



Notice of City Council Regular Meeting

September 24, 2024 at 6:00 PM

NOTICE IS HEREBY GIVEN that a Meeting of the Montgomery City Council will be held on **Tuesday, September 24, 2024, at 6:00 PM** at the City of Montgomery City Hall, 101 Old Plantersville Road, Montgomery, Texas.

THIS MEETING WAS POSTED PURSUANT TO THE TEXAS OPEN MEETING ACT
V.T.C.A. GOVERNMENT CODE CHAPTER 551.

Members of the public may view the meeting live on the City's website under Agenda/Minutes and then select **Live Stream Page (located at the top of the page)**. The meeting will be recorded and uploaded to the City's website.

CALL TO ORDER

INVOCATION

PLEDGES OF ALLEGIANCE

PUBLIC FORUM

The City Council will receive comments from the public on any matters within the jurisdiction of the City of Montgomery, Texas. Speakers will be limited to three (3) minutes each. Persons wishing to participate (speak) during the Public Forum portion of the meeting must sign-in to participate prior to the meeting being called to order. Please note that the City Council's discussion, if any, or subjects for which public notice has not been given, are limited to statements of specific factual responses and recitation of existing policy.

REGULAR AGENDA

All items on the Regular Agenda are for discussion and/or action. The City Council for the City of Montgomery reserves the right to adjourn into executive session at any time during the course of this meeting to discuss any of the matters listed below, as authorized by the Texas Government Code Sections 551.071 (Consultation with Attorney), 551.072 (Deliberations about Real Property), 551.073 (Deliberation Regarding Prospective Gifts), 551.074 (Personnel Matters), 551.076 (Deliberations regarding Security Devices), and 551.087 (Deliberation regarding Economic Development Negotiations).

- 1.** Consideration and possible action on a request from the Montgomery County Independent School District (MISD) for relief from Chapter 90 Utilities, Section 90-68(a) which governs the cost of the City's public water system tap.
- 2.** Consideration and possible action on the awarding of the contract for professional services to conduct a complete Classification and Compensation Study for the City Organization.
- 3.** Consideration and possible action to approve an audit services agreement for fiscal year end September 30, 2024 with Crowe LLP.
- 4.** Consideration and possible action on a Recommendation of Award from the city engineer for the Old Plantersville Road 12" Waterline Extension Project.

- [5.](#) Consideration and possible action on the Certificate of Substantial Completion for the Buffalo Springs Drive Roadway Improvements Project and commencement of the 1-year warranty period.
- [6.](#) Consideration and possible action on authorizing the City Engineer to begin work on the Lift Station No. 5 Relocation and Sanitary Sewer Extensions project.

DEPARTMENTAL REPORTS

- [7.](#) Public Works August 2024 Report
- [8.](#) Utility Operations August 2024 Report
- [9.](#) Financial Report.
- [10.](#) Municipal Court Report.
- [11.](#) PD & CE August Report
- [12.](#) City Engineer's Report.

COUNCIL INQUIRY

Pursuant to Texas Government Code Sect. 551.042, the Mayor and Council Members may inquire about a subject not specifically listed on this Agenda. Responses are limited to the recitation of existing policy or a statement of specific factual information given in response to the inquiry. Any deliberation or decision shall be limited to a proposal to place on the agenda of a future meeting.

EXECUTIVE SESSION

Adjourn into Closed Executive Session as authorized by the Texas Open Meetings Act, Chapter 551 of the Government Code, Section(s):

Executive Session pursuant to Section 551.071 Texas Government Code, Consultation with Attorney, to Discuss Matters Within the Attorney Client Privilege Concerning City Council Authority and Responsibility Related to Personnel.

551.074 (personnel matters) Discuss City Secretary Finalists

ACTION FROM EXECUTIVE SESSION

ADJOURNMENT

I certify that this notice of meeting was posted on the website and bulletin board at City Hall of the City of Montgomery, Texas, a place convenient and readily accessible to the general public at all times. This notice was posted at said locations on the following date and time: **SEPTEMBER 20, 2024 at 5:00 PM** and remained so posted continuously for at least 72 hours preceding the scheduled time of said meeting.

/s/ Dave McCorquodale

Assistant City Administrator

This facility is wheelchair accessible and accessible parking spaces are available. Please contact the City Secretary's office at 936-597-6434 for further information or for special accommodation.

Montgomery City Council

AGENDA REPORT

Meeting Date: September 24, 2024	Fiscal Impact: lost revenue if approved
Department: Administration	Prepared By: G. Palmer

Subject

Consideration and possible action on a request from the Montgomery County Independent School District for relief from Chapter 90 Utilities, Section 90-68(a) which governs the cost of the City's public water system tap.

Recommendation

No action thereby letting the regulations stand

Discussion

Montgomery Independent School District (MISD) is in the midst of constructing the CTE center on Lone Star Parkway in the City. MISD is required to obtain a "water tap" from the City in order to connect the CTE to the public water system. Section 90-68(a) of our adopted regulations states:

Sec. 90-68. - Commercial water and sewer tap charges.

- (a) If a tap or connection is made for the commercial, *institutional*, or industrial consumer to the city's water distribution system, the charge to be made for such tap shall be the sum of:
- (1) The actual costs and expenses incurred by the city of providing the service (including labor and materials); and
 - (2) Two hundred percent of said actual costs and expenses.

MISD has formally requested the Council provide financial relief by waiving the fee in part or entirely. I do not see any variance options or any language in our Ordinance providing for appeal or relief so I will defer to the City Attorney for the process, if there is one, in which the Council can waive this requirement.

Approved By

City Administrator	Gary Palmer	Date: September 12, 2024



MONTGOMERY

INDEPENDENT SCHOOL DISTRICT

Item 1.

20774 Eva St. P.O. Box 1475 Montgomery, TX 77356 Telephone: (936) 276-2000
Superintendent, Dr. Mark Ruffin

September 6, 2024

Brad Mansfield

Chief Facilities and Operations Officer
Montgomery ISD
20774 Eva St.
Montgomery, Texas 77356
brad.mansfield@misd.org
(936) 276-2042

City of Montgomery

Office of the Mayor and City Council
101 Old Plantersville Rd.
Montgomery, Texas 77316

Dear Mayor Countryman and Montgomery City Council Members,

My name is Brad Mansfield, and I am the Chief Facilities and Operations Officer for Montgomery ISD. I hope this letter finds you well. I am writing to formally request financial relief regarding the installation costs of a water meter at the Montgomery ISD Career and Technology Building and Agriculture Barn located at 1520 Lone Star Parkway in Montgomery.

As a public entity committed to the educational development of our community's children, we are also mindful of the financial constraints that govern our operations.

Both the City of Montgomery and the Montgomery Independent School District serve the public through the collection of taxes and the prudent use of resources. Given that both entities are tax-supported and share the mission of benefiting the residents of this community, I respectfully request that the city consider providing financial relief for the costs associated with the installation of the water meter. This could come in the form of a reduction or elimination of the charge indicated in the city ordinance under Chapter 90 (Utilities) Sec. 90-68 (a). This charge adds two hundred percent to the cost of the water tap and installation adding an additional 84,485.27 dollars to the school district's cost.

Our school district is facing budget constraints as we strive to maintain quality education and essential services for our students. Any assistance the city can provide would directly support our efforts to allocate limited resources toward educational programs, student services, and facility maintenance.

We appreciate the city's ongoing partnership with our school district and trust that our shared commitment to public service will be taken into account when considering this request. Please let us know what options might be available or if further information is required to support this appeal.

Thank you for your time and consideration. I look forward to your response and hope to continue working together to serve our community's needs.

Sincerely,

Brad Mansfield

Brad Mansfield

Item 1.



NEW COMMERCIAL TAP APPLICATION

Item 1.

City of Montgomery

•101 Old Plantersville Rd, Montgomery Texas 77316
•(936)-597-6434 •www.montgomerytexas.gov

SERVICE ADDRESS: 1520 Lone Star Pkwy, Montgomery Tx 77356

ACCOUNT NAME: Montgomery ISD - CTE / Ag

EMAIL:

MAILING ADDRESS: 20774 Eva St. Montgomery Tx 77356

DRIVERS LICENSE:

PRIMARY PHONE: (936) 276-2049 ☐ Cell ☒ Work ☐ Home

SECONDARY PHONE: (936) 276-2049 ☐ Cell ☒ Work ☐ Home

IMPORTANT: An account holder may request their personal information be kept confidential. If an account holder makes such a request of confidentiality, the City of Montgomery shall keep their personal information confidential unless required or mandated by law.

☐ Yes, request confidentiality ☐ No, do not request confidentiality

- I understand that I am responsible for my City of Montgomery Utility bill each month until the City of Montgomery has received a completed disconnect application for my account.
- I understand that failure to receive a bill does not remove the responsibility to pay the amount due by the due date.

Applicant Signature: Brad Mansfield

Date Completed: 6/10/2024 Print Name: Brad Mansfield

FOR OFFICE USE ONLY:

DOMESTIC WATER TAP: \$126,727.89

IRRIGATION TAP: included in water tap

DEPOSIT: \$250.00

APPLICATION FEE: \$30.00

FIRE LINE TAP: N/A

SEWER TAP: N/A

SEWER INSPECTION FEE: \$50.00

CSI FEE: \$100.00

TOTAL: \$127,157.89

(OFFICE USE)

Account Number:

All fees paid by credit card are subject to a
5% Merchant Fee

Employee Signature: _____ Processed Date: _____



101 Old Plantersville Rd.
Montgomery, TX 77316
Main: 936-597-6434 Fax: 936-597-6437

Tap Fee for MISD CTE Center
1520 Lone Star Parkway
July 16, 2024

Tap Type	Tap Cost	Meter Cost	Total (Cost + 200%)
8" Vault & 2" Irrigation Tap	\$8,992.63	\$33,250.00	\$126,727.89

Total tap fees = \$126,727.89

Montgomery City Council
AGENDA REPORT

Meeting Date: September 24, 2024	Fiscal Impact: \$19,500
Department: Administration	Prepared By: G. Palmer

Subject

Consideration and possible action on the awarding of the contract for professional services to conduct a complete Classification and Compensation Study for the City Organization.

Recommendation

Move to award the contract for the City of Montgomery Classification and Compensation Study to Evergreen Solutions in an amount not to exceed \$19,500

Discussion

You may recall one of the identified priorities coming out of the 2023 Strategic Planning Session was to conduct a Classification and Compensation Study for the City organization. The purpose of this project is to 1. properly classify all of our city positions (40) in accordance with the actual duties of the position, re-write the job descriptions; and 2. Conduct a regional market study to determine the appropriate compensation for all city positions.

We published an RFP in early August. We received 6 proposals from qualified firms. After analyzing the responses, we determined Evergreen Solutions LLC and Paypoint HR to be the two most qualified firms. I interviewed both firms and feel either firm could provide a great service to us. That said, Evergreen Solutions came out on top regarding cost (lowest of the 6), timeline, and TX local government experience.

Therefore, I recommend awarding the contract to Evergreen Solutions LLC.

Approved By

City Administrator	Gary Palmer	Date: September 12, 2024

RFP for Class/Comp Study Top Two Firms

1. **Evergreen Solutions LLC** – Incorporated 2004; Tallahassee Florida with Field Offices in US
 - a. Experience & Qualifications: Heavy TX Local Gov exp.
 - b. Methodology and Approach: Solid
 - c. Project Timeline: ~4 months
 - d. Cost: \$19,500 (includes 2 in person site visits: kickoff and presentation)
2. **PaypointHR** – Incorporated 2012; Davidsonville Maryland
 - a. Experience & Qualifications: Heavy US exp.
 - b. Methodology and Approach: Solid
 - c. Project Timeline: ~4 months
 - d. Cost: \$25,000 (all virtual. In person meeting OK at cost; ~\$1,500 per trip)

Request for Proposals (RFP)

Classification and Compensation Study for the City of Montgomery, Texas

Introduction:

The City of Montgomery, Texas located ~20 miles NW of Houston (5 square miles/~3,000 pop./40 FTEs) is seeking proposals from qualified firms to conduct a comprehensive Classification and Compensation Study. The purpose of this study is to analyze and recommend appropriate salary ranges and position classifications to ensure equitable compensation across various positions within the city government. The findings will be used to establish a competitive, equitable, and sustainable structure that is aligned with the labor markets, future trends, and the strategic vision of the City to enable the workforce to provide the highest levels of service for the community.

All responses to this RFP shall be submitted digitally, by email, **in one PDF** to Gary Palmer, City Administrator at gpalmer@ci.montgomery.tx.us

Email Subject Line: CLASS/COMP PROPOSAL

Proposals must be received prior to 2:00 pm CT on Friday August 16, 2024.

Scope of Work:

The selected firm will be responsible for:

1. Job Analysis and Classification:

- Conducting a thorough job analysis of all city positions to determine current job duties, responsibilities, and required qualifications.
- Developing a classification system that accurately reflects job levels and hierarchies within the organization.

2. Compensation Benchmarking:

- Conducting a thorough review of compensation levels for comparable positions in other municipalities and relevant industries.
- Providing recommendations for competitive salary ranges based on market data and analysis.

3. Employee Engagement and Input:

- Facilitating interviews or surveys with key stakeholders, including department heads and employees, to gather feedback on job roles and compensation perceptions.

4. Report and Presentation:

- Presenting findings and recommendations to the City Council and senior management.
- Providing a detailed report outlining methodology, analysis, and final recommendations for implementation.

Proposal Requirements:

Interested firms should submit proposals that include, but are not limited to, the following:

1. **Company Overview and Qualifications:**
 - Detailed information on the firm's experience conducting similar studies for public sector organizations.
 - Resumes of key personnel who will be involved in the project.
2. **Methodology and Approach:**
 - A detailed outline of the proposed methodology for conducting the classification compensation study.
 - Approach to data collection, analysis, and validation of findings.
3. **Project Timeline and Deliverables:**
 - Proposed project timeline with key milestones and deliverables.
 - Estimated timeline for completion of the final report and presentation.
4. **Cost Proposal:**
 - Clear breakdown of costs associated with conducting the study, including all expenses and fees.

Evaluation Criteria:

Proposals will be evaluated based on the following criteria:

1. **Experience and Qualifications of Firm:** Previous experience conducting similar studies, especially within the public sector.
2. **Methodology and Approach:** Clarity and feasibility of proposed methodology and approach.
3. **Project Timeline**
4. **Cost Proposal**

Contact Information:

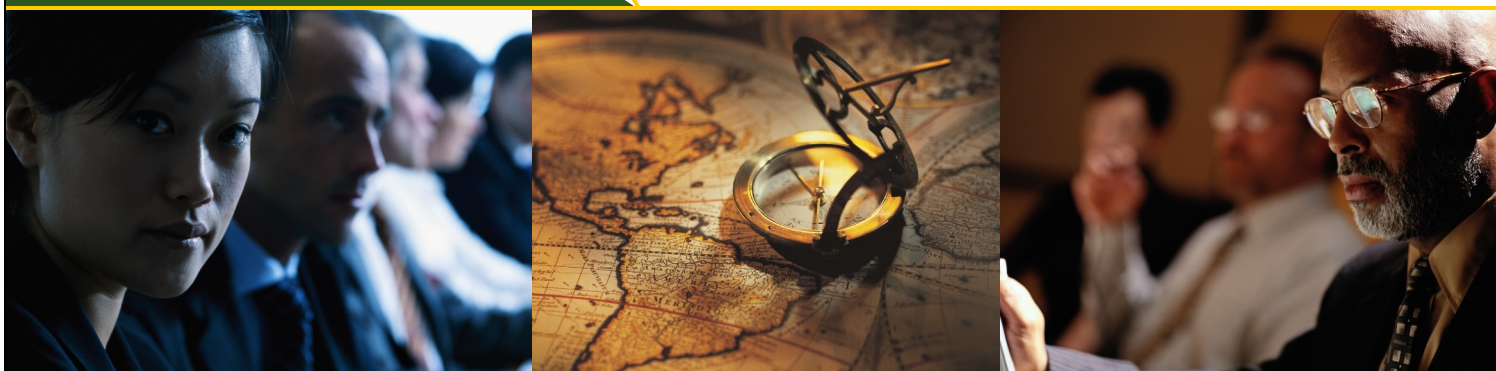
For inquiries regarding this RFP, please contact Gary Palmer City Administrator
gpalmer@ci.montgomery.tx.us .

