's FLSA status (exempt/non-exempt); evaluated and recommended other programs that could be implemented by the City to attract candidates for hard-to-recruit positions; and developed a tool that the City could utilize to evaluate and process future reclassifications.

To ensure external equity, Evergreen consultants compared the City to what other local jurisdictions were doing as it related to salary ranges, steps within ranges, and range spread, and listed options and made recommendations that could improve the City's position in the market and its ability to recruit and retain qualified employees. Evergreen reviewed policies and procedures to determine consistency with prevalent practices among City governments and other local jurisdictions related to setting salaries for new hires, and handling transfers, promotions, additional duty pay and retroactive adjustments.

Evergreen also developed and recommended a new and revised performance appraisal instrument(s) that would support the City's mission and strategic objectives and the City's compensation philosophy, and would work in concert with the classification and pay system that was established. Evergreen consultants worked with the Human Resources Department and other City officials to link the proposed performance evaluation system to the pay structure, and identified any real or perceived internal equity and salary compression issues within the City's various departments/offices, and listed options to address such questions as to how these issues were addressed by other municipalities.



In the end, Evergreen provided recommendations to the classification and compensation structure along with associated costs or savings of implementing those recommendations. Evergreen also provided training/education presentations to managers and senior management staff to ensure that there was an understanding and commitment to the new classification and compensation system.

Project Completion: 2/2/16



**Compensation and Classification Study Update
Jefferson County, Missouri**

Evergreen was hired in 2016 to conduct a Classification and Compensation update. The study will include comprehensive classification analysis using the Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An assessment of external equity including a salary survey of competing organizations will also be conducted. The project will conclude with a series of findings and recommendations designed to alleviate any strains on the system and, if necessary, redesign the existing system in place for the County.

Project Completion: 11/27/17. Evergreen was previously hired to conduct a Comprehensive Compensation and Classification Study to analyze the County's market competitiveness and internal equity.



**Classification and Compensation Study
St. Charles County, Missouri**

Evergreen Solutions was engaged with the St. Charles County Government to conduct a Classification and Compensation Study. The primary purpose of the study was to assist the County in the evaluation of its overall employee compensation and pay structure as compared to the market; to perform a job audit and analysis for each full-time position to determine appropriate classification; and to update/develop job descriptions in a standardized format that is ADA and FLSA compliant.

At the conclusion of the study, Evergreen provided a recommended job evaluation plan that will allow the County to evaluate positions every two years as well as provided an administration manual with plan maintenance procedures and a summary document that could be used to communicate the compensation system change to current and future employees.

Project Completion: 10/16/15



**Compensation Study
County of Montgomery, Pennsylvania**

Evergreen Solutions was retained by the County of Montgomery to conduct a Compensation Study. The study included an examination of the County's compensation plan in order to provide recommendations for compensation policies, procedures and practices that provided internal equity and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees

Evergreen recommended and identified a market position for Montgomery County by administering a comprehensive labor market salary survey to select public and private sector peers. Evergreen also conducted a comparative analysis of benefits provided in the market that included PTO, health, dental, vision and prescription, including percentage of contribution between employee and employer, long term disability (LTD), life insurance and pension benefits.

Evergreen then recommended appropriate salary ranges (i.e., min, mid, and max) for all non-represented classifications. Evergreen prepared a cost analysis for the recommended salary ranges.

Project Completion: 12/13/17



**Employee Compensation Consulting Services
Fort Bend County, Texas**

Evergreen was retained by Fort Bend County to provide employee compensation consulting services. Evergreen conducted the following tasks:

- reviewed current compensation plan including policy groups and salary structures;
- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;
- designed and executed a salary survey, analyzed results and made recommendations; and
- evaluated and determined each employee's proper step placement on the newly approved salary grade structure.

Project Completion: 6/29/16



**Human Resources Department Assessment (Included a Classification and Compensation Study)
City of Buda, Texas**

Evergreen was engaged with the City of Buda to conduct a Human Resources Department Assessment. Evergreen's consultants provided a job analysis questionnaire and procedures for future updating and new position creation and developed and fully defined a systematic procedure for evaluating positions using the "point factor method". A worksheet was developed for departments to request a job evaluation for upgrades within a position or for a new position for submission to Human Resources to ensure that job titles were consistently used on job descriptions and the pay plan.

Evergreen further created a new cost effective, affordable compensation structure and management plan that was systematically and equitably acknowledge and rewarded an employee's performance and skills. Evergreen designed a compensation program that included a description and justification of the pay philosophy, a completed pay structure, and rules for moving employees through the pay structure based on their increasing contributions in support of the City. Evergreen consultant's gathered actual salary data from market surveys, local governmental agencies, benchmarked cities, and other appropriate data, as deemed necessary. The recommended compensation structure included a proposed training/career progression plan, including documentation as appropriate, and a plan that rewards employee performance fairly and equitably, with measures that can be documented.

Project Completion: 9/8/16



**Classification and Compensation Pay Plan Study
City of Amarillo, Texas**

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade.

In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.

Project Completion: 7/7/16



**Job Classification, Salary Survey, Compensation Plan Study Services
City of Duncanville, Texas**

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City.

Project Completion: 12/28/15



**Comprehensive Compensation and Benefits Study
City of Sachse, Texas**

Evergreen Solutions was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration.

The following study components were compared:

- pay ranges with comparator cities performing the same or similar functions;
- actual employee pay with comparator cities performing the same or similar functions;
- pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and



- city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility.

Project Completion. 10/19/15. Evergreen was again hired in 2016 to conduct to conduct a classification analysis for select positions.



**Classification and Compensation Study
City of Pflugerville, Texas**

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman). Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.

Project Completion: 9/9/15



**Classification and Compensation Study
Ouray County, Colorado**

Evergreen Solutions was engaged with Ouray County to conduct a Classification and Compensation study, including wages and benefits, for full-time and part-time employees of Ouray County. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing Ouray County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.

Project Completion: 5/26/16



**Pay for Performance Study and Salary Survey
City of Manitou Springs, Colorado**

Evergreen Solutions was retained by the City of Manitou Springs to develop a performance-based pay structure and conduct a salary survey. Evergreen made recommendations regarding enhancements needed to the City's current performance evaluation system and provided the City with a performance evaluation tool.

Project Completion: 12/2/15



**Salary and Benefits Survey
City of Carlsbad, New Mexico**

Evergreen Solutions was retained by the City of Carlsbad to conduct a Salary and Benefits Survey. The study included the evaluation of 50 union positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen used private sector data from ERI for data that was unavailable from selected targets using a custom salary survey. In addition, Evergreen collected average actual salary data for the benchmarked positions. Evergreen's recommendations improved the competitiveness of the City and helped prepare the City for future recruitment challenges.

Project Completion: 3/15/18. Evergreen was previously hired in 2014 to conduct a Compensation Study.



**Classification Study and Compensation Survey
City of Page, Arizona**

Evergreen Solutions is engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen will conduct orientation sessions, focus groups, and interviews. Employees will complete a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey will be issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures will be recommended to the City.

Project Completion: 12/15/16



**Classification and Compensation Study and Analysis
City of Broken Arrow, Oklahoma**

Evergreen Solutions was retained by the City of Broken Arrow to conduct a Classification and Compensation Study and Analysis to evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. Evergreen performed the following: reviewed all current job classifications, confirmed and recommended changes to hierarchical order of jobs using the City's evaluation system; established appropriate benchmarking standards and conduct salary surveys as needed for similar positions as required (prefer to assess duplicate benchmarks - both municipalities as well as local employers); identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation matrix and/or structure to meet the market analysis; and assessed potential impact of pending DOL changes.

Project Completion: 2/2/18

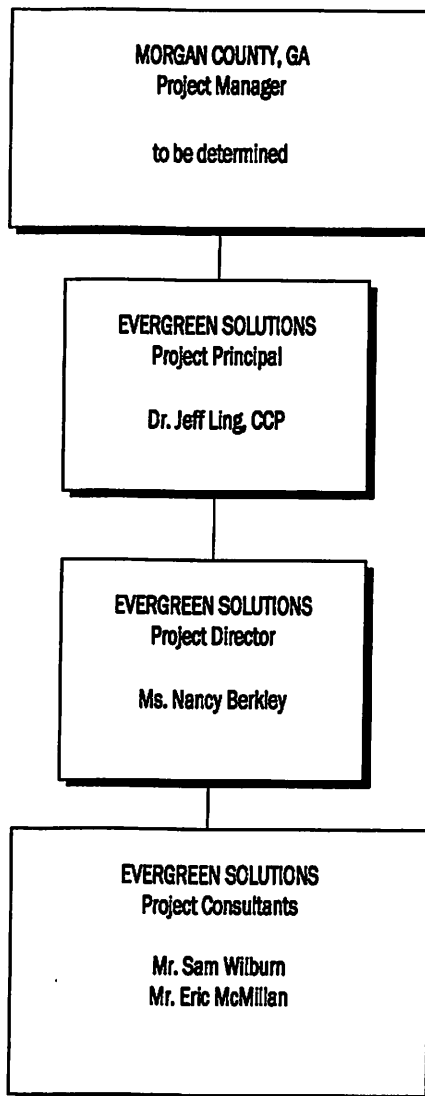


**3.2
Proposed
Project Team**

Exhibit 3-1 shows our proposed project management organization and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the comprehensive classification and compensation study so that there will be no confusion as to who is responsible for any aspect of this engagement.



**Exhibit 3-1
Proposed Project
Management
Organization and
Personnel
Assignments**



Morgan County Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The County's Project Manager will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the County's Project Manager and all project deliverables will be filtered through the County's Project Manager throughout the duration of the project.

Evergreen Solutions Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, most often a Vice President or higher. The Project Principal will have contractual authority over the contract, and will be our top level of project responsibility.



Evergreen Solutions Project Director. Evergreen designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the County's Project Manager. The Project Director will have the most frequent contact with the County and will assign project activities to the Project Consultants, and will ensure that deliverables are met within specified timelines.

Evergreen Solutions Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will conduct orientation sessions and focus groups, administer JATs and MITs, review pay plans, collect the data for the salary survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Evergreen is proposing an exceptional team of consultants who have worked together on many similar projects. Evergreen Solutions always makes sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Comprehensive Classification and Compensation Study for Morgan County.

Key Staff

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement. Detailed resumes are available upon request.

Project Principal Dr. Jeff Ling, CCP

Dr. Ling is Executive Vice-President of Evergreen Solutions and has been with the firm since its inception. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.



Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with include:

- Classification/Compensation- He developed the methodology and techniques for organizations to employee for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. Some of the local government clients that he has worked with, or is currently on contract to work with, include: Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Cherokee County, GA; City of Fayetteville, GA; City of Dublin, GA; City of Stockbridge, GA; City of Roswell, GA; City of Kingsland, GA; City of Dublin, GA; City of Garden City, GA; City of Chamblee, GA; City of Dunwoody, GA; City of Brookhaven, GA; City of Tybee Island, GA; City of Statesboro, GA; City of Alpharetta, GA; City of Douglasville, GA; City of Savannah, GA; City of Villa Rica, GA; City of Newport News and Newport Sheriff's Office, VA; City of Suffolk, VA; City of Fredericksburg, VA; City of Williamsburg, VA; City of Covington, VA; Gloucester County, VA; County of Culpeper, VA; Essex County, VA; Alleghany County, VA; King George County, VA; Louisa County, VA; James City County, VA; Surry County, VA; Isle of Wight County, VA; Montgomery County, VA; Loudoun County, VA; City of Chester, SC; City of Lancaster, SC; City of Mauldin, SC; Charleston County, SC; Dorchester County, SC; Berkeley County, SC; Town of Mount Pleasant, SC; Town of Hilton Head Island, SC; Tri-County Council for Southern Maryland; Washington County, MD; Allegany County, MD; City of Hyattsville, MD; City of Annapolis, MD; City of Westminster, MD; Guilford County, NC; Gaston County, NC; Buncombe County, NC; Union County, NC; New Hanover County, NC; City of Albany, OR; City of Carlsbad, NM; City of Santa Fe, NM; City of Page, AZ; Town of Sahuarita, AZ; City of Manitou Springs, CO; Ouray County, CO; City of Rowlett, TX; City of Seguin, TX; City of Austin, TX; City of Pearland, TX; City of Temple, TX; City of Fredericksburg, TX; City of Mont Belvieu, TX; City of Sunset Valley, TX; City of Fate, TX; City of Gonzales, TX; City of Buda, TX; City of Pflugerville, TX; City of Amarillo, TX; City of Athens, TX; City of Farmers Branch, TX; Denton County, TX; Travis County, TX; Ft. Bend County, TX; Town of Little Elm, TX; Sedgwick County, KS; St. Charles County, MO; Clay County, MO; Jefferson County, MO; City of Branson, MO; City of Lee's Summit, MO; City of Pittsburg, PA; County of Montgomery, PA; Blount County, TN; City of Bloomington, IN; Mahoning County, OH; Town of Colchester, VT; Pinellas County, FL; Osceola County, FL; Manatee County, FL; Palm Beach County, FL; Seminole County, FL; Monroe County, FL; City of Coral Springs, FL; City of Sunrise, FL; City of Orange City, FL; City of Kissimmee, FL; City of Palm Beach Gardens, FL; City of Winter Park, FL; City of Lake City, FL; and many others.



- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Ms. Nancy Berkley**

Ms. Berkley is a Manager at Evergreen Solutions who has over 30 years human resources experience demonstrating a thorough knowledge of multiple HR disciplines including, recruiting and staffing, workforce planning and retention, on-boarding, compensation and benefits, employee and labor relations, employee leave administration, voluntary and in-voluntary employee separations, performance management, employee surveys, organizational design and development, organization effectiveness, employee learning, training, and development, employee records administration and retention, and awards and recognition programs. She has consistently enhanced organizational capability by integrating HR with strategic business planning, development and assessment. She has provided individualized executive coaching and led HR team development and high performance teams. She has led corporate change initiatives and built talent-rich organizations by strengthening people and integrating processes and has directed human resources in high-volume, transactional service organizations and high-level, consulting organizations. She has excellent conflict resolution, negotiation, and influencing skills.

Ms. Berkley possesses expertise in the following HR areas:

- **Designing and implementing a shared service, centralized virtual staffing organization, increasing efficiency of staffing function for hiring managers.**
- **Analyzing and responding to employee relation trends—positively influenced work environments reducing employee complaints by ~90 percent.**



- Consulting with senior leaders and successfully leading project teams to develop new policies, programs and tools—including total revision and communication of a company's HR policies and practices to be in accordance with state and federal laws;
- Creating HR metrics reviews utilizing business goals and human resources information systems data—set improvement goals and developed action plans for unique business requirements.
- Conceptualizing and implementing complex workforce reduction plans—then redeployed ~50 percent of the affected employees.
- Representing companies in state and federal agency reviews, e.g. Office of Federal Contract Compliance Program (OFCCP) reviews—Equal Employment Opportunity Commission (EEOC) charges, workers compensation charges, and unemployment compensation claims.

Recent public sector projects that Ms. Berkley has directed or served on the Evergreen Team include: a Compensation and Benefits Survey for Forsyth County, GA; a Compensation and Benefits Study for Cherokee County, GA; a Classification and Compensation Study and Analysis for Douglas County, GA; a Classification and Compensation Study for Lumpkin County, GA; a Compensation Study for the City of Dunwoody, GA; a Compensation and Benefits Study and Analysis for the City of Dahlonega, GA; a Compensation Analysis for the City of Alpharetta, GA; Employee Classification and Compensation Study for the City of Savannah, GA; Comprehensive Classification and Compensation Study for the City of Garden City, GA; a Compensation and Classification Study for the City of Brookhaven, GA; a Comprehensive Compensation and Classification Study for the City of Tybee Island, GA; a Pay and Classification Study for the City of Chamblee, GA; a Pay and Classification Study for the City of Fayetteville, GA; a Wages and Salaries Compensation Study the City of Stockbridge, GA; a Compensation and Classification Study and Analysis for the City of Dublin, GA; a Classification and Compensation Study and Analysis for the City of Villa Rica, GA; a Classification and Compensation Study and Analysis for the City of Douglasville, GA; a Compensation Study for the City of Statesboro; a Salary and Benefits Survey for the City of Roswell, GA; a Job Description/Classification Study and Analysis for Douglasville-Douglas County Water and Sewer Authority, GA; a Classification Study and a Compensation Survey for the City of Page, AZ; a Classification and Compensation Study for the Town of Little Elm, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; and a Comprehensive Compensation and Benefits Study for the City of Rowlett, TX; a Classification and Compensation Study for Sedgwick County, KS; a Classification and Compensation Study for Blount County, TN; a Classification and Compensation Study for Berkeley County, SC; a Comprehensive Classification, Compensation, Performance Management, and Benefits Study for the City of



Columbia, SC; a Pay and Classification Study for the Town of Moncks Corner, SC; a Classification and Compensation Study for the Town of Hilton Head Island, SC; an Employee Evaluation System for the North Charleston Sewer District, SC; a Classification and Compensation Study for the City of Goose Creek, SC; Classification and Compensation Plan Review for the City of Annapolis, MD; Classification and Compensation Study Services for the City of Westminster, MD; a Wages and Salary Scale Study for Washington County, MD; a Classification and Compensation Study for Gloucester County, VA; a Compensation Study for King George County, VA; a Pay and Classification Study for the Isle of Wight County, VA; a Classification and Compensation Study for Essex County, VA; a Compensation and Classification Study for Montgomery County, VA; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Pay and Classification Study for the City of Williamsburg, VA; a Salary Equity Study for Guilford County, NC; a Pay and Classification Study for Buncombe County, NC; a Position Classification and Compensation Study for Gaston County, NC; and a Classification and Compensation Study and Benefits Survey for New Hanover County and New Hanover ABC Board, NC; a Salary Survey for the City of Dania Beach, FL; a Classification, Compensation, and Benefits Study for the Town of Jupiter, FL; a Comprehensive Compensation and Classification Study for the City of Panama City Beach, FL; a Compensation and Classification Study for Alachua County, FL; Job Audits for the City of Gainesville, FL; a Pay and Classification Study for the City of Fort Walton Beach, FL; a Compensation Study for Lake County, FL; a Classification and Compensation Study for the City of Destin, FL; a Compensation Study for the City of Hollywood, FL; and Compensation and Classification Study Services for Monroe County, FL.

Ms. Berkley has a Bachelor's Degree in Psychology from Florida State University.

**Project Consultant
Mr. Sam Wilburn**

Mr. Wilburn is a Consultant with Evergreen. He is a former engineer who possesses a strong background in qualitative and quantitative analysis at the professional level. He is able to apply his knowledge and skills as a Consultant for Evergreen through various functions including: conducting market research and collecting compensation data, utilizing job assessment tools to analyze different job classifications, running regression analyses and recommending appropriate pay grades, editing job descriptions, and preparing performance evaluation files. He is also responsible for developing and maintaining project solution files which comprise of multiple alternatives geared toward bringing salaries to more market-competitive levels and their total cost estimates for implementation. In addition, he assists in preparing presentations and research reports for clients.

Recent Projects that Mr. Wilburn has been involved with include: a Classification and Compensation Study and Analysis for the City of Douglasville, GA; a Compensation and Classification Study and



Analysis for the City of Dublin, GA; a Pay and Classification Study for the City of Fayetteville, GA; a Wages and Salaries Compensation Study for the City of Stockbridge, GA; a Compensation and Benefits Study for Cherokee County, GA; a Pay and Classification Study for the Florida Keys Aqueduct Authority; a Classification and Compensation Study and Analysis for the City of Villa Rica, GA; a Salary Survey for the City of Dunwoody, GA; a Classification and Compensation Study for the City of Conroe, TX; an Employee Evaluation System for the North Charleston Sewer District, SC; a Pay and Classification Study for Buncombe County, NC; Classification and Compensation Study Services for the City of Westminster, MD; a Compensation Analysis for the Florida Telecommunications Relay, Inc.; and a Salary Survey for the School Board of Sarasota County, FL.

Mr. Wilburn has an MBA with emphasis in Human Resources and a Bachelor's of Science dual degree in Civil and Environmental Engineering from Florida State University. He also holds a Building Contractor's license in the State of Florida.

**Project Consultant
Mr. Eric McMillan**

Mr. McMillan is a Senior Analyst at Evergreen Solutions. His background has been in the study of financial reporting, data analysis, and market research using techniques in accounting, analytics, and research. This allows him to communicate and engage with clients through data and design.

Mr. McMillan's role with Evergreen has focused on compensation and classification studies utilizing market data. His primary responsibilities include:

- working closely with project teams and project managers in coordinating salary and benefit survey initiatives;
- evaluating market data from surveys, government agencies, and private sector databases to provide comprehensive reviews of compensation packages; and
- designing clear and concise reports and displays to communicate nuanced results.

Recent public sector projects that Mr. McMillan has been involved with include: a Classification and Compensation Study for Lumpkin County, GA; a Classification and Compensation Study and Analysis for Douglas County, GA; a Compensation and Benefits Study for Cherokee County, GA; a Classification and Compensation Study and Analysis for the City of Villa Rica, GA; a Pay and Classification Study for the City of Chamblee, GA; a Comprehensive Classification and Compensation Study for the City of Garden City, GA; a Wages and Salaries Compensation Study the City of Stockbridge, GA; a Wages and Salaries Compensation Study for the City of Stockbridge, GA; a Pay and Classification Study for the City of Fayetteville, GA; a Compensation



and Classification Study and Analysis for the City of Dublin, GA; a Job Description/Classification Study and Analysis for Douglasville-Douglas County Water and Sewer Authority, GA; a Compensation and Job Grading Analysis for the Jacksonville Aviation Authority, FL; a Classification and Compensation Study for the City of Delray Beach, FL; a Classification and Compensation Study for Pasco County Sheriff's Office, FL; Compensation Consulting Services for the Town of Longboat Key, FL; a Compensation Plan Update for the City of Panama City Beach, FL; a Compensation Plan Update and Performance Evaluation Study for Lake County, FL; a Compensation and Classification Study for the City of North Port, FL; FLSA Audits for the Southwest Florida Water Management District; a Classification and Compensation Study for Blount County, TN; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Pay and Classification Study for the District 19 Community Services Board, VA; a Pay and Classification Study for the City of Williamsburg, VA; a Classification and Compensation Study for the City of Fredericksburg, VA; a Compensation Study for King George County, VA; a Classification and Compensation Plan Review for the City of Annapolis, MD; Wages and Salary Scale Study for Washington County, MD; a Position Classification and Compensation Study for Gaston County, NC; a Compensation and Classification Study for Union County, NC; a Pay and Classification Study for the Town of Moncks Corner, SC; a Classification and Compensation Study for the City of Goose Creek, SC; a Classification and Compensation Study for Berkeley County, SC; a Human Resources Department Assessment for the City of Buda, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification Study and a Compensation Survey for the City of Page, AZ; and a Classification and Compensation Study for Jefferson County, MO.

Mr. McMillan holds a Bachelor Degree in Accounting and Marketing from Florida State University and is working toward a Master's Degree in Human Resources.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.

The following quotes were provided by some of our public sector clients as they relate to the human resource work we have performed.

"Implemented all of Evergreen's suggestions."

Pat Carson, Personnel Services Director
Forsyth County, GA

3.3 What Our Clients Are Saying



"Very Happy... Will Definitely use Evergreen Again!"

**Jim Harner, Director of Human Resources
City of Roswell, GA**

"Evergreen offered us a number of communication tools and great information to keep us on top of the changing human resource world."

"They made themselves available for phone calls, email inquiries, and site visits time and time again, often with short notice."

"I know Jeff Ling and the entire Evergreen staff to be excellent service providers and would recommend them highly."

**Beth Stefek, Director of Human Resources
City of Kissimmee, FL**

"Evergreen maintained frequent interaction and was very accessible."

"The draft and final products were excellent and staff was flexible on input and feedback."

"Evergreen completed the project within our timeframe."

**Margie Moale, Human Resources Director
City of Plantation, FL**

"Evergreen exceeded our expectations."

**Dale Pazdra, Director of Human Resources
City of Coral Springs, FL**

"Evergreen's Project Director was very accessible."

**Jerry Haines, Human Resources Manager
Hernando County, FL**

"Evergreen's Project Director was extremely accessible and very responsive."

**Robin Hudson, Director of Human Resources
St. Johns River Water Management District, FL**

"Evergreen's Project Director was extremely accommodating. We were very satisfied."

**Teresa Aguilar, Employee Services Director
Monroe County, FL**

"Evergreen was very competent, highly professional, and easy to work with."

**Dale Garcia, Former Human Resources Director (Retired)
Manatee County, FL**



"Excellent interaction, responsive, and accessible throughout the project."

**Sheryl Stewart, Human Resources Administrator
City of Palm Beach Gardens, FL**

"I would rate the professionalism of staff very high."

**Stacie Mason, Human Resources Director
City of Sarasota, FL**

"Very timely responses."

"Very good people to work with."

**Kim Cherbano, Human Resources Director
Town of Ponce Inlet, FL**

"Our assigned team was wonderful to work with. They were always available, responsive, and never in a hurry to answer all questions."

**Mercedes Perez, Director of Human Resources & Risk Management
City of Plant City, FL**

"Evergreen is very easy to work with."

**Lana Bruce, Manager, Workforce Planning
Sarasota County, FL**

"Evergreen's staff was professional and responsive."

"Evergreen was willing to incorporate changes throughout the process to make the final product the best it could be!"

