



Response For Supplier: Management Advisory Group

Event # : 560-4

Name: Job Classification and Compensation Study

Description: The City of Fort Lauderdale, Florida (City) is seeking qualified, experienced and licensed firm(s), hereinafter referred to as Contractor, Bidder or Proposer, to provide a Job Classification and Compensation Study for the City, in accordance with the terms, conditions and specifications contained in this Request for Proposal (RFP).

Date created: January 21,
2026 7:44:02 AM EST

Preview date:

Open date: December 9, 2025
12:15:00 PM EST

Close Date: 01/21/2026 02:00:00 PM EST

Date submitted: January 21,
2026 9:21:29 AM EST

Q & A open date: December 9,
2025 12:15:00 PM EST

Q & A close date: January 5,
2026 5:00:00 PM EST

Dispute close date:

Responded To: 6 Out of 6 Lines

Total Bid Amount: 149,500.00 **Response Currency:** USD

Response Attachments

Attachment

MAG Proposal to Fort Lauderdale FL RFP Event 560.pdf

Line Responses

Line 1: Phase 1: Project Initiation & Planning

Description: Phase 1: Project Initiation & Planning; per the specifications.

Item: PHASE 1 Phase 1: Project Initiation & Planning

Commodity Code: 918-85 Personnel/Employment Consulting (Human Resources)

Quantity: 1.0000

Unit of Measure: LS

Event # 560-4: Job Classification and Compensation Study

Bid Quantity: 1.0000 **Unit Price:** 14,950.0000 **Extended Amount:** 14,950.00
No Charge: No **No Bid:** No **Delivery Date:** 04/30/2026
Vendor Item: PHASE 1 Phase 1: Project Initiation & Planning

Line 2: Phase 2: Data Collection

Description: Phase 2: Data Collection; per the specifications.

Item: PHASE 2 Phase 2: Data Collection

Commodity Code: 918-85 Personnel/Employment Consulting (Human Resources)

Quantity: 1.0000 **Unit of Measure:** LS

Bid Quantity: 1.0000 **Unit Price:** 37,375.0000 **Extended Amount:** 37,375.00
No Charge: No **No Bid:** No **Delivery Date:** 06/15/2026
Vendor Item: PHASE 2 Phase 2: Data Collection

Line 3: Phase 3: Classification Analysis

Description: Phase 3: Classification Analysis; per the specifications.

Item: PHASE 3 Phase 3: Classification Analysis

Commodity Code: 918-85 Personnel/Employment Consulting (Human Resources)

Quantity: 1.0000 **Unit of Measure:** LS

Bid Quantity: 1.0000 **Unit Price:** 41,860.0000 **Extended Amount:** 41,860.00
No Charge: No **No Bid:** No **Delivery Date:** 07/31/2026
Vendor Item: PHASE 3 Phase 3: Classification Analysis

Line 4: Phase 4: Compensation Analysis

Description: Phase 4: Compensation Analysis; per the specifications.

Event # 560-4: Job Classification and Compensation Study

Item: PHASE 4	Phase 4: Compensation Analysis
Commodity Code: 918-85	Personnel/Employment Consulting (Human Resources)
Quantity: 1.0000	Unit of Measure: LS

Bid Quantity: 1.0000 **Unit Price:** 32,890.0000 **Extended Amount:** 32,890.00
No Charge: No **No Bid:** No **Delivery Date:** 08/31/2026
Vendor Item: PHASE 4 Phase 4: Compensation Analysis

Line 5: Phase 5: Recommendations & Implementation	
Description: Phase 5: Recommendations &Implementation; per the specifications.	
Item: PHASE 5	Phase 5: Recommendations & Implementation
Commodity Code: 918-85	Personnel/Employment Consulting (Human Resources)
Quantity: 1.0000	Unit of Measure: LS

Bid Quantity: 1.0000 **Unit Price:** 14,950.0000 **Extended Amount:** 14,950.00
No Charge: No **No Bid:** No **Delivery Date:** 09/15/2026
Vendor Item: PHASE 5 Phase 5: Recommendations & Implementation

Line 6: Phase 6: Final Reporting & Presentations	
Description: Phase 6: Final Reporting &Presentations; per the specifications.	
Item: PHASE 6	Phase 6: Final Reporting & Presentations
Commodity Code: 918-85	Personnel/Employment Consulting (Human Resources)
Quantity: 1.0000	Unit of Measure: LS

Bid Quantity: 1.0000 **Unit Price:** 7,475.0000 **Extended Amount:** 7,475.00
No Charge: No **No Bid:** No **Delivery Date:** 09/30/2026
Vendor Item: PHASE 6 Phase 6: Final Reporting & Presentations



Management Advisory Group
International, Inc.
Preparing for Tomorrow, Today...

PROPOSAL FOR A **JOB CLASSIFICATION AND COMPENSATION STUDY**

RFP EVENT #560

JANUARY 21, 2026

Prepared for:

City of Fort Lauderdale
100 N. Andrews Avenue
Fort Lauderdale, FL 33301

**Management Advisory Group
International, Inc.**
Contact: Dr. Russell Campbell
12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033
(703) 590-7250
russell@maginc.org
www.magintl.org



Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Ste. 600, Fairfax, Virginia 22033
Phone: (703) 590-7250
Email: info@maginc.org
Website: www.magintl.org

January 21, 2026

John Torrenga
Procurement Administrator
City of Fort Lauderdale
100 N. Andrews Avenue
Fort Lauderdale, FL 33301

Re: Proposal for a Job Classification and Compensation Study, RFP Event #560

Dear Mr. Torrenga:

Management Advisory Group International, Inc. (MAG) is pleased to submit this proposal to the City of Fort Lauderdale for a Job Classification and Compensation Study. We appreciate the opportunity to be considered for a project of this scope and importance and recognize the City's commitment to ensuring its compensation and classification systems support internal equity, market competitiveness, and long-term organizational sustainability.

MAG specializes exclusively in public sector classification and compensation consulting and has more than twenty-five years of experience supporting municipal and governmental organizations nationwide. Our work includes extensive experience in Florida with cities, counties, utilities, and public safety agencies, including projects involving complex organizational structures, large workforces, and a diverse mix of civilian, fire, and police classifications.

MAG's experience in Florida includes engagements with clients such as Jacksonville, Tarpon Springs, Riviera Beach, Delray Beach, and Deerfield Beach. These engagements have provided MAG with a strong understanding of Florida labor markets, public sector compensation practices, and the operational and fiscal considerations that shape successful implementation.

The City's RFP and subsequent questions and answers reflect a thoughtful and comprehensive approach to this study, including a focus on accurate classification, meaningful employee input, internal equity at the individual employee level, and practical implementation strategies. MAG's methodology is designed to align with these objectives through a structured yet flexible approach that combines employee questionnaires and interviews, market benchmarking using public and published data sources, and clear documentation to support defensible recommendations.



Management Advisory Group International, Inc.
12730 Fair Lakes Circle, Ste. 600, Fairfax, Virginia 22033
Phone: (703) 590-7250
Email: info@maginc.org
Website: www.magintl.org

Throughout the engagement, MAG emphasizes collaboration and transparency. We work closely with Human Resources staff, department leadership, and City management to ensure that findings are well understood and that recommendations are realistic, fiscally informed, and implementable. Our goal is not only to deliver a high-quality analysis, but also to equip the City with tools and guidance that support ongoing maintenance of the classification and compensation structure beyond the conclusion of the study.

We appreciate your consideration and welcome the opportunity to partner with the City of Fort Lauderdale on this important initiative. MAG is committed to delivering a thorough, data-driven study that supports the City's ability to attract, retain, and fairly compensate a high-performing workforce.

If you have any questions or require additional information, please contact me at (703) 590-7250 or russell@maginc.org.

Best Regards,

Dr. Russell H. Campbell

Senior Executive Advisory/Senior Vice President
Management Advisory Group International, Inc.

Management Advisory Group International, Inc. Client List

- Abbeville County, SC
- Accomack County Public Schools, VA
- Acton, MA
- Aiken County Public Schools, SC
- Ak-Chin Indian Community, AZ
- Alachua County, FL
- Albemarle Charlottesville Regional Jail, VA
- Alexandria, LA
- Alexandria Fire Department, VA
- Allentown, PA
- Altamonte Springs, FL
- Americus, GA
- Arlington Public Schools, VA
- Artesia, NM
- Ascension Parish, LA
- Asheville, NC
- Association of County Commissioners, NC
- Athens-Clarke County, GA
- Atlanta, GA
- Atlanta Public Schools, GA
- Auburn University, AL
- Avondale, AZ
- Bal Harbour, FL
- Balcones Heights, TX
- Baltimore County Community College, MD
- Baltimore County Public Schools, MD
- Barnwell County, SC
- Bastrop County, TX
- Baton Rouge, LA
- Bay Harbor Islands, FL
- Baytown, TX
- Beaufort, SC
- Beaufort County, SC
- Beaufort County Schools, SC
- Beaufort County Treasurer's Office, SC
- Bedford County Schools, VA
- Bell County, TX
- Belle Glade, FL
- Belleview, FL
- Bibb County Schools, GA
- Black Hawk College, IL
- Bloomfield Township, MI
- Bloomington, IN
- Blount County, TN
- Boone County, KY
- Botetourt County, VA
- Bowie, MD
- Bowling Green KY
- Boynton Beach, FL
- Bradford County Property Appraiser & Tax Collector, PA
- Brevard County, FL
- Brevard County Sheriff's Office, FL
- Brooksville, FL
- Broward County, FL
- Broward County Sheriff's Office, FL
- Brownsville, TX
- Brownsville Port Authority, TX
- Brownsville Public Utilities Board, TX
- Brunswick County, VA
- Bullhead City, AZ
- Cambridge, MD
- Charleston Housing Authority, SC
- Charlotte County, FL
- Charlotte County Sheriff, FL
- Charlotte County Schools, FL
- Chatham County, NC
- Chatham Area Transit, GA
- Cherokee County, NC
- Cherokee Nation, OK
- Chesapeake, VA
- Chesapeake Public Schools, VA
- Chester County, PA
- Chester Metropolitan Water and Sewer District, SC
- Chevy Chase Village, MD
- Child Care Group, TX
- Citrus County, FL
- Citrus County Property Appraisers, FL
- Citrus County Sheriff's Department, FL
- Citrus Hills Investment Corporation, FL
- Clarendon County, SC
- Clay County Property Appraiser, FL
- Clayton County, GA
- Cleveland, TN
- Coastal Rapid Transit Authority, SC
- Cocoa Beach, FL
- College Park, GA
- College Park, MD
- Colleton County, SC
- Colleton County Schools, SC
- Colleyville, TX
- Colleyville Fire Department, TX
- Collier County, FL
- Collier County Sheriff's Office, FL
- Colonie, NY
- Columbia, MO

Management Advisory Group International, Inc. Client List

- Columbia, SC
- Columbia School District, MO
- Columbia Housing Authority, SC
- Columbia Police Department, SC
- Cooper City, FL
- Corpus Christi Airport, TX
- Dallas Independent School District, TX
- Dania, FL
- Davidson County, NC
- Davie, FL
- Dawson County, GA
- Daytona Beach, FL
- Dearborn, MI
- Deerfield Beach, FL
- DeKalb County School District, GA
- Delray Beach, FL
- Destin, FL
- Dinwiddie County, VA
- Dorchester County, SC
- Dorchester School District 2, SC
- Dougherty County, GA
- Douglas, AZ
- Dover, DE
- Dunedin, FL
- Durham County, NC
- Eddy County, NM
- Edgewater, FL
- Edinburg, TX
- El Mirage, AZ
- El Paso, TX
- El Paso Health, TX
- Elizabeth City, NC
- Emergence Health Network, TX
- Escambia County Property Appraiser, FL
- Escambia County Utilities, FL
- Eustis, FL
- Fairborn, OH
- Fairfax, VA
- Fairfax County Public Schools, VA
- Fairfield County, SC
- Falls Church, VA
- Family Eldercare, TX
- Fayette County Schools, KY
- Fayetteville Public Safety, NC
- Fayetteville, AR
- Fayetteville, GA
- Fayetteville Public Safety, NC
- Florence, SC
- Florence County, SC
- Florida Community College at Jacksonville, FL
- Florida League of Cities, FL
- Fort Mill, SC
- Fountain, CO
- Franklin, TN
- Franklin, VA
- Frederick, MD
- Frederick County, VA
- Ft. Lauderdale, FL
- Ft. Walton Beach, FL
- Gainesville, FL
- Galveston County, TX
- Genesee County, MI
- Georgetown, KY
- Georgetown Recreation Board, KY
- Gilbert, AZ
- Gladstone, MO
- Goose Creek, FL
- Grand Prairie, TX
- Grand Traverse County, MI
- Greenacres, FL
- Greenville, SC
- Greenwood Housing Authority, SC
- Greenville County Libraries, SC
- Greenville County Schools, SC
- Greenwood County, SC
- Greer, SC
- Gulfport, FL
- Hall County Fire Department, GA
- Hammond, LA
- Hampton, VA
- Hampton County, SC
- Hardeeville, SC
- Harford County Sheriff, MD
- Harlingen WaterWorks, TX
- Hays County, TX
- Haywood County, NC
- Hendry County PA
- Henry County Schools, GA
- Hernando County, GL
- Highland Beach, FL
- Hilton Head, SC
- Hilton Head Island, SC
- Holly Hill, FL
- Hollywood, FL
- Horry County, SC
- Horry County Schools, SC
- Horry County Solid Waste Authority, SC
- Houston Galveston Area Council, TX

Management Advisory Group International, Inc. Client List

- Houston Independent School District, TX
- Huntsville City Schools, AL
- Hutto, TX
- Iberia Parish, LA
- Iberville Parish, LA
- Iberville Parish School Board, LA
- Immokalee Water and Sewer Authority, FL
- Indian River County Fire Department, FL
- Indian River Shores, FL
- Integral Health Care, TX
- Isle of Wight County Schools, VA
- Jacksonville, FL
- Jacksonville Beach, FL
- Jacksonville Transportation Authority, FL
- James Island Public Service District, SC
- Jasper County, SC
- Jefferson County, TX
- Jefferson County Public Schools, KY
- Jefferson Parish, LA
- John's Creek, GA
- Johnson C. Smith University, NC
- Johnson City, TN
- Jones County, GA
- Joplin, MO
- Juno Beach, FL
- Jupiter, FL
- Kalispell, MT
- Kearney, NE
- Kent County, DE
- Kenosha, WI
- Key West Aqueduct Authority, FL
- Knoxville, TN
- La Porte, TX
- Lake County, IL
- Lake County, FL
- Lake County Sheriff's Office, FL
- Lake Park, FL
- Lake Worth, FL
- Lake Worth Utilities, FL
- Lakeland, FL
- Lancaster County, SC
- Lancaster Public Schools, SC
- Laurens CPW, SC
- Lee County, FL
- Levy Property Appraiser, FL
- Lexington, KY
- Lexington, TN
- Lexington County, SC
- Lexington School District Two, SC
- Little Rock Schools, AR
- Loudoun County Schools, VA
- Logan, UT
- Los Angeles Housing Authority, CA
- Louisiana Community College System
- Louisville, KY
- Lubbock, TX
- McAllen, TX
- Macon-Bibb County, GA
- Maitland, FL
- Manassas Park City Schools, VA
- Manatee County Sheriff's Office, FL
- Manning, SC
- Marion County, FL
- Marion County, SC
- Marion County Sheriff's Office, FL
- Marion County Tax Collector, FL
- Martin County, FL
- Massachusetts Community Colleges
- Mathews County, VA
- Mesa, AZ
- Metropolitan Washington Council of Governments, Washington, DC
- MHMR of Tarrant County, TX
- Miami Area School District, AZ
- Minot, ND
- Miramar, FL
- Missoula County, MT
- Monroe City Schools, LA
- Montgomery County, VA
- Mount Dora, FL
- Mount Pleasant, SC
- Murfreesboro, TN
- Myrtle Beach, SC
- Naples, FL
- Nash County, NC
- Navajo Community College, AZ
- Nelson County, VA
- New Carrollton, MD
- New Orleans, LA
- New Orleans Sewerage & Water Board, LA
- New River Valley Community Services, VA
- New Smyrna Beach, FL
- New Smyrna Beach Utilities Commission, FL
- Newberry County, SC
- Nez Perce Indian County, ID
- Nineteenth District Court, LA
- Norfolk Public Schools, VA

Management Advisory Group International, Inc. Client List

- North Charleston, SC
- North Miami, FL
- North Miami Beach, FL
- North Myrtle Beach, SC
- North Port, FL
- Northampton County, VA
- Oak Ridge, TN
- Oakland County, MI
- Ocala, FL
- Ocean City, MD
- Okaloosa County, FL
- Oklahoma Zoological Trust, OK
- Oldham County Schools, KY
- Orange City, FL
- Orange County, FL
- Orange County Public Schools, FL
- Orangeburg County, FL
- Orangeburg County, SC
- Ormond Beach, FL
- Osceola County, FL
- Ouachita Parish, LA
- Oviedo, FL
- Page, AZ
- Palm Bay, FL
- Palm Beach County Clerk of Court, FL
- Palm Beach County Clerk of the Circuit Court, FL
- Palm Beach County Schools, FL
- Palm Beach County Sheriff's Department, FL
- Palm Beach Gardens, FL
- Palm Harbor Fire Rescue District, FL
- Palmetto, FL
- Pantego, TX
- Pascagoula, MS
- Pasco County Sheriff's Office, FL
- Peace River Water Authority, FL
- Peachtree City, GA
- Pearland, TX
- Pee Dee Regional Solid Waste Authority, SC
- Pembroke Pines, FL
- Person County, NC
- Petersburg, VA
- Pharr, TX
- Philadelphia School District, PA
- Phoenix Elementary School District, AZ
- Pinal County, AZ
- Pointe Coupee, LA
- Polk County, FL
- Polk County, TX
- Ponce Inlet, FL
- Poquoson City Public Schools, VA
- Port Freeport, TX
- Port Orange, FL
- Portland, TN
- Portsmouth, VA
- Portsmouth Public Schools, VA
- Prescott, AZ
- Prescott Valley, AZ
- Prince George's County Public Schools, VA
- Prince William County, VA
- Pueblo West, CO
- Queen Anne's County, MD
- Queen Anne's County Schools, MD
- Richardson Independent School District, TX
- Richmond, VA
- Richland County School District One, SC
- Richland County School District Two, SC
- Richmond Public Schools, VA
- Rio Rancho, NM
- Riviera Beach, FL
- Riviera Beach CRA, FL
- Roanoke City Public Schools, VA
- Roanoke County Public Schools, VA
- Rock Hill, SC
- Rockford, IL
- Rockville, MD
- Ruidoso, NM
- Safety Harbor, FL
- Saint Louis, MO
- Saint Lucie West, FL
- San Francisco, CA
- San Antonio Workforce Solutions, TX
- San Luis, AZ
- San Patricio County, TX
- Sanford, FL
- Sanibel, FL
- Salt River Indian Community, AZ
- San Carlos Apache County, AZ
- Santa Fe Community College, NM
- Sarasota, FL
- Sarasota County, FL
- Savannah, GA
- Savannah Public Schools, GA
- Sevierville, TN
- Shawnee, KS
- South Daytona, FL