Disclaimer:

The City of Montgomery, Texas reserves the right to reject any or all proposals received, to negotiate modifications to proposals, and to award a contract to the firm deemed to be in the best interest of the City, based on the evaluation criteria outlined above.

A Proposal to Conduct a Classification and Compensation Study for the City of Montgomery, TX

ORIGINAL



Evergreen Solutions, LLC

August 16, 2024



Evergreen Solutions, LLC

2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308
850.383.0111 • fax 850.383.1511

August 15, 2024

Gary Palmer, City Administrator
101 Old Plantersville Road
Montgomery, Texas 77316

Dear Mr. Palmer:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Classification and Compensation Study for the City of Montgomery. Our response is based on our review of your Request for Proposals, our experience in working with hundreds of local governments and other public sector organizations throughout the country, our understanding of the Texas labor market, and our knowledge of best practices in local government human resources management. **Evergreen is well qualified to provide the services being requested by the City of Montgomery as we have provided similar services to more than 1,300 local governments and other public sector organizations throughout the country.**

Evergreen was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen is licensed to transact business in the State of Texas under the name Recio and Ling Consulting, LLC (#32059488299).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 47 states, including many clients in the State of Texas. For example, Evergreen has been on contract or is currently on contract to work with the following public sector organizations in providing work similar in scope to the services being requested: City of Athens; City of Lockhart; City of Portland; City of Del Rio; City of Lakeway; City of Austin; City of Aransas Pass; City of Conroe; City of Coppell; City of Deer Park; City of Alpine; City of La Porte; City of Rowlett; City of Seguin; City of Buda; City of Missouri City; City of Amarillo; City of Beaumont; City of Denton; City of Farmers Branch; City of Mont Belvieu; City of DeSoto; City of Fate; City of Sachse; City of Gonzales; City of South Padre Island; City of Odessa; City of Haskell; City of Duncanville; City of Harlingen; City of Kingsville; City of Pflugerville; City of Seabrook; City of Texas City; City of Fredericksburg; City of Sunset Valley; Fort Bend County; Matagorda County; Hood County; Taylor County; Randall County; Denton County; Blanco County; Kaufman County; Burnet County; Jefferson County; Travis County; San Patricio County; Brazoria County; Town of Addison; The Woodlands Township; Town of Little Elm; Dallas Area Rapid Transit; Texas City Management Association; Brazos River Authority; Bexar Met; Denton County Fresh Water Supply District; Upper Trinity Regional Water District; Barton Springs/Edwards Aquifer Conservation District; New Braunfels Utilities; Montgomery County Emergency Communication District; Amarillo College; University of Texas at Tyler; Alvin Community College; South Texas College; Tarrant County College District; Sul Ross State University; Trinity University; Lone Star College System; El Paso Community College District; Midwestern State University; Austin Community College; Texas Southern University; Texas A & M University – San Antonio; Texas A & M University – Kingsville; Texas A & M University- Commerce; Sam Houston State University; San Jacinto Community College; Texas Wesleyan University; Angelo State University; Parker University; Alamo Colleges District; Prairie View A & M University; Brazosport College; Midland College; Irving Independent School District; El Paso Independent School District; and the Wayside School District. A detailed description of the services provided to some of these clients can be found in **Section 1** of our proposal.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local governments in a variety of human resources and management capacities: City of Santa Fe, NM; City of Carlsbad, NM; City of Albuquerque, NM; City of Flagstaff, AZ; City of Prescott, AZ; City of Page, AZ; Town of Sahuarita, AZ; Yavapai County, AZ; City of Manitou Springs, CO; City of Fountain, CO; Grand County; Garfield County, CO; City of Camarillo, CA; City of Fresno, CA; City of Thousand Oaks, CA; City of Sacramento, CA; City of Sangar, CA; City of Yucaipa, CA; City of Long Beach, CA; Mariposa County, CA; Inyo County, CA; Calaveras County, CA; City of Boulder City, NV; Ogden City Corporation, UT; City of Albany, OR; City of Bend, OR; City of Portland, OR; Columbia County, OR; Spokane County, WA; City of Ridgefield, WA; City of Lee's Summit, MO; City of St. Peters, MO; City of Fulton, MO; City of Branson, MO; City of Columbia, MO; City of Troy, MO; City of St. Louis, MO; City of Jefferson, MO; City of Dardenne Prairie, MO; Jefferson County, MO; Jackson County, MO; St. Charles County, MO; Jasper County, MO; City of Broken Arrow, OK; City of Hot Springs, AR; City of Salina, KS; City of Leawood, KS; Sedgwick County, KS; Shawnee County, KS; Mahoning County, OH; Blount County, TN; City of Clarksville, TN; City of Murfreesboro, TN; City of Bloomington, IN; City of Urbana, IL; City of Moline, IL; McLean County, IL; Genesee County, MI; City of Kalamazoo, MI; City of Minneapolis, MN; City of Pittsburgh, PA; County of Montgomery, PA; Town of Bridgewater, MA; Town of Colchester, VT; Genesee

County, NY; City of Baltimore, MD; City of Hyattsville, MD; City of Annapolis, MD; City of Hagerstown, MD; City of Westminster, MD; Charles County, MD; Frederick County, MD; Prince George's County, MD; Talbot County, MD; Allegany County, MD; Washington County, MD; Kent County Levy Court, DE; City of Milford, DE; City of Newport News, VA; City of Fredericksburg, VA; City of Norfolk, VA; City of Covington, VA; City of Williamsburg, VA; City of Falls Church, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Essex County, VA; Surry County, VA; Isle of Wight County, VA; Prince George County, VA; James City County, VA; Louisa County, VA; Loudoun County, VA; Spotsylvania County, VA; Northumberland County, VA; Bedford County, VA; Shenandoah County, VA; Chesterfield County, VA; King George County, VA; Alleghany County, VA; Union County, NC; Gaston County, NC; New Hanover County, NC; Guilford County, NC; Transylvania County, NC; Dare County, NC; Jackson County, NC; Franklin County, NC; Vance County, NC; Harnett County, NC; Haywood County, NC; Buncombe County, NC; City of Raleigh, NC; City of Fayetteville, NC; City of Rocky Mount, NC; City of Goldsboro, NC; City of Hendersonville, NC; Town of Clayton, NC; City of Columbia, SC; City of Greenwood, SC; City of Lancaster, SC; City of Chester, SC; City of Rock Hill, SC; City of Spartanburg, SC; City of Conway, SC; City of Myrtle Beach, SC; City of Pickens, SC; City of Mauldin, SC; City of Goose Creek, SC; Berkeley County, SC; Dillon County, SC; Charleston County, SC; Dorchester County, SC; Spartanburg County, SC; Town of Hilton Head Island, SC; Town of Kiawah Island, SC; City of Atlanta, GA; City of Alpharetta, GA; City of Brookhaven, GA; City of Statesboro, GA; City of Norcross, GA; City of Garden City, GA; City of Sandersville, GA; City of Stockbridge, GA; City of Fayetteville, GA; City of Dublin, GA; City of Dunwoody, GA; City of Roswell, GA; City of Chamblee, GA; City of Savannah, GA; City of Cedartown, GA; City of Kingsland, GA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Columbus Consolidated Government, GA; Worth County, GA; Cherokee County, GA; City of Daphne, AL; City of Opelika, AL; City of Hartselle, AL; City of Auburn, AL; City of Foley, AL; Baldwin County, AL; Chambers County, AL; City of Sarasota, FL; City of Winter Park, FL; City of Orlando, FL; City of Sunrise, FL; City of Hollywood, FL; City of Melbourne, FL; City of Ft. Myers, FL; Miami-Dade County, FL; Palm Beach County, FL; Alachua County, FL; Manatee County, FL; Martin County, FL; Monroe County, FL; and Sarasota County, FL.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Montgomery based on our vast understanding of local government human resources, and the fact that we possess the necessary experience and knowledge. Our team has significant expertise in conducting classification and compensation studies for local governments and other public sector organizations, as evidenced in **Section 1** of our proposal.

Some of the human resource services Evergreen has focused on include: classification and compensation studies; salary and benefits surveys; staffing studies; workload analyses; performance management studies; HR department reviews; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability. Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in local government human resources management.

Evergreen's approach to conducting a classification and compensation study draws not only from extensive human resources work with local government clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach identified in **Section 3** of our proposal include:

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

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We have reviewed your terms and conditions and believe we can successfully work within your requirements.

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

Sincerely,



Jeffrey Ling, PhD, President
Evergreen Solutions, LLC



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 2.1 Methodology and Approach 2-1

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Section 1.0

Company Overview and Qualifications



1.0 *Company Overview and Qualifications*

Evergreen Solutions is well qualified to conduct a Classification and Compensation Study for the City of Montgomery due to our experience in conducting more than 1,300 similar studies for local governments and other public sector organizations across the country, especially in the State of Texas. In this section, we provide you with the background and history of our firm, a list of similar studies we have conducted or are currently under contract to conduct in the State of Texas, and the qualifications of our proposed project team.

1.1 Firm's Background and History

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

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

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

Evergreen is licensed to transact business in the State of Texas under the name Recio and Ling Consulting, LLC (#32059488299). Evergreen employs 29 full-time and nine part-time employees who work on one of five consultant teams providing a variety of human resource management consulting.

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

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





Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting classification and compensation studies for local governments and other public sector organizations throughout the country, including many in the State of Texas;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant Texas statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

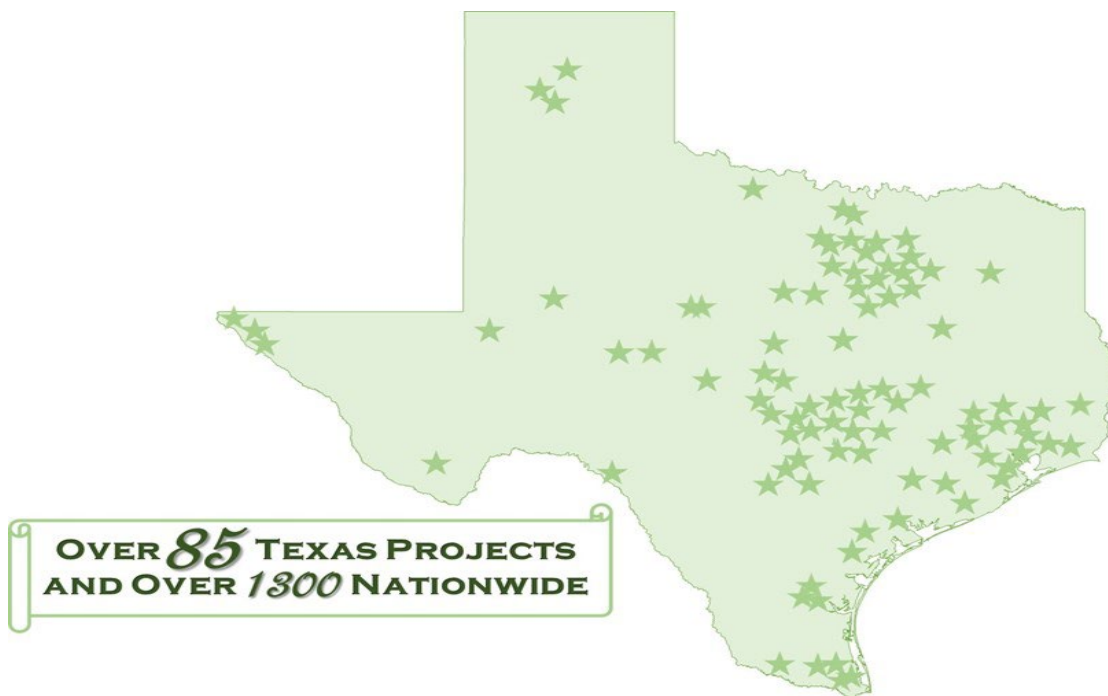
Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 47 states throughout the country.

Exhibit 1-1 includes a sample list of public sector clients in the State of Texas that Evergreen has worked with, or is currently on contract to work with, providing work similar in scope to the services being requested.



Exhibit 1-1: Texas Public Sector HR Clients

Alamo Colleges District	City of Harlingen	Jefferson County
Alvin Community College	City of Haskell	Kaufman County
Amarillo College	City of Kingsville	Lone Star College System
Angelo State University	City of La Porte	Matagorda County
Austin Community College	City of Lakeway	Midland College
Barton Springs/Edwards Aquifer Cons. District	City of Lockhart	Midwestern State University
Bexar Metropolitan Water District	City of Missouri City	Montgomery County ECD
Blanco County	City of Mont Belvieu	New Braunfels Utilities
Brazos River Authority	City of Odessa	Parker University
Brazoria County	City of Pearland	Prairie View A & M University
Burnet County	City of Pflugerville	Randall County
City of Amarillo	City of Portland	Sam Houston State University
City of Aransas Pass	City of Rowlett	San Jacinto Community College
City of Athens	City of Sachse	San Patricio County
City of Alpine	City of Seabrook	South Texas College
City of Beaumont	City of Seguin	Sul Ross State University
City of Big Spring	City of South Padre Island	Taylor County
City of Buda	City of Sunset Valley	Tarrant County Community College District
City of Conroe	City of Temple	Texas A & M University – Commerce
City of Conway	City of Texas City	Texas A & M University – Kingsville
City of Coppell	Dallas Area Rapid Transit	Texas A & M University – San Antonio
City of Deer Park	Denton County	Texas Southern University, Houston
City of Del Rio	Denton Co. Fresh Water Supply District	Texas City Management Association
City of Desoto	El Paso Independent School District	Town of Addison
City of Denton	Fort Bend County	The Woodlands Township
City of Duncanville	Fort Worth Housing Solutions	Town of Little Elm
City of Farmers Branch	Harris-Galveston Subsidence District	Travis County
City of Fate	Hill County	Trinity University
City of Fredericksburg	Hood County	University of Texas at Tyler
City of Gonzales	Irving Independent School District	Wayside School District
		Waller County



1.2 Select Relevant Experience

Because Evergreen has conducted more than 1,300 classification and/or compensation studies since its inception, we include in this section a list of similar local government projects that we have conducted or are currently on contract to conduct in the State of Texas. **Note:** Evergreen has also worked for many other public sector organizations in the State of Texas as you can see in **Exhibit 1-1**.

Compensation and Classification Study City of Coppell, Texas

Evergreen Solutions was engaged with the City of Coppell to conduct a Compensation and Classification Study. Evergreen reviewed existing job functions by position as they pertained to the current and recommended structure; examined current market position using peer comparisons; developed a comprehensive labor market salary survey for the North Texas region that included other local municipalities; analyzed existing internal hierarchy based on job relationships and essential functions, identifying problem areas within the internal hierarchy system and proposed implementation methods to correct identified problems; developed a pay plan; reviewed and recommended assignments of all positions to an appropriate pay grade, and made recommendation(s) for corresponding education and experience requirements by classification; reviewed and revised job descriptions; and recommended implementation strategies, including calculating the cost of implementing the study results.



Classification and Compensation Study City of Athens, Texas

Evergreen Solutions was retained by the City of Athens to conduct a Classification and Compensation Study by revising and/or creating a job classification and compensation structure to ensure a fair and equitable system both internally and externally. Evergreen performed the following tasks: conducted job evaluations to establish and/or redefine grades/classifications groups and job relationships; identified benchmark jobs from each grade/classification to survey; determined a relevant job market; conducted a customized market salary and benefit package survey for all classification groups; performed survey data analysis and recommended pay structures; and met with City Management and key staff to determine implementation strategies (including multi-year implementation strategies if needed) to present to the City Council. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Job Classification, Salary Survey, Compensation Plan Study Services City of Duncanville, Texas

Evergreen was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City. **Note:** Evergreen was again hired in 2023 to conduct a Classification and Compensation Study Update.