"Evergreen provided different options that allowed the City to best assess what it could afford."

**Andy McNeill, HR/Risk Manager
City of Orange City, FL**

"Great staff, willingness to jump right in and help, and willingness to meet short turnaround time expectations all provided to a positive overall experience."

**Ed Sisson, HR Director
City of Pensacola, FL**

"I thought the Project Director did an awesome job. She handled everything perfectly!"

**Karen D. U'Halle, Human Resources Director
Mahoning County, OH**



"Evergreen staff was very knowledgeable and their presentation was very professional before the Board of County Commissioners."

**Durwood Bell, HR Position Management Consultant
Guilford County, NC**

"I give Evergreen all high marks in meeting stated objectives, flexibility, and quality of materials. We enjoyed working with them".

**Patrick O. Teague, Director of Human Resources
James City County, VA**

"Evergreen was able to respond to all questions in a timely manner."

**Pam Smith, Human Resources Director
Essex County, VA**

"The Evergreen Team was awesome in their service of the contract."

"The Project Director's style was one that listens and understands, but also one who is an expert in compensation and classification issues in local government."

"The Evergreen Team was on time, accurate, and consistent with our organization's goals. When faced with questions or challenges, the Evergreen Team was quick to offer suggestions and viable ideas for addressing them successfully."

**Nancy Olivo, Director of Human Resources
City of Suffolk, VA**

"Evergreen's staff were highly professional and competent."

**Richard Brown, Personnel Administrator
Richland County Library, SC**

"Evergreen's staff were highly professional and competent."

**Jan Coulter, Director, Human Resources Division
Charleston County Park and Recreation Commission, SC**

"Very impressed with the Project Team"

**Meghan Kelly, Personnel Officer
Town of Mt. Pleasant, SC**

"Evergreen's staff were very professional and prompt with responses."

**Kim Pendergraft, CPM
Texas City Management Association**



"Everyone I was in contact with was extremely professional."

"Evergreen's Project Director responded to requests promptly and made every effort to work with the City's requests."

**Judy Garza, Human Resources Manager
City of Fate, TX**

"I consider the staff to be very professional and highly competent."

"We were very pleased with the final presentation to the City Council. Information was presented in a concise and accurate manner."

**Nona Vogel, Assistant Director of Human Resources
City of Seguin, TX**

"Thanks to your consulting leadership, this project has become a smashing success. Congratulations on a job very well done!"

**Tom Mulcahy, Chairman
The Heritage Committee
Town of Colchester, VT**



Section 4
References



4.0 References

As required in the Request for Proposal, we have provided you with the following references that we feel demonstrate the breadth and quality of the work our team has performed within the past three years as it relates to the services being requested by Morgan County. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

Classification and Compensation Study and Analysis

Douglas County, Georgia

Contact Information: Mr. Frederick Perry, Human Resources Director, Douglas County
8700 Hospital Drive, Douglasville, Georgia 30134, (770) 920-7277, fperry@co.douglas.ga.us

***Note:** This project is nearing completion



Classification and Compensation Study

Lumpkin County, Georgia

Contact Information: Ms. Alicia Davis, Director of Community and Employee Services, 99 Courthouse Hill, Suite D, Dahlonega, Georgia 30533, (706) 482-2573, Alicia.davis@lumpkincounty.gov

A handwritten signature in black ink, appearing to be 'A. Davis', located below the contact information for Lumpkin County.

Salary and Benefits Survey

City of Roswell, Georgia

Contact Information: Mr. Jim Harner, Director of Human Resources, 38 Hill Street, Suite G-60 Roswell, Georgia 30075, (770) 594-6440, jharner@roswellgov.com

A handwritten signature in black ink, appearing to be 'J. Harner', located below the contact information for the City of Roswell.



Section 5
Cost Proposal



5.0 Cost Proposal

Evergreen Solutions, LLC is pleased to present our proposed cost to conduct a Comprehensive Classification and Compensation Study for Morgan County. Evergreen Solutions is committed to providing the highest quality consulting services to our client partners for a reasonable cost. Evergreen Solutions is fortunate that our overhead is minimal and our expenses are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 2** of our proposal is **\$28,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. Our cost also includes up to three onsite visits to Madison, if needed, for purposes of completing the requested work.

We have included with this section the Proposal Form (Attachment 1 of the RFP) which identifies our hourly costs as well as the costs for annual maintenance.

The following is our preferred invoicing schedule:

- 25% - upon completion of Tasks 1 - 2 of our work plan
- 25% - upon completion of Tasks 3 - 4 of our work plan
- 25% - upon completion of Tasks 5 - 7 of our work plan
- 25% - upon completion of Tasks 8 - 12 of our work plan

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that Morgan County wishes to identify. Evergreen Solutions federal employer identification number is 20-1833438.



ATTACHMENT 1

PROPOSAL FORM

COMPREHENSIVE CLASSIFICATION AND COMPENSATION STUDY

Name of Firm: Evergreen Solutions, LLC

Primary Contact Person: Dr. Jeff Ling

Address: 2878 Remington Green Circle
Tallahassee, FL 32308

Phone Number: (850) 383-0111

Estimated number of hours to complete the review contemplated within the scope of services to be provided: 190 hours

Proposed Date of Completion: 12/30/18

Hour rates for performing such services: \$150⁰⁰

* Cost of Annual Maintenance: \$4,000⁰⁰

Please give a not to exceed amount for complete these services: \$ 28,500⁰⁰


Authorized Representative Signature

(for all tasks included in our detailed work plan in Section 2 of our proposal)
- doesn't include maintenance - See *

Section 6
Litigation



6.0 *Litigation*

Evergreen Solutions, LLC has not been involved in any litigation or proceeding in the past three years.



TAX LEVY RESOLUTION

WHEREAS, pursuant to a bond resolution adopted by the Board on April 11, 2016, a Supplemental Bond Resolution adopted by the Board on July 17, 2017, and a Second Supplemental Bond Resolution adopted by the Board on October 3, 2018 (collectively, the “Bond Resolution”), the Board of Education of Morgan County (the “Board of Education”), as managing and controlling body of the Morgan County School District (the “District”), a political subdivision of the State of Georgia, authorized the issuance of general obligation bonds of the District in the aggregate principal amount of \$10,525,000 (the “Bonds” or the “Series 2018 Bonds”), for the purpose of providing funds to the District to pay or to be applied toward the cost of (i) acquiring, constructing and equipping a new high school, a new middle school and a new transportation facility, (ii) acquiring land for the school system, (iii) adding to, renovating, repairing, improving, and equipping existing school buildings and school system facilities, (iv) acquiring miscellaneous new equipment, fixtures and furnishings for the school system, including technology equipment and safety and security equipment, (v) acquiring school buses and transportation and maintenance equipment, (vi) acquiring textbooks and instructional materials, and (vii) paying expenses incident to accomplishing the foregoing; and

WHEREAS, the Board of Education, being charged with the duty of managing the affairs of the District, has determined that in order to pay the principal of and the interest on the Bonds as the same become due and payable, whether by maturity, redemption or otherwise, to the extent such principal and interest is not satisfied from other legally available funds of the District (including for May 1, 2019 through May 1, 2021, the proceeds of the 1% sales and use tax for educational purposes on all sales and uses in Morgan County, Georgia (“Sales and Use Tax”), approved in the election held on November 3, 2015), it is necessary that there be levied an annual tax upon all the taxable property in said District sufficient to raise the amounts set forth below for each of the calendar years set forth below; and

WHEREAS, proper certificates and recommendations have been made that a direct annual tax for such purposes be made in the amounts and for the years hereinafter stated; and

WHEREAS, it is necessary that a tax be levied for the purpose of paying the principal of and interest on the Bonds due in each year, whether by maturity, redemption or otherwise, to the extent such principal and interest is not satisfied from other legally available funds of the District (including for May 1, 2019 through May 1, 2021, the proceeds of the Sales and Use Tax).

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of Morgan County, and it is hereby resolved by authority of same, that there shall be and is hereby levied upon all the taxable property in the District, which comprises all of Morgan County, a direct annual tax sufficient to raise for each of the calendar years set forth below the sums set forth below in order to pay the principal of and interest on the Series 2018 Bonds as follows:

Date	Principal	Interest	Total P&I
05/1/2019	--	\$ 274,819.44	\$ 274,819.44
11/1/2019	--	263,125.00	263,125.00
5/1/2020	\$1,455,000	263,125.00	1,718,125.00
11/1/2020	--	226,750.00	226,750.00
5/1/2021	1,465,000	226,750.00	1,691,750.00
11/1/2021	--	190,125.00	190,125.00
5/1/2022	1,480,000	190,125.00	1,670,125.00
11/1/2022	--	153,125.00	153,125.00
5/1/2023	1,490,000	153,125.00	1,643,125.00
11/1/2023	--	115,875.00	115,875.00
5/1/2024	1,515,000	115,875.00	1,630,875.00
11/1/2024	--	78,000.00	78,000.00
5/1/2025	1,545,000	78,000.00	1,623,000.00
11/1/2025	--	39,375.00	39,375.00
5/1/2026	1,575,000	39,375.00	1,614,375.00

Said several sums are hereby irrevocably pledged and appropriated to the payment of the principal and interest on the Bonds as the same become due and payable, whether by maturity, redemption or otherwise, all to the extent such principal and interest is not satisfied from other legally available funds of the District (including for May 1, 2019 through May 1, 2021, the proceeds of the Sales and Use Tax).

The said several sums shall be collected by the Tax Commissioner of Morgan County in each of said years, and shall be annually paid into a fund to be maintained for and applied to the payment of principal and interest on the Bonds when due and provisions to meet the requirements of this paragraph shall be made annually thereafter, upon receipt of an annual certificate from the Board of Education certifying the rate of tax levy (if any) necessary to pay such debt service on the Bonds.

BE IT FURTHER RESOLVED by the authority aforesaid that all orders and resolutions in conflict with this resolution are hereby repealed.

Adopted by the Board of Commissioners of Morgan County, Georgia, this 16th day of October, 2018.

**MORGAN COUNTY BOARD OF
COMMISSIONERS**

By: _____
Chairman, Board of Commissioners
of Morgan County

Attest: _____
Clerk of the Board of
Commissioners of Morgan County

(SEAL)

CLERK'S CERTIFICATE

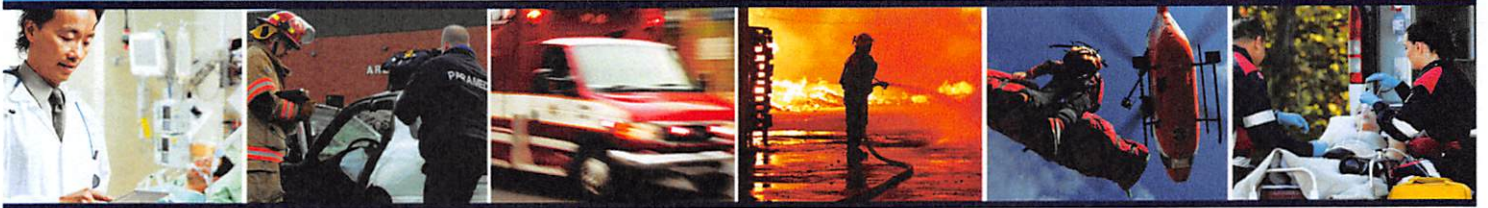
GEORGIA, MORGAN COUNTY

I, Ron Milton, Clerk of the Board of Commissioners of Morgan County, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Board of Commissioners of Morgan County in a public meeting duly assembled on the 16th day of October, 2018, and that the said resolution is of full force and effect and has been duly entered of record in the minutes of said Board, which are in my custody.

WITNESS my official signature and the seal of said Board of Commissioners, this 16th day of October, 2018.

Clerk of the Board of Commissioners of
Morgan County

(SEAL)



CAD Integration

Prepared For

Morgan County Fire Rescue (GA)
Jeff Stone
1380 Monticello Road
Madison, Georgia 30650

Prepared By

Kevin Fink
Jun 27, 2018

Prepared For

Jeff Stone
 Morgan County Fire Rescue (GA)
 1380 Monticello Road
 Madison, Georgia 30650
 706-343-6503
 jstone@morgancountyga.gov

Bill To

Jeff Stone
 Morgan County Fire Rescue (GA)
 1380 Monticello Road
 Madison, Georgia 30650
 706-343-6503
 jstone@morgancountyga.gov

Salesperson		Quote Number		Date	
Kevin Fink, Account Executive, 952-469-6178		QUO-02516-X0Z1X1		Jun 27, 2018	
Description		Qty	Frequency	Unit Price	Total
Recurring Fees					
CAD Distribution		1	Recurring	\$3,500.00	\$3,500.00
- CAD Vendor: New World / Tyler Technologies					
TOTAL Year 1					\$3,500.00
*Annual Fees after Year 1					\$3,500.00

R
 07-25-16

Prepared By: Kevin Fink

Terms of Agreement: The above mentioned items will be invoiced upon Contract signature with payment terms of net 30 days.