Management Advisory Group International, Inc. Client List

- South Fulton, GA
- Southern Ute Indian County, CO
- Southfield, MI
- Southfield Library, MI
- Spartanburg, SC
- Spartanburg County, SC
- Spartanburg County Libraries, SC
- Spartanburg School District 7, SC
- St. Charles Parish, LA
- St. Charles Parish Public Schools, LA
- St. Cloud, FL
- St. George, UT
- St. Johns Property Appraiser, FL
- St. Louis, MO
- St. Lucie West, FL
- St. Mary's County, MD
- St. Mary's Metropolitan Commission, MD
- St. Petersburg, FL St. Pete Beach, FL
- St. Tammany Parish, LA
- St. Tammany Parish Schools, LA
- State Department of Children & Families, FL
- State Department of Citrus, FL
- State Department of Health, FL
- State Department of Juvenile Justice, NC
- State Department of Juvenile Justice, FL
- State Department of Transportation, TX
- State Department of Environmental Quality, OR
- State Department of Public Safety, AZ
- State Division of Human Resources, AZ
- State Executive Office of the Governor, FL
- State Human Resources Department, IA
- State Merit System, NE
- Staunton, VA
- Stephenville, TX
- Stuart, FL
- Suffolk, VA
- Sumter, SC
- Sumter County, SC
- Sumter Schools, SC
- Surprise, AZ
- Sussex County, DE
- Takoma Park, MD
- Tallahassee, FL
- Tamarac, FL
- Tampa, FL
- Tampa Housing Authority, FL
- Tampa International Airport, FL
- Tempe Union High School District, AZ
- Temple, TX
- Tift County, GA
- Toho Water Authority, FL
- Tohono O'odham Nation, AZ
- Travelers Rest, SC
- Travis County EMS, TX
- Tupelo Schools, MS
- University of Maine, ME
- University of Northern Iowa, IA
- University of Texas, TX
- University of Wyoming, WY
- University Park, TX
- Union County, NC
- Union County, SC
- University City Fire Department, MO
- Venice, FL
- Vienna, VA
- Virginia Beach City Schools, VA
- Walker County, TX
- Warren County, NC
- Warren County Schools, KY
- Washington County, PA
- Washington Council of Governments, MD
- Washoe County School District, NV
- Washtenaw County, MI
- Wayne County, MI
- Wayne County Airport Authority, MI
- Webb County, TX
- Wellington, FL
- Weslaco, TX
- West Columbia, SC
- West Palm Beach, FL
- Western Tidewater Regional Jail, VA
- Westmoreland County, VA
- Wichita Falls, TX
- Wicomico County Schools, MD
- Willis, TX
- Williston, FL
- Wilton Manors, FL
- Winston-Salem, NC
- Winter Park, FL
- Wylie, TX
- Yoakum, TX
- York County, SC
- York County, VA
- York County Libraries, SC



City of Fort Lauderdale, Florida

TABLE OF CONTENTS

Tab 1

- Executive Summary
- Project Team

Tab 2

- Experience and Qualifications

Tab 3

- Understanding of the Project
- Scope of Services and Methodology
- Timeline and Deliverables

Tab 4

- Cost Proposal

Tab 5

- References

Tab 6

- M/WBE Participation
- Subcontractors

Tab 7

- Required Forms
- MAG Sample Insurance Certificate
- MAG W-9
- MAG Sunbiz Status Page
- Work Samples
- MAG Sample Contract

Tab 1

○Executive Summary

○Project Team



General Information and Office Locations

Management Advisory Group (MAG) is a national management consulting firm specializing exclusively in public sector classification and compensation studies. For over 25 years, MAG has partnered with more than 600 government agencies—including cities, counties, school districts, utilities, and special districts—to develop practical, competitive, and sustainable pay systems that balance market realities with organizational needs.

Our principal office is located in Fairfax, Virginia, with regional offices in Columbia, SC; Asheville, NC; and Tampa, FL. Project work for the City of Fort Lauderdale will be led by Dr. Russell Campbell, based in our Columbia office, who will serve as the primary point of contact throughout the study and will be supported by a dedicated team of analysts and public sector HR specialists.

Range of Services Offered

MAG offers a full suite of services tailored to local governments, including:

- Classification system design and maintenance
- Market-based salary and total compensation benchmarking
- Internal equity and job evaluation analyses
- FLSA (Fair Labor Standards Act) designation reviews
- Pay structure modeling and cost impact assessments
- Tools and training for ongoing plan maintenance

Our approach blends technical rigor with practical implementation, ensuring outcomes are defensible, actionable, and designed to support internal HR processes and clear public communication.



Why Clients Choose MAG

- **Public Sector Focus** – 100% of our clients are public entities, including local governments, school districts, and utilities.
- **Depth of Experience** – 600+ completed studies nationwide, providing unmatched insight and proven methodologies.
- **Responsive and Collaborative** – Prioritize communication, engagement, and transparency throughout the study.
- **Tailored Solutions** – Every recommendation is customized to reflect the client’s structure, goals, and local labor market.
- **Extensive Florida Experience** – MAG has completed classification and compensation studies for Florida counties, cities, school districts, and utilities, including Escambia County Utilities, New Smyrna Beach Utilities Commission, Lake Worth Utilities, St. Lucie West, Riviera Beach, Naples, Lakeland, and Jacksonville.

Key Proposal Elements

The City of Fort Lauderdale is undertaking a comprehensive classification and compensation study to ensure that its organizational structure and compensation practices accurately reflect the scope, complexity, and responsibilities of its workforce, while supporting internal equity, market competitiveness, and effective service delivery. This initiative represents a significant investment in the City’s people and its long-term organizational sustainability.

Management Advisory Group International, Inc. (MAG) proposes a structured, transparent, and defensible approach to support the City in achieving these objectives. MAG specializes exclusively in public-sector classification and compensation consulting and has extensive experience conducting large-scale, organization-wide studies for municipalities and public agencies of comparable size and complexity.

The proposed engagement encompasses a comprehensive review of classifications across civilian, fire, and police functions, including employee questionnaires and interviews, incumbent allocations, internal equity analysis at the individual employee level, and a market-based compensation assessment focused on base salary competitiveness. MAG’s methodology is designed to ensure accurate classification, consistent evaluation, and reliable market comparisons, while remaining flexible enough to account for the City’s organizational structure and operational needs.



MAG Executive Summary

MAG understands that projects of this scale require careful coordination, clear communication, and practical implementation strategies. Throughout the study, MAG will work closely with Human Resources staff, department leadership, and City management to ensure that job information is accurately captured, findings are clearly documented, and recommendations are well understood. Particular emphasis will be placed on transparency, consistency, and defensibility, supporting confidence in the study outcomes among stakeholders.

In addition to delivering a thorough analytical review, MAG's approach emphasizes implementation readiness. The study will include the development of actionable recommendations, implementation scenarios, and supporting documentation to assist the City in evaluating options and planning next steps. MAG's goal is to provide the City of Fort Lauderdale with a classification and compensation framework that is equitable, competitive, and sustainable, and that supports the City's ability to attract, retain, and effectively manage a high-performing workforce.

Our Mission

MAG is committed to helping public sector organizations create equitable, competitive, and sustainable HR systems. Our work strengthens public institutions and ensures employees feel valued, supported, and aligned with their organization's mission.

At a Glance

Founded	1998
Incorporated	2002
Clients Served	600+
Industries	Government, Education, Public Safety
Services	Classification & Compensation, Benchmarking, Pay Equity
Coverage	Nationwide (50 States)



Project Team & Key Staff

Management Advisory Group International, Inc. (MAG) will assign an experienced project team with demonstrated expertise in large-scale public-sector classification and compensation studies. The proposed team brings depth of technical knowledge, continuity of involvement, and a clear understanding of the scope, complexity, and stakeholder considerations associated with this engagement.

Your project will be led by Dr. Russell Campbell, Senior Vice President of MAG, who will serve as Project Manager and primary point of contact. Dr. Campbell is supported by a team of seasoned analysts, compensation consultants, and quality control staff with deep expertise in job analysis, FLSA/EEO compliance, job description development, and compensation system design.

PROJECT LEADERSHIP

DR. RUSSELL CAMPBELL, ED.D., SHRM-SCP, IPMA-CP SENIOR EXECUTIVE ADVISOR AND PROJECT DIRECTOR

With over 25 years of experience in public sector human resource management, organizational development, and strategic planning, Dr. Campbell will personally oversee the project. His expertise includes:

- Management auditing, operational reviews, and service cost evaluations
- Survey analysis, quality of work life analysis, and revenue enhancement
- State and local government efficiency analysis and program management

Dr. Campbell holds:

- B.A. in Business Administration – University of South Carolina
- M.A. in Public Administration – Troy State University
- Doctorate in Education – University of South Carolina

He has worked extensively with counties, municipalities, and special purpose districts, providing strategic guidance on management and organizational issues at both state and federal levels.

Dr. Campbell has successfully led numerous classification and compensation studies across the country, working with a diverse range of public sector organizations. His expertise has been instrumental in projects for Roanoke City Public Schools (VA),



MAG Project Team Qualifications

Chesapeake Public Schools (VA), Clayton County (GA), Floyd County (GA), Aiken County Public Schools (SC), Portsmouth Public Schools (VA), Lexington School District 2 (SC), Clarendon County (SC), Dearborn (MI), Deerfield Beach (FL), Delray Beach (FL), Durham County (NC), Fairfield County (SC), Gastonia (NC), Georgetown (KY), Jasper County (SC), Knoxville (TN), Lexington (TN), Louisville (KY), Port Freeport (TX), Riviera Beach (FL), Rockville (MD), Savannah (GA), Spartanburg (SC), Tampa (FL), Winston-Salem (NC), York County (SC), Edinburg (TX), Yoakum (TX), Galveston County (TX) Beaufort County (SC), Baton Rouge (LA), Botetourt County (VA), Calhoun County (SC), Canton Township (MI).

DR. CHARLES LONG, PH.D.

PRESIDENT AND AUTHORIZED REPRESENTATIVE

Dr. Long has over 25 years of experience in management consulting, specializing in public sector management and financial advisory services for more than 300 governmental and nonprofit agencies. His expertise spans key areas such as human resources, staffing, organizational assessments, program evaluations, public policy and productivity, strategic planning, and public safety services.

Dr. Long holds a Master's degree in Public Administration from George Washington University and a Ph.D. in Public Administration and Finance from Florida Atlantic University.

Dr. Long has spearheaded numerous classification and compensation studies nationwide, bringing his expertise to a wide array of public sector organizations. His leadership has been pivotal in shaping workforce strategies for clients across various municipalities, counties, and educational institutions: Examples of Dr. Long's successful studies include: Walker County, (TX), Hays County (TX), Athens-Clarke County (GA), Beaufort County Schools (SC), Broward County (FL), Cecil County (MD), Chapel Hill (NC), Cherokee County (GA), College Park (GA), Collier County (FL), Daytona Beach (FL), DeKalb County (GA), Fairfax County (VA), Fayette County (KY), Goose Creek (FL), Hammond (LA), Hollywood (FL), Jefferson Parish (LA), Macon-Bibb County (GA), Naples (FL), Oakland County (MI), Osceola County (FL), Sanford (FL), South Fulton (GA), St. Cloud (FL), St. Louis MO), St. Petersburg (FL), Takoma Park (MD), Washtenaw County (MI), Americus (GA).



MAG Project Team Qualifications

STEVE FOSTER, SHRM-CP, IPMA-CP **SENIOR ADVISOR**

Mr. Foster brings over 20 years of military and civilian public sector project experience, making him a key force in ensuring MAG's projects are delivered on time, on budget, and with maximum client satisfaction. His calm leadership and attention to detail enhance project implementation, employee engagement, and the credibility of final recommendations.

He plays a hands-on role in organizing and executing on-site efforts, conducting employee orientation sessions, job audits, and surveys with clarity and consistency.

Mr. Foster is instrumental in:

- Conducting employee engagement and focus groups
- Coordinating site logistics and timeline execution
- Analyzing benefit structures and workforce data trends

Clients include: McAllen (TX), Goldsboro (NC), Blount County (TN), Bloomington (IN), Carrboro (NC), and Nelson County (VA), Athens-Clarke County (GA), Barnwell County (SC), Bloomington (IN), Brownsville Public Utilities Board (TX), Chevy Chase Village (MD), Dinwiddie County (VA), El Paso (TX), Johns' Creek (GA), Jones County (GA), Lancaster (SC), New Orleans (LA), Pearland (TX), Richland County (SC), and Takoma Park (MD).

KEY STAFF

DEIRDRE KYLE, MPA, SENIOR ADVISOR

Ms. Kyle brings over 20 years of business management experience in both public and private sectors. She has been part of MAG's senior leadership since 1998 and previously served as Chief Operating Officer of the Jacksonville Transportation Authority. She is a key member of the quality control process and rewrites job classifications as needed to reflect best practices and evolving organizational needs. With deep experience in the public sector, Ms. Kyle brings a thoughtful and detail-oriented perspective to each engagement.

Her expertise includes:

- Public policy development and strategic action planning
- Economic impact analysis and business utilization consulting
- Legal research, data analysis, and multi-disciplinary project leadership

Ms. Kyle has worked extensively with state Departments of Transportation and local transit agencies, as well as leading consulting engagements at the national level.



MAG Project Team Qualifications

RITA HAUGABROOK, M.A., PHR, SHRM-CP, SENIOR ADVISOR

With over 20 years of experience in HR consulting, Ms. Haugabrook specializes in compensation, classification, and pay equity market analysis. She helps clients understand their position within the market and develop strategies to remain competitive in recruitment and retention. She is responsible for:

- Coordinating data gathering and processing for salary and benefits surveys
- Ensuring competitive total compensation structures for clients
- Leading benefits evaluations and comparison studies

Ms. Haugabrook holds a Master's Degree in International Affairs from Florida State University and is PHR and SHRM-CP certified.

TRACY OSHIELDS, IPMA-CP, PROPOSAL COORDINATOR

With over 25 years of experience in educational facility management and business administration, Ms. O'Shields brings extensive expertise in market research and survey analysis for governmental agencies nationwide. Her deep knowledge of MAG's Market Manager software allows her to integrate a comprehensive understanding of public sector compensation trends and operations.

Her key responsibilities include:

- Coordinating market and benefits surveys, managing data collection and analysis.
- Overseeing proposal development, ensuring clarity, consistency, and alignment with project objectives.
- Supporting project planning efforts, refining methodologies, and strengthening deliverables.

Ms. O'Shields plays a critical role in ensuring accurate, well-structured insights while enhancing the effectiveness of MAG's proposals and market studies.

Team Continuity and Availability

MAG is committed to team continuity throughout the engagement. The individuals identified above will remain actively involved from project initiation through final reporting, ensuring consistency, accountability, and familiarity with the City's organizational context.

MAG's team structure is designed to provide the City of Fort Lauderdale with direct access to senior-level expertise while ensuring that day-to-day project activities are managed efficiently and responsively.

Tab 2

Experience & Qualifications



MAG Experience and Qualifications

Management Advisory Group International, Inc. (MAG) is a national consulting firm dedicated exclusively to serving public sector organizations. **Established in 1998**, MAG brings **more than 25 years of experience** providing classification, compensation, and organizational consulting services to cities, counties, special districts, utilities, school systems, and public safety agencies across the United States.

MAG has completed **hundreds of classification and compensation studies**, including engagements for **large, complex organizations with more than 1,500+ employees and 500+ job classifications**, multiple bargaining units, and highly diverse operational functions. These projects routinely involve union and non-union workforces and require structured project management, consistent methodologies, and defensible outcomes.

Experience with Projects of Similar Size and Scope

MAG has significant experience conducting classification and compensation studies comparable to the City of Fort Lauderdale's scope, including:

- Large employee populations
- Extensive classification inventories
- Unionized environments
- Job analysis questionnaires (JPQs/JAQs)
- FLSA exemption reviews
- Market benchmarking and pay plan redesign
- Executive and governing body presentations

MAG's methodologies are specifically designed to manage large volumes of job data efficiently while maintaining accuracy, transparency, and consistency across all classifications.

Ability to Meet Time and Budget Requirements

MAG has a proven record of delivering projects **on schedule and within agreed-upon budgets**. Our approach emphasizes:

- Detailed upfront project planning
- Clear milestones and deliverables



MAG Experience and Qualifications

- Bi-weekly status updates
- Senior-level oversight throughout the engagement

This disciplined project management structure allows MAG to proactively address issues, maintain momentum, and ensure timely completion of complex, multi-phase studies.

Technical Expertise

MAG's consultants bring deep expertise in all phases of classification and compensation studies, including:

- Job analysis and JPQ/JAQ administration
- Job description development and revision
- Internal equity assessment
- Market benchmarking and survey design
- Pay structure and salary range development
- FLSA exemption analysis
- Cost modeling and implementation planning

All work is performed in consideration of ADA requirements, FLSA regulations, and applicable federal and state employment laws. While MAG does not provide legal opinions, our analyses and documentation support defensible decision-making.

Florida Experience

MAG has extensive experience working with **Florida local governments and public agencies** and is familiar with Florida labor markets, public sector compensation practices, and regulatory considerations. This experience enables MAG to tailor methodologies that reflect local market conditions while remaining aligned with best practices nationwide.



MAG Experience and Qualifications

Sustainable Business Practices

MAG is committed to sustainable and environmentally responsible business practices. Initiatives include:

- Predominant use of electronic data collection, document review, and reporting
- Secure cloud-based collaboration tools to reduce paper usage
- Virtual meetings when feasible to minimize travel
- Efficient scheduling of on-site visits to reduce environmental impact

These practices support conservation efforts while maintaining effective communication and project delivery.

Firm Information

- **Firm Name:** Management Advisory Group International, Inc. (MAG)
 - **Business Structure:** Corporation
 - **Year Established:** 1998
 - **Headquarters:** 12730 Fair Lakes Circle, Suite 600, Fairfax, VA 22033
 - **Phone:** (703) 590-7250
 - **Email:** russell@maginc.org
 - **Website:** www.magintl.org
 - **Florida Registration:** Registered as a legal entity authorized to do business in the State of Florida
 - **MWBE Status:** Not applicable
-

Firm Size

MAG is supported by a team of **senior management, technical consultants, and professional support staff**, including public sector consultants, allowing the firm to manage multiple large-scale engagements while maintaining hands-on senior involvement.

Key Contacts

Principal Contact / Authorized Representative

- **Name:** Dr. Russell H. Campbell
- **Title:** Senior Executive Advisor / Senior Vice President
- **Phone / Email:** (703) 590-7250 | russell@maginc.org



MAG Experience and Qualifications

Project Manager

- **Name:** Dr. Russell H. Campbell
 - **Title:** Senior Executive Advisor / Senior Vice President
 - **Role:** Primary point of contact for project coordination, schedule management, and deliverables
-

Project Team & Table of Organization

MAG will assign a team of senior consultants with deep experience in public sector compensation strategy, internal equity analysis, and custom market surveys. Key personnel include:

- **Dr. Russell Campbell – Project Director**

Role: Overall coordination, strategy oversight, quality control

Office Location: Columbia, South Carolina

- **Dr. Charles Long – Job Analysis & Compensation Strategy Lead**

Role: Compensation strategy review, structural analysis, equity review

Office Location: Fairfax, VA

- **Deirdre Kyle – Quality Assurance & Technical Review**

Role: Internal equity methodology, data verification, report QA

Office Location: Austin, Texas

- **Steve Foster – Survey Administration & Stakeholder Engagement**

Role: Custom market survey development, external data gathering, communication support

Office Location: Asheville, North Carolina

- **Rita Haugabrook – Market Analysis & Benefits/Rewards Review**

Role: Market benchmarking, regional data analysis, benefits and rewards evaluation

Office Location: Tampa, Florida

- **Tracy O'Shields – Market Analysis & Reporting**

Role: Data analysis, pay structure modeling, draft and final report development

Office Location: Fairfax, VA



Contractual Relationships

MAG does not utilize subcontractors or third-party firms for this engagement. All work will be performed directly by MAG staff to ensure consistency, accountability, and quality control.