Compensation and Classification Study City of Beaumont, Texas, Texas

Evergreen Solutions was retained by the City of Beaumont to conduct a Compensation and Classification Study for its 1,295 employees. Evergreen examined internal equity to determine whether positions were properly classified as well as external equity to determine whether the City was competitive in the market.



Classification and Compensation Study City of Kingsville, Texas

Evergreen Solutions was retained by the City of Kingsville to conduct a Classification and Compensation Study for 1,172 employees. Evergreen conducted a market salary survey and job analysis to determine internal and external equity and updated the City's personnel manual.



Classification and Compensation Study City of Alpine, Texas

Evergreen is hired to conduct a Classification and Compensation Study for the City of Alpine. Evergreen will complete a classification and compensation study of public employees who are providing equitable services; determine the changes needed in existing position descriptions and update them as needed; prepare a comparative analysis that identifies the City's competitive position in a comparable labor market; provide a recommendation for total salaries and benefits; outline promotional opportunities; prepare a pay structure; and prepare recommendations for compensation rules and policies.



Comprehensive Compensation and Classification Study City of Farmers Branch, Texas

Evergreen was engaged with the City of Farmers Branch to conduct a Comprehensive Compensation and Classification Study. The primary objectives of the study were to: review and revise current classification system; determine relevant competitive markets; develop a custom compensation survey to distribute to peer organizations; propose guidelines for an improved or new compensation program and step/grade plan; and provide recommendations to keep the current pay structure competitive.

Note: Evergreen was again hired in 2021 to conduct a Compensation and Benefits Study.



Classification and Compensation Study City of Lockhart, Texas

Evergreen was retained by the City of Lockhart to conduct a classification and compensation study of its workforce. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current system.



Classification, Compensation & Benefits Study City of Portland, Texas

Evergreen was engaged with the City of Portland (City) to conduct a Classification, Compensation and Benefits Study. Evergreen's consultants evaluated jobs within the City and the current pay and benefits structure. A market survey of salary and benefits was conducted among peers approved by the City. Based on the survey results, Evergreen's consultants made recommendations for changes to the current classification and compensation system, as well as provided a maintenance tool that the Human Resources Department could use to keep the system current and equitable. Training on this maintenance tool was also provided. **Note:** Evergreen was again hired in 2024 to conduct a similar study.



Comprehensive Compensation and Benefits Study City of Rowlett, Texas

Evergreen was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include "on call" pay. Evergreen's consultants identified any weaknesses within the components of the City's existing compensation package that would negatively impact the organization's ability to attract and retain talented employees.



Comprehensive Compensation and Benefits Study City of Sachse, Texas

Evergreen was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration. The following study components were compared: pay ranges with comparator cities performing the same or similar functions; actual employee pay with comparator cities performing the same or similar functions; pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility. **Note:** Evergreen was again hired to conduct a classification study for select positions.



Classification and Compensation Study City of Conroe, Texas

Evergreen was retained by the City of Conroe to conduct a Classification and Compensation Study. The scope of the study included the following major components: review and update and/or rewrite of all city job descriptions; work with a City management team to revise the existing pay plan for both Civil Service and non-Civil Service personnel structures; and evaluate current salary structure and compensation levels for all regular, classified positions and non-classified positions, and recommend appropriate adjustments.



Classification and Compensation Study City of Seguin, Texas

Evergreen was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments. Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures. **Note:** Evergreen was again hired in 2023 to conduct a Compensation Benchmarking and Structure Analysis.



Pay Structure Study City of Fate, Texas

Evergreen was hired to develop a new pay plan for the City of Fate. Evergreen performed the following tasks: reviewed the City's salary data; created a new pay plan for the City; slotted current jobs into the new play plan; and verified the internal equity of the new pay plan.



Classification and Compensation Study City of Pflugerville, Texas

Evergreen was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman). Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.



Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval. **Note:** Evergreen was again hired in 2021 to conduct a staffing study for the City.



Pay and Classification Study City of Fredericksburg, Texas

Evergreen was engaged with the City of Fredericksburg to conduct a Pay and Classification Study and make recommendations for implementation of a revised pay plan. The study included all employees and classifications in the City. As part of the study, Evergreen consultants conducted focus groups and interviews with employees, and employees completed a Job Assessment Tool (JAT). Evergreen consultants also conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive pay plan. **Note:** Evergreen is on retainer to provide the City with classification, pay grade assignments, organizational management and other on-going human resources support.



Human Resources Department Assessment (Classification and Compensation Study) City of Buda, Texas

Evergreen was engaged with the City of Buda to conduct a Human Resources Department Assessment. Evergreen's consultants provided a job analysis questionnaire and procedures for future updating and new position creation and developed and fully defined a systematic procedure for evaluating positions using the "point factor method". A worksheet was developed for departments to request a job evaluation for upgrades within a position or for a new position for submission to Human Resources to ensure that job titles were consistently used on job descriptions and the pay plan.

Evergreen further created a new cost effective, affordable compensation structure and management plan that was systematically and equitably acknowledge and rewarded an employee's performance and skills. Evergreen designed a compensation program that included a description and justification of the pay philosophy, a completed pay structure, and rules for moving employees through the pay structure based on their increasing contributions in support of the City. Evergreen consultant's gathered actual salary data from market surveys, local governmental agencies, benchmarked cities, and other appropriate data, as deemed necessary. The recommended compensation structure included a proposed training/career progression plan, including documentation as appropriate, and a plan that rewards employee performance fairly and equitably, with measures that can be documented.

Note: Evergreen was again selected by the City of Buda in 2020 to conduct a Market Salary Update.



Classification and Compensation Study City of Sunset Valley, Texas

Evergreen was hired by the City of Sunset Valley to assist with a City-wide Compensation and Classification Study, as well as development of a Performance Evaluation System. The study also included a Human Resources Audit and recommendations to strategically align the processes, procedures, staffing, and organization of human resources functions. All employees and classifications in the City were included in the study. As part of the study, the Evergreen Team conducted interviews and focus groups with all City employees. Evergreen consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive compensation plan.



Classification and Compensation Pay Plan City of Amarillo, Texas

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan for 2,835 employees. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade. In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



Compensation Market Review and Classification Study City of Austin, Texas

Evergreen was contracted to review the City of Austin's classification system for the Human Resources job family. The study's primary purpose was to review the City's classification structure for its human resources jobs and to ensure that all employees working in the human resources area were properly classified based upon the work they performed. To accomplish this purpose, Evergreen met with each Human Resources Manager and conducted extensive outreach sessions (desk audits) with a large percentage of human resources employees. In addition to the interviews and desk audits, Evergreen consultants reviewed Position Analysis Questionnaires (PAQs), job descriptions, organizational charts, and other documentation. The job analysis resulted in recommendations for a job hierarchy within the Human Resources family and the slotting of each individual within the proposed classification system. Evergreen consultants also worked with the Human Resources Department to ensure that the proposed classification system properly aligned with the compensation system. At the conclusion of the study, job descriptions were revised for each job and FLSA exempt status were provided for each job classification.



Classification and Compensation Study City of Gonzales, Texas

Evergreen was retained by the City of Gonzales to conduct classification and compensation study for all employees. Employees participate in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants conducted a market salary survey to identify pay ranges in the public and private sector in order to determine the appropriate pay levels for all included jobs in the City. Recommendations were provided to improve the fairness and equity within the City and a plan was provided to address maintenance of implemented changes to the City's classification and compensation system.



Salary Survey City of Lakeway, Texas

Evergreen was retained by the City of Lakeway to provide consulting services for the Human Resource Department and to design and implement a salary survey which would classify all City positions appropriately within the plan structure. The Evergreen Team evaluated the City's current salary structure as compared to the specific job market for comparable positions in the public and private sectors. Additional reviews were conducted for existing job descriptions to recommend updates for specific requested positions. Evergreen ensured that content and titles were current, accurate, and consistent with Fair Labor Standards Act (FLSA) and Equal Employment Opportunity (EEO). **Note:** Evergreen was again hired in 2019 to conduct a staffing analysis for the City.



Compensation and Classification Study City of Mont Belvieu, Texas

Evergreen Solutions was retained by the City of Mont Belvieu to conduct a Compensation and Classification Study. Evergreen performed a comprehensive analysis of the City's current classification and compensation plan by performing the following tasks: placing positions in the current pay plan to ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; determining the accuracy of Federal Labor Standards Act ("FLSA") exemption status of all positions; determining the accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, "on call" requirements and supervisory requirements; must accommodate the unique nature of certain functions and responsibilities characteristic of City government; identifying potential pay compression issues and providing potential solutions; and analyzing existing internal hierarchy and internal career ladders where appropriate and clearly outlining job progression opportunities and providing recognizable compensation growth. **Note:** Evergreen previously conducted a Pay for Performance and Salary Survey for the City.



Classification and Compensation Study City of League City, Texas

Evergreen Solutions was retained by the City of League City to conduct a Classification and Compensation Study. Evergreen conducted a job analysis to determine the hierarchy of jobs within the City to ensure internal equity and conducted a salary survey to determine whether the salaries at the City were competitive in the market. Evergreen also review and update job descriptions and provided recommendations for the continued maintenance of the revised classification and compensation plan.



Compensation and Classification Study City of Texas City, Texas

Evergreen Solutions was engaged with the City of Texas City to conduct a Compensation and Classification Study. The purpose of the comprehensive study was to develop a clear, equitable, consistent and competitive classification and compensation structure that fosters retention of qualified individuals while providing opportunities for growth and development within and provides the Human Resources Department a framework to operate within to maintain the system. Evergreen worked with the City to develop a compensation program that is fair, equitable, and competitive with other municipalities in the surrounding geographic market area from which the City of Texas City recruited and lent itself to a total rewards package. Evergreen further worked with the City to develop a classification system that facilitated ongoing compensation analysis and reporting based on similarly-situated employees, similar skills, qualifications, responsibilities, and pay, using job family grouping and EEO job categories that comported with EEOC guidelines for government employees and provided the City with a tool that the HR department could use to continue that evaluation/analysis process.



Comprehensive Classification and Compensation Study (Included a Performance Management Study and a Staffing Study) City of Odessa, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study for 1,140 employees. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include "on call" pay. Evergreen's consultants identified any weaknesses within the components of the City's existing compensation package that would negatively impact the organization's ability to attract and retain talented employees.



Compensation and Classification Study City of Denton, Texas

Evergreen Solutions was retained by the City of Denton to conduct a Compensation and Classification Study for its 1,786 employees. Evergreen worked with the City to develop a communication strategy and plan that allowed the City to be informed and be as transparent as possible and met and solicited feedback and input from different levels of the City including employees, department directors/managers, and executive management. Evergreen conducted a comprehensive market compensation study and provided recommendations to ensure that the City's compensation system supports the City's mission, strategic objectives, and compensation philosophy. Evergreen further conducted a job analysis for up to 50 positions of concern to ensure appropriate pay grade classification and address internal equity concerns and will evaluate current pay grades, e.g. number of pay grades, including additions, deletions, and/or consolidations; appropriate spread between minimum and maximum of pay ranges, and recommend a strategy for improvements. Evergreen reviewed and recommended solutions for a pay for performance system/process.



Compensation Study and FLSA Review City of La Porte, Texas

Evergreen is hired by the City of La Porte to conduct a Compensation Study and FLSA Review. Evergreen's consultant will examine the City's current compensation system covering non-civil service positions and provide recommendations for compensation policies, procedures, and overall compensation philosophy and make FLSA determinations. In the end, Evergreen will recommend a revised compensation plan that will eliminate and avoid compression issues and aide the City in attracting and retaining qualified employees **Note:** This project is nearing completion.



Pay and Classification Study City of Fredericksburg, Texas

Evergreen Solutions was again engaged with the City of Fredericksburg to conduct a Compensation Study in order to make recommendations for the implementation of a revised pay plan. Evergreen's consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. **Note:** Evergreen was again hired in 2021 to conduct a compensation study in order to update the City's pay plan.



Compensation Study City of Aransas Pass, Texas

Evergreen Solutions was retained by the City of Aransas Pass to conduct a Compensation Study. Evergreen analyzed the City's current pay and benefit practices to determine whether they were competitive in the market to better assist the City in retaining and attracting a talented workforce.



Classification and Compensation Study and Staffing Analysis City of Harlingen, Texas

Evergreen Solutions was retained by the City of Harlingen to conduct a Classification and Compensation Study and a Staffing Analysis. Evergreen's consultants performed the following tasks:

- conducted a comprehensive evaluation of every job class within the City to establish appropriate classification and pay grade assignments as well as pay ranges and step progressions within the ranges;
- conducted a compensation survey of the market including comparable Texas municipalities, and, appropriate private sector competitive employers;
- prepared a new salary structure based on the results of the survey and best practice research;
- analyzed and recommended changes to the present compensation structure to meet market analysis;
- reviewed current compensation plan (salary grade levels and steps) to better understand current challenges in recruiting and retaining employees;
- recommended and identified a consistent and competitive market position that the City could strive to maintain;
- recommended appropriate salary range for each position based on the proposed classification plan, the compensation survey results, internal equity and external parity;
- reviewed staffing levels and make recommendations;
- prepared a new salary structure based on the results of the survey and best practices;
- recommended implementation strategies including calculating the cost of implementing the plan;



- identified any extreme current individual or group compensation inequities and provided a recommended corrective action plan and process to remedy these situations;
- recommended and provided implementation strategies related to other key compensation practices, based on market demands; and
- presented findings and recommendations to City Administration as well as the Harlingen City Commission at a regularly scheduled commission meeting.



Classification and Compensation Study City of Del Rio, Texas

Evergreen is retained by the City of Del Rio to conduct a classification and compensation study. Evergreen will ensure that job positions are accurately classified and appropriately compensated based on factors such as job duties, skills, market conditions, and organizational goals. Evergreen will also review the City's certification pay plan.



Classification and Compensation Study and Analysis Taylor County, Texas

Evergreen Solutions is retained by Taylor County to conduct a Classification and Compensation Study and Analysis. Evergreen's consultants will perform the following tasks: provide a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges; review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system; establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Texas Counties as required; identify potential pay compression issues and provide potential solutions; analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well. **Note:** This project is nearing completion.



Compensation, Classification, and Benefits Study Denton County, Texas

Evergreen conducted a Comprehensive Compensation, Classification and Benefits Study for the more than 1,550 employees of Denton County. The County had not performed a comprehensive classification and compensation study in 15 years. Evergreen consultants conducted employee orientations, focus groups and interviews, and conducted job



analysis of all included positions. This information was used to create an internal equity alignment that is consistent with current job duties and responsibilities. As part of the project, Evergreen conducted a comprehensive salary and benefits survey of local and regional labor market peers to properly assess the County's competitive position for wages and benefits. Evergreen provided customized and detailed recommendations for adjusting the County's compensation and classification structures based on internal and external equity. Implementation options that were equitable and cost efficient were developed and additional recommendations for maintaining the system over time were also provided. Additionally, revised classification descriptions with FLSA determinations were provided.



Classification and Compensation Study and Analysis Matagorda County, Texas

Evergreen was hired to conduct a Classification and Compensation Study and Analysis for Matagorda County. The primary objectives of the study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.



Employee Compensation Consulting Services Ft. Bend County, Texas

Evergreen was retained by Fort Bend County to provide employee compensation consulting services for its 2,800 employees. Evergreen conducted the following tasks:

- reviewed current compensation plan including policy groups and salary structures;
- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;
- designed and executed a salary survey, analyzed results and made recommendations; and



- evaluated and determined each employee's proper step placement on the newly approved salary grade structure.

Note: Evergreen was previously hired to conduct a similar study for the County.



Compensation Consulting Services Travis County, Texas

Evergreen Solutions was hired by Travis County to provide Compensation Consulting Services. Evergreen performed the following:

- reviewed and provided input to the Travis County Compensation Manager and staff on their approach and strategy with redesigning the Travis County Classified compensation scale;
- shared input and provided best practices to consider based on paygrades, band width, and other design elements;
- reviewed the compensation work of the Travis County Compensation division related to the redesign of the Travis County Classified compensation scale and provided input based on work product review;
- discussed approach and strategy with the redesign of the Peace Office Pay Scale, to include minimum and maximum ranges based on Travis County's researched market data for FY2020;
- discussed best practices with use of Peace Office Pay market data when determining how to gauge market competitiveness; and
- provided other consultative support with projects being proposed or implemented by the Travis County Compensation team.

