

Proposal and Accompanying Documents for Conducting a Salary Study for St. Charles Parish Public Schools

RFP: 22079362



February 13, 2017



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

ST. CHARLES PARISH PUBLIC SCHOOLS

SALARY STUDY

TABLE OF CONTENTS

Letter of Transmittal

Executive Summary

Table of Contents

Section 1.0 – Qualifications Page 1-1

Section 2.0 – Methodology/Timelines..... Page 2-1

Section 3.0 – Costs Page 3-1

Section 4.0 – Prior Experiences/References..... Page 4-1

Section 5.0 – Sample Documents Page 5-1

Attachments

Sample Agreement





MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

February 13, 2017

Tresa Webre

Assistant Superintendent of Human Resources & Administrative Services

St. Charles Parish Public Schools

13855 River Road Luling, LA 70070

Phone: (985) 785-3111

Dear Ms. Webre:

Management Advisory Group International, Inc. (MAG) is pleased to present this *Proposal and Accompanying Documents for Conducting a Salary Survey*.

MAG is a national, full-service human resources consulting firm with extensive experience in compensation projects and human resources software. Principals of the firm have conducted over 500 similar studies in over 25 years of municipal consulting in 24 states. Nearly all of these projects have been in the public sector and many for school districts, such as:

- ✓ Iberville Parish Schools, LA;
- ✓ City of Hammond, LA (current);
- ✓ New Orleans Sewerage and Water Board, LA (current);
- ✓ Jefferson Parish Schools, LA;
- ✓ Richmond City Schools, VA;
- ✓ Virginia Beach City Public Schools, VA;
- ✓ Jefferson County Public Schools, KY;
- ✓ DeKalb County School District, GA;
- ✓ Memphis City Schools, TN;
- ✓ Atlanta Public Schools, GA;
- ✓ Warren County Schools, KY;
- ✓ Fayette County Schools, KY;
- ✓ Manassas Park City Schools, VA; and
- ✓ Numerous others.

Tresa Webre
Assistant Superintendent of Human Resources & Administrative Services
St. Charles Parish Public Schools
February 13, 2017
Page Two

MAG is a private corporation (incorporated in the state of Florida) with administrative functions in Woodbridge, Virginia. We complete projects in all areas of the country.

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

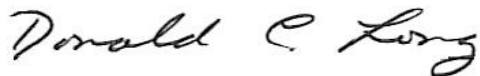
Our consultant services are supported by a full complement of personnel, office space, and technological equipment required to meet our clients' needs. MAG is also a certified M/WBE (States of Florida and Virginia). Our FEID# is 88-0495510.

MAG is ready to work closely with the Superintendent, Directors, supervisors, employees, and Human Resources management and staff to produce excellent outcomes.

MAG is prepared to modify the scope of services as needed, and we will be glad to discuss your needs in further detail as necessary. Please feel free to contact me if you have any questions, or require clarification on any aspect of our proposal.

Management Advisory Group International, Inc. appreciates the opportunity to be of service to you and look forward to working with you on this important project.

Sincerely,



Donald C. Long, Ph.D.
President
Management Advisory Group International, Inc.
13580 Groupe Drive, Suite 200
Woodbridge, VA 22192
Phone: (703) 590-7250
Fax: (703) 590-0366
Email: don@maginc.org

Executive Summary

Previous Experience and Expertise in Completing Similar School District Projects...

MAG principals and staff have successfully managed and completed over 500 human resources studies over a 30-year period. Our work includes projects from small progressive school districts like Manassas Park City Schools to large school districts, like Prince George's, DeKalb, Philadelphia, Fairfax, Atlanta, Memphis, and Dallas.

Experience and Expertise of Staff Members...

You can be assured of depth of experience in school district matters, thus ensuring your success. Our partners include an expert witness in HR who has managed national HR practices for many years, a Ph.D. in Public Administration, and a partner who has conducted studies for 30 years.

Organizational Structure and Capacity...

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 just completed a study for Broward County, Florida with over 5,000 employees.

References...

Our references will confirm our attention to client needs and detail.

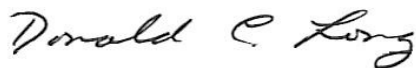
Significant Communications for the Project...

We typically have interactions with Department Heads, managers, supervisors and employees to assure understanding at all levels. We will provide ongoing updates and have continuous communications at every point in the project.

Our Philosophy....Enable the Client

The software systems we have developed are specific to your interests, and include a highly defined and progressive system of job evaluation. *The software is specific to school district needs and absolutely sets us apart from our competitors.*

Your Consideration is Appreciated...



Donald C. Long, President, Management Advisory Group International, Inc.



SECTION 1.0

Qualifications



Section 1.0 – Introduction and Capabilities

Time in Business and Business Specialties

The Principals of MAG International, Inc. have a proven track record in providing in-depth human resource management and consulting services for over 30 years in 24 states. Our services for local governments include a focus on classification and compensation studies. Our work also includes performance management evaluation, compensation and pay equity and analysis, benefits, personnel policies, training, and procedures manuals.

Our clients range from cities and counties, various state and local government agencies, to many school and library districts, as well as, constitutional offices such as Sheriffs, Supervisor of Elections, and Property Appraisers. We have completed many successful school district compensation projects for large agencies.

MAG International, Inc. Selected Areas of Expertise

➤ Compensation and Classification

- Pay Equity and Comparable Worth
- Point Factor Evaluation systems
- Broad Banding
- Benefits
- Career Ladders and Lattices

➤ Performance Management and Compensation Systems

- Pay-for-Performance Systems
- Performance Based Salary Administration
- Alternative Reward Programs
- Self-Managed Teams
- Individual & Group Recognition Programs
- Management/Executive Compensation

➤ 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. Staff for your project are primarily in North Carolina.