Public Sector Expertise

MAG's team has completed compensation studies for organizations of every size, including:

- Municipal and county governments
- Public utilities (electric, water, sewer, gas)
- School systems and higher education
- Public safety agencies (Police, Fire, EMS, Sheriff, Detention)

This depth ensures a strong understanding of the unique workforce needs in fast-growing communities like Fort Lauderdale.

Client-Focused Approach

MAG maintains long-standing partnerships through:

- Consistent communication
 - Senior-level involvement
 - On-time deliverables
 - Clear, defensible, and practical recommendations
 - Tools that allow HR teams to maintain and update the compensation system independently
-

Relevant Florida & Regional Clients

- **Florida:** Riviera Beach, Tarpon Springs, Sanford, St. Lucie West, Tallahassee, Lakeland, Osceola County, Palm Beach Gardens, Delray Beach, Naples, Daytona Beach, Deerfield Beach
- **South Carolina:** York County, Beaufort County, Fairfield County, Dorchester County, Cities of Beaufort, Hardeeville and Travelers Rest, Town of Fort Mill
- **North Carolina:** Durham County, Gastonia, Goldsboro, Winston-Salem
- **Georgia:** Atlanta Public Schools, Clayton County, Jones County
- **Texas:** Port Freeport, McAllen, Yoakum, Weslaco, San Patricio County



MAG Experience and Qualifications

- **Virginia:** Westmoreland County, Botetourt County, Matthews County, Western Tidewater Regional Jail
- **Kentucky & Tennessee:** Georgetown, Blount County, Lexington

In each engagement, MAG works closely with HR leaders, department heads, and executive staff to ensure recommendations are aligned with organizational priorities and grounded in real-world labor market conditions.

Tab 3

- Understanding of the Project
- Scope of Services & Methodology
- Timeline & Deliverables



MAG Understanding of the Project

The City of Fort Lauderdale is seeking a comprehensive classification and compensation study that addresses the **size, diversity, and complexity** of its organization while supporting equitable, competitive, and sustainable compensation practices. Based on the RFP and questions and answers, MAG understands that the City's primary objectives include ensuring accurate and current job classifications, meaningful employee input, internal equity at both the classification and individual employee levels, and **clear, implementable outcomes**.

The scope of the study encompasses a broad and diverse workforce across union and non-union employee groups, with a large number of classifications and varying operational, regulatory, and labor market considerations. MAG understands that a study of this scale requires a **structured, consistent, and defensible framework** that can be applied uniformly across all classifications while remaining flexible enough to reflect differences in duties, organizational context, and departmental operations.

MAG recognizes that **employee and supervisor engagement** is a critical success factor for this project. The City anticipates the use of job questionnaires, interviews, and related tools to ensure that job information accurately reflects work performed. MAG's understanding of the City's needs includes not only gathering this information, but also **managing the process efficiently** to minimize disruption to operations while maintaining data quality and participation.

Internal equity is a central focus of the City's objectives. MAG understands that the City is seeking analysis that goes beyond broad structural alignment to include **individual employee-level review**, allowing the identification of misalignment, compression, and equity concerns within and across classifications. MAG further understands the importance of conducting this analysis in a transparent and well-documented manner to support informed decision-making and stakeholder confidence.

The City has also emphasized the importance of **practical implementation guidance**. MAG understands that the value of the study lies not only in technical analysis, but in the City's ability to evaluate options, understand fiscal impacts, and make informed decisions following completion of the study. This includes the development of implementation scenarios and cost considerations that reflect organizational priorities and budget realities.

Overall, MAG understands this engagement as a **high-visibility, collaborative effort** requiring clear communication, disciplined project management, and careful coordination with City leadership, Human Resources staff, and employee stakeholders. MAG's approach is designed to manage complexity, mitigate risk, and deliver results that are technically sound, clearly communicated, and practical to implement.



MAG Scope of Services and Methodology

MAG proposes a structured, collaborative, and defensible methodology designed to support the City of Fort Lauderdale’s objectives for a comprehensive classification and compensation study covering approximately 1,674 employees across 503 job classifications, including union and non-union employee groups.

Our proposed approach is organized into five integrated phases, aligned with the City’s scope of services and designed to ensure accurate job data, internal equity, market competitiveness, and practical implementation outcomes. This methodology reflects MAG’s extensive experience conducting large-scale public sector studies involving complex organizational structures, diverse operational environments, job questionnaires, and FLSA review.

MAG’s methodology emphasizes:

- Use of innovative, proprietary tools to support accurate job evaluation and compensation analysis
- Compliance with FLSA and ADA requirements
- Thoughtful peer agency selection based on labor market relevance
- Ongoing communication and validation throughout the study process

Each phase builds upon the prior work to ensure consistency, transparency, and accountability throughout the engagement.

Portions of this section reference MAG’s proprietary tools and methodologies, which are confidential.

Use of MAG’s Innovative Proprietary Tools

MAG utilizes a suite of proprietary, public-sector-focused tools designed to ensure analytical rigor, transparency, and long-term maintainability:

- **Market Manager™** – Organizes and analyzes market compensation data from public and private-sector sources to support reliable salary benchmarking
- **Classification Manager™** – Supports evaluation of internal job relationships and job family alignment

MAG utilizes proprietary tools developed specifically for public-sector classification and compensation studies, including the Job Classification Tool (JCT) and Classification Manager (CM). These tools support transparent job evaluation, consistent application of compensable factors, and integration of market and internal equity data. The use of these tools allows the City to maintain and update classification decisions over time, supporting long-term sustainability beyond the study period.



MAG Scope of Services and Methodology

- **Job Classification Tool® (JCT)** – Provides the City with an in-house practical tool to maintain job titles, pay ranges, and internal equity following project completion.

Phase 1 – Project Initiation and Data Review

Phase 1 establishes a strong foundation for the study through detailed planning, coordination, and review of existing information. Upon authorization to proceed, MAG will conduct a formal kickoff meeting with Human Resources and designated City leadership to establish a shared understanding of project goals, scope, deliverables, timeline, and communication protocols.

Key Activities Include:

- Conduct a formal project kickoff meeting with Human Resources and designated City leadership to confirm project objectives, scope parameters, communication protocols, and key milestones.
- Review the City's organizational structure, department functions, reporting relationships, and current classification framework.
- Request and review background materials, including organizational charts, existing job descriptions, classification and pay plans, salary schedules, personnel policies, collective bargaining agreements (as applicable), and current employee and payroll data.
- Confirm the scope of classifications to be reviewed (approximately 503 classes) and employees to be included (approximately 1,674 employees).
- Finalize the detailed project work plan, data collection strategy, and schedule.

Deliverables:

- Final project work plan and timeline
- Confirmed data requirements and communication protocols

Data typically reviewed includes, but is not limited to:

- Current employee roster and payroll data
- Organizational charts
- Classification and pay plans
- Salary schedules
- Class descriptions
- Personnel policies and procedures



MAG Scope of Services and Methodology

Phase 2 – Stakeholder Engagement, Job Analysis and Compliance Review

Phase 2 focuses on obtaining accurate, current job information and evaluating classification alignment across the organization. MAG will engage Executive Leadership and Department Heads to communicate study goals, explain the process, and identify areas of concern or positions requiring focused review. These sessions ensure leadership alignment and provide an opportunity to surface operational issues early in the process.

Meetings may be conducted on-site or virtually. MAG routinely utilizes secure video conferencing platforms (e.g., Zoom or Microsoft Teams) and electronic communication tools to ensure accessibility and efficiency.

Job Analysis & FLSA / ADA Review

MAG will administer its proprietary electronic Job Questionnaire Process (JPQ) to employees and supervisors. The JPQ captures detailed job content and essential functions, including:

- Core duties and responsibilities
- Education and experience requirements
- Decision-making authority
- Complexity, scope, and impact
- Physical demands and work environment
- Supervisor review and validation are incorporated into the process, ensuring accuracy and consistency.

As part of this phase, MAG will:

- Review job data for FLSA exemption status consistency using DOL criteria
- Review, update, and refine class descriptions/specifications, as needed, to ensure they accurately reflect assigned duties, responsibilities, qualifications, and organizational context.
- Identify potential classification risks or misalignment
- Review job classifications for ADA considerations, including essential functions

Deliverables:

Validated job data, compliance-informed classification review summary



Phase 3 – Market Analysis & Peer Agency Selection

Peer Agency Selection Logic

MAG works collaboratively with the City to identify appropriate comparator organizations. Peer agencies are selected based on:

- Local and regional labor market competition
- Similar population size, service delivery scope, and organizational complexity
- Geographic proximity and recruitment overlap
- Agencies recognized as labor market leaders where appropriate

Benchmark positions are selected to ensure they are:

- Representative of all occupational families and levels
- Widely recognized and commonly found across organizations
- Highly populated or identified as recruitment or retention challenges

Market Data Collection & Analysis

Market data is collected through a combination of:

- MAG's proprietary Market Manager database
- Custom market surveys distributed to peer agencies
- Published and subscription-based public sector compensation sources, as appropriate

MAG analyzes market results in conjunction with internal equity findings to assess competitiveness and identify anomalies driven by labor market supply and demand conditions.

Deliverables:

Market comparison analysis, internal equity findings

Peer agencies are selected in collaboration with the City and based on factors such as organizational size, service delivery model, geographic and labor market competition, and operational complexity. MAG prioritizes comparable public-sector organizations that reflect Fort Lauderdale's workforce composition and recruitment environment to ensure meaningful and defensible market comparisons.



MAG Scope of Services and Methodology

Phase 4 – Internal Equity & Recommendation Development

MAG utilizes its proprietary **Classification Manager**© system to integrate job analysis results, internal relationships, and market data. This quantitative tool supports:

- Equitable classification alignment across the organization
- Evaluation of internal consistency using compensable factors
- Regression-based pay structure modeling
- Identification and resolution of internal and external market anomalies

Draft classification and compensation structure recommendations are developed and reviewed for internal equity, market alignment, and fiscal sustainability.

Deliverables:

Draft classification and compensation recommendations, preliminary structure options, initial cost considerations

Phase 5 – Recommendations, Implementation Planning, and Reporting

Phase 5 integrates the results of the classification, internal equity, and market analyses into actionable recommendations and implementation guidance. MAG will present draft findings and recommendations to City leadership and incorporate feedback prior to finalization. Multiple implementation scenarios may be developed, including:

- Bringing employees to proposed range minimums
- Phased implementation options
- Alternative placement criteria (e.g., time in classification)

The final report documents the methodology, findings, conclusions, and recommended implementation strategies.

Key Activities Include:

- Develop recommendations related to classification structure, job families, pay grades, and salary ranges.
- Prepare implementation scenarios and cost modeling, including phased approaches to support budget planning and minimize fiscal impact.
- Prepare draft and final reports summarizing methodology, analyses, findings, and recommendations.
- Present findings and recommendations to City leadership, the City Manager, and the City Commission, including in-person presentations, as requested.



MAG Scope of Services and Methodology

- Provide documentation and guidance to support implementation and ongoing administration.

Deliverables:

- Draft and final comprehensive reports
 - Cost models and implementation scenarios
 - Presentation materials
-

Project Management and Communication

Throughout all phases of the engagement, MAG will emphasize collaboration, clear communication, and disciplined project management. MAG will provide bi-weekly status updates, maintain ongoing coordination with City staff, and ensure that all deliverables are completed in accordance with the approved schedule.

MAG's methodology is designed to ensure that the City of Fort Lauderdale receives a thorough, defensible, and practical classification and compensation study, supported by clear documentation and guidance to facilitate successful implementation and long-term sustainability.

FLSA Determination

MAG's Fair Labor Standards Act (FLSA) analyses and recommendations are based on information provided by the City, including job documentation, JPQ responses, interviews, and application of current U.S. Department of Labor (DOL) criteria and guidance. MAG staff are not attorneys and do not provide legal advice. MAG applies DOL exemption tests consistently and in good faith based on the work being performed. MAG recognizes that FLSA determinations—particularly for borderline positions—may be subject to interpretation and future revision by the DOL, including through private letter rulings. The City is encouraged to seek a qualified attorney to review any FLSA recommendations.



Why MAG?

- **25+ years of exclusive public-sector consulting experience**, with more than **600 classification and compensation studies** completed nationwide
 - Proven experience supporting **large, complex municipal organizations**, including **police, fire, civilian, and utility workforces**
 - Extensive experience with **electric, water, and wastewater utilities**, including generation, distribution, and operational roles
 - Over **1.5 million public-sector employees** included in comprehensive classification, equity, and pay alignment studies
 - Demonstrated expertise in **integrated job evaluation, market pricing, and FLSA review** for public-sector environments
 - Use of MAG's **proprietary Job Classification Tool (JCT)** to support transparent, consistent, and sustainable classification decisions
 - **Collaborative, milestone-driven approach** emphasizing clear communication, defensible analysis, and practical implementation outcomes
-
-



MAG Project Timeline and Deliverables

MAG proposes a **six-month, phased project timeline** from the City’s Notice to Proceed. The proposed schedule is aligned with the five-phase scope of services and is designed to maintain momentum, support meaningful stakeholder engagement, and deliver final recommendations no later than September 30, consistent with the City’s anticipated project schedule.

The timeline provides flexibility to accommodate leadership availability, employee participation, and City review cycles, while preserving overall project continuity and accountability.

Executive Summary Timeline

Phase	Timeline	Focus Area	Key Deliverables
Phase 1: Project Initiation & Data Review	Month 1	Project launch, data review	Kickoff meeting, finalized work plan, data checklist
Phase 2: Stakeholder Engagement, Job Analysis & Compliance Review	Months 2-3	JPQs, interviews, job validation, FLSA/ADA Review	Validated job data, classification review summary
Phase 3: Market Analysis & Peer Agency Review	Month 4	Equity analysis, salary benchmarking	Internal equity findings, market comparison analysis
Phase 4: Structure & Recommendation Development	Month 5	Classification & compensation alignment, FLSA consistency review	Draft recommendations, proposed structure options
Phase 5: Final Reporting & Implementation Planning	Month 6	Final deliverables, presentations	Final report, implementation scenarios, presentation materials



Phase-by-Phase Schedule Details

Phase 1: Project Initiation and Data Review

- Conduct a formal kickoff meeting with Human Resources and designated City leadership to confirm project objectives, scope, deliverables, timeline, and communication protocols.
- Finalize the detailed project work plan and schedule.
- Submit a comprehensive data and documentation request and begin review of materials provided by the City.

Deliverables:

- Final project work plan
 - Data and documentation checklist
 - Confirmed project schedule
-

Phase 2: Stakeholder Engagement, Job Analysis and Compliance Review

- Administer employee and supervisor Job Questionnaires (JPQs) and manage the data collection process for approximately 1,674 employees across 503 classifications.
- Monitor participation and conduct follow-up communication to support timely and accurate responses.
- Conduct focus groups, and clarification discussions, as needed.
- Review and validate job information, reporting relationships, and classification alignment.
- Review job classifications for FLSA exemption status.

Deliverables:

- Validated job analysis data
- Updated class descriptions/specifications
- Classification review summary
- Preliminary FLSA status assessment



MAG Project Timeline and Deliverables

Phase 3: Market Analysis & Peer Agency Review

- Conduct internal equity analysis at the individual employee level.
- Confirm benchmark classifications and mutually agree upon comparator organizations.
- Collect, validate, and analyze market compensation data focused on base salary competitiveness.

Deliverables:

- Internal equity findings
 - Market comparison analysis
-

Phase 4: Structure and Recommendation Development

- Develop draft classification and compensation structure recommendations.
- Evaluate internal consistency and market alignment.
- Prepare preliminary implementation scenarios and cost considerations, including phased approaches.
- Confirm recommended classifications and pay structures are internally consistent.

Deliverables:

- Draft classification and compensation recommendations
 - Proposed structure and pay plan options
-

Phase 5: Final Reporting and Implementation Planning

- Present draft findings to City leadership and incorporate feedback.
- Finalize recommendations, implementation scenarios, and cost modeling.
- Prepare final comprehensive reports and presentation materials.
- Conduct a **minimum of three (3) in-person presentations** to the City Commission, City Manager, and/or Management Team, as requested.

Deliverables:

- Final comprehensive study report
- Implementation scenarios and cost models
- Presentation materials



Schedule Flexibility

MAG can adjust individual phase timelines based on the timely receipt of data, employee participation levels, and stakeholder availability, while maintaining the overall **6-month project duration** and delivery of final recommendations.

Project Phases and Timeline City of Fort Lauderdale, Florida



2026 Management Advisory Group, Intl.

Tab 4

Cost Proposal



MAG Cost Proposal

Management Advisory Group International, Inc. (MAG) recognizes the importance of this project to the City of Fort Lauderdale and is committed to delivering exceptional service, rigorous analysis, and actionable recommendations at a competitive and transparent price. MAG’s proposed cost reflects the size, complexity, and scope of the City’s classification and compensation study, including approximately 1,674 employees across approximately 503 classifications, multiple bargaining units, and diverse operational functions.

The proposed cost includes a comprehensive evaluation of the City’s classification structure and compensation framework, incorporating job analysis and validation, internal equity assessment at the individual employee level, market benchmarking, Fair Labor Standards Act (FLSA) review, compensation structure development, cost modeling, and implementation planning.

Total Cost Proposal

The total proposed cost for this engagement is **\$149,500**.

This proposal constitutes a **firm, fixed fee** for complete performance of all services outlined in the Request for Proposals and subsequent addenda. The proposed cost is fully inclusive and covers all professional consulting services, project management, data analysis, market research, reporting, presentations, travel, administrative support, proprietary tools, and overhead. No additional charges will be billed unless expressly authorized by the City of Fort Lauderdale.

Itemized Cost Breakdown

Phase	Description	Estimated Cost
Phase 1 – Project Initiation & Planning	Project kickoff with Human Resources and City leadership; confirmation of goals, scope, timeline, and communication protocols; review of organizational structure, class specifications, compensation plans, salary schedules, personnel policies, collective bargaining agreements, and employee/payroll data; finalization of project work plan and data requirements.	\$14,950
Phase 2 – Data Collection	Administration of employee and supervisor job questionnaires (JPQs); monitoring and validation of responses; interviews and clarification meetings as needed; engagement with departments and stakeholders to ensure accurate, current job data across all included classifications.	\$37,375
Phase 3 – Classification Analysis	Review and evaluation of approximately 503 class specifications; analysis of classification alignment, relative job value, and structural consistency using MAG’s proprietary Job Classification Tool© (JCT); identification of classification refinement, consolidation, or modification needs; documentation of findings.	\$41,860
Phase 4 – Compensation Analysis	Internal equity analysis at the individual employee level; market benchmarking for agreed-upon benchmark classifications; peer agency selection and data validation; assessment of market competitiveness; review of FLSA exemption status based on job documentation and U.S. Department of Labor criteria; development of compensation structure concepts.	\$32,890



Phase	Description	Estimated Cost
Phase 5 – Recommendations & Implementation Planning	Development of recommended classification and compensation structure updates; preparation of multiple implementation scenarios designed to minimize budgetary impact; financial modeling and cost estimates; development of policy and administrative guidance.	\$14,950
Phase 6 – Final Reporting & Presentations	Preparation of comprehensive draft and final reports; incorporation of City feedback; preparation of presentation materials; in-person presentations to City leadership, management team, and/or City Commission as requested.	\$7,475
Total Cost for Services		\$149,500

Implementation Cost Estimates and Phased Approaches

MAG will provide detailed cost estimates associated with implementing recommended classification and compensation changes. These estimates will be presented using multiple phased implementation scenarios designed to support informed decision-making and minimize budgetary impact. Scenarios may include, but are not limited to:

- Adjustments to range minimums only
- Targeted equity corrections
- Phased market alignment over multiple fiscal years
- Alternative placement methodologies based on organizational priorities

Each scenario will include estimated fiscal impact, assumptions, and implementation considerations to allow the City to evaluate short-term affordability and long-term sustainability.