- The recurring annual fees will be invoiced annually in advance.
- Project completion occurs upon receipt of the product.
- ImageTrend's license, annual support and hosting are based on 1,600 annual incidents as provided by Client.
 *IMAGETREND will perform price increases of the recurring fees. The first price increase will occur with the fees due for year two. These price increases will occur once a year and may not exceed 3% of the price then currently in effect.
- This proposal is valid for 90 days.

IMAGETREND will invoice sales tax to non-exempt CLIENTS where applicable

DISCLAIMER: This quote creates no legal obligations. This letter is intended to confirm the parties' current understanding of the terms, but it is not intended to create any legal obligations with respect to any of the terms. Neither party should rely on this quote and no legal or equitable remedy will arise from any such reliance. Instead, the parties must reach a final agreement. A final agreement will be a condition precedent to any binding obligations. A fully executed Contract Agreement will be required to be completed before an order is processed.

PRODUCT DESCRIPTIONS

CAD Distribution

The ability to easily integrate CAD data into run reports is very beneficial in ensuring accurate data. CAD data can be obtained via a file export, a query or it can be sent directly to the ImageTrend web service. Only fields listed in the CAD integration workbook are available for population through the integration.

Thank you for selecting ImageTrend, Inc. We are excited to have you join our customer community. To make sure the Quote/Contract process goes smoothly, please complete the required information below. Upon completion, please sign and return to the Account Representative you have been working with.

Please identify the individuals or departments within your organization responsible for invoicing and contract management:

Send Invoices To (Party Responsible for Payment):

Name: DEBRA LINDSEY
Title: ACCOUNTS PAYABLE
Phone: 706.342.0725
Email: dlindey@morgancountyga.gov
Organizational Name: MORGAN COUNTY BOARD OF COMMISSIONERS
Address: 150 E. WASHINGTON STREET
City, State, Zip: MADISON, GA 30650
*ImageTrend's preferred invoice delivery method is email

End User Information (Party Receiving the Solution):

Same as above

Name: JEFFREY STONE
Title: FIRE CHIEF
Phone: 706.343.6503
Email: jstone@morgancountyga.gov
Organizational Name: MORGAN COUNTY BOARD OF COMMISSIONERS
Address: 150 E. WASHINGTON STREET
City, State, Zip: MADISON, GA 30650

Purchase Order Contact Information:

Same as above

Is a purchase order number required to invoice? YES NO (if no skip this section)

Name: LOREI SAYER
Title: FINANCE DIRECTOR
Phone: 706.342-0725
Email: lsayer@morgancountyga.gov
Organizational Name: MORGAN COUNTY BOARD OF COMMISSIONERS
Address: 150 E. WASHINGTON STREET
City, State, Zip: MADISON, GA 30650

Contract Administrator:

Same as above

Name: ADAM MESTRES
Title: COUNTY MANAGER
Phone: 706.342.0725
Email: amestres@morgancountyga.gov
Organizational Name: MORGAN COUNTY BOARD OF COMMISSIONERS
Address: 150 E. WASHINGTON STREET
City, State, Zip: MADISON, GA 30650

Tax Exempt Status:Is your organization Tax Exempt? YES NO (if no skip this section)

If YES, please attach your organization's TAX EXEMPT CERTIFICATE or complete the one attached. Any questions pertaining to the Tax Exemption Certificate please contact Tara Graw, Accounting Manager at tgraw@imagetrend.com or (952) 469-1589. Any other questions please contact your Account Representative.

By signing this form, I certify that all information on this form and any additional supporting information submitted with this form is true and complete to the best of my knowledge.

ADAM MESTRES
Print Name

[Signature]
Signature

COUNTY MANAGER
Title

07/25/2018
Date

10/12/2012

Dear Sir,
I have the pleasure to inform you that your application for the position of [Job Title] has been successful. We are pleased to offer you the position of [Job Title] at [Company Name].

The salary for this position is [Salary] per annum. The position is full-time and permanent. We are pleased to offer you the position of [Job Title] at [Company Name].

We are pleased to offer you the position of [Job Title] at [Company Name]. We are pleased to offer you the position of [Job Title] at [Company Name].

[Handwritten Signature]

10/12/2012

THANK YOU

MANAGEMENT



**STATE OF GEORGIA
DEPARTMENT OF REVENUE
SALES TAX CERTIFICATE OF EXEMPTION
GEORGIA PURCHASER**

To: Image Trend, INC	July 17, 2018
SUPPLIER	DATE
20855 Kensington Blvd	Lakeville, MN 55044
SUPPLIER'S ADDRESS	CITY STATE ZIP CODE

THE UNDERSIGNED HEREBY CERTIFIES that all tangible personal property purchased or leased after this date will qualify for tax-free or tax exempt treatment as indicated below. (Check the Applicable Box)

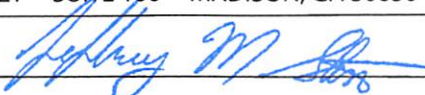
- 1. Purchases or leases of tangible personal property or services for **RESALE ONLY**. O.C.G.A. § 48-8-30. A sales and use tax number is required unless the purchaser is one of the following: church, qualifying tax exempt child caring institution, tax exempt parent-teacher organization or association, private school (grades K-12), nonprofit entity raising funds for a public library, member councils of the Boys Scouts of America or Girl Scouts of the U.S.A. **TAX-FREE TREATMENT DOES NOT EXTEND TO ANY PURCHASE TO BE USED BY THE PURCHASER, INCLUDING ITEMS THE PURCHASER WILL DONATE.** O.C.G.A. §§ 48-8-3(15), (39), (41), (56), (59), (71).
- 2. Purchases or leases of tangible personal property or services made by the United States government, the state of Georgia, any county or municipality of this state, fire districts which have elected governing bodies and are supported in whole or in part by ad valorem taxes, or any bona fide department of such governments when paid for directly to the seller by warrant on appropriated government funds. A sales and use tax number is not required for this exemption. O.C.G.A. § 48-8-3(1).
- 3. Sales of tangible personal property and services made to the University System of Georgia and its educational units, the American Red Cross, a Community Service Board located in this state, Georgia Department of Community Affairs Regional Commissions, or specific qualified authorities provided with a sales tax exemption under Georgia law. A sales and use tax number is not required for this exemption. O.C.G.A. §§ 37-2-6.1(d), 48-8-3(8), 50-8-44.
- 4. The sale, use, consumption, or storage of materials, containers, labels, sacks, or bags used for packaging tangible personal property for shipment or sale. Materials purchased at a retail establishment for consumer use are not exempt. A sales and use tax number is not required for this exemption. O.C.G.A. § 48-8-3(94).
- 5. Aircraft, watercraft, motor vehicles, and other transportation equipment manufactured or assembled in this state when sold by the manufacturer or assembler for use exclusively outside this state and when possession is taken from the manufacturer or assembler by the purchaser within this state for the sole purpose of removing the property from this state under its own power when the equipment does not lend itself more reasonably to removal by other means. A sales and use tax number is not required for this exemption. O.C.G.A. § 48-8-3(32).
- 6. The sale of aircraft, watercraft, railroad locomotives and rolling stock, motor vehicles, and major components of each, that will be used principally to cross the borders of this state in the service of transporting passengers or cargo by common carriers and by carriers who hold common carrier and contract carrier authority in interstate or foreign commerce under authority granted by the United States Government. Replacement parts installed by carriers in such aircraft, watercraft, railroad locomotives and rolling stock, and motor vehicles that become an integral part of the craft, equipment, or vehicle are also exempt. The exemption does not extend to private or contract carriers. O.C.G.A. § 48-8-3(33)(A).
- 7. Purchases or leases of tangible personal property or services made by the Federal Reserve Bank, a federally chartered credit union, or a credit union organized under the laws of this state. A sales and use tax number is not required for this exemption. 12 U.S.C. §§ 531, 1768 § 1768; O.C.G.A. § 48-6-97.

Under penalties of perjury, I declare that I have examined this certificate and, to the best of my knowledge and belief, this certificate is true and correct and made in good faith, pursuant to the sales and use tax laws of the State of Georgia. Further, I understand that any tangible personal property obtained under this certificate is subject to sales and use tax if the purchaser uses or consumes the property in any manner other than indicated above.

Purchaser's Name: MORGAN COUNTY BOARD OF COMMISSIONERS Sales Tax Number: 58-6000867
(IF REQUIRED)

Purchaser's Type of Business: COUNTY GOVERNMENT

Purchaser's Address: 150 E. WASHINGTON STREET SUITE 100 MADISON, GA 30650

Printed Name and Signature: Jeffrey M. Stone  Title: Fire Chief

Telephone Number: 706-343-6503 Email: jstone@morgancountyga.gov

**REQUISITION
MORGAN COUNTY, GEORGIA**

PO#

Soccer Equipment

Vendor Quotation Requirements
\$2,000.00 - \$24,999.00 Three (3) written quotes
\$25,000.00 - up Sealed bids

ACCOUNT NUMBER	QTY	UNIT	DESCRIPTION	VENDOR #1		VENDOR #2		VENDOR #3	
				BSN SPORTS	ProTime Sports	Riddell Sports	UNIT	EXTENDED	UNIT
100-6200- 523050 <i>New Park</i>			21' portable bench w/back (6 each)	\$529.00	\$3,174.00	\$540.00	\$3,240.00	\$1,073.00	\$6,456.00
			Corner Flags (6 sets)	\$39.00	\$234.00	\$45.00	\$270.00	\$44.00	\$264.00
			8'x24' goal (1 pair)	\$ 1,900.00	\$1,900.00	\$2,400.00	\$2,400.00	\$3,842.50	\$3,842.50
			7'x21' goal (1 pair)	\$ 1,800.00	\$1,800.00	\$2,200.00	\$2,200.00	\$3,552.50	\$3,552.50
			6.5'x18.5' (1 pair)	\$ 1,600.00	\$1,600.00	\$1,780.00	\$1,780.00	\$3,349.50	\$3,349.50
			4'x6' (4 pair)	\$ 950.00	\$3,800.00	\$610.00	\$4,880.00	\$1,080.00	\$8,640.00
			Freight	\$0.00	\$0.00	\$0.00	\$0.00	\$1,680.00	\$1,680.00
			Total		\$12,508.00		\$14,770.00		\$27,784.50

Recommended Vendor: BSN SPORTS	Requesting Department <u>RECREATION DEPT</u>	Date <u>9/26/2018</u>
	Elected Official/Department Head: <u>LANCE ALEXANDER</u>	Date <u>9/26/2018</u>

If recommended vendor is not low quotation, please provide justification:	Approved for preparation of purchase order	
	Finance	Date



BSN SPORTS

5600 Oakbrook Parkway, Ste # 230
Norcross, GA 30093
Tel: 770-723-9359 Fax: 770-723-9568
Visit us at www.bsnsports.com

Contact Your Rep

Colton Green Email: cgreen@bsnsports.com | Phone: 706-612-5396

Sold to
1023198
Morgan County Recreation
1253 College Drive
MADISON GA 30650-1462
USA

Ship To
1023198
Morgan County Recreation
Drew Torok
1253 College Drive
MADISON GA 30650-1462
USA

Payer
1023198
Morgan County Recreation
1253 College Drive
MADISON GA 30650-1462
USA

Order Summary	
Cart #:	104870-
Purchase Order #:	Drew Soccer Complex Suppl
Cart Name:	AutoSave Cart
Order Date:	09/13/2018
Estimated Delivery:	09/17/2018
Payment Terms:	NT30
Ship Via:	
Ordered By:	Drew Torok

Item Description	Qty	Unit Price	Total
21' Portable Bench w/Back Item # - BEPG21	6 EA	\$ 529.00	\$ 3,174.00
SOCCER CORNER FLAGS 4/ST Item # - MSSOCFLGY	6 SET	\$ 39.00	\$ 234.00
3" Classic Alumagoal 8' X 24' WHITE Item # - SGA300	1 PR	\$ 1,900.00	\$ 1,900.00
3" Classic Alumagoal 7' X 21' WHITE Item # - SGA301	1 PR	\$ 1,800.00	\$ 1,800.00
3" Classic Alumagoal 6.5' X 18.5' WHITE Item # - SGA302	1 PR	\$ 1,600.00	\$ 1,600.00
3" Classic Alumagoal 4' X 6' WHITE Item # - SGA305	4 PR	\$ 950.00	\$ 3,800.00

Subtotal:	\$12,508.00
Other:	\$0.00
Freight:	\$0.00
Sales Tax:	\$0.00
Order Total:	\$12,508.00
Payment/Credit Applied:	\$0.00
Order Total:	\$12,508.00

Drew Torok

From: Drew Torok
Sent: Thursday, September 20, 2018 9:50 AM
To: Drew Torok
Subject: Soccer Complex quote

From: Gerry Schmidt <Gerry@protimesports.com>
Sent: Wednesday, September 19, 2018 4:53 PM
To: Drew Torok <DTorok@morganga.org>
Cc: Gerry Schmidt <Gerry@protimesports.com>
Subject: Re: Soccer Complex quote

I believe that the Park Series will be your best option. At least for the smaller goals and then perhaps the Channel for the 8 x 24 and 7 x 21. The Park and Channel goals are identical and both have all the same features, except the Park is 3" round and the Channel is 4". You can read more about each goal series in the links provided. If you give me a zip code I can generate a shipping estimate. If these are too expensive there are always cheaper options, but I don't recommend.