Note: Evergreen previously conducted a Compensation Analysis and an IT Analysis and Compensation System Design.



Classification and Compensation Study Burnet County, Texas

Evergreen Solutions was retained by Burnet County to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job analysis to determine the appropriate classification structure for the County and conducted an external salary survey to determine the County's competitiveness with peer organizations in the labor market.



Compensation and Classification Study Brazoria County, Texas

Evergreen was retained by the Brazoria County to conduct a Compensation and Classification Study. Evergreen developed a compensation program for the County, evaluated current pay grades, and developed a classification system to facilitate the ongoing compensation analysis. Evergreen further assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen then proceeded to develop multiple alternative recommendations and a communication plan. Finally, Evergreen reviewed and developed different policies procedures and proposed different recommendations.



Classification and Compensation Study and Analysis Waller County, Texas

Evergreen Solutions was retained by Waller County to conduct a Classification and Compensation Study and Analysis. The objectives of the study were to: attract and retain qualified and quality employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and develop and maintain a competitive position with other comparable government entities and private-sector employers within the same geographic areas.



Salary Compensation Study Hood County, Texas

Evergreen was engaged with Hood County to provide an update of their classification and compensation system. Evergreen evaluated the current system, collected and reviewed current environment data, and evaluated and built the projected classification plan. Evergreen identified a list of market survey benchmarks and conducted a market survey. Evergreen's consultants provided the County with the external assessment summary, developed strategic positioning recommendations, and developed and submitted draft and final reports and recommendations for compensation administration. Additionally, Evergreen updated and/or rewrote job descriptions for the County, as necessary, based on the recommendations. **Note:** Evergreen was again hired in 2020 to conduct a staffing study for the County.



Classification and Compensation Study Kaufman County, Texas

Evergreen Solutions was engaged with Kaufman County to conduct a Compensation Study. Evergreen worked with the County to establish appropriate benchmarking standards and conducted a salary survey for similar positions with comparable entities. Evergreen identified potential pay compression issues and provided potential solutions and analyzed and recommended changes to the current compensation structure that met market analysis. Evergreen also provided a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and reviewed all current job classifications, confirmed, and recommended changes to hierarchical order of jobs using an approved evaluation system.



Classification and Compensation Study Blanco County, Texas

Evergreen Solutions was retained by Blanco County to conduct a Classification and Compensation Study. Evergreen's consultant conducted a job analysis to determine the proper hierarchy of jobs within the County; conducted a salary survey and analysis to determine competitive market rates; updated job descriptions; and prepared a final report with cost analysis for implementation of all recommendations.



Wage and Compensation Study Jefferson County, Texas

Evergreen Solutions was engaged with Jefferson County to conduct a Wage and Compensation Study. The objective of the study was to enhance the County's ability to attract, motivate, and retain quality employees to efficiently and cost-effectively deliver services and programs to the citizens of the County through obtaining a Salary Range Comparison of 175 benchmarks positions – within the current surrounding local market and similarly situated Counties in Texas. Based on the market survey results, Evergreen updated the existing plan for the County, including the realignment of jobs within the County's current pay grade.



Classification and Compensation Study Town of Addison, Texas

Evergreen Solutions was retained by the Town of Addison to conduct a Classification and Compensation Study. Evergreen's consultants performed the following tasks: provided a comprehensive evaluation of every job within



the City to determine the relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges; reviewed all current job classifications, confirmed, and recommended changes to hierarchical order of jobs using Evergreen's evaluation system; conducted a salary survey for similar positions with comparable Texas entities; identified potential pay compression issues and provided potential solutions; and analyzed and recommended changes to the present compensation structure to meet the market analysis.



Classification and Compensation Study Town of Little Elm, Texas

Evergreen was retained by the Town of Little Elm to conduct compensation and classification study of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were also reviewed, as needed, and FLSA determinations will be made. The rank structure for police and fire department employees were reviewed against peer organizations to determine whether the current structure for each department is effective for its size. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the Town. Evergreen provided Town staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total compensation system would be accomplished.



Compensation and Classification Study The Woodlands Township, Texas

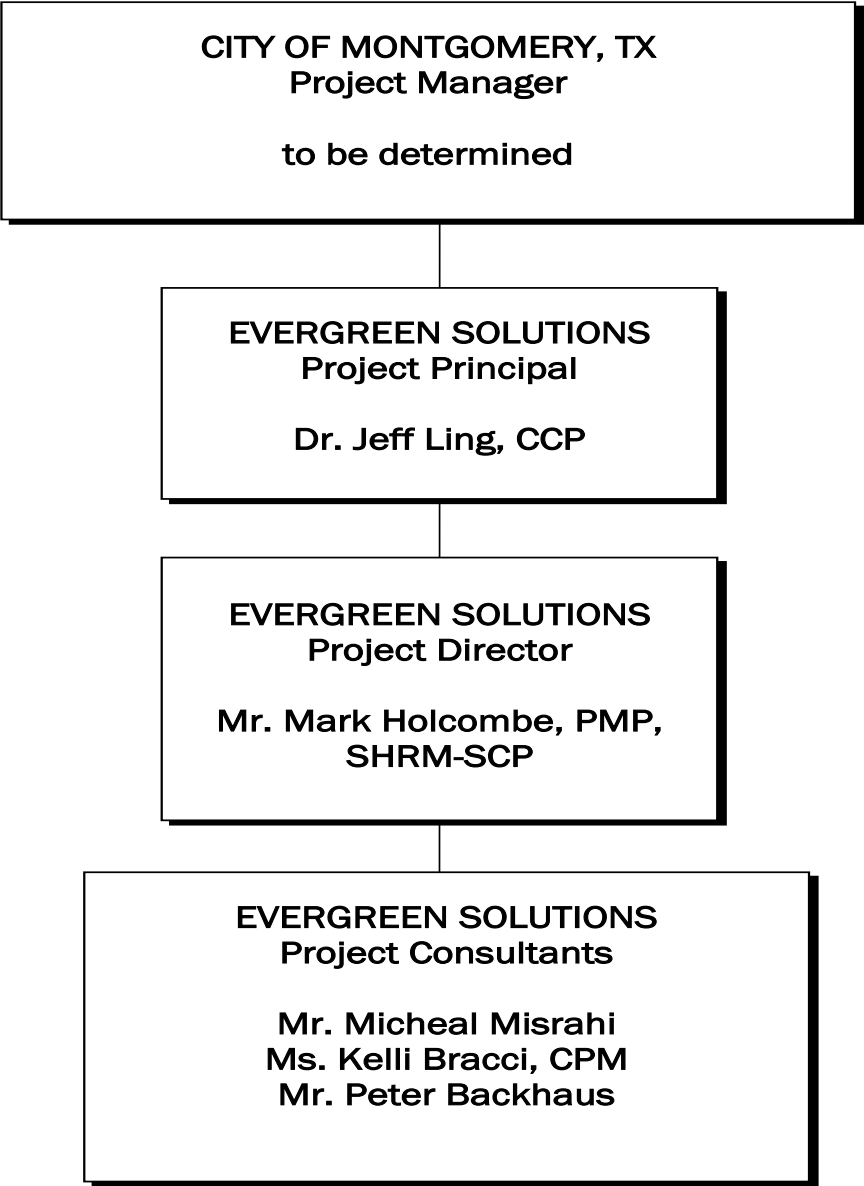
Evergreen Solutions was retained by The Woodlands Township to conduct a Compensation and Classification Study. Evergreen provided an independent analysis of the compensation plan and developed and recommended a compensation philosophy that met the Town's objective of where they desired to be in the market regarding salaries. Evergreen's consultants designed, proposed, and led the Township in implementing a comprehensive compensation plan that aligned with the proposed compensation philosophy and classified all Township positions appropriately within the plan structure. Evergreen further conducted a job analysis, collected and analyzed the data collected from the JATs and MITs, provided classification recommendations; and recommended any changes to job descriptions based on the data collected.



1.3
Proposed
Project Team

Exhibit 1-2
Proposed Project
Management and
Personnel
Assignments

Exhibit 1-2 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Classification and Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Montgomery.



City of Montgomery Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City’s Project Manager (CPM) will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the CPM and all project deliverables will be filtered through the CPM throughout the duration of the project.



Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the City. The Project Director will have the most frequent contact with the City and will assign project activities to the Project Consultants and will ensure that deliverables are met within specified timelines.

Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will review pay plans, conduct orientation sessions and focus groups, administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT), collect the data for the salary survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Classification and Compensation Study for the City of Montgomery.

Key Personnel

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement.

Project Principal Dr. Jeff Ling

Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.



Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification**– He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note: He has served as the Project Principal or Project Director for more than 1,300 public sector projects related to Classification and/or Compensation, including more than 85 in the State of Texas.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Mr. Mark Holcombe,
PMP, SHRM-SCP**

Mr. Holcombe has more than ten years of management and consulting experience and is recognized as a certified Project Management Professional (PMP) and a SHRM Senior Certified Professional (SHRM-SCP). He has been at Evergreen Solutions seven years, during which time he has promoted through the organization and has led Evergreen's largest local government practice for the past two years. His academic foundation in



micro and macroeconomics, combined with his experience leading a business before joining Evergreen, has given him significant experience in leading teams, modeling and controlling costs, and working to provide a product that meets the needs of all stakeholders. This experience has been instrumental in ensuring that his team is able to translate complex and comprehensive data into actionable insights for his clients.

At Evergreen, Mr. Holcombe's emphasis has been in compensation and classification studies of varying size and scope. He has led projects with cities and counties, colleges and universities, K-12 school districts, transportation organizations, and statewide government organizations.

Some of his principal areas of expertise are:

- Refining client compensation and classification systems, ensuring alignment with HR best practices and meeting specific client needs.
- Leading initiatives focusing on market competitiveness for large and complex public sector clients.
- Constructing reports and visuals to share complex findings in an approachable way.
- Crafting complex cost models to facilitate accurate budgetary projections for clients.
- Assessing market data, synthesizing information from a variety of sources to provide comprehensive compensation insights.
- Redesigning classification systems to modernize and streamline titling conventions for entire organizations or within job families.
- Conducting reviews centered around gender and racial equity in compensation systems, ensuring their adherence to local, state, and federal laws and regulations.

A sample of some of the public sector projects that Mr. Holcombe has been involved with include: a Compensation Study for the City of Buda, TX; a Classification and Compensation Study and Analysis for Taylor County, TX; a Classification and Compensation Study for the City of Alpine, TX; a Compensation Study and FSLA Review for the City of La Porte, TX; a Compensation and Benefits Study for the City of Portland, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Compensation and Classification Study for the Woodlands Township, TX; a Classification and Compensation Study for Randall County, TX; Compensation Consultant Services for Dallas Area Rapid Transit, TX; Competency Modeling and Succession Planning for Dallas Area Rapid Transit, TX; a Classification and Compensation Study for the City of Mont Belvieu, TX; a Compensation and Classification for the City of Denton, TX; a Comprehensive Market Salary and Benefits Study for the City of Missouri City, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation and Benefits Survey and Analysis for the City of Deer Park, TX; a Compensation Study for the City of Duncanville, TX; a Compensation Study for the City of Galveston, TX; a Compensation and Classification Study and Organizational Review of the RSMU Department for



Brazos River Authority, TX; a Compensation Study for the Montgomery County Emergency Communications District, TX; a Staffing Study for the City of Pflugerville, TX; a Compensation Study for the City of Big Spring, TX; a Comprehensive Classification and Compensation Study for the City of Odessa, TX; a Compensation and Classification Study for the City of League City, TX; a Wage and Compensation Study for Jefferson County, TX; a Classification and Compensation Study and Analysis for Waller County, TX; a Classification and Compensation Study for the City of Kingsville, TX; a Classification and Compensation Study and Analysis for Matagorda County, TX; a Compensation Study for Grand County, CO; a Compensation and Classification Study for Garfield County, CO; a Classification and Compensation Study for the City of Prescott, AZ; A Compensation Study for the City of Flagstaff, AZ; a Classification, Compensation, and Benefits Study for Yavapai County, AZ; a Classification and Compensation Study for the City of Albuquerque, NM; a Classification and Compensation Study/ Gender Pay Equity Analysis for the City of Santa Fe, NM; a Classification and Compensation Study for the City of Yucaipa, CA; a Comprehensive Compensation Study for the City of Crescent City, CA; a Consultant Services for a Study of the City's Compensation Plan and Benefits for the City of Sangar, CA; a Classification and Compensation Study for the City of Thousand Oaks, CA; a Comprehensive Classification and Compensation Study for the City of Camarillo, CA; a Classification and Compensation Study for the City of Fresno, CA; a Compensation Review for Mariposa County, CA; a Classification and Compensation Study for Inyo County, CA; a Compensation Study for the City of Bend, OR; a Professional Technical and Expert Services for the City of Portland, OR; a Classification and Compensation Study for the City of Ridgefield, WA; a Classification and Compensation Study for Jasper County, MO; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Compensation Study for the City of Fulton, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Classification and Compensation Study for the City of Leawood, KS; a Comprehensive Compensation Study for Shawnee County, KS; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Compensation Study for Sedgwick County, KS; Classification and Compensation Consulting Services to the City of Clarksville, TN; a Classification and Compensation Study for Frederick County, MD; a Compensation Study for the City of Baltimore, MD; a Classification Study for Talbot County, MD; a Performance Management Study for Talbot County, MD; a Compensation Study for Allegany County, MD; a Compensation Consultation Services for Genesee County, NY; a Classification and Compensation Plan for the City of Petersburg, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Classification and Compensation Study for Loudoun County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Compensation Consulting Services for Chesterfield County, VA; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Compensation and Classification Study for Bedford County, VA; a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Comprehensive Classification and Compensation Study for the City of Fayetteville, NC; a Market Salary Survey for the City of



Rocky Mount, NC; a Classification System and Pay Plan Development Study for Franklin County, NC; a Pay and Classification Study for Dorchester County, SC; a Classification and Compensation Study for the City of Mauldin, SC; a Compensation Study for Laurens County, SC; an Organizational Assessment of the HR Department for York County, SC; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of Milton, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Staffing Study for the City of Fayetteville, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of East Point, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for the City of North Miami, FL; a Compensation Study for Manatee County, FL; a Classification and Compensation Study for the City of North Miami Beach, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation and Classification Study for the Town of Davie, FL; a Classification and Compensation Study for Palm Beach County, FL; a Compensation Study for the City of Key West, FL; a Performance Evaluation Study for the City of Key West, FL; a Classification and Compensation Study for Okaloosa County, FL; a Compensation Study for Brevard County, FL; a Compensation Study for the City of Fort Myers, FL; a Classification and Compensation Study for Pinellas County, FL; and a Compensation Study for the City of Zephyrhills, FL.

Mr. Holcombe holds a Bachelor's Degree with a dual major in Economics and Criminology from Florida State University. He is a certified Project Manager Professional (PMP) and holds a SHRM-SCP certification.

**Project Consultant
Mr. Michael Misrahi**

Mr. Misrahi is a Project Manager who has been with the firm for more than seven years. During that time, he has served as a Consultant or Project Lead on more than 100 HR consulting projects. He has extensive experience in the development and modification of compensation and classification plans, policies, and practices for organizations varying in size from a few dozen employees to several thousand.

Mr. Misrahi also served as the Compensation Manager at the University of Central Florida, where he oversaw a team of compensation analysts, and was responsible for administering the University's compensation structure for over 10,000 employees.