Cost Reasonableness

MAG’s proposed fee reflects the scope, complexity, and level of effort required to conduct a comprehensive, defensible classification and compensation study for a large, unionized public-sector organization. The proposed cost is consistent with comparable engagements of similar size and complexity and reflects MAG’s commitment to senior-level involvement, rigorous methodology, and delivery of practical, implementable outcomes.

Ad Hoc Services: Should the City require additional services beyond the defined scope, MAG is available to provide ad hoc consulting at an hourly rate of \$200.



MAG Cost Proposal

MAG is committed to delivering high-value, cost-effective solutions that align with the City's workforce planning goals. We look forward to partnering with the City to develop a sustainable, competitive, and equitable classification and compensation system.

INVOICING/PAYMENT SCHEDULE

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

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

Tab 5

References

REFERENCES

All references shall include owner, address, contact name, phone number, email and the contract value. References shall not include the City of Fort Lauderdale. A minimum of three (3) references shall be provided:

1. **Company Name:** Baton Rouge, Louisiana
Address: 222 Saint Louis Street, Baton Rouge, LA
Contact Name: Talisa Coleman, Director of HR
Phone #: 225-389-3129
Email Address: tecoleman@brla.gov
Contract Value: _____ **Year:** 2023

2. **Company Name:** Louisville, Kentucky
Address: 601 W. Jefferson St., Louisville, KY
Contact Name: Ernestine Booth-Henry, HR Director
Phone #: 502-574-8100
Email Address: ernestine.booth@louisvilleky.gov
Contract Value: _____ **Year:** 2023

3. **Company Name:** Knoxville, Tennessee
Address: 400 Main Street, Knoxville, TN
Contact Name: Dr. Kelly Drummond, HR Director
Phone #: 865-215-3151
Email Address: kdrummond@knoxvilletn.gov
Contract Value: _____ **Year:** 2023

4. **Company Name:** Deerfield Beach, Florida
Address: 200 NE 21st Avenue, Deerfield Beach, FL
Contact Name: Karen Belle-Pierre, HR Director
Phone #: 954-480-4255
Email Address: kbelle-pierre@deerfield-beach.com
Contract Value: _____ **Year:** 2022

5. **Company Name:** Delray Beach, Florida
Address: 100 NW 1st Ave., Delray Beach, FL
Contact Name: Dorothy Bast, Asst HR Director
Phone #: 561-243-7127
Email Address: bast@mydelraybeach.com
Contract Value: _____ **Year:** 2022

Tab 6

○M/WBE Participation

○Subcontractors



Minority/Women (M/WBE) Participation

Management Advisory Group International, Inc. (MAG) is **not a certified Minority/Women Business Enterprise** under the Florida Small and Minority Business Assistance Act of 1985. MAG is a 51% woman-owned firm.

MAG supports the objectives of Florida Statutes §287.09451 and has a demonstrated history of **good faith efforts** to support minority- and women-owned businesses when subcontracting opportunities are appropriate. These efforts include:

- Utilizing in-house professional staff to ensure quality, accountability, and consistency
- Encouraging inclusive participation in market survey outreach and data collection activities
- Complying with all applicable M/WBE documentation and reporting requirements

All services for this engagement will be performed directly by MAG staff.

Subcontractors

MAG will **not utilize subcontractors** for the performance of services associated with this project. All work will be performed by MAG's professional staff to ensure consistency, accountability, and quality control.

Tab 7

- Required Forms
- MAG Sample Insurance Certificate
 - MAG W-9
- MAG Sunbiz Status Page
 - Work Samples
- MAG Sample Contract



NON-COLLUSION STATEMENT

By signing this offer, the vendor/contractor certifies that this offer is made independently and free from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g., ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents, and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
N/A	
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

Dr. Russell H. Campbell
Authorized Signature
Dr. Russell H. Campbell
Name (Printed)

Senior Executive Advisor
Title
January 20, 2026
Date



**CONTRACTOR'S CERTIFICATE OF COMPLIANCE WITH
NON-DISCRIMINATION PROVISIONS OF THE CONTRACT**

The completed and signed form should be returned with the Contractor's submittal. If not provided with submittal, the Contractor must submit within three business days of City's request. Contractor may be deemed non-responsive for failure to fully comply within stated timeframes.

Pursuant to City Ordinance Sec. 2-17(a)(i)(ii), bidders must certify compliance with the Non-Discrimination provision of the ordinance.

- A. Contractors doing business with the City shall not discriminate against their employees based on the employee's race, color, religion, gender (including identity or expression), marital status, sexual orientation, national origin, age, disability, or any other protected classification as defined by applicable law.

Contracts. Every Contract exceeding \$100,000, or otherwise exempt from this section shall contain language that obligates the Contractor to comply with the applicable provisions of this section.

The Contract shall include provisions for the following:

- (i) The Contractor certifies and represents that it will comply with this section during the entire term of the contract.
- (ii) The failure of the Contractor to comply with this section shall be deemed to be a material breach of the contract, entitling the City to pursue any remedy stated below or any remedy provided under applicable law.

Dr. Russell H. Campbell

Authorized Signature

Dr. Russell H. Campbell

Print Name and Title

January 20, 2026

Date



CONTRACT PAYMENT METHOD

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to credit card payments via MasterCard or Visa as part of this program.

This allows you as a vendor of the City of Fort Lauderdale to receive your payments fast and safely. No more waiting for checks to be printed and mailed.

In accordance with the contract, payments on this contract will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, bidders must presently have the ability to accept the credit card or take whatever steps necessary to implement acceptance of a card before the start of the contract term, or contract award by the City.

All costs associated with the Contractor's participation in this purchasing program shall be borne by the Contractor. The City reserves the right to revise this program as necessary.

By signing below, you agree with these terms.

Please indicate which credit card payment you prefer:

MasterCard

Visa

Management Advisory Group

Company Name

Dr. Russell H. Campbell

Name (Printed)

Dr. Russell H. Campbell

Signature

Senior Executive Advisor

Title

January 20, 2026

Date



LOCAL BUSINESS PREFERENCE

Section 2-199.2, Code of Ordinances of the City of Fort Lauderdale, (Ordinance No. C-12-04), provides for a local business preference.

In order to be considered for a local business preference, a bidder must include the Local Business Preference Certification Statement of this ITB, as applicable to the local business preference class claimed **at the time of bid submittal.**

Upon formal request of the City, based on the application of a Local Business Preference the Bidder shall, within ten (10) calendar days, submit the following documentation to the Local Business Preference Class claimed:

A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **and**

B) List of the names of all employees of the bidder and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of bid submittal shall result in the bidder being found ineligible for the local business preference.

THE COMPLETE LOCAL BUSINESS PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK:

https://library.municode.com/fl/fort_lauderdale/codes/code_of_ordinances?nodeId=COOR_CH2AD_ARTVFI_DIV2PR_S2-186LOBUPRPR

Definitions: The term "Business" shall mean a person, firm, corporation or other business entity which is duly licensed and authorized to engage in a particular work in the State of Florida. Business shall be broken down into four (4) types of classes:

1. Class A Business – shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **and** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
2. Class B Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **or** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
3. Class C Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone **and** staffed with full-time employees within the limits of Broward County.
4. Class D Business – shall mean any Business that does not qualify as either a Class A, Class B, or Class C business.

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local business price preference classification as indicated herein, and further certifies and agrees that it will re-affirm its local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

(1) _____ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(2) _____ is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.

Business Name

(3) _____ is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.

Business Name

(4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(5) **Management Advisory Group** _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.

Business Name

(6) **Management Advisory Group** _____ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-17-26, Sec.2-186 and does not qualify for Local Preference consideration.

Business Name

BIDDER'S COMPANY: Management Advisory Group International, Inc.

AUTHORIZED COMPANY PERSON: Dr. Russell H. Campbell Dr. Russell H. Campbell 1/20/26
PRINT NAME SIGNATURE DATE



DISADVANTAGED BUSINESS ENTERPRISE (DBE) PREFERENCE

Section 2-185, Code of Ordinances of the City of Fort Lauderdale, provides for a disadvantaged business preference.

In order to be considered for a DBE Preference, a bidder must include a certification from a government agency, as applicable to the DBE Preference class claimed **at the time of bid submittal**.

Upon formal request of the City, based on the application of a DBE Preference the Bidder shall, within ten (10) calendar days, submit the following documentation to the DBE Class claimed:

- A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **or** State of Florida active registration **and/or**
- B) List of the names of all employees of the bidder and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of bid submittal shall result in the bidder being found ineligible for the disadvantaged business preference.

THE COMPLETE DBE PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK: <https://www.fortlauderdale.gov/home/showpublisheddocument?id=56883>

Definitions

- a. The term "disadvantaged class 1 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the city, and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual. The term "Class B business" shall mean any business that has established and agrees to maintain a permanent place of business located in a non-residential zone, staffed with full-time employees within the limits of the city, or shall maintain a staffing level for the proposed work of at least fifty percent (50%) who are residents of the City of Fort Lauderdale.
- b. The term "disadvantaged class 2 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business within the limits of the city with a full-time employees and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual. The term "Class D business" shall mean any business that does not qualify as a Class A, Class B, or Class C business.
- c. The term "disadvantaged class 3 enterprise" shall mean any disadvantaged business enterprise that has established and agrees to maintain a permanent place of business located in a CAM #21-0053 Exhibit 1 Page 6 of 10 non-residential zone, staffed with full-time employees within the limits of the Tri-County area and provides supporting documentation of its City of Fort Lauderdale business tax and disadvantaged certification as established in the City's Procurement Manual.
- d. The term "disadvantaged class 4 enterprise" shall mean any disadvantaged business enterprise that does not qualify as a Class A, Class B, or Class C business, but is located in the State of Florida and provides supporting documentation of its disadvantaged certification as established in the City's Procurement Manual.

E-VERIFY AFFIRMATION STATEMENT

RFP/Bid /Contract No: RFP Event #560

Project Description: Job Classification and Compensation Study

Contractor/Proposer/Bidder acknowledges and agrees to utilize the U.S. Department of Homeland Security's E-Verify System to verify the employment eligibility of,

- (a) all persons employed by Contractor/Proposer/Bidder to perform employment duties within Florida during the term of the Contract, and,
- (b) all persons (including subcontractors/vendors) assigned by Contractor/Proposer/Bidder to perform work pursuant to the Contract.

The Contractor/Proposer/Bidder acknowledges and agrees that use of the U.S. Department of Homeland Security's E-Verify System during the term of the Contract is a condition of the Contract.

Contractor/Proposer/ Bidder Company Name: Management Advisory Group

Authorized Company Person's Signature: *Dr. Russell H. Campbell*

Authorized Company Person's Title: Senior Executive Advisor

Date: January 20, 2026

AFFIDAVIT OF COMPLIANCE WITH FOREIGN ENTITY LAWS
(Florida Statute- §287.138, 692.201, 692.202, 692.203, and 692.204)

The undersigned, on behalf of the entity listed below ("Entity"), hereby attests under penalty of perjury as follows:

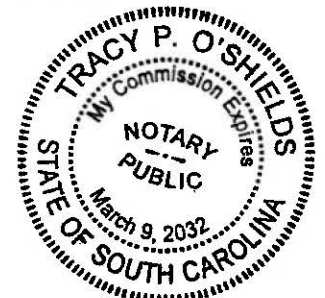
1. Entity is not owned by the government of a foreign country of concern as defined in Section 287.138, Florida Statutes. (Source: § 287.138(2)(a), Florida Statutes)
2. The government of a foreign country of concern does not have a controlling interest in Entity. (Source: § 287.138(2)(b), Florida Statutes)
3. Entity is not organized under the laws of, and does not have a principal place of business in, a foreign country of concern. (Source: § 287.138(2)(c), Florida Statutes)
4. Entity is not owned or controlled by the government of a foreign country of concern, as defined in Section 692.201, Florida Statutes. (Source: § 288.007(2), Florida Statutes)
5. Entity is not a partnership, association, corporation, organization, or other combination of persons organized under the laws of or having its principal place of business in a foreign country of concern, as defined in Section 692.201, Florida Statutes, or a subsidiary of such entity. (Source: § 288.007(2), Florida Statutes)
6. Entity is not a foreign principal, as defined in Section 692.201, Florida Statutes. (Source: § 692.202(5)(a)(I), Florida Statutes)
7. Entity is in compliance with all applicable requirements of Sections 692.202, 692.203, and 692.204, Florida Statutes.
8. **(Only applicable if purchasing real property)** Entity is not a foreign principal prohibited from purchasing the subject real property. Entity is either (a) not a person or entity described in Section 692.204(1)(a), Florida Statutes, or (b) authorized under Section 692.204(2), Florida Statutes, to purchase the subject property. Entity is in compliance with the requirements of Section 692.204, Florida Statutes. (Source: §§ 692.203(6)(a), 692.204(6)(a), Florida Statutes)
9. The undersigned is authorized to execute this affidavit on behalf of Entity.

Name: Dr. Russell H. Campbell Title: Senior Executive Advisor Entity: Management Advisory Group

Signature: Dr. Russell H. Campbell Date: January 20, 2026

NOTARY PUBLIC ACKNOWLEDGEMENT SECTION

STATE OF South Carolina
COUNTY OF Spartanburg



The foregoing instrument was acknowledged before me, by means of physical presence or online notarization, this 20th day of January 2026 by Dr. Russell H. Campbell, as Senior Executive Advisor for Management Advisory Group, who is

personally known to me or who has produced _____ as identification.

Notary Public Signature: Tracy O'Shields

(Notary Seal)

Print Name: Tracy P. O'Shields

My commission expires: March 9, 2032



ANTI-HUMAN TRAFFICKING AFFIDAVIT

Rev: 1 | Date: 08/06/2024

The undersigned, on behalf of Management Advisory Group,
a South Carolina (State) nongovernmental entity (Type of Entity), (“Nongovernmental Entity”), under penalty of perjury, hereby deposes and says:

1. My name is Dr. Russell H. Campbell.
2. I am an officer or authorized representative of the Nongovernmental Entity.
3. I attest that the Nongovernmental Entity does not use coercion for labor or services as defined in Section 787.06, Florida Statutes (2024), as may be amended or revised.

Under penalties of perjury, I declare that I have read the foregoing Anti-Human Trafficking Affidavit and that the facts stated in it are true.

Signature of Officer or Representative: Dr. Russell H. Campbell

Name of Officer or Representative: Dr. Russell H. Campbell Title: Senior Executive Advisor

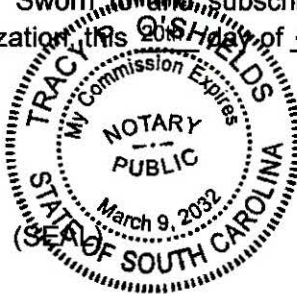
Office Address: 12730 Fair Lakes Circle, Suite 600, Fairfax VA 22033

Email Address: russell@maginc.org

Main Phone Number: 703-590-7250 FEIN No.: 88-0495510

STATE OF South Carolina
COUNTY OF Spartanburg

Sworn to and subscribed before me by means of physical presence or online notarization, this 9th day of January, 2024, by Dr. Russell H. Campbell.



Tracy O'Shields
(Signature of Notary Public – State of South Carolina)

Tracy P. O'Shields
Print, Type or Stamp Commissioned Name of Notary Public)

Personally Known OR Produced Identification

Type of Identification Produced N/A

CITY OF FORT LAUDERDALE BID/PROPOSAL CERTIFICATION

Please Note: It is the sole responsibility of the bidder/proposer to ensure that their response is submitted electronically through the [City's on-line strategic sourcing platform](#) prior to the bid opening date and time listed. Paper bid submittals will not be accepted. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Management Advisory Group EIN (Optional): _____

Address: 12730 Fair Lakes Circle, Suite 600

City: Fairfax State: Virginia Zip: 22033

Telephone No.: 7035907250 FAX No.: _____ Email: russell@maginc.org

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): 6 months

Total Bid Discount (section 1.05 of General Conditions): _____

Check box if your firm qualifies for DBE (section 1.09 of General Conditions):

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
1	12/10/25	4	1/20/26				
2	12/19/25						
3	1/7/26						
including Q&A							

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A.

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal, I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Dr. Russell H. Campbell
Name (printed)

January 20, 2026
Date

Dr. Russell H. Campbell
Signature

Senior Executive Advisor
Title



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

04/22/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER STATE FARM JOAN HEINTZ INSURANCE AGCY INC 5502 REIDVILLE RD MOORE SC 29369	CONTACT NAME: HRyan PHONE (A/C, No, Ext): 864-587-8897 E-MAIL ADDRESS: Ryan@joanheintz.com	FAX (A/C, No): 864-587-2944
	INSURER(S) AFFORDING COVERAGE INSURER A: State Farm Fire and Casualty Company	
INSURED MANAGEMENT ADVISORY GROUP INTERNATIONAL INC 12730 Fair Lakes Circle, Suite 600 Fairfax VA 22033	INSURER B:	<input type="button" value="v"/>
	INSURER C:	<input type="button" value="v"/>
	INSURER D:	<input type="button" value="v"/>
	INSURER E:	<input type="button" value="v"/>
	INSURER F:	<input type="button" value="v"/>

COVERAGES**CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ Business Personal Pr \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB DED RETENTION \$			99-CK-N040-6	03/11/2025	03/11/2026	<input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> CLAIMS-MADE EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 4,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	99-C9-W140-4	04/20/2024	04/20/2025	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988/2015 ACORD CORPORATION. All rights reserved.

Request for Taxpayer Identification Number and Certification

Go to www.irs.gov/FormW9 for instructions and the latest information.

**Give form to the
requester. Do not
send to the IRS.**

Before you begin. For guidance related to the purpose of Form W-9, see *Purpose of Form*, below.

Print or type.	See Specific Instructions on page 3.	<p>1 Name of entity/individual. An entry is required. (For a sole proprietor or disregarded entity, enter the owner's name on line 1, and enter the business/disregarded entity's name on line 2.)</p> <p>Management Advisory Group International Incorporated</p>	
		<p>2 Business name/disregarded entity name, if different from above.</p>	
		<p>3a Check the appropriate box for federal tax classification of the entity/individual whose name is entered on line 1. Check only one of the following seven boxes.</p> <p><input type="checkbox"/> Individual/sole proprietor <input checked="" type="checkbox"/> C corporation <input type="checkbox"/> S corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Trust/estate</p> <p><input type="checkbox"/> LLC. Enter the tax classification (C = C corporation, S = S corporation, P = Partnership) _____</p> <p>Note: Check the "LLC" box above and, in the entry space, enter the appropriate code (C, S, or P) for the tax classification of the LLC, unless it is a disregarded entity. A disregarded entity should instead check the appropriate box for the tax classification of its owner.</p> <p><input type="checkbox"/> Other (see instructions) _____</p>	<p>4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):</p> <p>Exempt payee code (if any) _____</p> <p>Exemption from Foreign Account Tax Compliance Act (FATCA) reporting code (if any) _____</p> <p style="text-align: right;"><i>(Applies to accounts maintained outside the United States.)</i></p>
		<p>3b If on line 3a you checked "Partnership" or "Trust/estate," or checked "LLC" and entered "P" as its tax classification, and you are providing this form to a partnership, trust, or estate in which you have an ownership interest, check this box if you have any foreign partners, owners, or beneficiaries. See instructions <input type="checkbox"/></p>	
		<p>5 Address (number, street, and apt. or suite no.). See instructions.</p> <p style="text-align: center;">12730 Fair Lakes Circle, Suite 600</p>	<p>Requester's name and address (optional)</p>
		<p>6 City, state, and ZIP code</p> <p style="text-align: center;">Fairfax, VA 22033</p>	
		<p>7 List account number(s) here (optional)</p>	

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Social security number									
or									
Employer identification number									
8	8	-	0	4	9	5	5	1	0

Note: If the account is in more than one name, see the instructions for line 1. See also *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and, generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here	Signature of U.S. person <i>Donald C. Long</i>	Date January 16, 2026
------------------	------------------------------------------------	------------------------------

General Instructions

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

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to www.irs.gov/FormW9.