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



MAG International, Inc. Philosophy

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

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

Unlike our competition, in support of this philosophy, packaged along with our special client tailored services, is our comprehensive classification and compensation study software. MAG licenses its clients who engage in this service with the state-of-the-art human resource management software and training to ensure that our clients have the knowledge, skills and abilities to maintain their human resource systems from our study forward.

Project Initiation and Timetables

While MAG has other current clients, the company has established a priority for the initiation, scope, and timetable of this project. We are prepared to initiate this project immediately and complete a high

quality study within the desired time period as established in the RFP.

Current Clients

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

- ✓ Iberville Parish School , LA;
- ✓ City of Hammond, LA;
- ✓ New Orleans SWB;
- ✓ Jefferson Parish School Board;
- ✓ Jefferson County Schools, KY;
- ✓ Richland County Schools, SC;
- ✓ Prince George's Schools, MD;
- ✓ Beaufort County Schools; SC;
- ✓ Virginia Beach City Schools, VA;
- ✓ Broward County, Florida;
- ✓ City of Jacksonville, Florida;
- ✓ City of Hampton, Virginia;
- ✓ Greenwood County, SC;
- ✓ Manatee County Sheriff, Florida;
- ✓ Charlotte County Sheriff, Florida
- ✓ City of Brownsville, Texas;
- ✓ City of Rock Hill, South Carolina;
- ✓ City of Deltona, Florida;
- ✓ City of Oviedo, Florida;
- ✓ Queen Anne's County, Maryland;
- ✓ City of Frederick, Maryland.



Excellent Outcomes

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

- ✓ revised compensation structures;
- ✓ creation of management or executive pay structures and benefits packages;
- ✓ comprehensive job/class descriptions where none have existed;
- ✓ adjustment to internal relationships to recognize changes in duties and responsibilities;
- ✓ revisions to compensation policies to be marketable, fair, and equitable;
- ✓ adjustment to pay structures to recognize market changes for selected employment groups;
- ✓ assignment of geographic differential to a pay structure where appropriate;
- ✓ integration of multiple pay structures into a unified schedule;
- ✓ identifying compression across the organization.

MAG's Special Human Resource Management Software

Because MAG is committed to providing effective and efficient human resources consulting services, MAG has developed a suite of custom human resources software solutions, providing MAG's clients with the cutting edge ability to maintain an integrated, high-quality compensation, classification, performance evaluation and employee rewards systems long after completion of this project.

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

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



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

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

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

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

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

Data is able to be easily used in Excel formats to ensure ease of use by our clients.

MAG has the organizational, financial, staff, and technical capability to assure success for the District in 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.



Section 1.1 – 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.

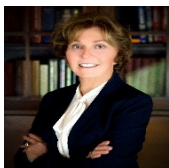


James Brittain, Vice President, MAG



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.



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.

Wendy Stephens, Director Administrative Services MAG.



Ms. Stephens holds two AA Degrees (Business Administration and Legal Studies) and a BA in Political Science with a minor in Psychology. She has over 20 years experience owning and running her own successful business (TX/NC), as well as, provides a wide range of experience in

business management analysis for MAG's clients. Ms. Stephens coordinates market reviews and compensation analysis. Ms. Stephens ensures that consultants at MAG International, Inc. stay abreast of client needs and requirements as changes evolve.

Steve Foster, Senior Consultant, MAG



Mr. Foster is a retired military veteran who brings years of detailed project management skills to public sector projects. Extensive experience in market and benefits analysis as well as with on-site support.

Carly Phillips, Consultant, MAG



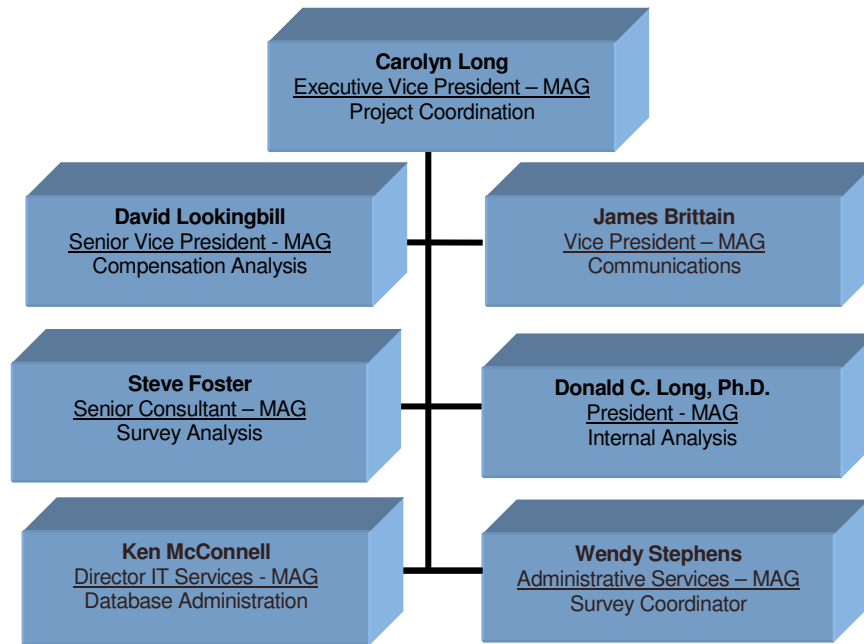
Ms. Phillips provides over a decade of HR experience. She has a thorough understanding of MAG's compensation and classification study process having developed and revised hundreds of job descriptions. Ms. Phillips studied Human Resource Management at University of South Carolina

Jennifer Huber, Esq., General Counsel, MAG.

Ms. Huber has provided direct services to numerous municipalities in a variety of functional areas. Ms. Huber serves as MAG's General Counsel providing expertise in legal compliance and contract management both, domestic and internationally.