A sample of some of Mr. Misrahi's public sector projects include: a Pay for Performance and a Salary Survey for City of Mont Belvieu, TX; a Comprehensive Compensation and Benefits Study for the City of Sachse, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Staffing Study for the City of Pflugerville, TX; a Pay and Classification Study for the City of Fredericksburg, TX; a Classification and Compensation Study for the City of Seguin, TX; a Comprehensive Compensation and Benefits Study for City of Rowlett, TX; a Wage and Compensation Study for Jefferson



County, TX; a Compensation and Classification Study for the Brazos River Authority, TX; Compensation Consultant Services to Dallas Area Rapid Transit, TX; a Salary Analysis for Fort Worth Housing Solutions, TX; a Compensation and Classification Study and Organizational Review of the RSMU Department for Brazos River Authority, TX; a Compensation and Classification Study Update for Denton County Fresh Water Supply District No. 6 and Denton County Fresh Water Supply District No. 7, TX; a Classification and Compensation Study for Ouray County, CO; a Compensation Study for Grand County, CO; a Compensation and Classification Study for Garfield County, CO; a Compensation Study for Town of Sahuarita, AZ; a Wage Compensation Study Services for Northern Arizona Intergovernmental Public Transportation Authority; a Classification and Compensation Study for the City of Prescott, AZ; Classification and Compensation Consulting Services to the City of Albuquerque, NM: an Employee Classification and Compensation Study for the City of St. Louis, MO; a Comprehensive Compensation Study for Shawnee County, KS; a Comprehensive Classification and Compensation Study for the Kentucky League of Cities; a Compensation Study for the County of Montgomery, PA; a Job Classification and Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for Frederick County, MD; a Classification and Compensation Study for Howard County, MD; Compensation, and Benefits Survey for Kent County Levy Court, DE; a Compensation Study for the County of York, VA; a Classification and Compensation Plan for the City of Petersburg, VA; a Classification and Compensation Study for Loudoun County, VA; a Classification, a Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Classification, Compensation and Benefits Study for the Town of Kiawah Island, SC; Organizational Assessment of the HR Department for York County, SC; a Compensation Study for Laurens County, SC; a Classification and Compensation Study for the City of Douglasville, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Staffing Study for the City of Fayetteville, GA; a Compensation and Benefits Study for the City of St. Cloud, FL; a Classification and Compensation Study for the City of Sebring, FL; a Compensation Study for Santa Rosa County, FL; a Compensation Study for the City of Key West, FL; a Compensation and Classification Study for the City of Sarasota, FL; a Review of Compensation for the Fire Department for Sarasota County, FL; a Compensation Study for Osceola County, FL; Classification and Compensation Services for the City of Dunedin, FL; a Compensation Study for the City of North Miami Beach, FL; a Pay and Classification Study for the City of Doral, FL; a Classification and Compensation Study for the City of Lake City, FL; a Classification and Benefits Study for the City of Key West, FL; a Pay and Classification Study for Bay County, FL; a Compensation and ERP Study for Miami-Dade County, FL; a Pay and Classification Study for Gulf County, FL; a Compensation Study for the Tax Collector's Office of Indian River County, FL; Compensation Consultant Services for the City of Coral Springs, FL; a Salary Study for Highlands County, FL; a Compensation Study for Brevard County, FL; a Compensation Study for Sarasota County, FL; a Salary and Benefits Review for Hernando County, FL; a Classification and Compensation Study for Pinellas County, FL; a Classification and Compensation Study for Palm



**Project Consultant
Ms. Kelli Bracci, CPM**

Beach County, FL; a Pay and Classification Study for Martin County, FL; a Compensation Study for the City of Kissimmee, FL; a Classification and Compensation Study for the City of Zephyrhills, FL; a Compensation Study for the City of Fort Myers, FL; and a Compensation and Classification Study for the Town of Davie, FL.

Mr. Misrahi has an MBA and a Bachelor's degree in History from Florida State University.

Ms. Bracci, CPM, is a Senior Consultant with Evergreen Solutions. She has a Bachelor's of Science in Education from Georgia Southern University and a Juris Master from Florida State University's College of Law with a concentration in Human Resources and Legal Risk Management. She is a Certified Public Manager (CPM).

Ms. Bracci began her career working in the classroom as a teacher before transitioning to state government. After 11 years with the state, she transitioned to the private sector with Evergreen Solutions, LLC. She is experienced in classification and compensation, employee engagement, relationship management, process improvement, supervisory and leadership development, organizational change management, project coordination, and effective communication. She deeply believes that HR is integral in creating a positive culture in every organization.

A sample of some of the public sector projects that Ms. Bracci has recently been involved with include: a Compensation and Classification Study for the City of Denton, TX; a Classification and Compensation Study and Analysis for Taylor County, TX; a Compensation and Classification Study for the City of Coppell, TX; a Classification and Compensation Study and Analysis for Waller County, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation and Classification Study for the Woodlands Township, TX; a Classification and Compensation Study for the City of Kingsville, TX; a Compensation Study for the City of Duncanville, TX; a Compensation and Classification Study for the City of League City, TX; a Compensation and Classification Study for the City of DeSoto, TX; a Classification and Compensation Study for the City of Seguin, TX; a Classification and Compensation Study for Randall County, TX; a Classification and Compensation Study and Analysis for Matagorda County, TX; a Classification, Compensation, and Benefits Study for Yavapai County, AZ; a Classification and Compensation Study for the City of Albuquerque, NM; a Classification and Compensation Study/ Gender Pay Equity Analysis for the City of Santa Fe, NM; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study for Pleasant Valley Recreation and Park District, CA; a Compensation Review for Mariposa County, CA; a Classification and Compensation Study for Inyo County, CA; a Classification and Compensation Study for the Superior Court of California, County of Imperial, CA; a Classification and Compensation Study for the Nisqually Indian Tribe, WA; a Professional Technical and Expert Services for the City of Portland, OR; a Classification and Compensation Study for the City of Leawood, KS; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Compensation Study for Sedgwick County, KS; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Classification and Compensation Study



for the North Dakota Court System, ND; a Compensation and Classification Study for Allegany County, MD; a Classification and Compensation Study for Garrett County, MD; a Classification Study for Talbot County, MD; a Classification and Compensation Study for the Town of Strasburg, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Compensation and Classification Study for Bedford County, VA; a Classification System and Pay Plan Development Study for Franklin County, NC; a Classification and Compensation Study for Jackson County, NC; a Position Classification and Revision Project for Harnett County, NC; a Classification and Compensation Study for the City of Myrtle Beach, SC; a Classification and Compensation Study for the City of South Fulton, GA; a Compensation Plan Update for the City of Garden City, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of East Point, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for City of Thomasville, GA; a Compensation Study for the City of Zephyrhills, FL; and a Classification and Compensation Study for Jackson County, FL; a Pay and Classification Study for Jefferson County, FL.

**Project Consultant
Mr. Peter Backhaus**

Mr. Backhaus is a Senior Consultant with Evergreen who specializes in salary benchmarking, pay plan design, and public safety markets. He focuses on delivering strategic compensation solutions tailored to meet the unique needs of each client. He has also assisted clients in developing innovative strategies and implementing best practices in classification and compensation. He has worked with a diverse range of clients across various areas of the public sector, including public utilities, public safety units, specialized service districts, transportation authorities, and general local governments.

Mr. Backhaus began his career working in sales through various markets. He quickly transitioned into a role with Verizon's most prominent partner as an account manager, focusing on business relationships and growth. Most prominently in his sales path, he joined a startup as the sales manager to lead a team through client growth and retention, while also developing outbound strategy for adopting new verticals for the company. With the startup, projected targets were exceeded, and several notable clients were guided to successful business paths. He strongly values the relationships developed with his clients and communication through all modes of life.

A sample of some of the public sector projects that Mr. Backhaus has been involved with include: a Compensation Study for City of Aransas Pass, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation Study for the City of Buda, TX; a Compensation and Benefits Study for the City of Portland, TX; a Classification and Compensation Study for Waller County, TX; a Classification and Compensation Study for the City of Kingsville, TX; Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Compensation and Classification Study for the City of Denton, TX; a Job Market Survey for New Braunfels Utilities, TX; a Classification and Compensation Study for the City of Albuquerque, NM; a Job Classification and Total Compensation Study Services for the Cosumnes



Community Services District, CA; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study for Inyo County, CA; a Compensation and Benefits Study for the Victor Valley Transit Authority, CA; a Compensation Study for the City of Bend, OR; and a Professional Technical and Expert Services for the City of Portland, OR; a Classification and Compensation Study for Culpeper County, VA; an HR Market Study for Botetourt County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Compensation Study for the Town of Central, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Classification and Compensation Study for Dare County, NC; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of Eastpoint, GA; a Comprehensive Position Classification and Compensation/Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for the City of Vienna, GA; a Compensation Study for the City of Duluth, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Classification and Compensation Study for Riviera Utilities, AL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the City of Bradenton, FL; a Classification and Compensation Study for Boynton Beach, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Zephyrhills, FL a Classification and Compensation Study for Okaloosa County, FL; a Classification and Compensation Study for Franklin County, FL; and a Compensation Study for the City of Flagler Beach, FL.

Mr. Backhaus has a Bachelor's of Science in Economics with Minors in Sociology and Communication.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.



Section 2.0

Methodology and Approach



2.0 *Methodology and Approach*

In this section, we provide you with our methodology and approach for conducting the Classification and Compensation Study for the City of Montgomery; and a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables listed in the scope of work of the Request for Proposals.

2.1 Approach and Methodology

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

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

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

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

Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support



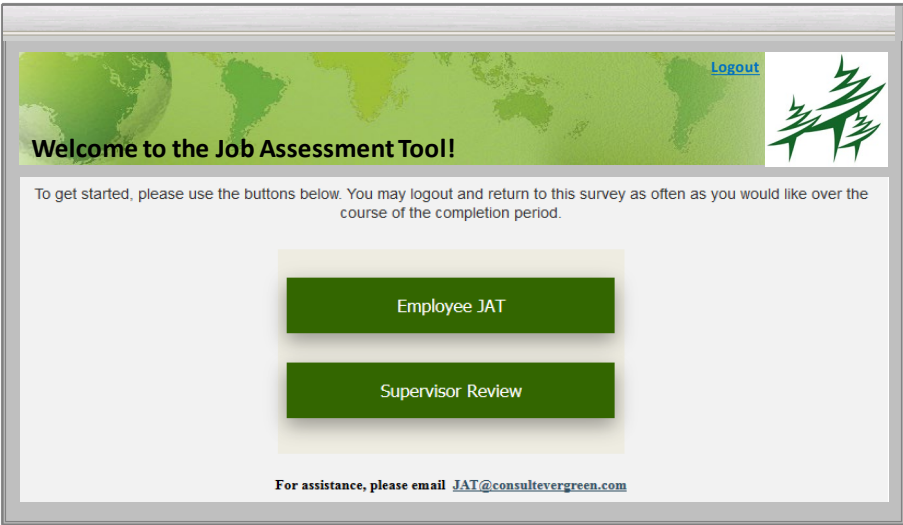
	an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy. Evergreen realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission. Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.
Kick Off Meeting	Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including: • finalizing the project work plan; • identifying milestone and deliverable dates; • gaining insight into the management structure and approach; • collecting classification and compensation data; • identifying additional data needs; and • developing preliminary schedules for subsequent tasks. At this time, we will also request a copy of the employee database that reflects current classification and compensation data.
Communication Plan	Communication is a critical component of any Classification and Compensation Study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.
Employee Orientation and Focus Groups	Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs. We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the



	project and the question-and-answer formats allow employees to become engaged in the process. During these sessions, Evergreen’s consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.
Department Head Interviews	Evergreen staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.
Job Assessment Tool and Management Issue Tool	Another important activity undertaken at this time is the distribution of Evergreen’s Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee’s job that captures the nature of the job and how it interacts with work within the organization. The JAT contains questions that ask about each of the following areas: • scope of duties; • complexity of work; • supervision received and exercised; • physical requirements; • financial responsibilities; • analytical/mental requirements; • knowledge and skills required for the job; and • level of responsibility/reporting relationships. Evergreen will contact the client’s Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool. Exhibit 2-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.



Exhibit 2-1
Supervisor's JAT Home Screen



Source: Evergreen Solutions, 2024

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



Exhibit 2-2
Job Description and Responsibilities

Logout



Basic Job-Related Information

Job Introduction

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

Description

2000

Type of Work

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

Type of Work

☐ Clerical/Manual - Perform a variety of office and administrative support duties OR unskilled, labor-intensive tasks.

☐ Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hands, physical skill and energy.

☐ Technical/Paraprofessional - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment.

☐ Administrator - Performs tasks directly related to the management or general business operations. Exercises discretion and judgment with matters of significance.

☐ Managerial/Professional - Performs tasks requiring advanced knowledge, which is predominantly intellectual in nature, OR tasks related to the control or administration of part of the organization.

☐ Executive/Advanced Professional - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge

Education and Experience

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

Education

-Select One-

Experience

-Select One-

Licenses and Certifications

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

Required

255

SAVE

Source: Evergreen Solutions, 2024

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



Exhibit 2-3
Job Functions

Logout



Essential Job Functions

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

Task 1		Percent		Priority	☐
Task 2		Percent		Priority	☐
Task 3		Percent		Priority	☐
Task 4		Percent		Priority	☐
Task 5		Percent		Priority	☐
Task 6		Percent		Priority	☐
Task 7		Priority		Percent	☐
Task 8		Percent		Priority	☐
Task 9		Percent		Priority	☐
Task 10		Percent		Priority	☐

Source: Evergreen Solutions, 2024

Preliminary
Assessment

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

As a starting point for analysis, Evergreen’s project consultants review the client’s database in comparison to the pay plan and information collected from the JATs to produce a preliminary assessment. The preliminary assessment summarizes the strengths and weaknesses of your human resource management system. The compensation analysis focuses on the number of pay grades, range widths, percentage differences between grades, step plans versus open range plans, and the expected time to reach full job competency. The overall analysis focuses on structure, movement, and equity (internal) as well as specific concerns such as turnover, longevity,



	compression, and range anomalies. The issues we identify in the assessment become core considerations in creating the potential solutions later in the process.
Job Evaluation	The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen's consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen's consultants will work directly with the Client Project Manager to resolve any issues. Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.
Compensation	Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy. The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization's compensation philosophy.
Market Salary Survey	A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen's consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.
Benchmarks	One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all



	positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.
Targets	To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources. Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers. An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats. Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.
Unifying the Solution	After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs. The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and



Compensation Administration Guidelines

other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

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

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

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

System Maintenance

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

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



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

Exhibit 2-4
JobForce Manager Tool

Pay Plans	Scoring/Slotting	Compensation	Market	Account					
 Download Data  Grid Edit									
Current Title ▲	Pay Plan	JAT Score	Regression Midpoint	Market Midpoint	Position Midpoint (Select)	Grade	Minimum	Midpoint	Maximum
Accounting Specialist II	ESP	212.5	\$30,100.27	\$31,220.80	\$31,508.69	105	\$22,702.21	\$31,508.69	\$40,315.17 
Accounting Specialist III	ESP	281.3	\$39,058.27	\$34,379.43	\$40,213.96	110	\$28,974.42	\$40,213.96	\$51,453.51 
Accounting Specialist IV	ESP	306.3	\$42,315.73	\$40,166.80	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50 
Accounting Supervisor	ESP	500.0	\$67,561.02	\$69,350.91	\$68,779.53	121	\$49,556.08	\$68,779.53	\$88,002.97 
Acquisition Specialist	ESP	306.3	\$42,315.73	\$41,595.60	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50 
Administrative Aide	ESP	312.5	\$43,130.09	\$36,624.74	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50 
Administrative Recording Secretary	Professional	381.3	\$52,088.10	\$40,994.30	\$58,245.16	212	\$46,596.13	\$58,245.16	\$69,894.19 
Administrative School Secretary I	ESP	206.3	\$29,285.91	\$31,619.17	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93 
Administrative School Secretary II	ESP	231.3	\$32,543.36	\$35,996.59	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48 
Administrative School Secretary III	ESP	256.3	\$35,800.82	\$37,701.80	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35 
Administrative Secretary I	ESP	231.3	\$32,543.36	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93 
Administrative Secretary I	ESP	206.3	\$29,285.91	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93 
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48 
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48 
Administrative Secretary III	ESP	256.3	\$35,800.82	\$35,971.01	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35 
Administrative Specialist	Professional	231.3	\$32,543.36	\$43,762.63	\$39,422.62	204	\$31,538.09	\$39,422.62	\$47,307.14 
Administrative Specialist-School Food Services	Professional	275.0	\$38,243.91	\$42,861.08	\$45,636.61	207	\$36,509.29	\$45,636.61	\$54,763.93 

Source: Evergreen Solutions, 2024



2.2 Detailed Work Plan

The detailed work plan that Evergreen proposes to use to conduct the Classification and Compensation Study for the City of Montgomery is provided in this section. Evergreen understands that the City has approximately 40 FTEs that will be included in the study.