What's New

Line 3a has been modified to clarify how a disregarded entity completes this line. An LLC that is a disregarded entity should check the appropriate box for the tax classification of its owner. Otherwise, it should check the "LLC" box and enter its appropriate tax classification.

New line 3b has been added to this form. A flow-through entity is required to complete this line to indicate that it has direct or indirect foreign partners, owners, or beneficiaries when it provides the Form W-9 to another flow-through entity in which it has an ownership interest. This change is intended to provide a flow-through entity with information regarding the status of its indirect foreign partners, owners, or beneficiaries, so that it can satisfy any applicable reporting requirements. For example, a partnership that has any indirect foreign partners may be required to complete Schedules K-2 and K-3. See the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS is giving you this form because they

must obtain your correct taxpayer identification number (TIN), which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid).
- Form 1099-DIV (dividends, including those from stocks or mutual funds).
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds).
- Form 1099-NEC (nonemployee compensation).
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers).
- Form 1099-S (proceeds from real estate transactions).
- Form 1099-K (merchant card and third-party network transactions).
- Form 1098 (home mortgage interest), 1098-E (student loan interest), and 1098-T (tuition).
- Form 1099-C (canceled debt).
- Form 1099-A (acquisition or abandonment of secured property).

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

Caution: If you don't return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding*, later.

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued);
2. Certify that you are not subject to backup withholding; or
3. Claim exemption from backup withholding if you are a U.S. exempt payee; and
4. Certify to your non-foreign status for purposes of withholding under chapter 3 or 4 of the Code (if applicable); and
5. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting is correct. See *What Is FATCA Reporting*, later, for further information.

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

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

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

Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding. Payments made to foreign persons, including certain distributions, allocations of income, or transfers of sales proceeds, may be subject to withholding under chapter 3 or chapter 4 of the Code (sections 1441–1474). Under those rules, if a Form W-9 or other certification of non-foreign status has not been received, a withholding agent, transferee, or partnership (payor) generally applies presumption rules that may require the payor to withhold applicable tax from the recipient, owner, transferor, or partner (payee). See Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*.

The following persons must provide Form W-9 to the payor for purposes of establishing its non-foreign status.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the disregarded entity.
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the grantor trust.
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust and not the beneficiaries of the trust.

See Pub. 515 for more information on providing a Form W-9 or a certification of non-foreign status to avoid withholding.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person (under Regulations section 1.1441-1(b)(2)(iv) or other applicable section for chapter 3 or 4 purposes), do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515). If you are a qualified foreign pension fund under Regulations section 1.897(l)-1(d), or a partnership that is wholly owned by qualified foreign pension funds, that is treated as a non-foreign person for purposes of section 1445 withholding, do not use Form W-9. Instead, use Form W-8EXP (or other certification of non-foreign status).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a saving clause. Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if their stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first Protocol) and is relying on this exception to claim an exemption from tax on their scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include, but are not limited to, interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third-party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester;
2. You do not certify your TIN when required (see the instructions for Part II for details);
3. The IRS tells the requester that you furnished an incorrect TIN;
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only); or
5. You do not certify to the requester that you are not subject to backup withholding, as described in item 4 under "*By signing the filled-out form*" above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate Instructions for the Requester of Form W-9 for more information.

See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier.

What Is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all U.S. account holders that are specified U.S. persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you are no longer tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account, for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

- **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note for ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040 you filed with your application.

- **Sole proprietor.** Enter your individual name as shown on your Form 1040 on line 1. Enter your business, trade, or “doing business as” (DBA) name on line 2.

- **Partnership, C corporation, S corporation, or LLC, other than a disregarded entity.** Enter the entity’s name as shown on the entity’s tax return on line 1 and any business, trade, or DBA name on line 2.

- **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. Enter any business, trade, or DBA name on line 2.

- **Disregarded entity.** In general, a business entity that has a single owner, including an LLC, and is not a corporation, is disregarded as an entity separate from its owner (a disregarded entity). See Regulations section 301.7701-2(c)(2). A disregarded entity should check the appropriate box for the tax classification of its owner. Enter the owner’s name on line 1. The name of the owner entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For

example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner’s name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity’s name on line 2. If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, enter it on line 2.

Line 3a

Check the appropriate box on line 3a for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3a.

IF the entity/individual on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation.
• Individual or • Sole proprietorship	Individual/sole proprietor.
• LLC classified as a partnership for U.S. federal tax purposes or • LLC that has filed Form 8832 or 2553 electing to be taxed as a corporation	Limited liability company and enter the appropriate tax classification: P = Partnership, C = C corporation, or S = S corporation.
• Partnership	Partnership.
• Trust/estate	Trust/estate.

Line 3b

Check this box if you are a partnership (including an LLC classified as a partnership for U.S. federal tax purposes), trust, or estate that has any foreign partners, owners, or beneficiaries, and you are providing this form to a partnership, trust, or estate, in which you have an ownership interest. You must check the box on line 3b if you receive a Form W-8 (or documentary evidence) from any partner, owner, or beneficiary establishing foreign status or if you receive a Form W-9 from any partner, owner, or beneficiary that has checked the box on line 3b.

Note: A partnership that provides a Form W-9 and checks box 3b may be required to complete Schedules K-2 and K-3 (Form 1065). For more information, see the Partnership Instructions for Schedules K-2 and K-3 (Form 1065).

If you are required to complete line 3b but fail to do so, you may not receive the information necessary to file a correct information return with the IRS or furnish a correct payee statement to your partners or beneficiaries. See, for example, sections 6698, 6722, and 6724 for penalties that may apply.

Line 4 Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third-party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys’ fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space on line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2).

- 2—The United States or any of its agencies or instrumentalities.
- 3—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities.
- 5—A corporation.
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or territory.
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission.
- 8—A real estate investment trust.
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940.
- 10—A common trust fund operated by a bank under section 584(a).
- 11—A financial institution as defined under section 581.
- 12—A middleman known in the investment community as a nominee or custodian.
- 13—A trust exempt from tax under section 664 or described in section 4947.

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
• Interest and dividend payments	All exempt payees except for 7.
• Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
• Barter exchange transactions and patronage dividends	Exempt payees 1 through 4.
• Payments over \$600 required to be reported and direct sales over \$5,000 ¹	Generally, exempt payees 1 through 5. ²
• Payments made in settlement of payment card or third-party network transactions	Exempt payees 1 through 4.

¹ See Form 1099-MISC, Miscellaneous Information, and its instructions.

² However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) entered on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37).

B—The United States or any of its agencies or instrumentalities.

C—A state, the District of Columbia, a U.S. commonwealth or territory, or any of their political subdivisions or instrumentalities.

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i).

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i).

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state.

G—A real estate investment trust.

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940.

I—A common trust fund as defined in section 584(a). J—

A bank as defined in section 581.

K—A broker.

L—A trust exempt from tax under section 664 or described in section 4947(a)(1).

M—A tax-exempt trust under a section 403(b) plan or section 457(g) plan.

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, enter "NEW" at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have, and are not eligible to get, an SSN, your TIN is your IRS ITIN. Enter it in the entry space for the Social security number. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at www.SSA.gov. You may also get this form by calling 800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at www.irs.gov/EIN. Go to www.irs.gov/Forms to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to www.irs.gov/OrderForms to place an order and have Form W-7 and/or Form SS-4 mailed to you within 15 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and enter "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, you will generally have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon. See also *Establishing U.S. status for purposes of chapter 3 and chapter 4 withholding*, earlier, for when you may instead be subject to withholding under chapter 3 or 4 of the Code.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third-party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account ¹
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor ²
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee ¹
b. So-called trust account that is not a legal or valid trust under state law	The actual owner ¹
6. Sole proprietorship or disregarded entity owned by an individual	The owner ³
7. Grantor trust filing under Optional Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))**	The grantor*

For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity ⁴
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing Form 1041 or under the Optional Filing Method 2, requiring Form 1099 (see Regulations section 1.671-4(b)(2)(i)(B))**	The trust

¹ List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

² Circle the minor's name and furnish the minor's SSN.

³ You must show your individual name on line 1, and enter your business or DBA name, if any, on line 2. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

⁴ List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.)

* **Note:** The grantor must also provide a Form W-9 to the trustee of the trust.

** For more information on optional filing methods for grantor trusts, see the Instructions for Form 1041.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information, such as your name, SSN, or other identifying information, without your permission to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax return preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity, or a questionable credit report, contact the IRS Identity Theft Hotline at 800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 877-777-4778 or TTY/TDD 800-829-4059.

Protect yourself from suspicious emails or phishing schemes.

Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to phishing@irs.gov. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 800-366-4484. You can forward suspicious emails to the Federal Trade Commission at spam@uce.gov or report them at www.ftc.gov/complaint. You can contact the FTC at www.ftc.gov/idtheft or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see www.IdentityTheft.gov and Pub. 5027.

Go to www.irs.gov/IdentityTheft to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and territories for use in administering their laws. The information may also be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payors must generally withhold a percentage of taxable interest, dividends, and certain other payments to a payee who does not give a TIN to the payor. Certain penalties may also apply for providing false or fraudulent information.

State of Florida

Department of State

I certify from the records of this office that MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC. is a corporation organized under the laws of the State of Florida, filed on August 16, 2002, effective August 14, 2002.


The document number of this corporation is P02000089541.

I further certify that said corporation has paid all fees due this office through December 31, 2025, that its most recent annual report/uniform business report was filed on February 13, 2025, and that its status is active.

I further certify that said corporation has not filed Articles of Dissolution.

*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Thirteenth day of February,
2025*




Secretary of State

Tracking Number: 5137672118CC

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
101		\$31,531	\$40,984	\$50,437
575	PT OFFICE ASST			
829	PT SEASONAL REC LEADER			
102		\$33,108	\$43,033	\$52,959
904	PT SEASONAL SR REC LEADER			
103		\$34,763	\$45,185	\$55,607
289	LIFEGUARD-POOL			
344	PT BUILDING MAINTENANCE WORKER			
290	PT SEASONAL LIFEGUARD			
581	STAFF ASSISTANT			
104		\$36,501	\$47,444	\$58,387
514	CUSTOMER SERV. REPRESENTATIVE			
782	CUSTOMER SERVICE ASSISTANT			
778	LEAD LIFEGUARD			
711	NUISANCE ABATEMENT OFFICER			
414	POLICE INFO SPECIALIST			
649	RECORDS MGT ASSISTANT-POLICE			
105		\$38,326	\$49,816	\$61,306
805	ACCOUNTING CLERK			
933	LITTER PREVENTION OFFICER			
253	PERMIT CLERK			
851	UTILITY BILLING SPECIALIST			
106		\$40,242	\$52,307	\$64,372
587	ADMINISTRATIVE ASSISTANT			
841	CODE BOARD SPECIALIST			
153	COMMUNITY IMPROVEMENT SPECIALIST			
225	COMMUNITY SERVICE OFFICER			
258	EVIDENCE CUSTODIAN			
935	HUMAN RESOURCES ASSISTANT			
741	INVENTORY CONTROL SPECIALIST			
920	PENSION SPECIALIST			
642	PT PLANNER IN TRAINING			
9994	SENIOR CUSTOMER SERVICE REP.			
551	SENIOR POLICE INFORMATION SPEC			
107		\$42,255	\$54,922	\$67,590
610	FLEET COORDINATOR			
930	PERMIT TECHNICIAN			
821	PT SEASONAL REC SPVSR I			
341	PUBLIC EDUCATION SPECIALIST			
848	PURCHASING ASSISTANT			
162	QUALITY ASSURANCE ANALYST			
278	RECREATION SUPERVISOR I			
108		\$44,367	\$57,669	\$70,970
897	ACCOUNTS PAYABLE SPECIALIST			
806	ADMIN OFFICE COORDINATOR			
906	ADMIN. OFFICE COORD. CITY CLERK			
122	ADMINISTRATIVE OFFICE COOR			
658	AQUATICS OPERATIONS SUPERVISOR			

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
108		\$44,367	\$57,669	\$70,970
118	BUSINESS LICENSE INSPECTOR			
853	BUYER			
588	CODE ENFORCEMENT OFFICER			
910	DIGITAL/SOCIAL MEDIA COOR			
591	EXECUTIVE ASSISTANT			
313	LANDSCAPE SITE INSPECTOR			
187	POLICE DIGITAL PUBLIC REC SPEC			
921	PUBLIC RECORDS MGT. COORDINATOR			
109		\$46,586	\$60,552	\$74,518
842	AGENDA COORDINATOR			
875	CROSS CONNECTION CONTROL SPECIALIST			
589	LEAD CODE ENFORCEMENT OFFICER			
110		\$48,915	\$63,580	\$78,244
176	ASSISTANT HR GENERALIST			
931	BUILDING DIVISION COORDINATOR			
941	BUILDING PERMIT EXPEDITOR			
372	CRIME ANALYST			
214	CRIME SCENE INVESTIGATOR			
671	METER OPERATIONS SUPV			
327	POLICE INFORMATION SPEC SUPV			
280	RECREATION SUPERVISOR II			
429	REHABILITATION SPECIALIST			
825	SENIOR PERMIT TECHNICIAN			
995	STORMWATER/STREETS MAINT SUPV			
624	TRAFFIC MAINTENANCE SUPV			
870	TREASURY SPECIALIST			
130	UTILITY INSPECTOR			
111		\$51,361	\$66,759	\$82,157
916	ASSISTANT PLANNER/GIS SPECIALIST			
198	ASSISTANT SUSTAINABILITY PLANNER			
763	CLEAN & SAFE STREETScape SPVSR			
134	CODE ENFORCEMENT COORDINATOR			
661	CODE ENFORCEMENT OFFICER SUPRV			
138	COMM.IMP.SUPPORT SERVICES SUPV			
305	COMMUNICATIONS SPECIALIST			
110	ENGINEERING INSPECTOR			
189	EXECUTIVE ADMINISTRATIVE ASST.			
166	EXECUTIVE LEGAL SECRETARY			
950	FLEET ANALYST			
780	GIS SPECIALIST			
338	HOUSING PROPERTY COORDINATOR			
856	HUMAN RESOURCES ANALYST			
885	HUMAN RESOURCES SPEC BENEFITS			
844	IT SERVICES COORDINATOR			
152	LOGISTICS/SUPPORT SERVICES COOR			
942	NEIGHBORHOOD COMM. SVD. COORD.			
594	PARKS MAINTENANCE SUPERVISOR			
947	PAYROLL COORDINATOR			

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
111		\$51,361	\$66,759	\$82,157
811	RISK MANAGEMENT COORDINATOR			
827	SAFETY COORDINATOR			
9991	SUPPORT SERVICES SUPERVISOR			
894	TECHNICAL SUPPORT ANALYST I			
991	UTILITIES DEPARTMENT COORDINATOR			
112		\$53,929	\$70,097	\$86,264
411	ASSISTANT PARKS SUPT			
128	CEMETERY MANAGER			
784	CRIME SCENE INVES SUPERVISOR			
993	FLEET SUPERVISOR			
828	GIS ANALYST - PUBLIC WORKS			
300	HOUSING/REHAB. INSPECTOR			
874	IPP ADMINISTRATOR			
785	OUT OF SCHOOL PROGRAM SPVSR			
929	QUALITY ASSURANCE OFFICER			
281	RECREATION SUPERVISOR III			
807	SENIOR CHEMIST			
990	SPECIAL EVENTS/MARKETING COORD			
865	UTILITIES OFFICE SUPERVISOR			
113		\$56,625	\$73,601	\$90,578
803	ACCOUNTANT			
297	ACCREDITATION MANAGER			
746	APPLICATION SUPPORT SPECIALIST			
526	COMMUNICATIONS SUPERVISOR			
922	CROSS CONNECTION CONTROL PROG ADMIN			
115	DEPUTY CITY CLERK			
938	ENV RESOURCES COMPLIANCE COORD			
946	FLOODPLAN REVIEWER			
855	HUMAN RESOURCES GENERALIST			
932	LANDSCAPE SITE INSPECTOR II			
918	LEGAL OFFICE MANAGER			
665	PAYROLL ADMINISTRATOR			
374	PERMIT SUPERVISOR			
638	PLANNER			
639	PLANNER/GIS SPECIALIST			
858	PURCHASING AGENT			
188	SERVICE POPULATION ADVOCATE			
135	TREASURY ANALYST			
615	UTILITIES SUPERVISOR			
114		\$59,456	\$77,281	\$95,106
864	ASSISTANT UTILITIES FINANCIAL MGR.			
149	BUILDING INSPECTOR			
728	EDUCATION COORDINATOR			
131	FIRE AND LIFE SAFETY INSPECTOR			
826	GIS ANALYST II			
917	NEIGHBORHOOD PLANNER			
173	PLAN REVIEW SUPERINTENDENT			
430	PROJECT MANAGER I			

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
114		\$59,456	\$77,281	\$95,106
116	SPECIAL EVENTS ADMINISTRATOR			
818	STRUCTURAL PLAN REVIEWER			
923	UTILITIES PLAN REVIEWER			
115		\$62,429	\$81,146	\$99,862
172	ASST UTILITIES MAINTENANCE MGR			
489	ASST WATER SEWER NETWORK MGR			
653	BUILDING MAINTENANCE SUPT			
9993	SENIOR ACCOUNTANT			
9995	SENIOR HR GENERALIST			
928	SYSTEM ADMINISTRATOR			
685	WTP SUPERVISOR			
116		\$65,551	\$85,203	\$104,855
632	ADMINISTRATIVE OFFICER			
836	BENEFITS MANAGER			
129	BUDGET COORDINATOR-FIRE RESCUE			
999	BUSINESS OPERATIONS ADMIN			
892	CLEAN & SAFE ADMINISTRATOR			
190	CODE ENFORCEMENT ADMINISTRATOR			
948	CONTRACTS ADMINISTRATOR			
937	HUMAN RESOURCES MANAGER			
880	INFRASTRUCTURE ENGINEER			
953	IT SUPPORT MANAGER			
888	IT SUPPORT MANAGER			
194	NEIGHBORHOOD SERVICES ADMIN			
952	NETWORK ENGINEER			
146	PARKS SUPERINTENDENT			
814	PENSION ADMINISTRATOR			
431	PROJECT MANAGER II			
337	RECREATION SUPERINTENDENT			
980	SANITATION ADMINISTRATOR			
801	SENIOR LANDSCAPE PLANNER			
817	SENIOR PLANNER			
940	SERVICE POPULATION ADVOCATE MGR			
9997	STORMWATER SUPERINTENDENT			
139	STREETS SUPERINTENDENT			
164	TRANSPORTATION PLANNER			
117		\$68,828	\$89,463	\$110,098
843	ACCOUNTING MANAGER			
636	COMMUNICATIONS MANAGER			
118		\$72,270	\$93,936	\$115,603
903	CHIEF PARKING FACILITIES ADMIN			
943	DEVELOPMENT PERMIT MANAGER			
499	ENGINEER III			
157	ENV. RESOURCES COMPLIANCE MANAGER			
494	ENVIRONMENTAL LABORATORY MGR.			
197	FIRE RESCUE PUBLIC AFFAIRS MGR			
949	FLEET MANAGER			
127	INSPECTOR II			