**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.



CAROLYN LONG
Executive Vice President

Ms. Long has over 30 years' experience providing human resources and general management consulting for hundreds of local government agencies. She has directed numerous innovative and comprehensive management studies in a variety of functional areas, which have resulted in savings and efficiencies for local governments. Ms. Long has completed numerous benefits and classification studies using a variety of technical evaluation systems, including factor evaluation and point ranking classification systems, directed the development of comprehensive class specifications, innovative pay administration plans, personnel policy manuals and employee handbooks, and implemented numerous pay-for-performance and total quality management systems for local governments. She has also served as a human resources national director for national consulting firms, conducted national human resource training workshops, and has practice management responsibilities for Public Administration Service Human Resources consulting practice. The courts also recognize her as an expert witness in the area of compensation, classification and pay equity.

<i>PROFESSIONAL EXPERIENCE</i>

Management Advisory Group, Executive Vice President, June 2001–Present

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

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

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

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

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

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

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

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

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

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

PROFESSIONAL BUSINESS EXPERIENCE

Human Resources Studies

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

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

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

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

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

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

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

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

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

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

Human Resources Studies (Continued)

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

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

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

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

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

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

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

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

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

Human Resources Studies (Continued)

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

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

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

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

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

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

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

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

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

Human Resources Studies (Continued)

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

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

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

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

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

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

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

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

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

Human Resources Studies (Continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Human Resources Studies (Continued)

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

Other Consulting Projects

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

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

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

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

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

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

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

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

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

PROFESSIONAL ASSOCIATIONS AND ACTIVITIES

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

EDUCATION

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

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

DONALD C. LONG
PRESIDENT

Dr. Long has over 30 years of experience providing management assistance to elected and appointed officials in the areas of management and organizational reviews, program evaluations, public policy/productivity, strategic planning, human resources, public safety services, and other related management areas. He has provided public sector management and financial consulting assistance to over 200 governmental and nonprofit agencies in a variety of service areas, including management research studies for cities, counties, and public agencies in the area of organization and management, human resource systems, program evaluations and productivity studies, staffing and cost-benefit analysis, and strategic planning.

PROFESSIONAL EXPERIENCE

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

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

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

PROFESSIONAL EXPERIENCE

Management Advisory Group, Inc., President, 2004 to Present

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

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

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

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

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

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

PROFESSIONAL BUSINESS EXPERIENCE

Consulting Studies

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

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

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

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

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

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

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

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

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

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

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

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

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

Consulting Studies (Continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

Consulting Studies (Continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

Consulting Studies (Continued)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Consulting Studies (Continued)

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

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

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

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

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

David Lookingbill
Senior Vice President
MANAGEMENT ADVISORY GROUP, INC.

EDUCATION

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

RANGE OF EXPERIENCE

Mr. Lookingbill has 40 years of experience providing human resource management expertise in a variety of public sector organizations, including state, city and tribal jurisdictions. He has provided public sector human resource management consulting services to over 100 governmental organizations in the areas of classification/compensation, selection device development/validation, organizational structure, ADA compliance, policy/procedure development, employee performance planning/appraisal and staffing needs identification. Mr. Lookingbill has been a certified public sector instructor in compensation for WorldatWork.

PROFESSIONAL AND BUSINESS HISTORY

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

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

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

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

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

Professional Affiliations:

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

Central Arizona Human Resources Management Association (SHRM)

International Personnel Management Association Assessment Council

Lincoln Personnel Management Association, Lincoln, NE

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

International Personnel Management Association, U.S.

PROFESSIONAL BUSINESS EXPERIENCE

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

Designed, developed, and implemented a selection device content validation process that attained national recognition and utilization.

Designed and implemented a spreadsheet process for classification/compensation system cost projection.

Designed, developed, and implemented an optically scanned process for evaluating the qualifications of applicants for public sector jobs.

Customized and implemented the Resumix © resume evaluation system in the State of Arizona, including developing optically readable forms for obtaining applicant demographic information and writing a detailed help brochure to assist applicants in effectively utilizing the system.

Developed ADA compliance policies/procedures and a plan for implementing these policies/procedures in the State of Arizona.

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

Designed and implemented comprehensive, innovative point factor and whole job evaluation based classification/compensation systems.

Recommended organizational structure and system changes for improving service delivery.

Developed and implemented systems for employee performance planning and evaluation.

Designed innovative compensation systems that offer management flexibility in meeting ever changing market and organizational goals.

Designed job analysis based content valid selection procedures for jobs in a variety of work areas and organizational levels.

Identified staffing levels required to provide desired levels of service.

**JAMES M BRITTAIN
VICE PRESIDENT
MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.**

EDUCATION

M.S., Curriculum and Instruction, Oklahoma State University, 2000

B.S., Secondary Science Education, Oklahoma State University, 1995

RANGE OF EXPERIENCE

Mr. James Brittain has experience in data collection and analysis for public sector organizations—primarily city and county governments, school districts, colleges and universities, and state agencies and adult learning – designing and providing orientation sessions for client employees. He has over twenty years of extensive organizational expertise in support of MAG’s client work. His background includes working with clients at all levels of the organization. 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. Previously, 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. He has published on Distance Learning theory and has presented at international conferences. James has a Master’s degree and has completed course work for his doctoral degree.

PROFESSIONAL AND BUSINESS HISTORY

Management Advisory Group International, Inc., Vice-President, March 2016 – Present.

Management Advisory Group International, Inc., Senior Consultant, March 2011 – March 2016.

Brittain Associates, Inc., President and Managing Partner, 2000 – 2011.

VCE, Business / Product Analyst, 2011.

Northeastern State University, Director of the Center for Teaching and Learning, 2006–2010.

Bristol Community College, Director of Distance Learning, 2004–2006.

Madonna University, Instructional Design Specialist & Adjunct Assistant Professor, 2000-2004

Boley High School, Secondary Science Educator, 1995 - 2000

**STEPHEN D FOSTER
CONSULTANT
MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC.**

EDUCATION

Computer Science Major, Slidell University, 2003

Meteorology Major, Community College of the Air Force, 1987

RANGE OF EXPERIENCE

Mr. Stephen Foster has experience in data collection and analysis for public sector organizations—primarily city and county governments, school districts, colleges and universities, and state agencies. He has over fifteen years of extensive organizational expertise in support of MAG's client work. Previously served as Operations Manager where he oversaw the collection and analysis of massive statistical data used by Department of Defense organizations worldwide. As Office Manager he gained a wide range of experience in management, human resource issues and concerns, and strategic planning.