Park Series - <http://pevosports.com/pevo-channel-park-series/>
Pevo Channel Park Series: All aluminum construction with lightweight 3" round tubing with built-in channel for easy net attachment. 1-3/8" round aluminum backstay tube. A finished bottom allows for safe use on all surfaces. Reinforced, high strength, durable aluminum alloy casting corners. Powder coated. Includes 3mm net with Channel net fasteners and ground anchors. Meets ASTM 2950-14 and NCAA/NFSHA Standards.

Channel Series - <http://pevosports.com/pevo-castlite-channel-series/>
Pevo Castlite Channel Series: Constructed of lightweight, powder coated 4" round aluminum tubing with built-in channel and durable aluminum corner and base castings. 2" round aluminum backstays, which connect to a channeled, 2" base tube. Includes net with Channel net fasteners, ground anchors, and bungee-balls for attaching net to galvanized steel ground bar. Meets ASTM 2950-14 and NCAA/NFSHA rules.

Here are the prices per goal, so just double the price for the pair

Park Soccer Goals:
- 6.5x18.5 (1 pair) - \$890 each - \$1780
- 4x6 (4 pair) - \$610 each - \$4880

Channel Soccer Goals:
- 8x24 (1 pair) - \$1200 each - \$2400
- 7x21 (1 pair) - \$1,100 each - \$2200

Here is the bench option"

Player bench:
- 21 ft. bench w/back (6) - \$540 each - \$3240

TOTAL: \$14,500 + shipping

Gerry Schmidt
Regional Sales Manager
Prottime Sports
www.protimesports.com
770 490 4793

On Tue, Sep 18, 2018 at 8:54 PM -0500, "Gerry Schmidt" <Gerry@protimesports.com> wrote:

Chad is working on quote

Gerry Schmidt
Regional Sales Manager
Prottime Sports
www.protimesports.com
770 490 4793

From: Gerry Schmidt <Gerry@protimesports.com>
Sent: Friday, September 14, 2018 8:23 PM
To: Drew Torok <DTorok@morganga.org>
Subject: Re: Soccer Complex quote

Sorry man I don't have it anything on this yet.

Gerry Schmidt
Regional Sales Manager
Prottime Sports
www.protimesports.com
770 490 4793

On Fri, Sep 14, 2018 at 9:32 AM -0400, "Drew Torok" <DTorok@morganga.org> wrote:

Gerry,

Please send a quote for the following:

Soccer Goals:

8x24 (1 pair)
7x21 (1 pair)
6.5x18.5 (1 pair)
4x6 (1 pair)

Player bench:

21 ft. bench w/back (6)

Riddell®

2018 Sales Quote

7501 Performance Lane
North Ridgeville, OH 44039

Bid Department Direct Line: (440) 353-8643 / Fax 440-353-8601

Bid Quoted To: MORGAN COUNTY PARKS & RECREATION
1253 College Street
Madison, GA 30650

706-342-0588

Date:	9/19/2018
Customer #:	25147
Quote Number:	131642
Salesman:	Bill Peake
Completed By:	Paul Fabanich

	Product #	Qty	Alternate Product Description	Unit Price	Total
1	2B3006	2	Kwik Goal Deluxe European Club Goals	\$ 1,921.25	\$ 3,842.50
2			3" round, 8'Hx24'Wx3'Dx8.5'B(net & anchors included)		
3			Freight		\$ 242.00
4			Sub Total:		\$ 4,084.50
5	2B3005	2	Kwik Goal Deluxe European Club Goals	\$ 1,776.25	\$ 3,552.50
6			3" round, 7'Hx21'Wx3'Dx7.5'B(net & anchors included)		
7			Freight		\$ 242.00
8			Sub Total:		\$ 3,794.50
9	2B3004	2	Kwik Goal Deluxe European Club Goals	\$ 1,674.75	\$ 3,349.50
10			3" round, 6.5'Hx18.5'Wx2'Dx7'B(net & anchors included)		
11			Freight		\$ 242.00
12			Sub Total:		\$ 3,591.50
13	2B3001	4	Kwik Goal Deluxe European Club Goals	\$ 1,080.25	\$ 4,321.00
14			3" round, 4'Hx6'Wx2'Dx4.5'B(net & anchorpegs included)		
15			Freight		\$ 242.00
16			Sub Total:		\$ 4,563.00
17	9B25	6	Kwik Goal 21'Lx10'W aluminum bench w/back	\$ 1,073.00	\$ 6,456.00
18			Freight		\$ 470.00
19			Sub Total:		\$ 6,926.00
20					
21			Goals Grand Total:		\$ 22,959.50
22					
23	10B410	1	Kwik Goal Deluxe European Club Goals Wheel Set		\$ 543.75
24			Set of 4 No-flat tires and brackets		
25			Freight		\$ 230.00
26			Sub Total:		\$ 773.75
27			TAXES NOT INCLUDED		
28			Contact your local Riddell sales representative		
29			Bill Peake for details at:		
30			wpeake@riddellsales.com or 404-886-1020		
TOTAL FOR QUOTE					\$ 23,733.25

8642.00
484.00

**REQUISITION
MORGAN COUNTY, GEORGIA**

PO# _____

Amenities

Vendor Quotation Requirements
\$2,000.00 - \$24,999.00 Three (3) written quotes
\$25,000.00 - up Sealed bids

ACCOUNT NUMBER	QTY	UNIT	DESCRIPTION	VENDOR #1 Bliss Products		VENDOR #2 Dominica Recreation		VENDOR #3 KorKat Play and Site	
				UNIT	EXTENDED	UNIT	EXTENDED	UNIT	EXTENDED
100-6200- 523850 <i>New Park</i>			8' bench w/back - (2)	\$745.45	\$1,490.90	\$877.00	\$1,754.00	\$1,049.00	\$2,098.00
			Trash receptacle portable (3)	\$534.60	\$1,603.80	\$594.00	\$1,782.00	\$828.71	\$2,486.13
			Trash receptacle inground (7)	\$504.90	\$3,534.30	\$594.00	\$4,158.00	\$828.71	\$5,800.97
			46" round portable table - 3 seat - (1)	\$1,582.70	\$1,582.70	\$1,862.00	\$1,862.00	\$762.00	\$762.00
			8' Heavy Duty Table (6)	\$782.85	\$4,697.10	\$921.00	\$5,526.00	\$1,415.00	\$8,490.00
			8' Heavy Duty Table ADA compliant (2)	\$782.85	\$1,565.70	\$921.00	\$1,842.00	\$0.00	\$0.00
			In ground trash receptacle kit	\$55.00	\$385.00	\$55.00	\$385.00	\$56.46	\$395.22
			Freight	\$2,150.00	\$2,150.00	\$925.67	\$925.67	\$438.00	\$438.00
			Discount	\$0.00	\$0.00	(\$1,038.54)	(\$1,038.54)	\$0.00	\$0.00
Total					\$17,009.50		\$17,196.13		\$20,470.32

Recommended Vendor: Bliss Products	Requesting Department	<u>RECREATION DEPT</u>	Date	<u>9/26/2018</u>
	Elected Official/Department Head:	<u>LANCE ALEXANDER</u>	Date	<u>9/26/2018</u>

If recommended vendor is not low quotation, please provide justification:	Approved for preparation of purchase order	
	Finance	Date



Bliss Products and Services, Inc
 6831 S. Sweetwater Rd.
 Lithia Springs, GA 30122
 (800) 248-2547
 (770) 920-1915 Fax

Quote # **44728**

Sales Rep: Adam Schmansky
 adam@blissproducts.com
 C: (248) 882-0567

Morgan County Schools

Date 9/17/2018 **Project** Site Amenities

Bill To
 Morgan County Schools

Ship To
 Morgan County Schools

Contact
 Drew Torok
 Phone: (706) 621-9327

Approximate Ship Date

Ship Via

Terms
 Net 30

Vendor	Part #	Description	Qty	Unit Price	Extended Price
ULT	P96-S8	8' JACKSON BENCH WITH BACK	2	\$745.45	\$1,490.90
ULT	PJK-36FT	36 GALLON JACKSON RECEPTACLE W/ FLAT TOP LID	3	\$534.60	\$1,603.80
ULT	P42-RDS	46" KENSINGTON 3 SEAT, ROUND SOLID TOP, SLAT	1	\$1,582.70	\$1,582.70
ULT	P238HS-V8	8' SINGLE SIDED EXTRA HEAVY DUTY ADA TABLE, DIAMOND	2	\$782.85	\$1,565.70
ULT	P238-V8	8' EXTRA HEAVY DUTY TABLE, DIAMOND	6	\$782.85	\$4,697.10
ULT	PJK-36FT	36 GALLON JACKSON RECEPTACLE W/ FLAT TOP LID & PLASTIC LINER (IN GROUND MOUNT STYLE)	7	\$504.90	\$3,534.30
ULT	PIG KIT	INGROUND KIT FOR TRASH RECEPTACLE	7	\$55.00	\$385.00
Note:		Quote is valid for 30 days. Pricing does not include installation.			

Sub Total \$14,859.50
Freight 2,150.00
Tax 0.00

Taxable Subtotal \$17,009.50

Financing as low as **\$413.33** / month may be available pending credit approval.

Grand Total \$17,009.50

Quote valid for 30 days unless otherwise noted.

Installation prices are based on truck access to the site and normal soil conditions. Any buried rock or debris may be cause for additional charges. Any Site preparation or demolition not specified above must be completed prior to installation of the equipment. Site restoration, unless otherwise noted, is not included. Please refer to your installation agreement for further details. Sales tax if applicable is not included. Sales tax exempt certificate will be required for exemption. All orders are subject to approval and acceptance by the manufacturer.

Complete Terms and Conditions can be found at <https://blissproducts.com/terms-conditions/>

Note: As this Quote is over \$500 it must be signed on the full form which includes the Terms and Conditions



UltraPlay
 c/o Dominica Recreation Products, Inc.
 P.O. Box 520700
 Longwood, FL 32752-0700
 800-432-0162 * 407-331-0101
 Fax: 407-331-4720
 www.playdrp.com

QUOTE
 #83794

09/25/2018

Quote Request 2

Morgan County Parks & Recreation Department
 Attn: Drew Torok
 1253 College Drive
 Madison, GA 30650
 Phone: 706-621-9327
 dtorok@morgancountyga.gov

Ship To Zip: 30650

Quantity	Part #	Description	Unit Price	Amount
7	JK-36FT	UltraSite - 36 GALLON JACKSON RECEPTACLE W/ FLAT TOP LID & PLASTIC LINER - PC ✓	\$594.00	\$4,158.00
7	IG KIT	UltraSite - INGROUND KIT FOR TRASH RECEPTACLE ✓	\$55.00	\$385.00
3	JK-36FT	UltraSite - 36 GALLON JACKSON RECEPTACLE W/ FLAT TOP LID & PLASTIC LINER - PC ✓	\$594.00	\$1,782.00
1	42-RDS	UltraSite - 46" KENSINGTON 3 SEAT, ROUND SOLID TOP TABLE, SLAT - PC ✓	\$1,862.00	\$1,862.00
6	238-V8	UltraSite - 8' EXTRA HEAVY DUTY TABLE, DIAMOND ✓	\$921.00	\$5,526.00
2	238H-V8	UltraSite - 8' DOUBLE SIDED EXTRA HEAVY DUTY ADA TABLE, DIAMOND ✓	\$921.00	\$1,842.00
2	96-S8	UltraSite - 8' JACKSON BENCH W/ BACK, VERTICAL SLAT - PC ✓	\$877.00	\$1,754.00

install not included

SubTotal: \$17,309.00
 Discount: (\$1,038.54)
 Freight: \$925.67
Total Amount: \$17,196.13

This quote was prepared by Kelly Pullam, Rereation Product Manager.
 For questions or to order please call - 800-432-0162 ext. 108 kellyp@gametime.com

All pricing in accordance with U.S. Communities Contract #2017001134.
 All terms in the U.S. Communities Contract take precedence over terms shown below.
 For more information on the U.S. Communities contract please visit www.uscommunities.org/gametime

UltraPlay/UltraSite/UltraShade/UltraShelter Terms :

- **Terms are 100% at time of order or Net 30 for government agencies only.**
- **Check or PO should be made out to : ULTRAPLAY SYSTEMS, Inc. P.O. Box 520700 Longwood, FL 32752-0700**
- _____ Indicate here with your initials if you would like to add a 24 hour contact prior to delivery for \$10.00. This charge will be added to your order.
- Delivery is tail-gate delivery ONLY. Buyer is responsible for unloading from the delivery truck. Lift Gate Trucks are available for a nominal fee, but this must be included at the time of order.
- Pricing is good for 30 days and does not include any provisions for sales tax, **permits**, bonds, engineered drawings, assembling, installation, local code compliance, ADA compliance, or any other extraneous fees (unless otherwise noted).