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
118		\$72,270	\$93,936	\$115,603
498	MANAGER OF MAINTENANCE			
872	POLICE INFORMATION MANAGER			
640	PRINCIPAL PLANNER			
125	SENIOR INFRASTRUCTURE ENGINEER			
915	SENIOR NETWORK ENGINEER			
830	SUSTAINABILITY OFFICER			
123	UTILITIES FINANCIAL MANAGER			
156	UTILITIES PROFESSIONAL ENGINEER			
491	WATER TREATMENT PLANT MANAGER			
490	WATER/SEWER NETWORK MANAGER			
120		\$79,677	\$103,565	\$127,452
955	POLICE TECHNOLOGY MANAGER			
132	PURCHASING MANAGER			
122		\$87,844	\$114,180	\$140,516
857	BUDGET MANAGER			
112	CHIEF ACCOUNTING OFFICER			
905	EMERGENCY MANAGER			
945	GIS MANAGER			
944	INFORMATION SECURITY MANAGER			
954	IT INFRASTRUCTURE MANAGER			
909	PT GIS PROGRAM MANAGER			
196	RISK MANAGER			
939	SENIOR TECHNOLOGIST STRATEGIST			
123		\$92,236	\$119,889	\$147,541
248	ASSISTANT CITY ATTORNEY			
119	DEPUTY DIRECTOR OF PUBLIC WKS			
742	DIRECTOR OF COMMUNICATIONS			
193	ECONOMIC DEVELOPMENT DIRECTOR			
924	STORMWATER ENGINEER			
878	TRANSPORTATION ENGINEER			
124		\$96,848	\$125,883	\$154,918
773	ASSISTANT HR DIRECTOR			
145	ASSISTANT IT DIRECTOR			
144	ASSISTANT P&R DIRECTOR			
770	ASST NEIGHBORHOOD & COMM SVC DIR			
509	BLDG & INSPEC. ADMINISTRATOR			
137	ENGINEERING DIVISION MANAGER			
556	PRINCIPAL ENGINEER			
125		\$101,691	\$132,178	\$162,664
002ADS	ASSISTANT DEV. SRVCS DIRECTOR			
114	CITY CLERK			
109	CITY ENGINEER			
174	POLICE CAPTAIN			
126		\$106,775	\$138,786	\$170,798
202	ASSISTANT FIRE CHIEF			
136	ASSISTANT PUBLIC WORKS DIRECTOR			
564	ASST CITY ATTY/POLICE LEGAL AD			
882	ASST FINANCE DIRECTOR			

**Proposed Pay Plans
Delray Beach, FL**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
GENERAL				
126		\$106,775	\$138,786	\$170,798
902	ASST UTILITIES DIRECTOR			
127		\$112,114	\$145,726	\$179,337
831	ASSISTANT POLICE CHIEF			
908	CHIEF TECHNICAL DIRECTOR			
140	DEVELOPMENT SERVICES DIRECTOR			
232	HUMAN RESOURCES DIRECTOR			
141	NEIGHBORHOOD & COMM SVCS DIR			
143	PARKS & RECREATION DIRECTOR			
001SA	SR. ASSISTANT CITY ATTORNEY			
128		\$117,720	\$153,012	\$188,304
111	CHIEF FINANCIAL OFFICER			
107	PUBLIC WORKS DIRECTOR			
120	UTILITIES DIRECTOR			
130		\$129,786	\$168,696	\$207,606
201	FIRE CHIEF			
170	POLICE CHIEF			
131		\$136,275	\$177,131	\$217,986
106	ASSISTANT CITY MANAGER			
136		\$173,926	\$226,068	\$278,211
155	CITY ATTORNEY			
103	CITY MANAGER			

232 Active Proposed Classes in the GENERAL Pay Plan

232 Active Proposed Classes in Delray Beach, FL

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
POLICE				
401		\$37,422	\$47,702	\$57,982
5200	POLICE CRIMINAL INFO SPC I			
5235	POLICE FINGERPRINT TECH I			
402		\$39,293	\$50,087	\$60,881
5205	POLICE CRIMINAL INFO SPC II			
5240	POLICE FINGERPRINT TECH II			
404		\$43,321	\$55,221	\$67,121
5220	CRIME INTELLIGENCE ANALYST			
5225	CRIME STOPPERS INFO ANALYST			
5115	POLICE COMM OFFICER I			
5250	SECRETARY TO THE POLICE CHIEF			
405		\$45,487	\$57,982	\$70,477
5227	CRIME STATISTICIAN			
5215	POLICE AUTO MOTORCYCLE MECHANIC			
5000	POLICE CADET			
5120	POLICE COMM OFFICER II			
5245	POLICE LATENT PRINT EXAMINER			
5210	POLICE SUPPLY OFFICER			
408		\$52,657	\$67,121	\$81,586
5005	POLICE OFFICER			
409		\$55,290	\$70,478	\$85,666
5110	POLICE COMMUNICATIONS SUPVR			
5125	POLICE COMMUNICATIONS SUPVR - 42 HRS			
411		\$60,957	\$77,702	\$94,446
5230	POLICE FORENSIC SCIENTIST			
412		\$64,005	\$81,587	\$99,169
5010	POLICE SERGEANT			
415		\$74,093	\$94,447	\$114,800
5015	POLICE LIEUTENANT			
418		\$85,772	\$109,334	\$132,895
5020	POLICE CAPTAIN			
421		\$99,292	\$126,568	\$153,843
5025	POLICE MAJOR			
424		\$114,943	\$146,518	\$178,093
5255	DEPUTY CHIEF OF POLICE			
426		\$126,725	\$161,536	\$196,347
5260	POLICE CHIEF			
24 Active Proposed Classes in the POLICE Pay Plan				
UNIFIED				
101		\$23,640	\$31,302	\$38,963
9520	COUNCIL MEMBER			
103		\$26,063	\$34,510	\$42,957
1540	BUILDING ATTENDANT			
1538	BUILDING ATTENDANT- 10 M			
1536	BUILDING ATTENDANT-9.5 M			
2014	CLERICAL SPECIALIST			
2012	CLERICAL SPECIALIST-9.5 M			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
103		\$26,063	\$34,510	\$42,957
1548	COOK			
1546	COOK-9.5M			
1532	CUSTODIAN			
1542	DETENTION COOK/LAUNDRY WORKER			
2280	FAMILY ADVOCATE			
2278	FAMILY ADVOCATE- 9.5 M			
1534	HOUSEKEEPER			
1154	LABORER			
1804	LIBRARY AIDE- 10HRS			
1806	LIBRARY AIDE-20 HRS			
1800	LIBRARY PAGE-10 HRS			
1802	LIBRARY PAGE-20 HRS			
2058	MAIL CLERK			
2080	PARKING METER COLLECTOR			
9530	PRESIDENT PRO TEMPORE			
2064	STOCK CLERK I			
104		\$27,366	\$36,235	\$45,105
1552	KITCHEN SUPERVISOR			
1550	KITCHEN SUPERVISOR- 9.5 M			
2066	STOCK CLERK II			
105		\$28,734	\$38,047	\$47,360
2104	COMMUNICATIONS SECURITY SPC			
3304	LAW CLERK - 29 HRS			
2070	SENIOR STOCK CLERK			
2068	SENIOR STOCK CLERK- 20HRS			
106		\$30,171	\$39,950	\$49,728
2060	ASSISTANT MAIL ROOM SUPERVISOR			
1100	AUTOMOTIVE ATTENDANT			
2006	AUTOMOTIVE PARTS TECHNICIAN			
1958	DRUG TECHNICIAN			
2030	FISCAL SPECIALIST			
3514	LEGISLATIVE ASSISTANT I - (PART-TIME)			
1158	MAINTENANCE WORKER I			
1156	MAINTENANCE WORKER I- 240 HRS			
2016	SENIOR CLERICAL SPECIALIST			
3500	SENIOR CLERICAL SPECIALIST (UNCL)			
2260	TEACHER AIDE			
2258	TEACHER AIDE- 9.5 M			
107		\$31,680	\$41,947	\$52,214
1105	AUTOMOTIVE SERVICE WRITER			
1018	ENGINEERING AIDE TRAINEE			
1544	FOOD & LAUNDRY SERVICE SUPVR			
1160	MAINTENANCE WORKER II			
2238	PROGRAM SPEC.			
2032	SENIOR FISCAL SPECIALIST			
108		\$33,264	\$44,044	\$54,825
2100	ACCREDITATION SPECIALIST			
2018	ADMINISTRATIVE SPECIALIST I			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
108		\$33,264	\$44,044	\$54,825
3502	ADMINISTRATIVE SPECIALIST I (UNCL)			
1248	COMPLAINT INVESTIGATOR			
2112	INTAKE SPECIALIST			
2038	LEGAL SPECIALIST			
1162	MAINTENANCE WORKER III			
1206	PLANT ELECTRICIAN TRAINEE			
1202	PLANT INSTRUMENTATION TECH TRAINEE			
1227	SCADA OPERATOR TRAINEE			
1226	SCADA OPERATOR TRAINEE-42 HRS			
1102	SENIOR AUTOMOTIVE ATTENDANT			
1234	STREET LIGHT COORDINATOR			
1236	TRAFFIC SIGNAL TRAINEE			
1736	WASTEWATER SERVICE INSPECTOR			
109		\$34,927	\$46,247	\$57,566
2000	311 CALL CENTER REPRESENTATIVE			
2023	ACCOUNT SERVICE SPECIALIST			
1400	ACCOUNTING ASSOCIATE I			
2020	ADMINISTRATIVE SPECIALIST II			
3504	ADMINISTRATIVE SPECIALIST II (UNCL)			
3602	ASSIST TO COMM SVC CTR MGR - (UNCL)			
2336	CASE MANAGER			
2338	CASE MANAGER 9.5M			
1020	ENGINEERING AIDE I			
2306	FAMILY SERVICE WORKER			
3600	FAMILY SERVICE WORKER (UNCL)			
2286	HEAD START PRACTICE-BASE COACH			
1164	HEAVY EQUIPMENT OPERATOR			
1812	LIBRARY TECHNICIAN I			
1808	LIBRARY TECHNICIAN I-10 HRS			
1810	LIBRARY TECHNICIAN I-20 HRS			
2240	SENIOR PROGRAM SPEC.			
1232	SIGN FABRICATOR			
2106	SURVEILLANCE - SYSTEM MONITOR			
2272	TEACHER			
2270	TEACHER- 9.5 M			
110		\$36,673	\$48,559	\$60,445
1402	ACCOUNTING ASSOCIATE II			
2102	ACCREDITATION ANALYST			
1860	AIR SERVICE COORDINATOR			
2074	ASST INVENTORY & SUPPLY MGR			
1022	ENGINEERING AIDE II			
2295	ERSEA SPECIALIST			
2150	JUVENILE DETENTION OFFICER I			
2148	JUVENILE DETENTION OFFICER I - 20 HRS			
2214	JUVENILE PROBATION OFFICER			
1816	LIBRARY TECHNICIAN II			
1814	LIBRARY TECHNICIAN II- 20 HRS			
2108	NEIGHBORHOOD IMPROVEMENT SPC			
1864	PUBLIC RELATIONS SPECIALIST			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
110		\$36,673	\$48,559	\$60,445
3505	SENIOR ADMINISTRATIVE SPC (UNCL)			
2022	SENIOR ADMINISTRATIVE SPECIALIST			
1822	STUDENT LIBRARIAN - 20 HRS			
1120	TRADES TECHNICIAN			
1238	TRAFFIC SIGNAL TECHNICIAN I			
1180	TREATMENT PLANT OPERATOR TRAINEE			
1255	WASTEWATER MECHANIC TRAINEE			
111		\$38,507	\$50,987	\$63,467
2034	ABSTRACTOR			
2174	ANIMAL CONTROL OFFICER I			
2176	ANIMAL CONTROL OFFICER II			
2234	ASSIST TO THE COMM SERCVICE CTR MGR			
1106	AUTOMOTIVE MECHANIC			
1128	CARPENTER			
1708	CODE ENFORCEMENT OFFICER I			
1960	CRIME LABORATORY TECHNICIAN			
2092	CRIME SPECIALIST			
1024	ENGINEERING AIDE III			
1730	HOUSING INSPECTOR			
2152	JUVENILE DETENTION OFFICER II			
2036	LEGAL ASSISTANT			
1820	LIBRARY TECHNICIAN III			
1818	LIBRARY TECHNICIAN III - 20 HRS			
1376	PEST CONTROL INSPECTOR I			
1116	SPRAY SYSTEMS SERVICER			
2276	TEACHER ADVANCED			
2274	TEACHER ADVANCED- 9.5 M			
1136	TRADES SPECIALIST			
1240	TRAFFIC SIGNAL TECHNICIAN II			
112		\$40,432	\$53,536	\$66,640
1914	ASSIST PUBLIC WORKS SAEFTY HEALTH & TRAIN OFFICER			
2310	CAREER DEVELOPMENT SPECIALIST			
1710	CODE ENFORCEMENT OFFICER II			
2026	COMPLAINT SPECIALIST			
2290	CONTENT AREA SPECIALIST			
2288	CONTENT AREA SPECIALIST- 9.5 M			
2048	DEPUTY CLERK I OF CITY COURT			
1920	EMT BASIC			
1358	ENVIRONMENTAL SPECIALIST			
1254	GRANTS PROPERTY MANAGER			
1570	HUMAN RESOURCES SPECIALIST			
2072	INVENTORY SUPERVISOR			
2216	JUVENILE PROB OFCR/POST CERT			
2208	JUVENILE PROBATION COUNSELOR I			
1364	LABORATORY TECHNICIAN			
2140	LEGAL INVESTIGATOR			
3302	LEGAL RESEARCH AIDE			
3300	LEGAL RESEARCH AIDE- 20 HRS			
2042	LEGAL SECRETARY			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
112		\$40,432	\$53,536	\$66,640
3516	LEGISLATIVE ASSISTANT II			
2062	MAIL ROOM SUPERVISOR			
1384	MOSQUITO CONTROL SPECIALIST			
1378	PEST CONTROL INSPECTOR II			
2096	POLICE EVIDENCE TECHNICIAN			
2200	PROBATION OFFICER			
1312	PURCHASING ANALYST I			
1436	REVENUE INSPECTOR			
1108	SENIOR AUTOMOTIVE MECHANIC			
2040	SENIOR LEGAL SPECIALIST			
1122	SENIOR TRADES TECHNICIAN			
1734	SERVICE FEE INVESTIGATOR			
1242	TRAFFIC SIGNAL TECHNICIAN III			
1182	TREATMENT PLANT OPERATOR I			
1370	WASTEWATER CERTIFICATION INSTRUCTOR			
1256	WASTEWATER MECHANIC			
113		\$42,454	\$56,213	\$69,972
1904	CLAIMS ADJUSTER			
1712	CODE ENFORCEMENT OFFICER III			
1654	COMMUNICATIONS TECHNICIAN			
1942	EMERG COMMUNICATIONS OFFICER			
1974	EMERGENCY PREPAREDNESS SPEC			
1957	EMS SFTY, HLTH & TRNG OFFICER			
2284	HEAD START CTR SUPERVISOR			
2282	HEAD START CTR SUPERVISOR- 9.5 M			
2178	HUMANE ENFORCEMENT OFFICER			
2210	JUVENILE PROBATION COUNSELOR II			
1824	LIBRARIAN 1 - 10 HRS			
1828	LIBRARIAN I			
1826	LIBRARIAN I-20 HRS			
1166	MAINTENANCE WORKER SUPVR I			
1614	NETWORK TECHNICIAN I			
1380	PEST CONTROL INSPECTOR III			
2201	PROBATION OFFICER/POST CERT			
1306	RIGHT-OF-WAY AGENT I			
1732	SENIOR HOUSING INSPECTOR			
2142	SENIOR LEGAL INVESTIGATOR			
1138	SENIOR TRADES SPECIALIST			
114		\$44,576	\$59,024	\$73,471
1922	ADVANCED EMT			
2180	ANIMAL CONTROL FIELD SUPVR			
2002	ASST 311 CALL CENTER MANAGER			
2008	AUTOMOTIVE PARTS SUPERVISOR			
1714	CODE ENFORCEMENT OFFICER IV			
1676	COMPUTER/ELECT SYSTEMS TECH			
3613	CONSTITUENT RELATIONS REP			
2050	DEPUTY CLERK II OF CITY COURT			
2222	DETENTION FACILITY COUNSELOR			
2154	DETENTION FACTY SHIFT SUPRV			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
114		\$44,576	\$59,024	\$73,471
2318	EEO/AA COMPLIANCE OFFICER			
1944	EMERG COMM ASST SHIFT SUPVR			
1030	ENGINEER INTERN APPLICANT			
1026	ENGINEERING TECHNICIAN			
2024	EXECUTIVE ASSISTANT			
1000	HORTICULTURIST			
3520	JUDICIAL AIDE			
1168	MAINTENANCE WORKER SUPVR II			
1110	MASTER MECHANIC			
1382	NIGHT SPRAY SUPERVISOR			
2298	NUTRITION SUPERVISOR			
2081	PARKING GARAGE COORDINATOR			
1670	PC LAN SPECIALIST			
1054	PLANNER I			
1700	PLANS ANALYST I			
1208	PLANT ELECTRICIAN			
1204	PLANT INSTRUMENT TECHNICIAN			
2316	PROGRAM PLANNING ANALYST II			
1866	PUBLIC RELATIONS COORDINATOR			
1916	PUBLIC WORKS SAFETY HEALTH & TRNG OFF			
1314	PURCHASING ANALYST II			
1228	SCADA OPERATOR			
2312	SENIOR CAREER DEVELOP SPECIALIST			
1572	SENIOR HUMAN RESOURCES SPECIALIST			
2218	SENIOR JUVENILE PROB OFCR/POSTCERT			
2202	SENIOR PROBATION OFFICER			
1257	SENIOR WASTEWATER MECHANIC			
2320	SOCIAL SERVICES COORDINATOR			
1650	TELECOMMUNICATIONS TECHNICIAN			
1184	TREATMENT PLANT OPERATOR II			
115		\$46,805	\$61,975	\$77,144
1900	AIRPORT COMPLIANCE COORDINATOR			
2078	AIRPORT SUPPLY MANAGER			
1354	ASSIST RECYCLING MANAGER			
1244	ASST TRAFFIC SIGNAL SUPERVISOR			
1112	AUTOMOTIVE SHOP SUPERVISOR			
2314	CAREER DEVELOPMENT SUPERVISOR			
2144	CHIEF LEGAL INVESTIGATOR			
1716	CODE ENFORCEMENT OFFICER V			
2044	LEGAL ADMINISTRATIVE SUPRV			
1830	LIBRARIAN II			
1616	NETWORK TECHNICIAN II			
2334	POLICE VICTIM ADVOCATE			
2098	RECORDS SUPERVISOR			
1308	RIGHT-OF-WAY AGENT II			
2094	SENIOR CRIME SPECIALIST			
3512	SENIOR EXECUTIVE ASSISTANT			
2212	SENIOR JUVENILE PROB COUNSELOR			
2203	SENIOR PROBATION OFFICER/POST CERT			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
115		\$46,805	\$61,975	\$77,144
1118	SPRAY SYSTEMS SUPERVISOR			
116		\$49,146	\$65,074	\$81,002
2166	AIRPORT POLICE/ARFF OFFICER			
1170	ASSISTANT PUBLIC WORKS SUPT			
1938	ASST EMT TRAINING OFFICER			
2247	COMMUNITY OUTREACH SPECIALIST			
3614	COMMUNITY OUTREACH SPECIALIST (UNCL)			
3604	COMMUNITY SVC CTR MAGR (UNCL)			
2236	COMMUNITY SVC CTR MGR			
1626	COMPUTER PROGRAMMER/SYSTEMS ANALYST I			
2300	DATA COORDINATOR			
2158	DEPUTY CONSTABLE			
2156	DETENTION FACTY SR SHIFT SUPRV			
1220	ELECTRICAL & INSTRUMENT SUPVR			
1946	EMERG COMM SHIFT SUPERVISOR			
1976	EMERG PREPAREDNESS COORDINATOR			
1955	EMS COMPLIANCE SPECIALIST			
1950	EMS PLANNING & RESEARCH SPC			
1936	EMS PUBLIC SERVICE COORDINATOR			
3618	FEDERAL & STATE GRANTS COORD			
1504	FIXED ASSETS MANAGER			
2076	INVENTORY & SUPPLY MANAGER			
1142	MECHANICAL OPERATIONS SUPVR			
2046	PARISH ATTORNEY OPS COORD			
1056	PLANNER II			
1702	PLANS ANALYST II			
2230	PRETRIAL COORDINATOR			
1580	PUBLIC WORKS EMPLOYEE RELATIONS ANALYST			
1438	REVENUE SUPERVISOR			
1912	SAFETY OFFICER			
3506	SECRETARY TO THE ASST CAO'S			
3508	SECRETARY TO THE CAO			
3510	SECRETARY TO THE MAYOR-PRESIDENT			
1246	TRAFFIC SIGNAL SUPERVISOR			
117		\$51,603	\$68,327	\$85,052
1404	ACCOUNTANT			
1008	ARCHITECT INTERN			
1366	ASST WASTEWATER LAB SUPERVISOR			
1416	AUDITOR			
1426	BUDGET ANALYST			
1032	ENGINEER INTERN			
1386	ENTOMOLOGIST			
1406	FINANCIAL ANALYST			
1496	RETIREMENT ANALYST			
1440	REVENUE ANALYST			
1352	SUSTAIN & RENEW ENERGY COORD			
1140	TRADESWORK SUPERVISOR			
118		\$54,183	\$71,744	\$89,304