PROFESSIONAL AND BUSINESS HISTORY

Management Advisory Group International, Inc., Consultant, 2010 – Present.

Media Direct Sales, LLC, January 2007 – May 2010.

United States Air Force, January 1981 – January 2007.

Carly Adams Phillips

SUMMARY

Providing 6+ years of Human Resources experience on a progressing level, 10 years of clerical and administrative experience, and 3 years in the education field.

EXPERIENCE

Human Resources Independent Contractor

Management Advisory Group International, Inc. — 2010-present

- Writes professional job descriptions.
- Provides excellent interpersonal skills, quick and concise completion of tasks assigned, and professionalism.

Part-Time Assistant Teacher, Lyman Baptist CDC

Lyman, SC — 2013-2015

- Assisted in 3K class, crafts, teaching, music, etc.

Stay at Home Mom

Duncan, SC — 2008-2013

Human Resources Administrator, Sloan Construction Company

Duncan, SC — 2005-2008

Began as Human Resources Assistant and promoted to Human Resources Administrator handling all Human Resources functions for a company division of approximately 250 employees.

- Performed HR duties for division, including but not limited to: benefits administration, payroll, hiring, training, maintaining job descriptions and organizational charts, maintaining employee files, creating and running reports, etc.

EDUCATION

University of South Carolina,
Columbia, SC — Human Resource
Management and Real Estate, 2001
Minor: Dance

SKILLS

Proficient in Microsoft Office.

HRIS experience in Timberline, ADP, and AS400 CMS. Excellent written and oral communication skills.

Specializing in HR, payroll, benefits administration, worker's compensation, new hire orientation, job descriptions, and resume writing.

Human Resources Assistant, Eldeco, Inc.

Greenville, SC — 2004-2005

- Assisted in the Human Resources department, including payroll assistance, worker's compensation assistance, new hire entry, using ADP payroll software and Timberline software.

Payroll Specialist, Quality Payroll Systems

Greenville, SC — 2003-2004

- Performed payroll duties for multiple companies in the Greenville area and beyond, including payroll entry, check printing, delivery/shipment, etc.

Administrative Assistant, Billian Publishing

Greenville, SC — 2002-2003

- Performed receptionist duties for a textile publishing company in the Greenville area: greeted guests, answered phones, maintained files, performed data entry, maintained office equipment and other duties as assigned.

Administrative Assistant, Manufactured Housing Institute of South Carolina

Columbia, SC — 1999-2001

- Performed general receptionist duties as well as assisted the Executive Director, helped plan events, meetings and conferences throughout the state, assisted in maintaining grassroots records, executed various mailings and other duties as assigned.

SECTION 2.0

Methodologies/Timelines



Section 2.0 – Project Methodology/Timelines

This section is considered confidential and not subject to public disclosure.

MAG understands the specifics regarding the scope of services will include:

The overall objective is to review job titles/descriptions with the current roles of all positions and responsibilities for internal equity and conduct a market analysis of compensation in similar or like jobs in other school districts for external equity.

The overall goal of the District is to compete with comparable districts and other places of employment, offer fair payment for services, and recruit/train/retain and support a motivated, capable and diverse workforce. The following are specific objectives for the study:

- ❑ Conduct a job assessment of selected positions.
- ❑ Conduct a compensation salary survey of comparable school districts.
- ❑ Develop documentation detailing the methodology of the study and providing guidance to staff in interpreting results of the study.

The Scope of Services includes:

1. Meet with designated staff members to validate scope of services, methodology, timelines, and other deliverables.
2. Define the process for communication with administrators and other employees during each step of the study. Meet with, and present information to District administration.
3. Develop an understanding of Louisiana laws relative to teacher salaries.



A. Classification Plan

Review position titles (including supervisory/management) and present titling structures which defines consistent levels of responsibility across the organization.

B. Compensation Plan

1. Conduct a comprehensive compensation survey using similar school districts and/or other employers with similar class structures.
2. Compile the results of the compensation survey of similar school districts.
3. Analyze and present the results of the compensation survey.
4. Complete internal salary relationship analysis, including the development of appropriate internal relationship guidelines.
5. Compile the results of the internal salary analysis.
6. Analyze and present the results of the internal salary survey.

MAG notes that the current RFP (compared to the 2016 RFP) removes the development of a teacher salary schedule, analysis of longevity pay practices, and review of employees over the range maximum.