Quote Request 2

QUOTE
#83794

09/25/2018

Payment Terms: Credit Card Authorization. This Quotation is subject to policies in the current UltraPlay Catalog and the following terms and conditions. Our quotation is based on shipment of all items at one time to a single destination, unless noted, and changes are subject to price adjustment. Pricing: Firm for 60 days from date of quotation. Shipment: F.O.B. factory, order shall ship within 45 days after UltraPlay's receipt and acceptance of your purchase order, color selections, approved submittals, and receipt of payment. Exclusions: Unless specifically discussed, this quotation excludes all sitework and landscaping; removal of existing equipment; acceptance of equipment and off-loading; storage of goods prior to installation; security of equipment (on site and at night); equipment assembly and installation; safety surfacing; borders; drainage; signed/sealed drawings; or permits.

Credit Card Information: *(please call in information if not comfortable providing here, in addition please send signed quote)*

Cardholder name: _____ Card No: _____

Signature: _____ Expire Date: _____

Credit Card: (circle one) VISA M/C Amex Today's Date: _____

Taxes: State and local taxes will be added at time of invoicing, if not already included, unless a tax exempt certificate is provided at the time of order entry.

ORDER INFORMATION

Bill To: _____ Ship To: _____

Contact: _____ Contact: _____

Address: _____ Address: _____

Address: _____ Address: _____

City, State, Zip: _____ City, State, Zip: _____

Tel: _____ Fax: _____ Tel: _____ Fax: _____

SALES TAX EXEMPTION CERTIFICATE #: _____
(PLEASE PROVIDE A COPY OF CERTIFICATE)

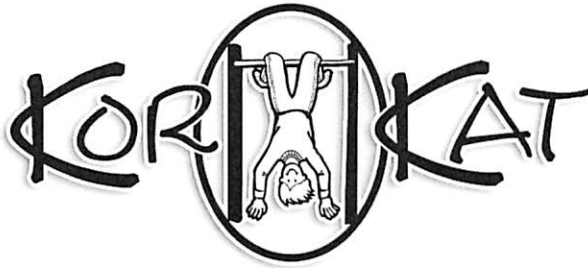
Acceptance of quotation:

Accepted By (printed): _____ P.O. No: _____

Signature: _____ Date: _____

Title: _____ Phone: _____

E-Mail: _____ Purchase Amount: **\$17,196.13**



Lanier Plans, Inc. dba KorKat
 221 Cable Industrial Way
 Carrollton, GA 30117
 770-214-9322

Estimate

Date 9/27/2018 Estimate # 37549

PLAYGROUNDS & SITE AMENITIES

Name & Address for Bill To:

Morgan County Park and Recreation
 1253 College Drive
 Madison, GA 30650

Ship To

Morgan County Park and Recreation
 1253 College Drive
 Madison, GA 30650

Rep	Project or PO #
SD	

Item	Description	Qty	Cost	Total
TR32METRO	32 GALLON TRASH RECEPTACLE, RIBBED STEEL, FLARED TOP, HINGED SIDE DOOR FOR EASY ACCESS, FLATTOP INCLUDED	10	828.71	8,287.10T
TR-ING_W_HAR...	INGROUND MOUNT ASSEMBLY FOR TR WITH HARDWARE	7	56.46	395.22T
B6WBMETRO-P...	6 FT. BENCH WITH BACK, 1/4" RIBBED STEEL, SOLID ONE-PIECE DESIGN, PORTABLE OR SURFACE MOUNT, POLY ONLY	2	1,049.00	2,098.00T
T46LRACS-3	ROUND PORTABLE TABLE 3 SEATS	1	762.00	762.00T
T10INNV	10FT. TABLE, 2 ATTACHED 10FT. SEATS, ROUNDED CORNERS, TWO SECTIONS BOLTED TOGETHER, SMALL HOLE 11 GAUGE PUNCHED STEEL, FOUR 2 3/8" LEGS, PORTABLE	6	1,415.00	8,490.00T
INSTALL-AMEN...	INSTALL-AMENITIES X	1	5,609.05	5,609.05 X
FREIGHT	SHIPPING & HANDLING	1	438.00	438.00
	NOTE: PERMITTING IS NOT INCLUDED IN THIS ESTIMATE.			
	SALES TAX WILL BE REMOVED FROM THE INVOICE ONLY WHEN A VALID TAX EXEMPTION CERTIFICATE HAS BEEN RECEIVED. ALL ESTIMATES MUST BE SIGNED WITH SALES TAX ON THE ESTIMATE. THIS IS ONLY FOR THE ESTIMATE STAGE AND CAN BE REMOVED FROM THE INVOICE. THANK YOU.			

Total

Phone # Fax # E-mail

770-214-9322 770-214-9323 MaryBeth@KorKat.com

Signature



Lanier Plans, Inc. dba KorKat
 221 Cable Industrial Way
 Carrollton, GA 30117
 770-214-9322

Estimate

Date 9/27/2018 Estimate # 37549

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 1253 College Drive
 Madison, GA 30650

Rep	Project or PO #
SD	

Item	Description	Qty	Cost	Total
	KORKAT CONTACT SPENCE DALTON 706-248-4082 spenced@korkat.com Select this as a transaction's tax to use AvaTax			0.00

Prices quoted are good for 15 days and are subject to total purchase, except for shipping which is subject to market changes. Installation price assumes normal soil conditions and does not include rock excavation or replacement of bad soil conditions. Any additional work will be priced prior to the continuation of install.

Please note that a 50% deposit is required at time of order if installation is included. 100% payment is due at time of order for all equipment only purchases. Municipalities and schools are exempt from deposits with a valid purchase order.

Phone # 770-214-9322 Fax # 770-214-9323 E-mail MaryBeth@KorKat.com

Total

\$26,079.37
 \$20,469.95

Signature _____



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SYSTEM INTEGRATION THAT POWERS YOUR BUSINESS

VOIP Upgrade Quote

Quote Information:

Quote #: 003128
Version: 1
Quote Date: 08/27/2018
Expiration Date: 11/30/2017

Prepared by:

TIG Atlanta
Kimberly Henderson
(770) 300-0256 ext 2138
Fax 770-3000441
kimberly.henderson@tig.com

TIG Atlanta

1750 Corporate Drive
Suite 730
Norcross, GA 30093

Bill To

MORGAN COUNTY
150 E WASHINGTON ST
MADISON, GA 30650
Trevor Giddens

tgiddens@morganga.org

Ship To

MORGAN COUNTY
150 E WASHINGTON ST
MADISON, GA 30650
Trevor Giddens

tgiddens@morganga.org

Payment Terms: CREDIT CARD

Hardware		Price	Qty	Ext. Price
R-CBE6K-K9	Cisco Business Edition 6000-Electronic SW Delivery-Top Level	\$0.00	1	\$0.00
CON-ECMU-RCBE6KK	SWSS UPGRADES Cisco Business Editi	\$0.00	1	\$0.00
BE6K-SW-11.5	Business Edition 6000 v11.5 export restricted software	\$0.00	1	\$0.00
BE6K-UCL-BAS	Cisco Business Edition 6000 - Basic User Connect License	\$134.41	24	\$3,225.84
BE6K-UCL-ENH	Cisco Business Edition 6000 - Enhanced User Connect License	\$225.81	2	\$451.62
BE6K-UWL-STD	Cisco Business Edition 6000 - Workspace License Standard	\$349.46	20	\$6,989.20
UCM-11X-UWLSTD	BE6000 UCM v11 CUWL Standard User License	\$0.00	20	\$0.00
CON-ECMU-UCM11STD	SWSS UPGRADES BE6000 UCM v11 CUWL	\$41.94	20	\$838.80
UCM-11X-ENH-UCL	BE6K UCM 11X Enhanced User Connect Lic - Single Fulfillment	\$0.00	2	\$0.00
CON-ECMU-UCMENHUC	SWSS UPGRADES BE6K UCM 10X Enhance	\$25.81	2	\$51.62
UCM-11X-BAS-UCL	BE6K UCM 11X Basic User Connect License - Single Fulfillment	\$0.00	24	\$0.00
CON-ECMU-UCMUCBAS	SWSS UPGRADES BE6K UCM 10X Basic U	\$16.13	24	\$387.12
UCXN-11X-UWLSTD	BE6000 Unity Connection v11 CUWL Standard License	\$0.00	20	\$0.00
LIC-EXP-E-PAK	Expressway Series, Expressway-E PAK	\$0.00	1	\$0.00
LIC-EXP-GW	Enable GW Feature (H323-SIP)	\$0.00	4	\$0.00
LIC-EXP-E	Enable Expressway-E Feature Set	\$0.00	2	\$0.00
LIC-EXP-TURN	Enable TURN Relay Option	\$0.00	2	\$0.00
LIC-EXP-AN	Enable Advanced Networking Option	\$0.00	2	\$0.00



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Hardware		Price	Qty	Ext. Price
LIC-SW-EXP-K9	License Key Software Encrypted	\$0.00	4	\$0.00
LIC-EXP-SERIES	Enable Expressway Series Feature Set	\$0.00	4	\$0.00
EXPWY-VE-E-K9	Cisco Expressway-E Server, Virtual Edition	\$0.00	2	\$0.00
EXPWY-VE-C-K9	Cisco Expressway-C Server, Virtual Edition	\$0.00	2	\$0.00
SW-EXP-8.X-K9	Software Image for Expressway with Encryption, Version X8	\$0.00	1	\$0.00
BE6K-PAK	Cisco Business Edition 6000 - PAK - Single Fulfillment	\$0.00	1	\$0.00
LIC-EXP-DSK	Expressway Desktop Endpoint License	\$0.00	22	\$0.00
			Subtotal	\$11,944.20

Quote Summary	Amount
Hardware	\$11,944.20
Total:	\$11,944.20

Taxes, shipping and handling charges and other fees are subject to change based on the terms and conditions of the final sale.

Acceptance

MORGAN COUNTY

Signature / Name _____ Initials _____

Date _____

PO Number _____



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SYSTEM INTEGRATION THAT POWERS YOUR BUSINESS

Please [Click Here](#) to complete a short 2 minute survey.

Terms & Conditions

This Technology Integration Group ("TIG") offer to sell products and provide services is solely at the prices set forth in this Quote and solely in accordance with the terms and conditions (the "Terms") attached to this Quote. If Buyer has ordered products or services from TIG and such order is deemed to be an offer by Buyer, TIG's acceptance of such offer is expressly conditional on Buyer's assent to the Terms, to the exclusion of all other terms and conditions. Any additional, different, or conflicting terms or conditions proposed by Buyer in any offer, acceptance, or confirmation, including those set forth on any Buyer purchase order, specifications, or other documents issued by Buyer are considered by TIG to be requests for material alterations of the Terms, are hereby rejected, and will not be binding in any way on TIG. Buyer is hereby notified of TIG's objection to all such additional, different, or conflicting terms and conditions. No waiver or amendment of any of the Terms will be binding on TIG unless made in a writing expressly stating that it is such a waiver or amendment and signed by an authorized agent of TIG. Buyer will have accepted (and will be deemed to have accepted) these Terms if Buyer does any of the following: (a) accepts the Terms in writing; (b) pays (in part or whole) for the products or services; or (c) receives delivery of any products or services and fails to return the products or refuse the services within five days following receipt.

In the event of non-payment, Buyer agrees to pay all collection costs including attorney fees. A finance charge of 0.5% per month may be charged on delinquent invoices. All returns are subject to the following: must include original invoice & Return Material Authorization (RMA) number, 15% restocking fee, must be in original box in resalable condition. After 30 days, repair or exchange only. Quotes are valid for thirty (30) days. All orders are subject to credit approval and adjustments to ordered products and prices that may be due to product availability, typographical error, electronic processing errors or price changes, including rebate or promotion expiration which may occur without notice. TIG and Buyer must confirm acceptance of any adjustments prior to shipment. Prices do not include applicable taxes and/or shipping charges which may be added at the time of shipment. Taxes, shipping and handling charges are subject to change based on the terms and conditions of the final sale. Defective product may be returned within thirty (30) days of the shipping date for repair or replacement as determined by manufacturer warranty.