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
118		\$54,183	\$71,744	\$89,304
2004	311 CALL CENTER MANAGER			
2321	ADVISORY COUNCIL COOR			
2168	AIRPORT POLICE/ARFF SERGEANT			
2182	ANIMAL CONTROL OPERATIONS MGR			
1300	BUILDING CONTRACT SPECIALIST			
3610	BUSINESS DEVELOPMENT COORDINATOR			
3616	COMMUNITY OUTREACH COORD(UNCL)			
2226	COMMUNITY RELATIONS SUPERVISOR			
2028	COMPLAINT MANAGER			
1628	COMPUTER PROGRAMMER/SYSTEMS ANALYST II			
2204	DEPUTY CHIEF OF PROBATION			
2160	DEPUTY CONSTABLE - SERGEANT			
1466	EMS BILLING MANAGER			
1924	EMT PARAMEDIC			
1642	GIS ANALYST			
1574	HUMAN RESOURCES ANALYST			
1624	INFO SERVICES WEB AUTHOR			
1832	LIBRARIAN III			
1058	PLANNER III			
1704	PLANS ANALYST III			
1304	PROPERTY & DEVELOPMENT COORD			
2052	SENIOR DEPUTY CLERK OF CITY COURT			
1060	SENIOR PLANNER			
1316	SENIOR PURCHASING ANALYST			
1310	SENIOR RIGHT-OF-WAY AGENT			
1632	SERVER ANALYST			
119		\$56,892	\$75,331	\$93,770
3609	ASSISTANT ADMINISTRATOR - WIOA			
1470	ASSISTANT EMS BUSINESS MANAGER			
1486	ASSISTANT POLICE BUSINESS MANAGER			
2292	ASST PROGRAM ADMIN-HEADSTART			
2332	LICENSED CLINICAL SOCIAL WKR			
1144	MECHANICAL OPERATIONS MANAGER			
1672	PC LAN ADMINISTRATOR			
1474	PROGRAM COORDINATOR			
3622	RECAST PROGRAM MANAGER			
1357	RECYCLING COORDINATOR			
1034	SENIOR ENGINEER INTERN			
1618	SENIOR NETWORK TECHNICIAN			
1652	SENIOR TELECOMMUNICATIONS TECH			
1738	WASTEWATER INSPECTIONS COORD			
1368	WASTEWATER LABORATORY SUPRV			
120		\$59,737	\$79,097	\$98,458
1867	ASSIST PUBLIC INFORMATION OFFICER			
1460	ASST AIRPORT BUSINESS MANAGER			
1454	ASST FINANCIAL PROJECTS COORD			
1480	ASST LIBRARY BUSINESS MANAGER			
1490	CENTRAL GARAGE BUSINESS OFF			
1318	CHIEF PURCHASING ANALYST			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
120		\$59,737	\$79,097	\$98,458
3625	COMM DEVELOPMENT PROGRAM MGR - (UNCL)			
1870	DESIGN & MARKETING COORDINATOR			
2224	DETENTION FACILITY MANAGER			
1464	DHDS ACCOUNTING SECTION SUPRV			
1926	EMS UNIT COMMANDER			
1146	FACILITIES MANAGER			
1641	IS OUTREACH COORDINATOR			
2220	JUVENILE SERVICES MANAGER			
1492	PW ACCOUNTING SECTION SUPVR			
2302	QUALITY ASSUR MGR - RYAN WHITE			
1418	SENIOR AUDITOR			
1428	SENIOR BUDGET ANALYST			
1408	SENIOR FINANCIAL ANALYST			
1644	SENIOR GIS ANALYST			
1498	SENIOR RETIREMENT ANALYST			
1442	SENIOR REVENUE ANALYST			
121		\$62,724	\$83,052	\$103,381
1252	AIRPORT CONSTR SUPERINTENDENT			
2170	AIRPORT POLICE/ARFF LIEUTENANT			
1216	ASST WASTEWATER COLLS SYS MGR			
1720	CHIEF CODE ENFORCEMENT OFFICER			
2057	CHIEF OF ACCOUNTING DIV			
2053	CHIEF OF CIVIL DIV			
2228	CHIEF OF COURT SERVICES DIV			
2054	CHIEF OF CRIMINAL/TRAFFIC DIV			
2206	CHIEF OF PROBATION DIVISION			
2055	CHIEF OF RECORDS DIVISION			
1706	CHIEF PLANS ANALYST			
2162	DEPUTY CONSTABLE-LIEUTENANT			
1978	EMERG PREPAREDNESS CHF OF OPS			
1928	EMS DEPUTY SHIFT SUPERVISOR			
3400	EXECUTIVE ASSISTANT TO THE MAYOR-PRESIDENT			
1646	GIS COORDINATOR			
1634	INFO SERVICES SR SERVER ANYST			
1834	LIBRARIAN IV			
1062	PLANNING MANAGER			
1488	POLICE BUSINESS MANAGER			
3626	PROGRAM ANALYST			
1174	PUBLIC WORKS OPERATIONS MGR			
1919	PUBLIC WORKS SAFETY HEALTH & TRNG COOR			
1172	PUBLIC WORKS SUPERINTENDENT			
1356	RECYCLING MANAGER			
1630	SENIOR COMPUTER PROG/SYSTEMS ANYST			
1114	VEHICLA & EQUIP MAINT MGR			
3100	VEHICLE & EQUIP MAINT MGR (UNCL)			
1210	WASTEWATER TREATMENT PLANT SUPRV			
122		\$65,860	\$87,205	\$108,550
1724	ASSISTANT BUILDING OFFICIAL			
1956	EMS EMPLOYEE DEVELOPMENT OFCR			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
122		\$65,860	\$87,205	\$108,550
1930	EMS SHIFT SUPERVISOR			
1940	EMT TRAINING OFFICER			
3200	MOSQUITO CTRL AIRCRAFT OPS MGR			
1036	PROFESSIONAL ENGINEER I			
1576	SENIOR HUMAN RESOURCES ANALYST			
123		\$69,153	\$91,565	\$113,977
1476	ASSIST ENVIRON SVCS FINANCIAL MGR			
3310	ASSISTANT PARISH ATTORNEY			
1420	CHIEF AUDITOR			
1430	CHIEF BUDGET ANALYST			
1410	CHIEF FINANCIAL ANALYST			
1444	CHIEF REVENUE ANALYST			
1726	DEPUTY BUILDING OFFICIAL			
1932	DEPUTY CHIEF EMS OPER OFFICER			
2056	DEPUTY JUDICIAL ADMIN/CITY CRT			
1948	EMERG COMM CHIEF OF OPERATIONS			
1472	EMS BUSINESS MANAGER			
1952	EMS PLANNING & RESEARCH MGR			
1954	EMS PUBLIC EDUCATION MANAGER			
1350	FLOODPLAIN MANAGER			
3606	GRANT ADMINISTRATOR			
1620	INFO SERVICES NETWORK ADMIN			
1489	PUBLIC WORKS BUSINESS MANAGER			
1372	SOLID WASTE MANAGER			
1662	TELECOMM CHIEF OF OPERATIONS			
124		\$72,610	\$96,143	\$119,676
1302	AIRPORT DEVELOP & ADMIN MGR			
1862	AIRPORT MARKETING MANAGER			
2172	AIRPORT POLICE/ARFF CHIEF			
1902	AIRPORT SAFETY & OPS MANAGER			
1148	BUILDING SVCS & SECURITY MGR			
1722	CODE ENFORCEMENT MANAGER			
1674	COMPUTER/ELECT SYSTEMS MGR			
1458	DEBT MANAGEMENT OFFICER			
2164	DEPUTY CONSTABLE - CAPTAIN			
1868	DEVELOPMENT PROJECT MANAGER			
1360	ENVIRONMENT & WW PRETREAT MGR			
1456	FINANCIAL PROJECTS COORDINATOR			
1361	MS4 PERMIT MANAGER			
1064	PLANNING PROJECT COORDINATOR			
1038	PROFESSIONAL ENGINEER II			
2294	PROGRAM ADMIN-HEADSTART			
3608	PROGRAM ADMINISTRATOR - WIOA			
2304	PROGRAM ADMINISTRATOR-HIV/AIDS			
2324	PROGRAM ADMIN-SOCIAL SERVICES			
1222	PUMP MAINTENANCE MANAGER			
3320	SENIOR PROSECUTOR			
1218	WASTEWATER COLLECTIONS SYS MGR			
1212	WASTEWATER TREATMENT PLANT MAINT MGR			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
124		\$72,610	\$96,143	\$119,676
1214	WASTEWATER TREATMENT PLANT MGR			
125		\$76,241	\$100,950	\$125,660
1462	AIRPORT BUSINESS MANAGER			
1010	ARCHITECT			
3084	ASSIST URBAN DEVELOPMENT DIRECTOR			
1412	ASSISTANT ACCOUNTING MANAGER			
1422	ASSISTANT AUDITING MANAGER			
1432	ASSISTANT BUDGETING MANAGER			
3074	ASSISTANT PURCHASING DIRECTOR			
1446	ASSISTANT REVENUE MANAGER			
1450	ASSISTANT SERVICE FEE MANAGER			
3058	ASST DIRECTOR OF MAYOR'S OHSEP			
1728	BUILDING OFFICIAL			
3012	CHIEF DEPUTY JUD ADMIN/CTY CRT			
3612	CHIEF SERVICE OFFICER - (UNCL)			
3086	CHIEF WIOA ADMINISTRATOR			
3624	COMMUNITY DEVELOPMENT MANAGER - (UNCL)			
2326	EXECUTIVE PROG ADMINISTRATOR			
1648	GIS MANAGER			
1578	HUMAN RESOURCES DIVISION MGR			
1636	INFO SERVICES PROJECT MANAGER			
1638	INFORMATION SERVICES DATABASE MGR			
1002	LANDSCAPE ARCHITECT			
1482	LIBRARY BUSINESS MANAGER			
3070	PUBLIC INFORMATION OFFICER			
1500	RETIREMENT BENEFITS MANAGER			
1502	RETIREMENT FINANCIAL MANAGER			
1320	SUPPLIER DIVERSITY MANAGER			
126		\$80,053	\$105,998	\$131,943
3020	ASSISTANT COUNCIL BUDGET OFFICER			
3026	ASST EXECUTIVE DIRECTOR/DDD			
3088	CHIEF DEPUTY CONSTABLE			
1934	CHIEF EMS OPERATIONS OFFICER			
3321	DIRECTOR OF SPECIAL PROJECTS			
1040	PROFESSIONAL ENGINEER III			
127		\$84,056	\$111,298	\$138,540
1338	AST DIR MOSQUITO & RODENT CTRL			
2146	DIR ABC/GAMING ENFORCEMENT			
1330	DIR ANIMAL CONTROL & RESCUE			
1028	PROFESSIONAL LAND SURVEYOR			
1374	SANITATION MANAGER			
1230	SCADA MANAGER			
1012	SENIOR ARCHITECT			
3316	SPEC. ASSIST PARISH ATTORNEY/AIRPORT LEGAL COUNSEL			
3312	SPECIAL ASST PARISH ATTORNEY			
1224	WASTEWATER ASSET MANAGER			
128		\$88,258	\$116,863	\$145,467
1414	ACCOUNTING MANAGER			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
128		\$88,258	\$116,863	\$145,467
1332	ASSIST DIR OF INFO SERVICES			
3046	ASSIST DIR OF INFO SERVICES (UNCL)			
3030	ASSISTANT EMS ADMINISTRATOR			
1836	ASSISTANT LIBRARY DIRECTOR			
3016	ASST COUNCIL ADMIN/TREASURER			
1333	ASST DIR OF JUVENILE SERVICES			
3040	ASST DIRECTOR HUMAN DEV & SVCS			
1494	ASST PW DIR OF MGT/FINANCE			
1424	AUDITING MANAGER			
1434	BUDGETING MANAGER			
1017	COMPLETE STREETS PROJECT MGR			
1178	DRAINAGE MAINTENANCE MANAGER			
1478	ENVIRON SERVICES FINANCIAL MGR			
1362	ENVIRONMENTAL COORDINATOR			
1006	PARISHWIDE LANDSCAPE MANAGER			
1042	PROFESSIONAL ENGINEER IV			
1448	REVENUE MANAGER			
3314	SENIOR SPC ASST PARISH ATTORNEY			
3318	SENIOR SPC AST PA/AP LEGAL COUNSEL			
1452	SERVICE FEE MANAGER			
00000001	SPECIAL PROJECTS ARCHITECT			
1176	STREET MAINTENANCE MANAGER			
1004	URBAN FORESTRY & LANDSCAPE MGR			
129		\$92,671	\$122,706	\$152,741
1336	ASST HUMAN RESOURCES DIRECTOR			
3068	ASST PLANNING DIRECTOR			
3078	ASST RETIREMENT ADMINISTRATOR			
3306	CITY PROSECUTOR			
3324	DIRECTOR-LITIGATION & RISK MGT			
3082	URBAN DEVELOPMENT DIRECTOR			
130		\$97,305	\$128,841	\$160,378
1016	CHIEF ARCHITECT			
9505	CITY CONSTABLE			
3018	COUNCIL BUDGET OFFICER			
3052	DEPUTY LIBRARY DIRECTOR			
3315	DEPUTY PARISH ATTORNEY			
1044	SPECIAL PROJECTS ENGINEER			
131		\$102,170	\$135,283	\$168,397
3006	ASSISTANT DIRECTOR OF AVIATION			
1334	ASSISTANT FINANCE DIRECTOR			
3008	BUILDINGS & GROUNDS DIRECTOR			
1046	CHIEF DESIGN & CONSTR ENGINEER			
1045	CHIEF DEVELOPMENT ENGINEER			
1050	CHIEF OF ENGINEERING & TECH WW			
1052	CHIEF OF OPERATIONS & MAINT WW			
1049	CHIEF STORMWATER ENGINEER			
1048	CHIEF TRAFFIC ENGINEER			
3010	CLERK OF CITY CRT/JUDICIAL ADM			

**Proposed Pay Plans
Baton Rouge LA**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>
UNIFIED				
131		\$102,170	\$135,283	\$168,397
3014	COUNCIL ADMIN/TREASURER			
3022	DEVELOPMENT DIRECTOR			
3038	DIR OF HUMAN DEVEL & SERVICES			
3060	DIR OF MOSQUITO AB & ROD CTRL			
3048	DIRECTOR OF JUVENILE SERVICES			
3028	EMS ADMINISTRATOR			
3024	EXECUTIVE DIRECTOR/DDD			
3036	FLEET MANAGEMENT DIRECTOR			
3072	PURCHASING DIRECTOR			
132		\$107,279	\$142,047	\$176,816
1342	ASST ENVIRONMENTAL SVCS DIR			
3628	CHIEF PROGRAM ANALYST (UNCL)			
3056	DIRECTOR OF MAYOR'S OHSEP			
3050	LIBRARY DIRECTOR			
133		\$112,642	\$149,150	\$185,657
3002	ASST CHIEF ADMIN OFFICER			
3044	DIRECTOR OF INFO SERVICES			
3042	HUMAN RESOURCES DIRECTOR			
3066	PLANNING DIRECTOR			
135		\$124,188	\$164,438	\$204,687
3032	ENVIRONMENTAL SERVICE DIRECTOR			
3034	FINANCE DIRECTOR			
3054	MAINTENANCE DIRECTOR			
3076	RETIREMENT ADMINISTRATOR			
3080	TRANSPORTATION & DRAINAGE DIR			
136		\$130,398	\$172,660	\$214,922
3004	DIRECTOR OF AVIATION			
3062	PARISH ATTORNEY			
138		\$143,763	\$190,357	\$236,951
3000	CHIEF ADMIN OFFICER TO THE M-P			
3001	CHIEF OF STAFF			
144		\$192,657	\$255,097	\$317,537
9500	MAYOR-PRESIDENT			