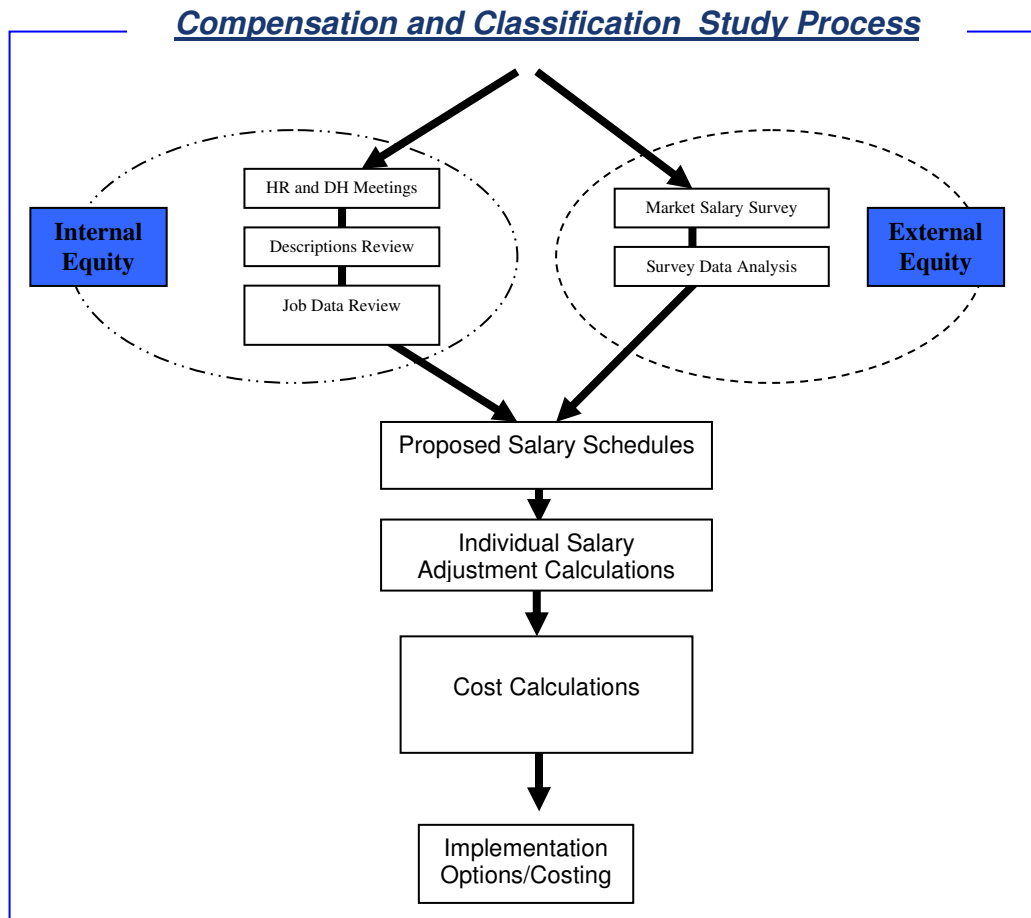
In order to meet the timelines prescribed in the RFP, the completion of job analysis questionnaires at the employee level is not feasible.

The focus appears to be on the survey of selected positions and determining the Schools' relationship to the market, and what impact this may have on internal relationships.

These services are consistent with the services MAG principals have provided to hundreds of local government agencies over a 30-year period.



PROPOSED PROJECT METHODOLOGY FLOWCHART



Project Initiation and Data Requirements

Initial Meetings

Upon agreement to proceed, MAG's study team will meet with management, HR and departmental staff, and other appropriate personnel to request background information, review the objectives of the study, and discuss concerns and issues.

MAG's representatives will meet with Department Heads to discuss the strengths and limitations of the current human resource system and identify any classification and compensation concerns that exist within each of their departments. Department Heads will have significant input into identifying their issues as the project moves forward.



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

We will discuss:

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

Internal Equity

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

For each job description reviewed, the following factors are considered:

Data Responsibility	Judgment
People Responsibility	Complexity of Work
Assets Responsibility	Impact of Decisions
Experience	Physical Demands
Education	Unavoidable Hazards
Math	Safety of Others
Communications	Equipment Usage



St Charles Parish Public Schools, LA SAMPLE JOB ANALYSIS SCREEN

EMPLOYEE LOOKUP
MAKES IT EASY TO:

Locate and Log Respondents

Build Current Supervisory Relationships

Enter Employee's Description of the job

Self-Validation of the Job Responsibilities

Job Class Tasks

Add Explanatory Notations

Same Criteria for All Employees

The software is used for the integration of current market data and employee information to produce informative, innovative, and budget projection reports.

MAG is often able to assist clients in streamlining the classification system by grouping jobs that are substantially similar into a consolidated job class.

MAG's unique software system, *Classification Manager*[®], also retains the employees' "working title" thus reducing any resistance to migrating from a wider number of "working titles" to a more streamlined number of classification titles. Simplification increases understanding and improves the efficiency of administering the plan. In addition to consolidating positions, MAG groups positions into occupational categories.



Review and Evaluation of Salary Structure

In developing an effective salary structure, the overriding goal is to establish a system that is internally equitable and externally competitive. To ensure internal equity, each position must be reviewed by evaluating effort, skill, responsibility, and working conditions in accordance with the Equal Pay Act of 1963. External competitiveness must be achieved through the analysis of current competing labor market data. The pay plan(s) should be evaluated for vertical and horizontal consistency according to these criteria. Equal pay for equal work and equal pay for comparable work must be established within the pay structure to ensure internal equity.

Salary Plan Design

At the outset and during the course of the study, we discuss specific pay plan design so as to ascertain goals and objectives. Consequently, the most appropriate plan design is determined and applied to your proposed pay plan. [During the market analysis and classification analysis process, the following goals are accomplished:](#)

1. Economic anomalies in the marketplace are identified and addressed.
2. Internal classification/jobs are confirmed, thereby establishing an internally equitable organizational hierarchy.
3. External market data is integrated into the pay structure, thereby establishing an externally competitive pay plan.
4. The feasibility of various pay plan designs are evaluated, and pay ranges are established for each job, to include minimum, midpoint, and maximum range values.

External Market Review of Position Classifications

We develop the market salary survey instrument, provide the survey instrument and target list to HR for review, comment, and suggestions, and contact target organizations to solicit survey participation. The survey instrument will be customized to meet your needs.