TIG resells products from numerous manufacturers. It is common industry practice for manufacturers to offer incentives and rebates for product sales. This quote may contain product or services subject to such incentives. No representation or warranty to the contrary is made. Technology Integration Group passes through to buyer the terms and conditions of the original equipment manufacturers product and software licenses and warranties. Any exception must be negotiated directly with the original equipment manufacturer.



1380 Monticello Rd Madison, GA 30650

Assistance to Firefighters Grant Application Request

Morgan County Fire Rescue is currently working with the Northeast Georgia Regional Commission in applying for the 2018 Assistance to Firefighters Grant. The application process opened September 24 and will close October 26th. Awards will begin spring (April/May) of 2019. The grant, if awarded, will go towards the purchase of new Self-Contained Breathing Apparatus. This grant was applied for in 2016, but we were not awarded any funds. Our current inventory is becoming outdated and each year requires more and more costly repairs.

To replace the current inventory and meet the national standards and requirements, we would need 120 air packs. We are going to request an additional 20 packs to hold for training purposes and spares in the event a front-line pack is damaged. The current pricing per pack is approximately \$8,000 (Air pack and Spare Bottle). 140 packs at \$8,000 equals \$1,120,000, which we would be required to do a 5% match. The 5% equals \$56,000.

This "Match" would not be needed till the grant is awarded. Again, the award process does not start till April/May of 2019 and goes through till September.

It is the request of the Board of Commissioners that Morgan County Fire Rescue be allowed to submit this grant.

In the event the grant is not awarded, the funds allocated for the match can be utilized to begin a replacement program for FY20 budget. This will be defined further in the 5-year Strategic Plan.

Regards,

Jeffrey M. Stone, MS, CFO, GA-CFC, GA-CEM
Fire Chief

Staff Reports - FY 2019

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
PUBLIC SAFETY						
ANIMAL CONTROL						
Complaints:	114	106	385	369	1,602	
Impounded Animals:	156	110	436	364	1,201	
Average Days in Shelter (all animals):	10.7	6.0	9.1	9.1	11.3	
Quarantined Animals:	0	1	0	1	0	
Bite Cases:	1	1	3	5	13	
Euthanized Animals:	114	78	280	226	528	
Adopted Animals:	29	10	105	96	454	
Animals Reclaimed from Shelter:	7	2	19	9	146	
Spay/Neuter (total)	0	16	46	65	240	Surgery cancelled 9/17
CODE ENFORCEMENT						
Citations:	0	0	1	3	6	
Warnings:	11	9	29	29	154	
Inspections:	18	6	0	23	0	
Sanitation						
# Compactor Site Surveillances	20	18	65	53	247	
# Illegal Dump Sites Surveillances w/Cameras	1	0	3	0	12	
# Dumping Investigations	2	0	5	0	21	
# Illegal Dump Sites Investigated	2	0	5	1	22	
# Citation Notification Letters	0	0	0	0	0	
# Unservable Illegal Dumping Citations	0	0	0	0	0	
Arrests:	0	0	0	0	0	
Soil & Erosion (S&E)						
# Sites checked	9	0	23	2	63	
# Letters sent	0	0	0	0	0	
# Water Quality Testing (Sites Tested)	0	0	0	0	0	
# Plan reviews	1	0	7	0	15	
Ordinance Issues						
# Junk Letters Sent Out	0	0	0	2	4	
# Signs Removed from ROW	15	14	90	56	249	
# Complaints Received	4	6	14	27	109	
Special Assistance to Other Agencies:	62	4	188	68	731	
Training (total hours) J.Pritchett/A.Howard	18.0	5.0	18	57.0	37.0	
SHERIFF						
Suspects Booked:	101	120	324	380	1,427	
Total Inmate Days	2,149	1,867	6,390	6,939	25,461	
Average Inmates/Day	71.6	62.2	71.0	77.1	70.0	
General Telephone Calls answered	2,339	2,225	6,743	6,686	26,143	
Traffic Violations:	128	192	378	638	1,696	
Criminal Incidents:	41	39	131	103	496	
Total SO Vehicle Mileage	34,113.0	34,491.0	108,804	108,270	442,090.0	
E911/COMMUNICATIONS						
Total Calls	4167	3803	12,748	12,226	50,901	
Emergency Calls	3,575	3,220	11020	10,029	46,758	
Fire Calls (total)	218	165	510	510	1,778	
Other Calls	374	418	1,218	1,387	2,538	CAD crashed
EMA						
Exercises Activated	2	3	5	6	22	
Storm Activity Incidents	18	1	19	1	1	
Damage reports:	18	0	19	0	0	

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
Road Detours Planned	16	2	27	3	26	
Community Outreach Activities	3	3	9	7	50	
Meetings Attended/Held	2	5	16	11	83	
Training (#hours)	16.0	16.0	32.0	24.0	154.0	
FIRE DEPARTMENT						
Fire Calls-all stations	10	11	21	23	168	
Other Calls-all stations	170	125	405	404	1,513	
Average response time (minutes)	12.0	9.3	12.7	11.8	10.4	Not all times reported 5/18
PUBLIC WORKS						
PUBLIC BUILDINGS						
# Routine maintenance jobs performed	637		1,695	790	7,504	
# Regular projects outstanding	43		119	67	386	
# Special projects outstanding	5		9	4	42	
On-going projects percentage completion	80%		78%	72%	72%	
# Calls received	422		1,131	598	4,991	
# Emergency Calls	8		14	6	61	
ROADS & BRIDGES						
Miles of ROW mowed	167.7		167.7	240.9	1,025.0	Not reporting 5,6,7&8/17
Miles of Shoulder Work	12.5		12.5	0.0	192.0	
Miles of Road Paved	0.3		0.3	5.0	5.0	
Miles of Dust Abatement	1.0		1.0	0.0	52.2	
Miles Covered by Craftco Sealant	0.0		0.0	0.0	210.0	
Miles of Limbing	420.0		420.0	1.0	305.0	
Miles of Dirt Roads Scraped	6.1		6.1	0.0	121.0	
Miles of Trash Pick-up	0.0		0.0	240.9	95.0	
Number of Bridges Serviced	0		0	0	114	
Number of Deep Patching Projects	1		1	0	12	
Number of Patches Repaired	12		12	4	67	
Number of Ditches cleaned	4		4	2	72	
Number of Signs Installed	26		26	3	120	
Number of Signs Repaired	23		23	4	222	
Materials Usage						
Tons of Stone Used	244.6		244.6	0.0	8,911.3	
Tons of Sand Used	0.0		0.0	0.0	18.0	
Tons of Dirt Used	0.0		0.0	0.0	0.0	
Tons of Crusher Used	244.6		244.6	0.0	8,832.8	
Tons of 89 Used	0.0		0.0	0.0	16.7	
Tons of Rip-Rap Used	0.0		0.0	0.0	16.1	
Tons of Asphalt Used	35.0		35.0	979.3	7,427.9	
Gallons of CR-2 Used	100.0		100.0	1,750.0	3,805.0	
Tons of Craftco Sealant Used	0.0		0.0	0.0	14,740.9	
Materials to Rec. Dept.	34.0		34.0	0.0	16.2	
Materials to City of Madison	0.0		0.0	0.0	0.0	
Driveway Inspections	3		3	0	60	
Road Inspections by Supervisor	0		0	0	0	
SANITATION						
Waste						
Average Tons on Floor	30.0	29.0	120.0	139.0	916.0	
Incoming Average (tons/day)	28.0	62.3	158.7	150.2	815.4	
Loads hauled out (MBI)	70	28	223	121	921	
Average tons per load	21.3	25.1	21.7	23.0	21.9	
Recycling						

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
# of loads to Athens	0	0	0	0	2	
TOTAL EXPENSE	\$53,795	\$25,386	\$175,273	\$99,123	\$694,916	
Cost of Waste	\$53,795	\$25,386	\$175,273	\$99,123	\$694,916	
Tons of trash hauled out (MBI)	1,490.5	704.0	4,848.3	2,747.9	20,195.0	
Cost of trash hauled out	\$53,655	\$25,344	\$174,530	\$98,924	\$692,158	
Total Tire count (except Free Week)	68	20	248	93	1,348	
Cost of tires hauled out (income subtracted)	\$140	\$41	\$743	\$198	\$2,757	
Hazmat Recycling Expense						
Paint (tons)	0.0	0.0	0.0	0.0	0.0	
Pesticides (# loads)	0	0	0	0	0	
Cost of Hazmat Recycling (Veolia)	\$0	\$0.00	\$0	\$0	\$0	
Revenue from Waste	\$53,223	\$16,201	\$156,005	\$67,361	\$609,603	
Revenue from Recycling	\$1,257	\$479	\$3,568	\$3,607	\$16,430	
TOTAL REVENUE	\$54,479	\$16,680	\$159,572	\$70,967	\$626,032	
TOTAL NET	\$684	-\$8,706	-\$15,701	-\$28,155	-\$68,884	
TOTAL REVENUE LOSS (not included in NET)	-\$32,263	-\$52,414	-\$79,046	-\$127,276	-\$250,841	
Revenue Loss from Exempt Waste	-\$32,263	-\$52,414	-\$79,046	-\$127,276	-\$236,082	
Free Week Revenue Loss	\$0	\$0	\$0	\$0	-\$14,759	
Total Animal Count	3	6	10	12	62	
GROWTH MANAGEMENT						
PLANNING & DEVELOPMENT						
<u>Summary</u>						
<u>Zoning Actions</u>						
Total Zoning Actions Requested	0	1	4	5	14	
Total Zoning Action Fees Collected	\$0	\$300	\$1,200	\$1,809	\$2,250	
<u>Plan Review</u>						
Total Number of Plans Reviewed	24	28	85	101	504	
Total of all Plan Review Fees	\$567	\$0	\$567	\$0	\$4,402	
<u>Permits</u>						
Total Number of Residential Permits	12	11	55	44	269	
Total Residential Permits Fees Collected	\$3,968	\$10,781	\$35,884	\$49,370	\$169,986	
Total Number of Commercial Permits	1	1	3	1	10	
Total Commercial Fees Collected	\$2,740	\$0	\$2,790	\$0	\$2,900	
Total Number of Agricultural Permits	3	3	7	8	41	
Total Agricultural Permit Fees Collected	\$538	\$625	\$1,618	\$2,039	\$10,553	
Total Number of other permits	10	5	43	29	148	
Total Other Permit Fee Collected	\$677	\$462	\$2,626	\$1,770	\$11,678	
Total Number of Mechanical Permits	49	75	158	193	603	
Total Mechanical Fees Collected	\$3,474	\$6,104	\$11,501	\$14,342	\$42,910	
Total Permits	75	105	278	313	1083	
Total Permit Fees Collected	\$11,397	\$20,023	\$56,365	\$74,608	\$201,401	
<u>Inspections</u>						
Total Inspections	148	162	458	465	1971	
Total Inspection Fees Collected	\$508	\$306	\$1,142	\$1,074	\$4,059	
<u>Miscellaneous</u>						
Total Miscellaneous Sales	2	7	5	15	35	
Total Miscellaneous Fees Collected	\$103	\$261	\$441	\$528	\$9,157	
<u>Licenses</u>						
Total Occupational Tax Certificates	6	6	18	19	365	
Total Occupational Tax Fees Collected	\$215	\$541	\$855	\$1,236	\$27,406	

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
Total Alcohol Licenses	0	0	0	1	12	
Total Alcohol Licenses Fees Collected	\$0	\$0	\$0	\$500	\$5,000	
Total Fees Collected	\$12,789	\$21,431	\$60,890	\$79,855	\$253,675	
BOARD OF EQUALIZATION						
Cases heard from previous year	89	0	267	0	89	
Cases heard from previous months	0	0	0	0	0	
Hearings scheduled for current month (total)	89	30	228	163	57	
Scheduled hearings withdrawn by citizens	10	0	10	8	11	
Hearings rescheduled for a later date	38	0	177	45	2	
Cases actually heard	41	30	41	110	44	
Cases scheduled for following month	79	0	151	168	51	
Appeals from Tax Assessor	0	0	139	0	65	
# Cases upheld	31	0	31	18	39	
# Cases overruled by BOE	10	5	10	7	5	
Cases Settled With Tax Assessor	0	40	0	100	0	
TAX COMMISSIONER (reporting separately)						
IT						
IT work Order Requests:	136	245	432	729	1,266	
Tickets Opened	58	104	204	349	564	
Tickets Closed	60	122	197	338	589	
Website Requests	15	15	23	22	43	
Projects Completed	3	4	8	20	70	
RECREATION DEPT.						
ATHLETICS						
Youth						*Calculating a new way
Total Attendees/spectators	3,715	14,451	9,040	25,711	20,880	
Adults						
Total Attendees/spectators	0	0	0	0	1,635	
NON-ATHLETICS						
Aquatic Center						
Total Attendees/spectators	1,800	2,439	6,050	6,201	28,156	
Special Activities/Lessons						
Day Camps participants	30	0	195	800	905	
Special Events	0	600	1,000	2,700	4,405	
Tennis use (# participants)	625	176	1,725	576	7,101	
Track use (# participants)	3,300		9,260	0	32,220	
Gym use (# participants)	315	480	955	1,180	5,096	
Passive Park use (#attendees)	4,925	725	13,850	2,275	42,700	
Shelter Rentals (# participants)	680	345	1,930	1,300	10,320	
SENIOR CENTER/TRANSIT						
Senior Center						
Number of Active Members	128	168	446	526	1,838	
Total Number of Members	167	242	562	760	2,295	
<i>Average Daily Population</i>	<i>51.1</i>	<i>65.26</i>	<i>61.1</i>	<i>178</i>	<i>55</i>	
Meals (total)			940	0	12,975	
Congregate Meals	528	632	1,871	1,951	7,756	
Home Delivery Meals	324	297	996	1,034	4,835	
Community Care Service Program Meals	0	0	0	0	384	
Average Daily Meals	45.4	49.8	39.1	145.7	48.6	
Programs:						