Our work plan consists of the following 11 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan and Make FLSA Determinations
- Task 5: Identify List of Market Survey Benchmarks and Approved List of Targets
- Task 6: Conduct Market Salary Survey and Provide External Assessment Summary
- Task 7: Develop Strategic Positioning Recommendations
- Task 8: Conduct Solution Analysis
- Task 9: Develop and Submit Draft and Final Reports
- Task 10: Develop Recommendations for Compensation Administration
- Task 11: Provide Updated Class Descriptions

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the City.
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final timeline for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager and any other key personnel the following objectives:
- review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.



Task 2.0
Evaluate the
Current System

- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the City including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the associated departments and divisions being utilized by positions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), and classification system; and
 - personnel policies and procedures, including step placement policies.
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task to the CPM.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation and classification system.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Identify the strengths and weaknesses of the current pay plan(s) and structure for the City employees.
- 2.3 Identify any pay compression issues that may exist and discuss possible solutions with the CPM.
- 2.4 Complete an assessment of current conditions that details the nature of the current system as well as highlights areas for potential improvement in the final adopted solution.



Task 3.0
Collect and Review
Current
Environment Data

KEY PROJECT MILESTONES

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

TASK GOALS

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

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview department heads/senior management to obtain relevant information on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information on specific compensation issues and policies.
- 3.4 Work with the CPM and Human Resources staff to administer the JATs and MITs to employees. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

- Employee focus groups and orientation sessions
- Department head/senior management interviews
- Job assessment tool distribution

Task 4.0
Evaluate and Build
Projected
Classification Plan
and Make FLSA
Determinations

TASK GOALS

- Identify the classification of existing positions utilizing the approved method for job evaluation.
- Characterize internal equity relationships within the City.



Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets

TASK ACTIVITIES

- 4.1 Ensure that all draft class specifications for employees are provided to Evergreen by the CPM.
- 4.2 Review the work performed by each classification and score based on job evaluation, including an evaluation of supervisory comments.
- 4.3 Review job evaluation scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow-up with employees for jobs where uncertainty exists over data obtained from job evaluation.
- 4.5 Develop preliminary recommendations for the classification structure and discuss with the CPM. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the job evaluation scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Develop recommendations of FLSA (exemption) status and minimum qualifications based on results of the job evaluation (JAT) review and federal requirements.
- 4.7 Review all recommendations with the CPM.

KEY PROJECT MILESTONES

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

TASK GOALS

- Identify positions to benchmark for the market salary survey.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market assessment of salary.

TASK ACTIVITIES

- 5.1 Identify and review with the CPM the classifications that will be used as benchmark for the market salary survey. **Note:** Evergreen will work with the CPM to select the appropriate number of classifications to use as benchmarks for the market salary survey.
- 5.2 Finalize the list of positions with the CPM.



Task 6.0
Conduct Market
Salary and Provide
External
Assessment
Summary

- 5.3 Develop a preliminary list of organizations for the external labor market survey of salary, placing a comparative emphasis on characteristics such as:
- size of the organization;
 - geographic proximity to the Montgomery area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.4 Review and finalize with the CPM up to 20 peer organizations that should be included in the market salary survey.
- 5.5 Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

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

TASK GOALS

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

TASK ACTIVITIES

- 6.1 Prepare a customized external labor market salary survey. Discuss the questions and categories for the market survey.
- 6.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.5 Validate all data submitted.
- 6.6 Develop summary report of external labor market salary assessment results.



Task 7.0
Develop Strategic
Positioning
Recommendations

- 6.7 Submit summary report of external labor market salary assessment results to the CPM.

KEY PROJECT MILESTONES

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

TASK GOALS

- Determine the City's compensation philosophy.
- Develop a plan for employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary survey data collected in **Task 6.0**, and the classification data reviewed in **Task 4.0**, recommend the appropriate pay plan(s) for the City as it relates to positions, including grade levels and ranges.
- 7.3 Produce a revised or new pay scale(s) that best meet the needs of the City from an internal and external equity standpoint.

KEY PROJECT MILESTONES

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

Task 8.0
Conduct Solution
Analysis

TASK GOALS

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

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan.



Task 9.0
Develop and
Submit Draft and
Final Reports

- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Discuss with the CPM potential solutions.
- 8.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Potential solutions
- Documented final solution

TASK GOALS

- Develop and submit a draft and Final Report of the Classification and Compensation Study to the City of Montgomery.
- Present the Final Report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step, including a complete listing of the allocation of job classes to salary range requirements. Provide the CPM with a draft final report for review that will include all costs associated with all recommendations as well as implementation strategies.
- 9.2 Make edits and submit necessary copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the City Council and senior management.
- 9.4 Develop a communication plan for sharing study results with employees of the CPM.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan



Task 10.0
Develop
Recommendations
for Compensation
Administration

TASK GOALS

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

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by City staff, including recommendations and guidelines related to:
- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
 - how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
 - the proper mix of pay and benefits;
 - how often to adjust pay scales and survey the market;
 - the timing of implementation; and
 - how to keep the system fair and competitive over time.
- 10.2 Finalize and present recommendations to the CPM to review.
- 10.3 Provide training and tools to Human Resources Department staff to ensure that staff can conduct audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's ***JobForce Manager*** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Training on Evergreen's ***JobForce Manager*** tool



Task 11.0
Provide Revised
Class Descriptions

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions for only those classifications recommended by Evergreen as a result of the job evaluation process.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

- 11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.
- 11.2 Discuss any necessary changes to the class description format with the CPM.
- 11.3 Update classification descriptions based on data gathered from the job evaluation process.
- 11.4 Create new class descriptions only for those classifications recommended by Evergreen as a result of the job evaluation process.
- 11.5 Recommend a systematic, regular process for reviewing class descriptions.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed
- Recommendations for regular review of class descriptions



Section 3.0

Project Timeline and Deliverables



3.0 *Project Timeline and Deliverables*

Evergreen possesses the ability, staff, skills, and tools to conduct the Classification and Compensation Study for the City of Montgomery in approximately four months of the project start date and execution of a contract. Our proposed project timeline is based on a tentative start date of September 1, 2024, and a completion date of December 31, 2024.

Our proposed project timeline, as identified in **Exhibit 3-1**, can be modified in any way to best meet the needs of the City of Montgomery.

Exhibit 3-1
Proposed Project Timeline

PROJECT TASKS	2024			
	SEPT	OCT	NOV	DEC
1.0: Project Initiation	■			
2.0: Evaluate the Current System	■			
3.0: Collect and Review Current Environment Data	■			
4.0: Evaluate and Build Projected Classification Plan and Make FLSA Determinations		■		
5.0: Identify List of Market Survey Benchmarks and Approved List of Targets		■		
6.0: Conduct Market Salary Survey and Provide External Assessment Summary			■	
7.0: Develop Strategic Positioning Recommendations				■
8.0: Conduct Solution Analysis				■
9.0: Develop and Submit Draft and Final Reports				■
10.0: Develop Recommendations for Compensation Administration				■
11.0: Provide Updated Class Descriptions				■



Section 4.0

Cost Proposal



4.0 *Cost Proposal*

Evergreen Solutions, LLC is pleased to present our proposed cost to conduct a Classification and Compensation Study for the City of Montgomery. We are committed to providing the highest quality consulting services to our client partners for a reasonable cost. Our firm is fortunate that our overhead is minimal and our costs are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 2** of our proposal is **\$19,500**. Our cost is all inclusive, and includes travel cost (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses. Our cost includes two onsite visits to the City to perform the requested work as most of the work can be conducted virtually.

Our preferred payment schedule for all tasks is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Tasks 3 – 4
- 40% - upon completion of Tasks 5 – 8
- 10% - upon completion of Tasks 9 – 11

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Montgomery wishes to identify.





Classification and Compensation Study City of Montgomery, Texas

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Management Synopsis

Paypoint HR, LLC is responding to the city of Montgomery's request for proposals from qualified consultants to provide a comprehensive Classification and Compensation Study. The purpose of the study is to help the city to be recognized as an employer of choice in the area. Paypoint HR will objectively examine the job roles and their placement in the city's hierarchy, the external market's pay ranges for these same positions, and give recommendations for adjustments of the approximately 40 full-time equivalent employees as warranted by the findings. The study recommendations will be substantiated using quantitative evaluations, so that the City may make informed decisions with respect to compensation including benefits. It is anticipated the project will take 16 weeks to complete at a firm fixed-price cost of \$25,000.

Our methodology is built on working with our clients and their employees to make appropriate, project-focused recommendations and then staying with the Project Team to see the recommendations are put into place. Our clients have peace of mind knowing the key to our success is ensuring implementation of recommendations.

Paypoint HR, LLC realizes that the employees are the most valuable asset and will be treated accordingly. By including employee input in the project, it is our experience that they feel "heard" and "valued." As such, they will be more likely to find the pride and fulfillment that public service lends. This forward-thinking philosophy ensures the city will be seen as a great place to make a career as well as make a living.

We test our recommendations to ensure they are following sound business practices and will be a solid foundation for our clients going forward. The recommendations we make are intended to produce a structured program that gives ongoing guidance on how to improve an organization's ability to recruit, reward, motivate, and retain talent in a competitive environment. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness;
- Recognition that compensation is comprised of more than just base pay levels;
- Consideration of changes in recent compensation trends and strategies; and
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Once the recommendations are made for updates to classifications and pay structures, the city will be given our custom designed tools for implementation and ongoing administration. We will create a custom Compensation Factor Scoring (CFS) system using information gathered during the study and provide the city access to the system to help place positions in the future.

Company Overview and Qualifications

Paypoint HR is an innovative, cost effective, and technologically advanced solution for the public sector's need to provide internally equitable and externally competitive pay plans. We are an independent Woman Owned Small Business (WOSB) and have been assisting the public sector achieve their pay plan objectives since 2012. Our firm is in Manteo, North Carolina and Davidsonville, Maryland, which is in close proximity to the United State Naval Academy in Annapolis, Maryland and Washington, DC.

Our overall approach to the field is unique. Our founding members hail from different practice areas related to classification and compensation. These specialty fields include organizational design, compliance, research analytics, business strategy, and human resources. The common denominator that brings us together is helping our clients recruit and retain quality employees. We do this by collaborating on each project to give our clients strategic recommendations for achieving their goals. We believe we are the only firm that brings together experts from multiple specialty areas to design custom classification and compensation plans that give our clients a competitive edge in the labor markets where they compete.

Our team includes recognized experts in human resource management and understands that while we follow established standards, there is not a "one size fits all" solution to compensation management. The way we look at data is more thorough than our competitors. While we use "standard" calculations for determining pay, we also create ad-hoc reports that meet specific Client needs. We help develop compliant job descriptions and pay plans based on the most current regulations. Clients benefit from the compliance review and appeals processes through a reduction in grievances and an improved sense of equity. Our recommendations take into consideration the business and operational side of organizations.

Paypoint HR's personnel bring several decades of experience of providing total compensation solutions to the public sector. In our response to the Statement of Work, we explain in detail our business history, people, and processes to show the level of resources we bring to the city. Paypoint HR has staff ready to be deployed for this project and has the resources to confidently provide the city with exceptional service.

We are members of WorlDatWork and the Society for Human Resource Management. Our personnel keep abreast of new and emerging trends through continuing education in their respective fields and collaborate on each project to bring best practices to our recommendations. Our personnel are well respected and have served as speakers for industry associations, financial organizations, universities, and more. Our personnel are also members of industry organizations and serve on the Board for several groups. Typical studies incorporate a custom external market survey. We also have industry data readily available for use in our assessments. Information we have access to include the most recent survey reports conducted by industry associations, updates to regulations on a federal and state level, as well as latest trends and best practices. We anticipate the client's input on specific survey sources it would like us to use. We feel our expertise, processes, people,

survey data library, and proprietary software distinguish Paypoint HR from other contractors and will help the client reach its project goals.

Our current workload allows us to commit the necessary staff members to the successful completion of the project. We welcome the active participation of the project team throughout the entire study but understand that they will be engaged with other priorities as well. Paypoint HR expects support from the client in communication with key staff, setting up meetings, providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Karin Campbell and Dr. Rick Campbell are legally authorized to represent Paypoint HR and will serve as the main contacts for the project.

Project Manager – Primary Contact

Karin Campbell, SPHR, SHRM-SCP
695 Santa Maria Lane
Davidsonville, MD 21035
Karin@PaypointHR.com
(443) 336-4272

Technical Director – Secondary Contact

Dr. Rick Campbell, CCP
695 Santa Maria Lane
Davidsonville, MD 21035
Rick@PaypointHR.com
(540) 815-7837

Principals



Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP

Master of Business Administration, University of Texas
Bachelor of Science in Business Marketing, University of Maryland

Mrs. Karin Campbell has led Human Resource initiatives for more than 20 years. She has helped over 700+ employers and 15,000 employees with the development and delivery of customized HR solutions for employee management programs; conducting labor cost analysis of employee administration, benefits, retirement, workers' compensation, federal, state, and local taxes; budgeting for human capital including recruiting, onboarding, benefits, risk management, training, and compliance; and planning, design, and implementation of payroll administration; health, dental, vision, life, and AD&D insurance; and pension, as well as ancillary benefits within a limited timeframe to large workforces.

She has consulted with clients and their employees on complicated employment topics. Her responsibilities also include development and maintenance of compliance and risk management programs. She has taught OSHA compliance as an adjunct professor. Currently she holds SPHR, SHRM-SCP, and IPMA-SCP designations and serves on the Board for the ASHRM chapter. Karin has a strong understanding of current trends in the benefits industry. Karin worked from 1995-2002 for HRLogic, Inc., a wholly owned subsidiary of Fidelity Investments. Most recently Karin owned her own HR firm, Alpine HR, from 2003

until 2012, when she sold her business. In 2013, Karin along with her husband, Rick, formed Paypoint HR, an HR consulting firm which specializes in employee compensation for both private and public-sector concerns.

Karin's expertise has been utilized in studies that involve:

- **Employee Outreach** – She has developed time tested approaches to gaining employee buy in through effective communication and involvement of staff at all levels. She has created formats for briefing sessions, and orientations that follow accepted industry protocol and considers both the qualitative and quantitative aspects of data collection. Her approach has allowed for better understanding of the nuances within organizations and uses it to formulate recommendations and overcome obstacles that positively impact acceptance.
- **Policy Design and Implementation** – She has created a process methodology for implementation of classification and compensation recommendations. The flow of the process lends itself to clear transfer of administration and maintenance from plan adoption through to long-term application.
- **Communication Plans** – She has led successful projects by creating communication plans with the input of each client to recognize project milestones and progress. She has created relationship reporting to ensure projects are completed on time and within budget.
- **Business Strategy** – She analyzes the strengths, weaknesses, opportunities, and threats faced by each client and the community they serve to incorporate resources into the final recommendations that maximize return. She has helped clients face challenges in gaining the financial commitment necessary to adopt and implement recommendations.



Dr. Rick Campbell

Ph.D. in Engineering Science and Mechanics, Penn State University
Bachelor of Science in Applied Mathematics, University of Virginia
Certified Compensation Professional (CCP), WorldatWork

Dr. Rick Campbell's extensive education and experience in the field of mathematics has enabled him to understand highly technical issues. Because he has managed both internal and external clients, he has developed the ability to take the most advanced problems and convert them into easily understood terms and processes. He has applied this experience to the field of compensation and classification for the past 112 years.

He has worked for NASA GSFC, GE Aircraft, and Lockheed Martin Space Systems among others. His roles included Team Lead, Project Manager and Principal Engineer.

Dr. Campbell holds 7 U.S. and international patents for his creative ideas on product and process improvement. Rick has experience with Lean Six Sigma for both service

organizations and manufacturing organizations. He brings his unique skills to Paypoint HR to improve the accuracy of our research findings and recommendations.