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



Survey Instrument Content

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

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

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

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

St Charles Parish Public Schools, LA

SAMPLE SALARY SURVEY

A Salary Survey for Valued Client

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

Job Class Title : Appraiser II - Commercial

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

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

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

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

Save Changes Submit
Reset Form Reset

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

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

Selected Benchmark Classifications

Brief Class Description & Qualifications

Enter Salary/Pay Information



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

St Charles Parish Public Schools, LA

SAMPLE SURVEY RESULTS

Salary Survey Results												
Emergency Communications Officer												
Descrip	Employees in this class receive and transfer messages by telephone or two-way radio on an assigned rotating shift. Serves as a police telephone operator. Calls are received for general information, police personnel and police, or other emergency equipment where the incumbent provides the general information, transfers calls to police personnel and transfers calls for police emergency equipment to shift Sergeant. Calls are received by two-way radio from police vehicles for general information and obtained from teletype or other source and requested information transmitted. Operator records all information concerning calls and complaints. Does related work as needed.											
Quals	Experience and training in radio communications. Completion of a standard high school course, or any equivalent combination of experience and training which provides the required knowledge, skills and abilities. Radio operator's license prescribed by the Federal Communications Commission.											
Respondent	Matching Title	Match	Min	Mid	Max	Range Width	Exempt	Entry	Avg Pay	Actual Pay	# ees	Avg Yrs
Ormond Beach			\$17,932	\$22,432	\$28,061	\$6,529	<input type="checkbox"/>					
South Daytona	Dispatcher/Records Clerk		\$19,935	\$24,919	\$29,903	\$5,000	<input type="checkbox"/>					
Daytona Beach	Emergency Communications Officer I		\$20,217	\$26,018	\$31,819	\$7,444	<input type="checkbox"/>					
Port Orange	Dispatcher		\$20,385	\$26,281	\$32,177	\$7,892	<input type="checkbox"/>					
New Smyrna Beach	Police Dispatcher		\$20,700	\$25,572	\$30,444	\$4,714	<input type="checkbox"/>					
Deltona	Telecommunicator		\$21,623	\$25,874	\$31,569	\$4,696	<input type="checkbox"/>					
Lake Mary	Telecommunicator	Identical	\$22,235	\$27,000	\$33,322	\$4,994	<input type="checkbox"/>					
Casselberry	Telecommunicator I		\$22,405	\$27,467	\$32,528	\$4,524	<input type="checkbox"/>					
Longboat Key	Police Dispatcher		\$23,754	\$30,275	\$36,795	\$4,994	<input type="checkbox"/>					
Apopka	Communications Technician		\$25,976	\$33,120	\$40,263	\$5,094	<input type="checkbox"/>					
Average			\$21,516	\$26,995	\$32,886	\$2,884						
Town of Ponce Inlet			\$15,996	\$19,832	\$23,667	\$4,000						
	\$ Difference		(\$5,520)	(\$7,163)	(\$9,219)							
	% Difference		-34.5%	-36.1%	-39.0%							

The market report includes:

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



Report of Study Conclusions and Implementation Options Prepared for You

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

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

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

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

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



St Charles Parish Public Schools, LA SAMPLE IMPLEMENTATION REPORT

Sample Data with 40,000 employees Implementation Report																
Proposed Pay Plan 6																
AGRICULTURE (Dept Code 83100)																
Original	Class		Grade			FTE	Experience			Adjustments				Position #		
Proposed	Title	Code	Min	Mkt	Max	#	Duty Day	Hire Date	Exper. Date	Salary	Flat %	Mkt	Step	Bonus	Employee Name	
	POLICE SERGEANT	00620	52,626	55,500	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	UNTERHOFER, 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	35,365	0	0	0	0	GERALD, TO MARCUS	
Summary for Department: Police																
Current Payroll		\$56,378,706				# Positions		1,287								
Flat% Adjustment		\$1,127,574				# Adjusted To Minimum		66								
Adjustment To Minimum		\$593,177				# Adjusted To Market		55								
Adjustment To Market		\$55,125				# Adjusted Above Market		0								
Adjustment Above Market		\$0				# Adjusted To Step		0								
Adjustment To Step		\$0				# Merit Adjustments		0								
Merit Adjustment		\$0				# Bonus 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				# Adjusted To Minimum		15,983								
Adjustment To Minimum		\$57,456,106				# Adjusted To Market		23,485								
Adjustment To Market		\$63,903,944				# Adjusted Above Market		0								
Adjustment Above Market		\$0				# Adjusted To Step		0								
Adjustment To Step		\$0				# Merit Adjustments		0								
Merit Adjustment		\$0				# Bonus Adjustments		11								
Bonus Adjustment		\$96,569				# Bonus Adjustments		11								
Proposed Payroll		\$1,461,012,380														
Sunday, April 28, 2002 11:13:20 PM Report ID 4 Page 2328 of 2328																

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



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 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 HR 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.
- Project Contract.

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

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

Activities:

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



- Review/clean collected compensation data and compare to current data.
- Develop market compensation summary by classification.
- Review compensation structure and develop recommendations.

Deliverable(s):

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

Phase III: Conduct Classification Review

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

Activities:

- 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.
- Review descriptions.
- Evaluate each job class according to key criteria.
- Make assignments and allocations for classes
- Develop pay structure.

Deliverable(s):

- Classification Reviews



Phase IV: Analyze Compensation Study Survey Data

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

Activities:

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

Deliverable(s):

- Survey Responses.
- Draft Salary Survey Results.

Phase V: Develop Revised Pay Plan

Objective: To develop a revised pay plan.

Activities:

- Conduct analysis and evaluate the structure of the current classification plan(s) in terms of:
 1. supporting the overall goals and objectives;
 2. its ability to provide compensation comparability between and among various groups and classes of positions;
 3. its ability to provide a meaningful salary level that not only recognizes the external market, but also recognizes credentials, certifications and experience;



- 4. developing an initial set of recommended changes in the structure of the current classification system.
- Provide for internal review.

Deliverable(s):

- Structure recommendations (if applicable).

Phase VI: Develop & Submit Draft Project Report

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

Activities:

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

Deliverable(s):

- Draft Report.

Phase VII: Develop & Submit Final Project Report

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

Activities:

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



Deliverable(s):

- Final Report.
- All Study Documentation.

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



SECTION 3.0

Costs



Section 5.0 – Budget

MAG has developed a project budget for St Charles Parish Public Schools, LA based on the scope of services. This assumes the use of existing job/class descriptions, rather than job analysis questionnaires, no teacher schedule development, no longevity or over the maximum review. The January scope of services is viewed as more limited than the 2016 RFP.