540 Active Proposed Classes in the UNIFIED Pay Plan

564 Active Proposed Classes in Baton Rouge LA

Salary Survey Results for DEERFIELD BEACH, FL

Job Class Title	Averages For Each Job Class					DEERFIELD BEACH								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
CUSTOMER SERV. REPRESENTATIVE	\$37,500	\$47,674	\$57,847				54.3%	\$30,867	-21.5%	\$39,364	-21.1%	\$47,861	-20.9%	55.1%
POLICE INFO SPECIALIST	\$38,848	\$49,021	\$59,194				52.4%	\$32,781	-18.5%	\$41,798	-17.3%	\$50,814	-16.5%	55.0%
ADMINISTRATIVE ASSISTANT	\$39,862	\$50,328	\$60,793				52.5%	\$36,982	-7.8%	\$47,154	-6.7%	\$57,325	-6.1%	55.0%
PERMIT CLERK	\$40,983	\$51,734	\$62,485				52.5%	\$34,819	-17.7%	\$44,398	-16.5%	\$53,976	-15.8%	55.0%
COMMUNITY SERVICE OFFICER	\$41,353	\$52,304	\$63,255				53.0%	\$36,982	-11.8%	\$47,154	-10.9%	\$57,325	-10.3%	55.0%
RECREATION SUPERVISOR I	\$43,061	\$54,915	\$66,768				55.1%	\$36,982	-16.4%	\$47,154	-16.5%	\$57,325	-16.5%	55.0%
COMMUNICATIONS SPECIALIST	\$45,654	\$57,737	\$69,819				52.9%	\$41,704	-9.5%	\$53,175	-8.6%	\$64,646	-8.0%	55.0%
CODE ENFORCEMENT OFFICER	\$46,773	\$59,078	\$71,384				52.6%	\$39,270	-19.1%	\$50,066	-18.0%	\$60,861	-17.3%	55.0%
PARKS MAINTENANCE SUPERVISOR	\$48,166	\$61,691	\$75,216				56.2%	\$39,270	-22.7%	\$50,066	-23.2%	\$60,861	-23.6%	55.0%
CRIME ANALYST	\$49,939	\$63,725	\$77,511				55.2%	\$44,283	-12.8%	\$56,472	-12.8%	\$68,661	-12.9%	55.0%
UTILITY INSPECTOR	\$50,853	\$64,442	\$78,031				53.4%	\$44,283	-14.8%	\$56,472	-14.1%	\$68,661	-13.6%	55.0%
RISK COORDINATOR	\$50,485	\$64,770	\$79,054				56.6%	\$44,283	-14.0%	\$56,472	-14.7%	\$68,661	-15.1%	55.0%
TECHNICAL SUPPORT ANALYST I	\$52,791	\$67,514	\$82,238				55.8%	\$47,029	-12.3%	\$59,966	-12.6%	\$72,904	-12.8%	55.0%
ACCOUNTANT	\$53,619	\$69,002	\$84,385				57.4%	\$53,061	-1.1%	\$67,642	-2.0%	\$82,222	-2.6%	55.0%
PURCHASING AGENT	\$54,097	\$69,845	\$85,594				58.2%	\$49,962	-8.3%	\$63,700	-9.6%	\$77,438	-10.5%	55.0%
PLANNER	\$54,670	\$70,341	\$86,012				57.3%	\$53,061	-3.0%	\$67,642	-4.0%	\$82,222	-4.6%	55.0%
HUMAN RESOURCES GENERALIST	\$54,404	\$70,447	\$86,490				59.0%	\$49,962	-8.9%	\$63,700	-10.6%	\$77,438	-11.7%	55.0%
UTILITIES SUPERVISOR	\$54,812	\$70,634	\$86,456				57.7%	\$47,029	-16.6%	\$59,966	-17.8%	\$72,904	-18.6%	55.0%
FLEET SUPERVISOR	\$55,590	\$71,357	\$87,125				56.7%	\$47,029	-18.2%	\$59,966	-19.0%	\$72,904	-19.5%	55.0%
ENGINEERING INSPECTOR	\$56,170	\$71,523	\$86,875				54.7%	\$44,283	-26.8%	\$56,472	-26.7%	\$68,661	-26.5%	55.0%
COMMUNICATIONS SUPERVISOR	\$55,602	\$71,646	\$87,691				57.7%	\$49,962	-11.3%	\$63,700	-12.5%	\$77,438	-13.2%	55.0%
WTP SUPERVISOR	\$56,880	\$72,465	\$88,050				54.8%	\$47,029	-20.9%	\$59,966	-20.8%	\$72,904	-20.8%	55.0%
BUILDING INSPECTOR	\$58,307	\$74,331	\$90,356				55.0%	\$56,347	-3.5%	\$71,833	-3.5%	\$87,318	-3.5%	55.0%
BUILDING MAINTENANCE SUPT	\$62,813	\$81,503	\$100,193				59.5%	\$53,061	-18.4%	\$67,642	-20.5%	\$82,222	-21.9%	55.0%
SENIOR PLANNER	\$64,161	\$83,121	\$102,081				59.1%	\$59,717	-7.4%	\$77,636	-7.1%	\$95,555	-6.8%	60.0%
PARKS SUPERINTENDENT	\$65,649	\$85,206	\$104,762				59.6%	\$59,717	-9.9%	\$77,636	-9.8%	\$95,555	-9.6%	60.0%
TECHNICAL SERVICES MANAGER	\$68,056	\$87,462	\$106,867				57.0%	\$53,061	-28.3%	\$67,642	-29.3%	\$82,222	-30.0%	55.0%
STREETS SUPERINTENDENT	\$67,294	\$87,773	\$108,251				60.9%	\$59,717	-12.7%	\$77,636	-13.1%	\$95,555	-13.3%	60.0%
SYSTEM ADMINISTRATOR	\$68,335	\$88,129	\$107,924				57.9%	\$56,347	-21.3%	\$71,833	-22.7%	\$87,318	-23.6%	55.0%
BENEFITS MANAGER	\$67,934	\$88,341	\$108,748				60.1%	\$56,347	-20.6%	\$71,833	-23.0%	\$87,318	-24.5%	55.0%
WATER TREATMENT PLANT MANAGER	\$70,213	\$90,948	\$111,682				59.1%	\$67,101	-4.6%	\$87,235	-4.3%	107,370	-4.0%	60.0%
ENGINEER III	\$74,829	\$97,402	\$119,975				60.3%	\$63,294	-18.2%	\$82,295	-18.4%	101,296	-18.4%	60.0%
INFORMATION SECURITY MANAGER	\$75,594	\$98,209	\$120,823				59.8%	\$75,400	-0.3%	\$98,020	-0.2%	120,640	-0.2%	60.0%
EMERGENCY MANAGER	\$77,058	\$99,684	\$122,310				58.7%	\$71,136	-8.3%	\$92,466	-7.8%	113,797	-7.5%	60.0%
COMMUNICATIONS MANAGER	\$76,973	\$100,120	\$123,267				60.1%	\$59,717	-28.9%	\$77,636	-29.0%	\$95,555	-29.0%	60.0%
ASSISTANT CITY ATTORNEY II	\$92,955	\$121,873	\$150,790				62.2%	\$89,794	-3.5%	116,740	-4.4%	143,686	-4.9%	60.0%

Salary Survey Results for DEERFIELD BEACH, FL

Job Class Title	Averages For Each Job Class					DEERFIELD BEACH								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
BLDG & INSPEC. ADMINISTRATOR	\$95,312	\$124,746	\$154,180				61.8%	\$79,914	-19.3%	104,135	-19.8%	128,357	-20.1%	60.6%
CITY CLERK	\$99,696	\$128,473	\$157,250				57.7%	\$84,718	-17.7%	110,126	-16.7%	135,533	-16.0%	60.0%
POLICE CAPTAIN	\$106,989	\$131,926	\$156,862				46.6%	\$84,718	-26.3%	110,126	-19.8%	135,533	-15.7%	60.0%
DIRECTOR OF COMMUNICATIONS	\$102,043	\$134,402	\$166,761				63.4%	\$67,101	-52.1%	\$87,235	-54.1%	107,370	-55.3%	60.0%
PARKS & RECREATION DIRECTOR	\$111,468	\$146,506	\$181,544				62.9%	100,901	-10.5%	131,165	-11.7%	161,429	-12.5%	60.0%
UTILITIES DIRECTOR	\$114,584	\$147,705	\$180,827				57.8%	100,901	-13.6%	131,165	-12.6%	161,429	-12.0%	60.0%
HUMAN RESOURCES DIRECTOR	\$114,610	\$150,709	\$186,807				63.0%	\$95,181	-20.4%	123,739	-21.8%	152,298	-22.7%	60.0%
PUBLIC WORKS DIRECTOR	\$117,144	\$152,769	\$188,393				60.8%	100,901	-16.1%	131,165	-16.5%	161,429	-16.7%	60.0%
FINANCE DIRECTOR	\$117,461	\$153,860	\$190,259				62.0%	108,971	-7.8%	141,658	-8.6%	174,346	-9.1%	60.0%
DEVELOPMENT SERVICES DIRECTOR	\$119,220	\$154,457	\$189,694				59.1%	\$95,181	-25.3%	123,739	-24.8%	152,298	-24.6%	60.0%
POLICE CHIEF	\$130,590	\$167,153	\$203,716				56.0%	108,971	-19.8%	141,658	-18.0%	174,346	-16.8%	60.0%
FIRE CHIEF	\$131,544	\$170,869	\$210,194				59.8%	108,971	-20.7%	141,658	-20.6%	174,346	-20.6%	60.0%
ASSISTANT CITY MANAGER	\$141,045	\$183,739	\$226,433				60.5%	117,686	-19.8%	152,994	-20.1%	188,302	-20.2%	60.0%
CITY ATTORNEY	\$146,896	\$199,077	\$251,259				71.0%	108,971	-34.8%	141,658	-40.5%	174,346	-44.1%	60.0%
Survey Averages	\$74,418	\$96,254	\$118,090				57.76%	\$64,250	-16.1%	\$83,404	-16.3%	\$102,558	-16.4%	59.62%

Proposed Class List By Title

Lexington TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
A							
Accountant I	1000	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
Accountant II	1020	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>1</u>
Accountant III	900	GENERAL	114	\$66,348	\$82,949	\$99,549	<u>3</u>
Accounting Clerk I	1050	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>0</u>
Accounting Clerk II	1030	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>1</u>
Accounting Clerk III	1040	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Accounting Manager	1025	GENERAL	119	\$84,679	\$105,866	\$127,053	<u>1</u>
Admin Asst/Public Awareness	1080	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Admin Clerk	1090	GENERAL	103	\$38,793	\$48,498	\$58,204	<u>1</u>
Asst. Fire Chief	1100	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>1</u>
Asst. General Mgr	1110	GENERAL	118	\$80,647	\$100,825	\$121,003	<u>1</u>
Asst. Police Chief	1605	GENERAL	118	\$80,647	\$100,825	\$121,003	<u>1</u>
Asst. Public Works Director	1645	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>1</u>
B							
Backflow/Cross Connect	1130	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
Billing Supervisor	1135	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
Building Inspector	1140	GENERAL	113	\$63,189	\$78,999	\$94,809	<u>1</u>
C							
Certified Welder	1160	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
Chief Operator	1170	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>3</u>
City Recorder/CFO	1180	GENERAL	122	\$98,027	\$122,553	\$147,079	<u>1</u>
Collections Supervisor	1181	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
CSR/Cashier	1182	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>4</u>
Customer Service Representative I	1055	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>2</u>
Customer Service Representative II	1035	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>2</u>
Customer Service Supervisor	1015	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>1</u>
D							
Dispatcher	1190	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>6</u>
E							
Engineer	1661	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Engineering CSR	1665	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Engineering Manager	1202	GENERAL	122	\$98,027	\$122,553	\$147,079	<u>1</u>
Engineering Tech	1203	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>1</u>

Proposed Class List By Title

Lexington TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
Equipment Operator I	1210	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>7</u>
Equipment Operator II	1230	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>0</u>
Equipment Operator/Non-Cert	1220	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>5</u>
F							
Facilities Maintenance Tech	1250	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>2</u>
Fire Captain	1150	GENERAL	114	\$66,348	\$82,949	\$99,549	<u>4</u>
Fire Chief	1105	GENERAL	120	\$88,913	\$111,159	\$133,405	<u>1</u>
Fire Inspector	1390	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>1</u>
Fire Lieutenant	1440	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>3</u>
Fire Training Officer	1385	GENERAL	113	\$63,189	\$78,999	\$94,809	<u>1</u>
Firefighter	1260	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>7</u>
Flushing Tech	1280	GENERAL	103	\$38,793	\$48,498	\$58,204	<u>2</u>
Foreman	1691	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>2</u>
G							
Garage Manager	1300	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
Gas Crew Leader	1430	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>4</u>
Gas Inspector/Meter Tech	1475	GENERAL	113	\$63,189	\$78,999	\$94,809	<u>1</u>
Gen Maintenance Tech	1310	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>3</u>
Gen Maintenance Tech/Certified	1320	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>0</u>
General Laborer	1330	GENERAL	104	\$40,732	\$50,923	\$61,114	<u>6</u>
General Manager/Electric	1335	GENERAL	130	\$144,830	\$181,067	\$217,303	<u>1</u>
General Manager/Utilities	1510	GENERAL	122	\$98,027	\$122,553	\$147,079	<u>1</u>
GIS Tech	1340	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
Grounds Crew Laborer	1360	GENERAL	103	\$38,793	\$48,498	\$58,204	<u>4</u>
Grounds Crew Leader	1370	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
H							
High Pressure Operator	1205	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>1</u>
Human Resources Director	1020-N	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>1</u>
I							
Industrial Maintenance Tech	1380	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>1</u>
Inventory Control Spec	1400	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Investigator	1410	GENERAL	113	\$63,189	\$78,999	\$94,809	<u>5</u>
IT Manager	1375	GENERAL	118	\$80,647	\$100,825	\$121,003	<u>1</u>
L							

Proposed Class List By Title

Lexington TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
Lift Station Tech I	1450	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>1</u>
Lift Station Tech II	1455	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
Line Construction Supervisor	1451	GENERAL	122	\$98,027	\$122,553	\$147,079	<u>1</u>
Line Supervisor	1454	GENERAL	119	\$84,679	\$105,866	\$127,053	<u>4</u>
Lineman (Electric)	1452	GENERAL	114	\$66,348	\$82,949	\$99,549	<u>17</u>
Lineman (Gas)	1460	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>3</u>
M							
Maintenance Operator	1490	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>0</u>
Maintenance Tech	1480	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
Maintenance Tech/Non-Cert	1500	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>2</u>
Mapping Specialist	1501	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>1</u>
Mechanic I	1530	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>1</u>
Mechanic II	1521	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>2</u>
Mechanic III	1540	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
Meter Reader	1550	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>1</u>
Meter Service Tech	1560	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>4</u>
Meter Specialist/Collector	1551	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>2</u>
Museum Operations Coordinator	1570	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
O							
Office Manager (Electric)	1571	GENERAL	119	\$84,679	\$105,866	\$127,053	<u>1</u>
Office Manager (Utilities)	950	GENERAL	112	\$60,180	\$75,237	\$90,294	<u>1</u>
Operations Manager	1572	GENERAL	127	\$125,110	\$156,412	\$187,715	<u>1</u>
P							
Patrolman	1590	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>18</u>
Police Captain	1150-E	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>1</u>
Police Chief	1600	GENERAL	121	\$93,359	\$116,717	\$140,076	<u>2</u>
Police Clerk	1620	GENERAL	106	\$44,907	\$56,143	\$67,379	<u>1</u>
Police Lieutenant	1440-E	GENERAL	113	\$63,189	\$78,999	\$94,809	<u>1</u>
Police Major	1615	GENERAL	117	\$76,807	\$96,024	\$115,241	<u>0</u>
Police Sergeant	1650	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>3</u>
Property Attendant	1630	GENERAL	101	\$35,186	\$43,989	\$52,793	<u>1</u>
Public Works Crew Leader	1290	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>2</u>
Public Works Director	1640	GENERAL	120	\$88,913	\$111,159	\$133,405	<u>1</u>
Purchasing Agent	1641	GENERAL	115	\$69,666	\$87,096	\$104,527	<u>1</u>

Proposed Class List By Title

Lexington TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
R							
ROW Crew Leader	1642	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
S							
Sanitation Driver	1200	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>3</u>
Senior Customer Service Rep.	1183	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>2</u>
Service Line Supervisor	1681	GENERAL	117	\$76,807	\$96,024	\$115,241	<u>2</u>
Solid Waste Supervisor	1670	GENERAL	111	\$57,314	\$71,654	\$85,994	<u>1</u>
Staff Engineer/SCADA/GIS	1660	GENERAL	117	\$76,807	\$96,024	\$115,241	<u>1</u>
Substation Supervisor	1662	GENERAL	122	\$98,027	\$122,553	\$147,079	<u>1</u>
Substation Tech	1663	GENERAL	117	\$76,807	\$96,024	\$115,241	<u>1</u>
Superintendent/Gas	1675	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>3</u>
Superintendent/Public Works	1685	GENERAL	115	\$69,666	\$87,096	\$104,527	<u>1</u>
Superintendent/Water	1680	GENERAL	115	\$69,666	\$87,096	\$104,527	<u>2</u>
Superintendent/Water Treatment	1695	GENERAL	116	\$73,149	\$91,451	\$109,753	<u>1</u>
System Engineer	1201	GENERAL	119	\$84,679	\$105,866	\$127,053	<u>1</u>
T							
Transfer Station Attendant	1683	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>1</u>
U							
Utility Locator	1470	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>3</u>
W							
Waste Collection Worker	1365	GENERAL	104	\$40,732	\$50,923	\$61,114	<u>1</u>
Welder Apprentice	1700	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
WT Operator II	1830	GENERAL	108	\$49,510	\$61,898	\$74,285	<u>1</u>
WT Operator III	1840	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>1</u>
WT Operator IV	1850	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>3</u>
WT Operator/Cert	1820	GENERAL	107	\$47,153	\$58,950	\$70,748	<u>1</u>
WT Operator/Non-Cert	1580	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>2</u>
WW Operator IV	1350	GENERAL	110	\$54,585	\$68,242	\$81,899	<u>1</u>
WW Operator/Cert	1420	GENERAL	109	\$51,986	\$64,992	\$77,999	<u>0</u>
WW Operator/Non-Cert	1690	GENERAL	105	\$42,769	\$53,469	\$64,170	<u>1</u>

114 Job Classes

Note: This is a representative sample; the full report includes additional analysis, findings, and recommendations.

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

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

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

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

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

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

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

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

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

Summary for

Current Payroll	\$2,495,969	# Positions	40
Flat 5% Adjustment	\$124,798	# Positions Adjusted (any type)	40 # Not Adj 0
Adjustment To Minimum	\$246,408	# Adjusted To Minimum	29
Adjustment Towards Mkt Point	\$0	# Adjusted Towards Mkt Pt	0
Adjustment Toward Maximum	\$14,388	# Adjusted Toward Maximum	12
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$385,595		
Proposed Payroll	\$2,881,563	% Change	15.45%

Louisville KY Implementation Report

Proposed Pay Plan **GENERAL**

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

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

Summary for Human Resources

Current Payroll	\$2,495,969	# Positions	40
Flat 5% Adjustment	\$124,798	# Positions Adjusted (any type)	40 # Not Adj 0
Adjustment To Minimum	\$246,408	# Adjusted To Minimum	29
Adjustment Toward Mid	\$0	# Adjusted Toward Mid	0
Adjustment Toward Maximum	\$14,388	# Adjusted Toward Maximum	12
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$385,595		
Proposed Payroll	\$2,881,563	% Change	15.45%

**AGREEMENT TO PROVIDE
PROFESSIONAL MANAGEMENT CONSULTING SERVICES**

THIS AGREEMENT, entered into this ____ day of January 2026 (“effective date”) by and between **Management Advisory Group International, Inc.** (hereinafter called the "Consultant") and **Fort Lauderdale, Florida** (hereinafter called the "Client") (together referred to as the “parties”).

WITNESSETH:

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

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

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

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

2. **Scope of Services.** The Consultant shall do, perform and carry out in a good and professional manner human resource and management consulting services as may be requested by the Client, and included by reference herein is the Consultant’s Proposal to the Client dated January 21, 2026, which details the proposed study timeline, work plan, and deliverables. (Exhibit “A”)

3. **Time of Performance.** The services to be performed hereunder by the Consultant shall be undertaken and completed in such sequence so as to ensure their expeditious completion and best carry out the purposes of the agreement. The project will commence within ten (10) days of notification to proceed and will be completed within a 120-day time period or as agreed to by the Consultant and the Client.

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

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

5. **Changes and Additional Services.** The Client may, from time to time, require changes in the “Scope of Services” of the Consultant to be performed hereunder. Such changes, which are mutually agreed upon by and between the Client and the Consultant, shall be incorporated in written amendment to this agreement. The written amendment shall identify whether said change(s) alter the total agreement amount. For services not included in the “Scope of Services”, a rate of \$ 200 per professional hour expended and \$ 60 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 June 2026. Either party shall have the right to terminate this agreement with or without cause, by giving written notice to the other party of such termination at least thirty (30) days before the effective date of such termination. Consultant shall be entitled to compensation for services rendered and expenses incurred through the effective date of termination.

8. **Indemnification.** Subject to Section 9, Limitation of Liability, set forth herein, Consultant agrees, to the fullest extent permitted by law, to indemnify and hold harmless Client for any amounts (including reasonable attorney’s fees) for which the Client shall become legally obligated to pay as damages for negligent acts, errors and/or omissions of the Consultant arising out of the Consultant's performance under this agreement.

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

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

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

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

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

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

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

As to Client:	As to Consultant: Management Advisory Group International, Inc. 12730 Fair Lakes Circle, Suite 600 Fairfax, VA 22033
---------------	--------------------------------------------------------------------------------------------------------------------------------------

[Signature page and exhibits to follow]

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

Consultant:

Client:

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