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
On-site programs per month	2	170	8	578	3,525	
Inter-County Cooperative Activities	1	3	1	7	11	
Total out-of-county clients per month	12	9	38	39	136	
Number of Field Trips per month	5	3	8	9	35	
Transit						
Total Monthly Trips	1,630	1873	5,429	6,041	21,416	
<i>Average Daily Trips</i>	<i>91</i>	<i>99</i>	<i>87.7</i>	<i>96</i>	<i>85</i>	
ELECTIONS/REGISTRATION						
Current Year (total)	1,184	1,751	6,040	6,400	27,663	
Voter Contacts	516	853	2,897	4,311	19,108	
Applications Processed	516	664	2,897	1,619	6,549	
Hearings held on voters	0	0	0	0	35	
Total New Registered Voters	152	234	359	700	1,971	
Active Voters (total)	12,165	12,995	12,165	12,995		
Inactive Voters (total)	585	503	585	503		
Total Voters County-wide	12,750	13,498	12,750	13,498		
JUDICIAL SERVICES						
MAGISTRATE COURT						
Civil						
Civil Filing Fees Collected	\$4,961	\$7,617	\$17,820	\$19,201	74,128	
Fees Returned to County (CV&CR)	\$5,568	\$8,865	\$18,262	\$25,012	135,470	
Cases Settled and Disposed	11	5	54	20	221	
Civil Funds Returned to People	\$10,390	\$15,396	\$48,025	\$50,312	\$194,843	
Civil Cases Filed	51	76	187	185	761	
POPIDF (Indigent defense funds to State)	\$765	\$1,140	\$2,640	\$2,790	\$10,815	
Criminal						
Pre-Warrant	4	2	22	17	75	
Arrest Warrants	19	50	122	132	538	
Bad Check Citations	0	0	0	0	4	
Good Behavior Bonds	2	0	11	3	33	
Search Warrants	0	0	1	1	9	
Criminal Cases	1	0	3	7	11	
Criminal Funds Collected	\$2,264	\$4,537	\$6,517	\$25,359	\$89,338	
Criminal Funds Paid to People (restitutions)	\$121	\$688	\$724	\$696	\$6,420	
POPIDF (Indigent defense funds to State)	\$111	\$160	\$333	\$467	\$1,582	
County Ordinances (CO) Violations	0	2	4	40	16	
Code Enforcement (CE) Cases	0	0	0	3	2	
Animal Control (AC) Cases	6	0	11	12	48	
Dept. Natural Resources (DNR)	0	0	0	0	7	
ARCHIVES						
Inquiries Processed	77	59	317	220	1,037	
PROBATE COURT						
Letters of Administration	1	1	3	2	24	
No Administration Necessary	0	0	0	0	0	
Common Form Probate	0	0	0	0	1	
Solemn Form Probate	3	4	16	15	47	
Guardianship	0	3	4	10	25	
Miscellaneous Probate	0	0	0	2	10	
12-Month Support	3	2	7	6	42	
Involuntary Hospitalization	1	0	3	1	6	
Wills For Safe-Keeping	0	0	0	0	0	
Filing The Wills for Probating	0	0	0	0	2	

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
Marriage Licenses	7	11	26	36	93	
Pistol Licenses	22	31	88	122	467	
Total Fees Collected	\$3,910	\$4,300	\$15,950	\$16,757	\$74,044	
Estate Adm. Fees Collected	\$1,855	\$1,257	\$6,636	\$5,516	\$27,434	
Guardianship Fees Collected	\$275	\$393	\$1,884	\$1,317	\$6,265	
Other Probate Matters Fees Collected	\$41	\$133	\$230	\$378	\$3,377	
Marriage License Fees Collected	\$492	\$716	\$1,656	\$2,335	\$5,620	
Pistol License Fees Collected	\$1,247	\$1,801	\$5,545	\$7,212	\$31,176	
Probate Revenue to County	\$2,371	\$2,602	\$8,997	\$9,665	\$37,478	
TRAFFIC COURT						
Traffic Citations						
Filed	272	382	695	1,077	2,800	
Dismissed	7	21	19	41	148	
Disposed	190	318	527	834	2,434	
Total Revenue to County	\$26,762	\$38,832	\$75,227	\$104,681	\$355,160	
Traffic Citation Fees Collected	\$42,126	\$60,338	\$117,669	\$162,276	\$502,228	
SUPERIOR & JUVENILE COURT						
Trade Names Filed	0	1	2	1	10	
Notary Appointments	4	6	19	16	82	
Passports Issued	14	24	91	95	386	
Real Estate						
Real Estate Filings (Deeds)	276	282	888	965	4,014	
Plats Filed	9	14	22	34	121	
UCC's Filed	31	46	115	142	485	
Liens Filed	164	106	449	532	2,021	
Criminal						
Cases Transferred / Magistrate	12	25	44	81	222	
Cases Transferred / Probate	2	7	6	14	35	
Cases Filed	27	34	56	80	332	
Probation Revocations	10	20	39	69	181	
Fines Collected	\$14,843	\$12,196	\$40,267	\$34,858	\$228,907	
Bonds Collected	\$1,180	\$34,520	\$7,535	\$40,701	\$71,766	
Bonds Reimbursed	\$0	\$623	\$21,172	\$2,967	\$96,701	
Subpoena's Issued	1	1	2	31	251	
Production Orders	3	0	9	8	31	
Cases Settled and Disposed	39	24	115	134	498	
Civil						
Cases Filed	20	37	71	82	270	
Civil Filing Fees Collected	\$3,115	\$6,673	\$12,705	\$14,303	\$52,047	
Cases Settled and Disposed	26	17	81	59	336	
Subpoenas Issued	2	0	13	12	41	
Fi Fa's Issued	0	2	7	7	36	
Appeals Filed	0	2	2	3	6	
Juvenile						
Cases Filed	11	4	34	24	116	
Cases Settled and Disposed	13	10	24	31	101	
Production Orders	5	0	7	3	9	
Summons & Process	12	4	37	50	165	
Fines	\$160	\$252	\$597	\$1,786	\$3,241	
Funds paid YES Program	\$96	\$188	\$653	\$1,222	\$2,281	
Funds Paid County/Jail	\$11	\$10	\$214	\$84	\$426	
Funds Paid to County (total)	\$23,062	\$30,831	\$99,344	\$117,829	\$468,519	

DEPARTMENT	Sep/2017	Sep/2018	FYTD18	FYTD19	FY18 TOTAL	NOTES
Intangible & Transfer paid (total)	\$15,057	\$12,929	\$56,849	\$68,397	\$239,339	
FUEL EXPENSE (SUMMARY)						
AG RESOURCES	\$92		\$248	\$0	\$1,042	Not reporting since
ANIMAL CONTROL	\$202		\$721	\$0	\$2,125	10/1/2017
BLDG/INSPECTION	\$352		\$1,094	\$0	\$4,035	
CODE ENFORCEMENT	\$287		\$765	\$0	\$3,068	
E911-COMMUNICATION	\$0		\$0	\$0	\$0	
EMA	\$124		\$304	\$0	\$1,043	
FIRE	\$2,008		\$5,295	\$0	\$19,610	
IT	\$110		\$359	\$0	\$1,722	
PUBLIC BUILDINGS	\$987		\$2,465	\$0	\$8,604	
RECREATION DEPT.	\$603		\$2,200	\$0	\$5,527	
ROADS & BRIDGES	\$7,261		\$24,247	\$0	\$91,262	
SANITATION	\$2,380		\$6,006	\$0	\$35,360	
SENIOR CENTER	\$601		\$1,754	\$0	\$1,774	
SHERIFF'S DEPT.	\$8,609		\$22,102	\$0	\$79,801	
TAX ASSESSOR	\$234		\$807	\$0	\$2,951	
TRANSIT	\$2,144		\$6,822	\$0	\$29,546	
OTHER (County Manager, National EMS)	\$2,526		\$7,487	\$0	\$24,725	
TOTAL FUEL EXPENSE (All Departments)	\$28,522		\$82,677	\$0	\$312,193	

TAX COMMISSIONER	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	YTD Total
Total Revenue	\$4,432,441	\$14,792,305	\$1,303,079	\$902,342	\$1,005,482	\$1,388,369	\$798,998	\$529,099	\$540,148	\$595,623	\$1,122,626	\$2,341,776	
Total Revenue to County	\$1,675,273	\$6,002,893	\$450,888	\$284,841	\$338,436	\$498,848	\$236,079	\$125,000	\$145,896	\$169,194	\$368,248	\$873,574	
Total Revenue-Tags	\$513,210	\$524,490	\$421,959	\$451,084	\$448,121	\$502,674	\$590,605	\$440,585	\$384,978	\$446,195	\$573,178	\$586,587	
Revenue from Tags	\$111,373	\$101,542	\$97,444	\$110,971	\$141,373	\$96,769	\$96,553	\$86,771	\$82,777	\$96,998	\$105,225	\$71,352	
Revenue from Titles	\$6,118	\$6,164	\$5,552	\$5,914	\$4,814	\$6,042	\$5,776	\$5,546	\$5,304	\$6,064	\$6,550	\$4,646	
Revenue from TAVT	\$395,719	\$416,784	\$318,963	\$334,199	\$301,934	\$399,863	\$488,276	\$348,268	\$296,897	\$343,133	\$461,403	\$510,589	
Revenue to County	\$103,860	\$113,499	\$84,918	\$97,318	\$98,135	\$118,306	\$146,095	\$103,127	\$85,584	\$103,827	\$137,464	\$143,458	
Total Revenue-Taxes	\$3,919,231	\$14,267,815	\$881,120	\$451,258	\$557,361	\$885,695	\$208,393	\$88,514	\$155,170	\$149,428	\$549,448	\$1,755,189	
Revenue from property tax	\$3,916,722	\$14,252,282	\$875,434	\$425,358	\$543,769	\$848,054	\$182,176	\$46,053	\$137,265	\$142,363	\$542,932	\$1,752,656	
Revenue to County	\$1,571,344	\$5,886,689	\$363,482	\$178,216	\$233,349	\$364,364	\$78,789	\$18,886	\$52,416	\$62,155	\$227,895	\$728,916	
Revenue from Timber	\$157	\$6,233	\$5,685	\$21,268	\$5,013	\$17,977	\$1,651	\$788	\$13,440	\$5,758	\$6,452	\$2,334	
Revenue to County	\$69	\$2,687	\$2,487	\$9,307	\$2,242	\$7,873	\$731	\$352	\$5,998	\$2,569	\$2,633	\$1,071	
Revenue from MH	\$0	\$42	\$1	\$0	\$10,635	\$18,682	\$24,645	\$5,929	\$4,201	\$1,303	\$527	\$277	
Revenue to County	\$0	\$18	\$1	\$0	\$4,710	\$8,305	\$10,464	\$2,635	\$1,898	\$643	\$256	\$129	
# Tags Sold	2,476	2,670	2,287	2,619	2,367	2,440	2,478	2,359	2,233	2,570	2,896	1,978	
# Titles Prepared	346	343	309	328	273	344	332	312	298	343	375	267	
Digest Percentage Collected													
2017 (prior digest)	24.59%	86.27%	89.98%	91.87%	94.18%	97.78%	98.45%	98.69%	99.05%	99.50%	99.69%	99.69%	
2016 (prior digest)	99.72%	99.75%	99.76%	99.76%	99.76%	99.78%	99.79%	99.79%	99.80%	99.81%	99.81%	99.81%	
Comparison from last year					95.13%	97.82%	98.24%	98.55%	98.70%	99.01%	99.63%	99.71%	
2018 (current digest)													9.37%
Report Submitted on:	11/6/2017	12/5/2017	1/9/2018	2/5/2018	3/2/2018	4/3/2018	5/7/2018	6/5/2018	7/10/2018	8/3/2018	9/10/2018	10/3/2018	