Rick's knowledge heavily influences the following areas of the study:

- Performance Based Pay – He has built pay plans that incorporate performance metrics and translates them into fair pay based on relevant goals. His plans maintain objectivity and are multifaceted. He has established performance review processes and standards for merit-based compensation pay. He has converted organizations to pay-for-performance that desired merit-pay programs and were limited by existing policy and structures.
- Big Data and Research Analytics – He has worked on projects that have required large data sets and has created the format to collect and manage the data that maintains integrity and validity. He has engineered programs that are user friendly yet robust in their functionality and interpolates data into meaningful information to a granular level.
- Trends analysis – He has reviewed and analyzed data that look for patterns and correlation to determine if they are valid indicators for comparison. He has looked at causality and correlation links to consider potential for predictability.
- Study Validity – He has determined appropriate metrics for comparison in the selection of comparator organizations and benchmark positions to ensure relevancy of findings.
- Financial Impact – He has applied both short-term and long-term implications of recommendations for clients to assist in the ability to project necessary funding and revenue sources.

Additional Project Personnel

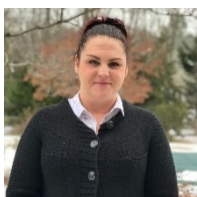


LTC (Ret) Narrie Magturo, Director

Master of Science in Environmental Management, Webster University
 Master of Science in Environmental Science, Purdue University
 Bachelor of Arts in Biology, Capital University
 Certification. American Red Cross Disaster Response Team.

- LTC (Ret) Narrie Magturo has over 15 years of relevant human resources efforts related experience and over 22 years in U.S. Army and Department of Defense. His areas of expertise include compliance audits at local, state, Federal, and international levels. Project experience he has been involved include:
- International Treaty Compliance
- ISO 9001 Certification for U.S. Army Chemical Defense Training Facility that produced chemical nerve agents and safely conducted toxic chemical nerve agent training annually for over 8000 Department of Defense, federal, state, and local government personnel.

- United States Army Chemical Safety Council Member
- Conducted compliance audits for over 20 years for military organizations at Company level consisting of 100 personnel up to Division level consisting of over 50,000 personnel.
- Quality Assurance and Quality Control (QA/QC) Operations
- Environmental, Safety, and Health Compliance and Risk mitigation and remediation operations
- Certified Instructor for Department of Defense Critical Vulnerability Assessment Program of domestic and international military installations and government facilities and infrastructure
- Chemical, Biological, Radiological, and Nuclear Operations
- Emergency Management, FEMA Operations, National Incident Management System (NIMS)
- Program/Project Management



Jennifer Holcomb, Quality Assurance Specialist

Bachelor of Science in Health Sciences, San Diego State University
Associate Degree in Nursing, Mira Costa College

Mrs. Jenn Holcomb has worked with Paypoint HR on numerous projects over the last 7 years. Some of her responsibilities include:

- Review, analysis and update of job descriptions, and review of results from job analysis questionnaires to conduct job evaluations and assist in the creation of job family hierarchies within departments.
- Instrumental in the development, dissemination, communication, and collection of external market surveys to collect pay and benefit data from comparator organizations. Her follow-through improves study results by generating a strong database of information.
- Work with members of the project team to coordinate activities that help reach timely audit milestones.
- Design clear and concise reports that communicate complex concepts. She has reviewed findings and vetted support material in the evaluation of audits from baseline analysis through to final deliverables.



Jenna Hurdle, Project Associate

Bachelor of Arts in Criminal Justice, High Point University

Mrs. Jenna Hurdle is a seasoned Legal Assistant with a diversified background in Criminal Justice, Real Estate, and Insurance. With a 13-year tenure in the legal sector, she has garnered in-depth expertise in legal procedures, document management, and client services.



Erin Martell, Technical Writer

Master of Science in Criminal Justice, , Northeastern University
Bachelor of Arts in Liberal Arts, St. John's College

Ms. Erin Martel has 12 years of experience in working with project teams. Erin has strong technical writing skills and has ensured projects meet or exceed client expectations.

Recent Studies

Organization	Project Title and Service Dates
Accomack County, Virginia	Classification & Compensation Study 2023
City of Bath, Maine	Compensation Study 2021 - 2022
Town of Berlin, Maryland	Wage Compensation and Classification Study 2022 - 2023
City of Bellaire, Texas	Classification Study and Total Compensation Study 2023 - 2024
Belknap County, New Hampshire	Pay and Classification Audit – Consultation Services 2021 - 2022
City of Brentwood, Missouri	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024
City of Broken Arrow, Oklahoma	Classification Study 2024

City of Brooklyn Center, Minnesota	Peer Market Survey and Job Salary Analysis 2024
Bureau County, Illinois	Compensation Plan Study 2019 - 2020
Town of Centreville, Maryland	Classification and Compensation Study 2024
City of Claremont, New Hampshire	Pay and Classification Study Update 2019 - 2020
City of College Park, Maryland	Job Classification and Compensation Study 2023 - 2024
City of Columbia, Missouri	Classification and Compensation Data Consultation Services 2018 - 2022
City of Concord, New Hampshire	Classification and Compensation Study 2024
City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2024
City of Delray Beach, Florida	Compensation and Classification Study 2024
Town of Derry, New Hampshire	Consulting Services for Classification and Compensation 2023 - 2024
City of Dover, New Hampshire	Classification and Compensation Study 2019 - 2020
Elko County, Nevada	Compensation and Classification Study 2019 - 2021
Town of Enfield, New Hampshire	Classification and Compensation Study 2023
Eureka County, Nevada	Compensation and Classification Study 2023 - 2024
Town of Farmville, Virginia	Classification and Compensation Plan Study 2019 - 2020
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022 - 2023
City of Fort Walton Beach, Florida	Pay and Classification Study 2018 - 2019

Town of Frederick, Colorado	Classification and Compensation Study 2023 - 2024
Town of Front Royal, Virginia	Compensation and Classification Study 2016 - 2018, 2022, 2023
Town of Goffstown, New Hampshire	Classification and Compensation Study 2023
Gratiot County, Michigan	Classification and Compensation Study 2022 - 2023
City of Green Cove Springs, Florida	Comprehensive Classification and Compensation Study 2024
City of Hagerstown, Maryland	Compensation and Classification Analysis 2023 - 2024
City of Jacksonville, Texas	Compensation and Classification Study 2021 - 2022
Kent County, Delaware	Compensation & Classification Study 2022 - 2023
Knox County, Illinois	Classification & Compensation Study 2019 - 2023
Town of La Plata, Maryland	Organizational Design Study 2021 Classification and Compensation Study 2022
City of Lake City, Florida	Classification and Compensation Study 2022
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024
City of Lebanon, Missouri	Compensation Philosophy and Study 2018 - 2019
Merrimack County, New Hampshire	Pay and Classification Study - Consulting Services 2023
Miami-Dade County, Florida	Position and Compensation Study 2024
City of Muscatine, Iowa	Compensation Study 2023

City of Newberry, Florida	Employee Classification & Compensation Study 2023
Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 - 2024
Nye County, Nevada	Classification & Compensation Study and Analysis 2024
Otero County, New Mexico	Wage & Compensation Study 2019 - 2020
City of Portland, Tennessee	Compensation Study 2024
City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2023
City of Safety Harbor, Florida	Classification and Compensation Study 2024
Town of Scarsdale, New York	Compensation and Classification Study 2023 - 2024
City of Seabrook, Texas	Job Analysis & Evaluation 2023
City of South Portland, Maine	Compensation Plan Study 2019 - 2020; 2024
City of St Pete Beach, Florida	Compensation Study 2023 - 2024
City of Stuart, Florida	Classification and Compensation Study 2019, 2024
Town of Sunapee, New Hampshire	Classification and Compensation Study 2024
City of Tomball, Texas	Classification and Compensation Study 2023
City of Villa Rica, Georgia	Compensation Study 2023
Town of Warrenton, Virginia	Classification and Compensation Study 2022 - 2023 Organizational & Staffing Study 2022 - 2023

References

Contact Name	Contact Info	Project Title and Service Dates
Kristie Lewis, Esq. Director of Human Resources City of Tomball	401 Market Street Tomball, TX 77375 (281) 351-5484 klewis@tomballtx.gov	Classification and Compensation Study 2023

The City of Tomball employs approximately 202 employees in 120 unique job classifications. The scope of services for the project included

1. Classification Study

- a. Review current classification grade methodology and propose recommended strategies for the city.
- b. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- c. Update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
- d. Qualify the FLSA status for each job classification.
- e. Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- f. Identify career ladders or promotional opportunities as deemed appropriate.
- g. Provide a straightforward, easily understood, maintenance system that the City and Human Resources Department will use to keep the classification system current and equitable. Maintenance should include annual activities, as well as the process required to review classifications of individual jobs, as needed.

2. Compensation Study

- a. Review current compensation plan and pay practices (range adjustments, compression, years of service, etc.) to understand current challenges in recruiting and retaining employees.
- b. Recommend and identify a consistent and competitive market position that the city can strive to maintain.
- c. Recommend comparable labor markets, including both private and public sector employers for compensation survey.
- d. Develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation.

- e. Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- f. Recommend implementation strategies including calculating the cost of implementing the plan.
- g. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- h. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
- i. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- j. Conduct a compression analysis to include any recommendations for implementation.

Contact Name	Contact Info	Project Title and Service Dates
ReNissa Wade Assistant City Manager City of Jacksonville	315 S. Ragsdale Street Jacksonville, TX 75766 (903) 618-9461 ReNissa.Wade@jacksonvilletx.org	Compensation and Classification Study 2022

The City of Jacksonville employs approximately 135 full-time employees in 65 unique job classifications. The scope of services for the project included

- Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.
- Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions (job descriptions) as required (prefer to assess duplicate benchmarks -both municipalities as well as local employers).
- Identify potential pay compression issues and provide solutions.
- Development of job descriptions for all current positions and up to 10 additional positions.
- Provide written implementation guide (best-practices for phasing in potential adjustments).
- Provide a staff/per capita breakdown as compared to benchmarked municipalities. This should include an organization-wide and departmental breakdown.

Contact Name	Contact Info	Project Title and Service Dates
Melanie Glaze Director of Human Resources City of Bellaire	7008 South Rice Avenue Bellaire, TX 77401 (713) 662-8271 MGlaze@BellaireTX.gov	Classification Study and Total Compensation Study 2024

The City of Bellaire employs 188 Full-time equivalent employees across 160 classifications.

The Scope of Work to be provided includes conducting a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges. The Consultant will be required to review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system. Additionally, the Consultant will be required to complete the following:

Classification Study

- i. Review relevant background materials, including but not limited to organizational charts, budgets, personnel rules, and job descriptions.
- ii. Conduct a comprehensive evaluation of existing job descriptions for City employees.
- iii. Establish appropriate benchmarking standards and conduct classification/salary surveys as needed for similar positions with comparable Texas municipalities and relevant private employers.
- iv. Review current classification grade methodology and proposed recommended strategies for the City.
- v. Meet with staff to discuss study and agree on methodology and Position Description Questionnaire (PDQ) to be used.
- vi. Develop and distribute a PDQ to each employee.
- vii. Review and analyze completed PDQs for all employees covered by the study.
- viii. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon the classification.
- ix. Draft updated job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, supervisory responsibility and level of authority, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, working environment, and travel requirements) certification/licenses/registrations requirements, and accurate ADA compliant language for classifications as needed.
- x. Recommend deletion of outdated or unnecessary duties or classes.
- xi. Develop new classes as appropriate.
- xii. Develop and identify viable career progressions within the classification plan.
- xiii. Review various job series in terms of appropriateness.
- xiv. Confirm and recommend changes to the hierarchal order of jobs according to the established methodology.

- xv. Identify EEO classes, including but not limited to Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees.
- xvi. Qualify the FLSA status (exempt/non-exempt) of each classification.
- xvii. Allocate all employees to an appropriate job class.
- xviii. Submit proposed recommendations to the City Manager and designated Human Resources staff for review prior to making any final classification determinations.
- xix. Provide straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. This should be provided in an electronic format. Maintenance should include annual activities, as well as the process to be used to review the classification of individual jobs, as needed; and

Total Compensation Study

- i. Review current compensation plan and understand current challenges in recruiting and retaining employees.
- ii. Recommend and identify a consistent and competitive market position that the City can strive to maintain.
- iii. Recommend comparable labor markets, including both private and public sector employers for total compensation (compensation and benefits) study. (For comparator Cities, recommendations should demonstrate similarities between Bellaire and cities of like size and area. This should include comparing factors such as population, staff and budget size, growth rate, Ad Valorem Taxable Value, tax rate, median household value, etc.).
- iv. Develop and conduct a comprehensive compensation and benefits survey.
- v. Analyze benefits data to provide a comparison of total compensation for Bellaire and comparators. Analysis should include:
 - 1. Medical, dental, life, short-term disability, long-term disability, long-term care, vision, and paid time off such as holidays, vacation, and sick leave.
 - 2. Employer matches to employee retirement and/or deferred compensation contributions.
 - 3. Availability of and employer matches to Health Savings Accounts.
 - 4. Pay incentives such as longevity, tuition reimbursement, and any other innovative benefits/pay.
- vii. Recommend an appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- viii. Recommend and develop guidelines to assist City staff with determining starting pay for new employees based on knowledge and experience above the minimum requirements of the position, difficulty to fill and market competitiveness.
- ix. Recommend and develop salary administration procedures regarding promotions, demotions, and other position movements which may affect salary.

- x. Recommend implementation strategies, including calculating the cost of implementing the plan.
- xi. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy.
- xii. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, shift pay, on call pay, and acting assignment pay.
- xiii. Provide system documentation and computer formats/software to administer compensation plan.
- xiv. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- xv. Conduct a compression analysis to include any recommendations for implementation; and
- xvi. Provide documentation of methodologies, techniques, and data used to make recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Teresa Way-Pezzuti Director of Human Resources City of College Park	7401 Baltimore Avenue College Park, MD 20740 (240) 487-3536 Tway@CollegeParkMD.gov	Job Classification and Compensation Study 2024

The City of College Park employs 118 employees across 80 classifications.

The scope of work for the Job Classification and Compensation Study included:

- Review existing job descriptions and conduct comprehensive interviews where necessary to update and/or create new job descriptions and ensure that they accurately reflect duties performed by position incumbents and comply with relevant federal, state, and county regulations. Job descriptions shall reflect essential responsibilities and duties, minimum and preferred qualifications, and working conditions and physical requirements. Provide electronic, editable copies to City. Confirm the exempt or non-exempt status of each position, per Fair Labor Standards Act requirements.
- Conduct market-based wage, salary, and benefits survey for all positions, to include without limitation the identified peer group, to determine the competitiveness of the City's total compensation package. Also, look at whether the City is paying a living wage for our positions living here in the DC Metro area.

- Revise or develop wage and salary grades and ranges. Place each position into the appropriate wage range or grade according to the market, the compensation philosophy, and internal equity.
- Write a policy and process that enables the City to maintain the wage and salary structure that is developed (or revised); including issues such as transfer, promotion, demotion, red-circling, reclassification, new hire salaries, etc.
- Recommend an implementation plan for the new system. Include calculations for the approximate cost of implementing the recommendations and a workable timetable for implementation.

Contact Name	Contact Info	Project Title and Service Dates
Stephanie Romagnoli Human Resources Manager City of Muscatine	215 Sycamore Street Muscatine, Iowa 52761 (563) 264-1550 SRomagnoli@MuscatineIowa.gov	Compensation Study 2023

The City of Muscatine employs 144 employees across 86 classifications.

The scope of work for the Compensation Study included:

Review

- Review the current compensation and pay ranges for all positions not covered under a collective bargaining agreement.
- Evaluate pay plan for appropriate internal equity.
- Positions will be evaluated in comparison to local economic market conditions for entry level, professional, and management personnel. In order to accomplish the external market review of positions, ten or more comparable organizations (e.g. cities or counties) and a minimum of five major private and/or public sector market competitors will be surveyed as determined in agreement with the city.
- Identify factors and appropriate weights which accurately reflect the value of the different types of work.