Base compensation and classification study \$ 32,000.

- Project management
- Survey development
- Survey management and administration
- Pay structure development
- Report tables and development
- Draft report
- Final report

Revised or new job specifications/class descriptions:

- New or revised job specifications/class descriptions as needed: \$70 each



MAG views the study as an integrated whole, and offers to complete the project for a not-to-exceed cost as noted above. As requested, the major tasks and costing will include:

<i>Phase I: Project Initiation:</i>	<i>\$4,000</i>
<i>Phase II: Development of Compensation Survey Instrument;</i>	<i>\$6,000</i>
<i>Phase III: Conduct Internal Review of Positions:</i>	<i>\$ 6,000</i>
<i>Phase IV: Analyze Compensation Study Survey Data:</i>	<i>\$ 7,000</i>
<i>Phase V: Adjust Pay Structure as Needed:</i>	<i>\$4,000</i>
<i>Phase VI: Develop & Submit Draft Project Report:</i>	<i>\$3,000</i>
<i>Phase VII: Develop & Submit Final Project Report:</i>	<i>\$2,000</i>

This proposed budget includes anticipated travel and related operational expenses during the course of the project. Hourly rates for services beyond the scope would be \$200 for professional staff, and \$55 for support positions.

Payment

An initiation invoice of twenty percent (20%) will be requested. Monthly amounts will be invoiced as the work proceeds. Ten percent (10%) of the total contract amount shall be held back - payable upon successful completion of the project. Additional payments shall be due and payable in accordance with monthly invoices based upon work performed toward delivery of final reports and products as described herein.



The fees to be provided do not include services provided by MAG following submission of its final report and recommendations. In the event MAG is required to provide documents or testimony in response to claims, demands or actions by third parties, MAG shall bill for services rendered based on then-current professional fees and expenses incurred, including reasonable attorney's fees. No tasks shall be undertaken without prior notification to you. This provision is intended to apply only to third-party actions based on implementation of MAG's report and findings.

Suggested Indemnification Language:

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

FLSA Recommendations:

With reference to FLSA recommendations that may be requested as part of the project; MAG's review can only include recommendation in effect at the time of the agreement and cannot be anticipatory of changes that may or may not occur at some future point. While there are anticipated changes; it is unclear at this time when these might go into effect and how they might be interpreted by FLSA compliance officers. Any MAG recommendations on FLSA determinations are advisory.

Proprietary Rights:

The District 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 District 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.



SECTION 4.0

Prior Experiences/References



Section 4.0 – Demonstrated Success on Similar Projects of this Type

References and Points of Contact

- **Henry County Schools.** MAG completed a Comprehensive Classification and Compensation Study for the District. MAG conducted orientation sessions, a comprehensive market survey, and 2000 non-instructional employees completed MAG's online Job Analysis Questionnaire. The study contained recommendations for a Unified pay plan as well as a Teacher Pay plan.

Contact: Valerie Suessmith
Assistant Superintendent for Human Resource Services
Henry County Schools
Tel. 770.957.5107
valerie.suessmith@henry.k12.ga.us

- **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.

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

- **City of Hammond, LA.** MAG has completed many Comprehensive Classification and Compensation Studies for this agency. MAG has served as Human Resource Consultants for the City for over 20 years. MAG is currently engaged in a comprehensive FLSA review and classification assignment project.

Contact: Loretta Severan
Director of Human Resources
City of Hammond
Tel: 985.277.5626
Severan_ls@hammond.org



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

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

- **Jacksonville, Florida.** MAG concluded a comprehensive classification and pay plan study of appointed officials and employees for the (consolidated) City of Jacksonville. These are the top positions in this major government. The study included a salary survey, job analysis, recommendations for a pay and classification plan that is both internally and externally equitable, the development of several implementation cost scenarios, and training for City human resources personnel in MAG's HR software. A current study of all 3,000 City positions is being finalized at this time.

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

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

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



Our Experience

MAG's partners have successfully managed more than 500 client engagements in 24 states. Projects have included agencies with as many as 16,000 employees. The proposed project team in MAG's human resources practice has worked together for 15 years and has provided human resources services nationwide, as a team, for such varied government agencies as: (nearly every one of these successful projects were similar to the services and scope of work being requested). MAG principals and staff have over 30 years of successful experience in working with very large public organizations on job classification and compensation projects.

Selected Project Descriptions

- **Sewerage and Water Board of New Orleans.** MAG is currently conducting a classification and compensation study for the Board. MAG will conduct orientation sessions, a market survey, and all employees will complete MAG's online Job Analysis Questionnaire.
- **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.
- **Virginia Beach City Public Schools, 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.
- **Richmond City Schools, Virginia.** MAG conducted this 2015 Comprehensive Classification and Compensation Study for this major district. The study included 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.



- **Memphis City Schools, 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 County Schools, Kentucky.** MAG conducted a Classification and Compensation Study for this major district in the Louisville area. The study included analyzing individual jobs to develop an internal ranking and classification of over 5,000 employees, surveying the labor market to develop competitive salary ranges for each position, as well as doing a labor market review to assist in designing a market competitive structure for the Schools' instructional staff.
- **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 recently completed MAG's online Job Analysis Questionnaire.
- **DeKalb County, Georgia.** This is a 2012 MAG project, sponsored by the Superintendent, Cheryl Atkinson, in which all departments were reviewed for overall efficiency and effectiveness. A new proposed organizational structure was developed for implementation by the Superintendent. Particularly, the Human Resources function received special consulting review and was reorganized for increased efficiency and effectiveness in support of human resources objectives. There are over 10,000 employees. This school district was experiencing budgetary challenges. Reductions in staffing levels in central office functions were recommended and presented.
- **Bibb County, Georgia.** This is a very recent Human Resources Audit. The HR function was reviewed for major policies, procedures, and practices with a series of improvements identified, including a total reorganization of the HR function. Recommendations were developed for teacher recruitment and retention, human resource information systems and recordkeeping, and methods to improve HR service delivery to schools and principals. A presentation was made in April 2013. The client requested additional follow up work for a comprehensive classification and compensation study, completed in 2014.



- **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 Bogalusa, LA.** MAG completed a Comprehensive Classification and Compensation Study for this organization. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire.

- **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.

- **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.

- **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.



- **Texas Woman's University, Texas.** MAG completed a Comprehensive Classification and Compensation Study for this university. 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.
- **University of North Texas, Texas.** MAG completed a Comprehensive Classification and Compensation Study for this university. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.
- **Ysleta Independent School District, Texas.** A comprehensive classification and compensation study was completed for the School District. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire.
- **Queen Anne's County, Maryland.** MAG recently completed a Comprehensive Classification and Compensation Study for this government. The study was implemented for fiscal year 2016.
- **Fayette County, Kentucky.** MAG recently conducted a Comprehensive Classification and Compensation Study for Fayette County, in the Lexington area. MAG conducted orientation sessions, a market survey, and several thousand employees completed MAG's online Job Analysis Questionnaire. A follow-up compensation review was requested and is currently being completed by MAG.
- **Philadelphia.** The City completed a lengthy review process and checking of references. The focus in this project was on executive positions, ensuring their accurate and appropriate classification and placement within the pay structure. Recommendations were also developed to establish appropriate staffing levels for the Human Resources Department.
- **Dallas Area Rapid Transit, Texas.** MAG completed a Comprehensive Classification and Compensation Study for this organization. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire. Class specifications were finalized in addition to training in MAG's Classification Manager software.



- **City of Deltona, Florida.** MAG recently conducted a Comprehensive Classification and Compensation Study for the City of Deltona. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire.
- **City of Oviedo, Florida.** MAG recently conducted a Comprehensive Classification and Compensation Study for the City of Oviedo. MAG conducted orientation sessions, a market survey, and all employees completed MAG's online Job Analysis Questionnaire. The study was adopted for implementation in FY 2016.
- **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.
- **City of Rock Hill, South Carolina.** MAG is currently conducting a Comprehensive Classification and Compensation Study for the City of Rock Hill. MAG conducted orientation sessions, a market survey, and all employees are completing MAG's online Job Analysis Questionnaire.
- **City of 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.
- **Beaufort County, South Carolina.** MAG recently conducted a Comprehensive Classification and Compensation Study for Beaufort County. MAG conducted orientation sessions, a market survey, and over one thousand employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **City of Petersburg, Virginia.** MAG recently completed a Comprehensive Classification and Compensation Study for this municipal government, following a MAG 2014 City-wide staffing study. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and approximately one thousand employees completed MAG's online Job Analysis Questionnaire.



- **City of Frederick, Maryland.** MAG recently conducted a Comprehensive Classification and Compensation Study for Frederick, in the Washington/Baltimore area of the country. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. The study was implemented in 2015.
- **City of Corpus Christi, Texas.** MAG completed a Comprehensive Classification and Compensation Study for the airport organization. MAG conducted employee and supervisory orientation sessions, a comprehensive market survey, and all employees completed MAG's online Job Analysis Questionnaire.
- **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.
- **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 2015 and is being implemented in 2016.
- **Jefferson County, Kentucky.** MAG is finalizing a Comprehensive Classification and Compensation Study for Jefferson County's 5,000 plus employees. MAG conducted orientation sessions, a market survey, and employees completed MAG's online Job Analysis Questionnaire. A draft report was provided in January 2016.



Additional HR Projects

- Iberia Parish, LA
- Iberville Parish School Board, LA
- Louisiana Community and Technical College System
- New Orleans Sewerage & Water Board
- Ouachita Parish, LA
- Pointe Coupee Parish, LA
- Huntsville City Schools, AL
- Miami (Arizona) Unified School District
- Accomack County Public Schools, VA
- Baltimore County Public Schools, MD
- Bibb County Schools, GA
- Brunswick County (Virginia) Schools
- Charlotte County Public Schools, FL
- Columbia Public Schools, MO
- Dallas Independent School District, TX
- DeKalb County Schools, GA
- Fairfax County Public Schools, VA
- Fayette County Public Schools, VA
- Isle of Wight County Schools, VA
- Jefferson County Public Schools, KY
- Loudoun County Schools, VA
- Manassas Park City Schools, VA
- Richland County District One, SC
- Warren County Schools, KY



Additional Client List for MAG Principals

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



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



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



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



SECTION 5.0

Sample Documents





Class Description

Class Title: Crew Leader
Class Code: 1253

General Description

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

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

Duties and Responsibilities

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

Essential Functions:

Directs and inspects daily city work activities.

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

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

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

Maintains time and work records and prepares associated reports.

Documents and tracks work orders for accuracy and completeness.

Additional Duties:

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

Performs related work as assigned.



Class Title: Crew Leader**Class Code: 1253****Responsibilities, Requirements and Impacts****Data Responsibility:**

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

Computes or performs arithmetic operations using data or information.

People Responsibility:

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

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

Asset Responsibility:

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

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

Mathematical Requirements:

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

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

Communications Requirements:

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

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



Class Title: Crew Leader
Class Code: 1253

Judgment Requirements:

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

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

Complexity of Work:

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

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

Impact of Errors:

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

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

Physical Demands:

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

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





Class Description

Class Title: Crew Leader
Class Code: 1253

Equipment Usage:

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

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

Unavoidable Hazards:

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

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

Safety of Others:

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

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

Minimum Education and Experience Requirements:

Requires High School graduation or GED equivalent.

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

Special Certifications and Licenses:

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

Americans with Disabilities Act Compliance

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



AGREEMENT TO PROVIDE PROFESSIONAL MANAGEMENT CONSULTING SERVICES

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

WITNESSETH:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Consultant:

Client:

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