Survey -

- Develop and conduct an external assessment or compensation survey evaluating all current non-union and selected union job classifications by comparing actual job content and duties of the classification to comparable job classification in other comparable organizations.
- Provide a report between survey data and estimates of fiscal impact at various percentage relationships to prevailing market rates.
- Provide an alternate or additional cost proposal for surveying insurance plans, leave policies, and retirement benefits.

Contact Name	Contact Info	Project Title and Service Dates
Danielle Basora Assistant Town Administrator Town of Goffstown	16 Main Street Goffstown, NH 03045 (603) 497-8990 x102 Danielle.Basora@GoffstownNH.gov	Classification and Compensation Study 2023

The Town of Goffstown employs 160 employees across 92 job titles.

The scope of work for the Classification and Compensation Study included

Phase 1: Classification Plan/Job – Task Analysis

- Identify and meet with key Town stakeholder groups that shall include, but are not limited to, Town Department Heads and mid-management staff. The consultant will propose the number of meetings needed for effective communication and outreach for the project which shall include meetings to review progress and direction. On site meetings are preferred, however tele-conference meetings will be considered.
- Review Position Description / Evaluation documents (PDEs) currently used by the Town. Develop appropriate data collection instrument(s) to gather information, or to conduct interviews or job audits as needed for any position(s) as necessary.
- Review other background materials as needed, such as organizational charts, budgets, personnel rules and regulations, and other related information.
- Recommend / suggest adjustments to the current classification structure and recommend the appropriate assignment for all Town positions within the structure.
- Determine the appropriate Fair Labor Standards Act (FLSA exempt/non-exempt) designation for all positions.
- Develop or revise Position Descriptions to ensure full compliance with the requirements of the Americans with Disabilities Act, and to show each position's appropriate FLSA status. Uniformly reflect essential job functions, minimum qualifications, working conditions, license requirements, regulatory requirements and special responsibilities.
- Provide progress reports – not less than bi-weekly – outlining the following: scope of work completed to date, scope of work completed during the period, and summary statement of project progress.
- Prepare comprehensive final report to the Goffstown Select Board and the Library Board of Trustees with conclusions and recommendations for a system that is affordable, sustainable, competitive, and innovative.
- Work with the Select Board, Town Department Heads, and other key Town staff in developing a communication plan regarding the classification study.
- Provide a timetable for the estimated completion of Phase 1.

In Phase 2, the Town is seeking information as it relates to compensation, at a minimum, with an option to include benefit comparisons.

- Conduct a comprehensive analysis of the Town's current compensation [and benefits] program and identify opportunities including, but not limited to, recruitment, retention, salary compression, and equity.
- Develop and conduct an external assessment/survey of compensation [and benefits], evaluating benchmark positions by comparing actual job content and duties to comparable positions in other like organizations.
- Develop a report analyzing the results of the data from the internal and external assessments. The report should compare the Town salary [and benefits] in relation to other like organizations - a market competitive analysis and other observations resulting from the review.
- Provide recommendations based upon objective analysis and evaluation of job content that provides internal equity and are competitive with the external market.
- Provide guidance in the design and development of a communication plan regarding the study to inform and educate stakeholders.
- Prepare a final report with recommendations for a system that is affordable, sustainable, competitive and innovative.
- Provide timetables for the estimated completion of Phase 2: one for a compensation only study and one for a total compensation study.

Contact Name	Contact Info	Project Title and Service Dates
Donna Jentink HR Compensation Supervisor City of Largo	201 Highland Avenue Largo, Florida 33770 (727) 586-7349 DJentink@Largo.com	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024

The City of Largo employs 232 non-represented employees across 168 job titles.

The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City's Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City's job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.

- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.
- Conduct an analysis of the City's administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department's administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City's consideration in updating the Personnel Rules and Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

Contact Name	Contact Info	Project Title and Service Dates
Debbie Duncan HR Manager City of Raytown	10000 E 59 Street Raytown, MO 64133 (816) 737-6006 DebraD@Raytown.MO.US	Compensation & Classification Plan 2021 - 2023

The City of Raytown employs approximately 109 employees in 68 unique job classifications. The scope of services for the project included

Meet with the HR Manager and City Administrator at the initiation of each phase of the study and to make oral presentations to the Selection Committee at the conclusion of each phase. Ongoing and open communications between designated City representatives and the consultant over the course of the study. All products and recommendations to comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel. The consultant to review the current job descriptions and Compensation and Classification Plan and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal

equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant, and comparison cities to be included in the study will be approved by the City of Raytown. The consultant to provide city staff with copies of the final compensation study and proposed salary structure – the final number to be determined. Design an implementation strategy for the updated compensation system recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

Upon implementation of the compensation system, the consultant required to provide training to the HR Manager on the utilization and maintenance of the system. Additionally, the consultant to provide necessary documentation and other materials so the City will be able to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. The consultant to provide City staff with training materials and policies and procedures for maintenance of the system.

Contact Name	Contact Info	Project Title and Service Dates
Laura McIntosh Director of Human Resources & Risk Management Town of Front Royal	109 E. Main Street Front Royal, VA 22630 (540) 635-3929 LMcIntosh@FrontRoyalVA.com	Compensation Study & Update Employee Handbook 2022 - 2023

The Town of Front Royal employs approximately 185 employees. The scope of services for the project included

Market Analysis. The Town of Front Royal would like a market analysis performed for the Town's classifications and compensations. To this end, the Offeror should conduct a comprehensive benchmark analysis of all Town positions with comparators to include surrounding counties, towns, and cities that compete with the Town's employment market. The comparators shall be determined by the consultant after consultation with the Town and the Offeror shall prepare and deliver a detailed report and analysis of the benchmark survey results for all positions compared to the market and how this analysis informs the Town's pay plans.

Development of a Recommended Pay Scale. The Successful Offeror shall develop a compensation plan, the appropriate classification of all positions in the proposed plan, options for implementing the proposed compensation plan in phases, and a pay compression analysis of all Town positions. The phasing would need to take into consideration the need for wage adjustments, with the most critical positions being addressed first, and the budget impact of each phase. The Town is interested in developing policies and pay scales that align with the current "market" rate and are informed by the comprehensive benchmark market analysis. Pay recommendations should be externally competitive and internally equitable.

Contact Name	Contact Info	Project Title and Service Dates
Roz Johnson Human Resources Director City of Stuart	121 SW Flagler Avenue Stuart, FL 34994 (772) 288-5322 RJohnson@CI.Stuart.FL.US	Classification and Compensation Study 2019, 2024

The City of Stuart has a total of 251 full-time budgeted positions with 79 in one of two collective bargaining units and 40-45 part-time employees across 121 different classifications.

Classification

- Conduct a job audit of selected benchmark positions, including general task analysis by department. This review may include interviews with Department Directors, division managers and other key personnel and/or employees to determine the essential functions of each position. Benchmark positions to be determined by the project team, input from Department Directors and guidance from the consultant.
- If deemed the appropriate method, prepare/provide a job analysis questionnaire for City management approval. The City would facilitate its distribution and completion.
- Assign all jobs to salary grades based on an objective evaluation of compensable factors related to the duties and responsibilities of the individual job.
- Refine job classifications/titles to accurately represent job duties and responsibilities as necessary. Review supervisor/management titles and recommend titling structure which defines consistent levels of responsibility across the organization.
- Review a sampling of existing job descriptions and recommend updates, as needed, including requirements of education, experience, knowledge, skills, and abilities.
- Map career ladders/promotional opportunities for selected classifications.
- Provide methodology for evaluating the classification of positions/jobs on an ongoing basis. Train Human Resources personnel in the administration of the proposed new/modified classification system.
- Assess FLSA designation for select positions.

Compensation

- Review the current pay grade and salary ranges of City positions, including recommending appropriate salary ranges based on compensation survey and study results and appropriate salary range for each position.
- Evaluate current pay plan structure (i.e. number of pay grades, including additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum).
- Conduct interviews, as necessary, with City Manager, Human Resources personnel, and Department Directors for the purpose of clarifying and determining project scope, selection of entities to be surveyed, and identification of benchmark

positions. Listing of the benchmark agencies to be utilized in the study shall be subject to review and approval by the project and/or executive team prior to the initiation of the work.

- Determine the appropriate labor markets for the study (non-bargaining, PBA, and IAFF) and determine existence of relevant salary survey data.
- Develop and conduct an external compensation survey comparing benchmark positions with other local government and private sector entities in order to identify the City's competitive position in the regional labor market. This compensation survey shall include the actual salaries and tenure in position of employees in said benchmark positions, with anomalies identified.

Contact Name	Contact Info	Project Title and Service Dates
Joe Fischbach Human Resources Manager City of Cottage Grove	12800 Ravine Parkway S. Cottage Grove, MN 55016 (654) 458-2883 JFischbach@ CottageGroveMN.gov	Position Classification and Compensation System 2020 - 2023

Cottage Grove employs 145 full-time and 12 part-time employees as well as 47 paid on call Fire and 200 seasonal staff. Of this, 82 employees are organized into one of the following unions: Cottage Grove Police Officers Federation, Inc., Law Enforcement Labor Services, Cottage Grove Professional Firefighters Association, and International Union of Operating Engineers

The scope of work for the Classification & Compensation Study included

Provide professional services with integrative support services to evaluate and analyze needs, design, develop, and implement updates to the position evaluation and compensation system that includes the following milestones:

- Evaluation and analysis of City needs and philosophy.
- Evaluation of existing job descriptions and the recommendations of revisions to assure compliance with ADA and other State and Federal requirements.
- Thorough evaluation of changed positions to determine a job value, by assigning points to the position based on standard factors, and a spot review of the current position evaluations with recommendations for necessary revisions.
- Objective classification ranking and banding of each position and the provision of internal pay equity.
- Provide a wage/labor market survey and the analysis of supporting data for the development of the pay structure while assuring internal and external equity and compliance with State Pay Equity Compensation Standards.

Provide recommendations and options for updating the evaluation and compensation system.

- Provide system testing to assure compliance.
- Provide recommendations on a system for determining the validity for requests for reclassification and/or compensation changes.
- Determine exempt and non-exempt status for each position.
- Provide implementation support and maintenance training on the system.
- Post contract services involving review of new job descriptions and determination of points and salary for the new position as well as assistance with the first State Pay Equity report following compensation review to assure compliance.

Methodology and Approach

Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the city of Montgomery's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with projects similar in size, scope, and services. You can feel confident our approach is time tested.

Our understanding of the project is that Montgomery is a full-service city that provides both its residents and tourists with a full range of municipal services including but not limited to police, public works, and parks and recreation. The city desires to update their current compensation plan in order to keep up with current compensation practices. The purpose is to attract and retain a high performing and engaged workforce that will continue providing excellent service to those who live in the city.

Possible Challenges

Paypoint HR found the following issues as possible sources of challenges:

- Increase in community demands and expectations for service offerings paired with limited resources to quickly adapt,
- Difficulty recruiting qualified individuals for certain positions,
- Job roles have changed due to changing technology, increased regulations, etc.,
- Increasing cost of employee benefits,
- Pay compression, external inequity, and perception of internal inequities, and
- A highly competitive labor market with other public and private employers in the region competing for the same labor force.

These obstacles are independently problematic and collectively require a change from a tactical management style to a strategic management philosophy. We believe developing a long-term strategy for recruiting and retaining employees is the true intent of this RFP. Paypoint HR understands we will be working with an appointed team leader, key leadership staff, and stakeholders (Project Team) to validate the scope of services, methodology, timelines, and other deliverables. We anticipate several virtual meetings, but we remain flexible to meet your needs. We are planning that meetings will be used to kick-off the project, employee briefing sessions, and presentation of the findings of the study.

Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

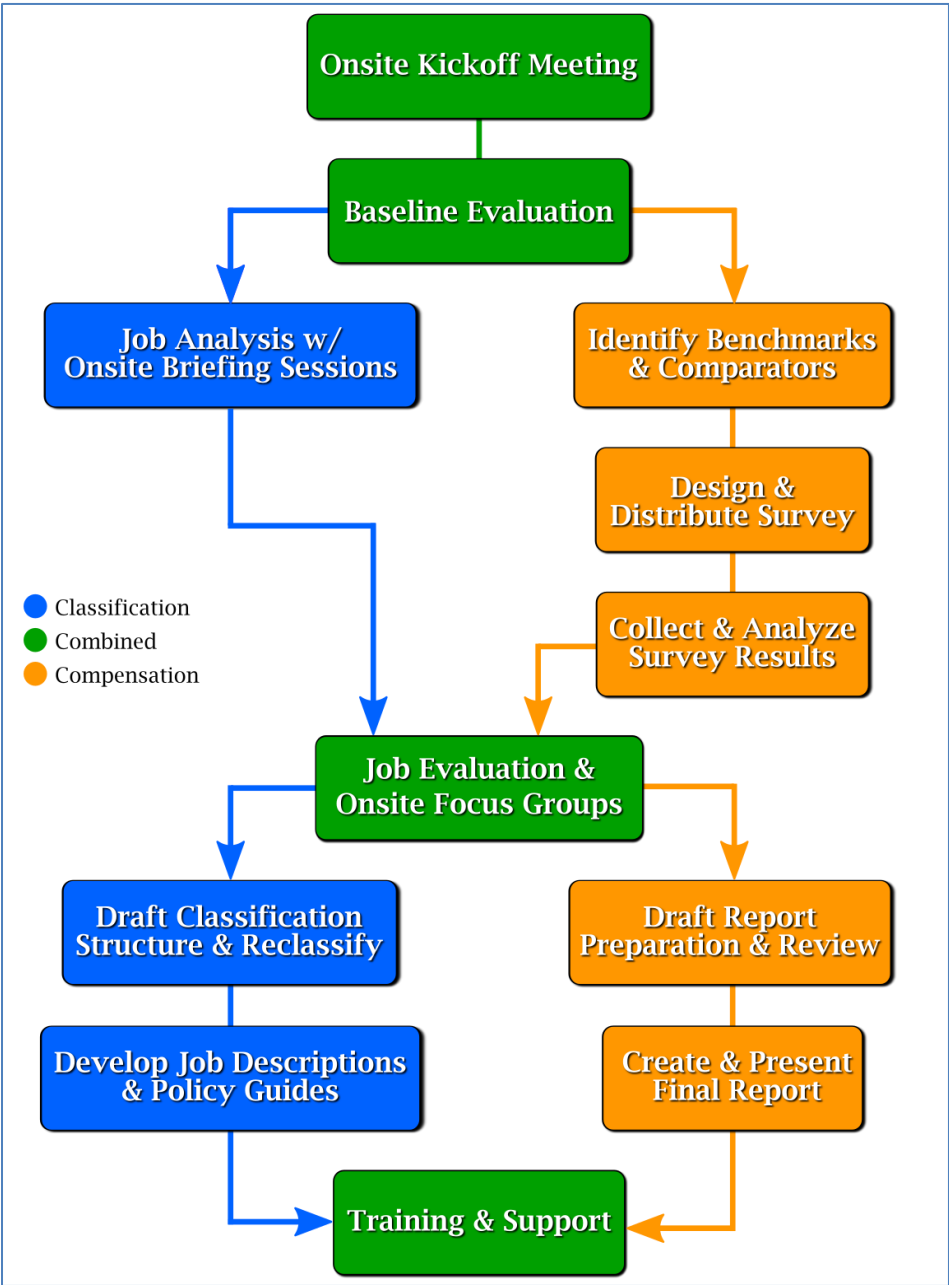


Figure 1 - Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and client’s classifications are correct.

Paypoint HR uses an expectation of excellence philosophy when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. This approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The methodology has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. As a consequence, we are able to offer faster turnaround and the dynamic ability to quickly adapt to changes.

Phase 1 – Classification/Competencies Component

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion & Focus Groups
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

Phase 2 – Compensation Component

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. The purpose of statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

Phase 1 Classification/Competencies Component

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include: project initiation and orientation, employee orientations, creation of custom survey for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees/focus groups. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1A – Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

Kick-Off Activities

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR has an understanding of the scope of the study, an understanding of the client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.
- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders in order to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

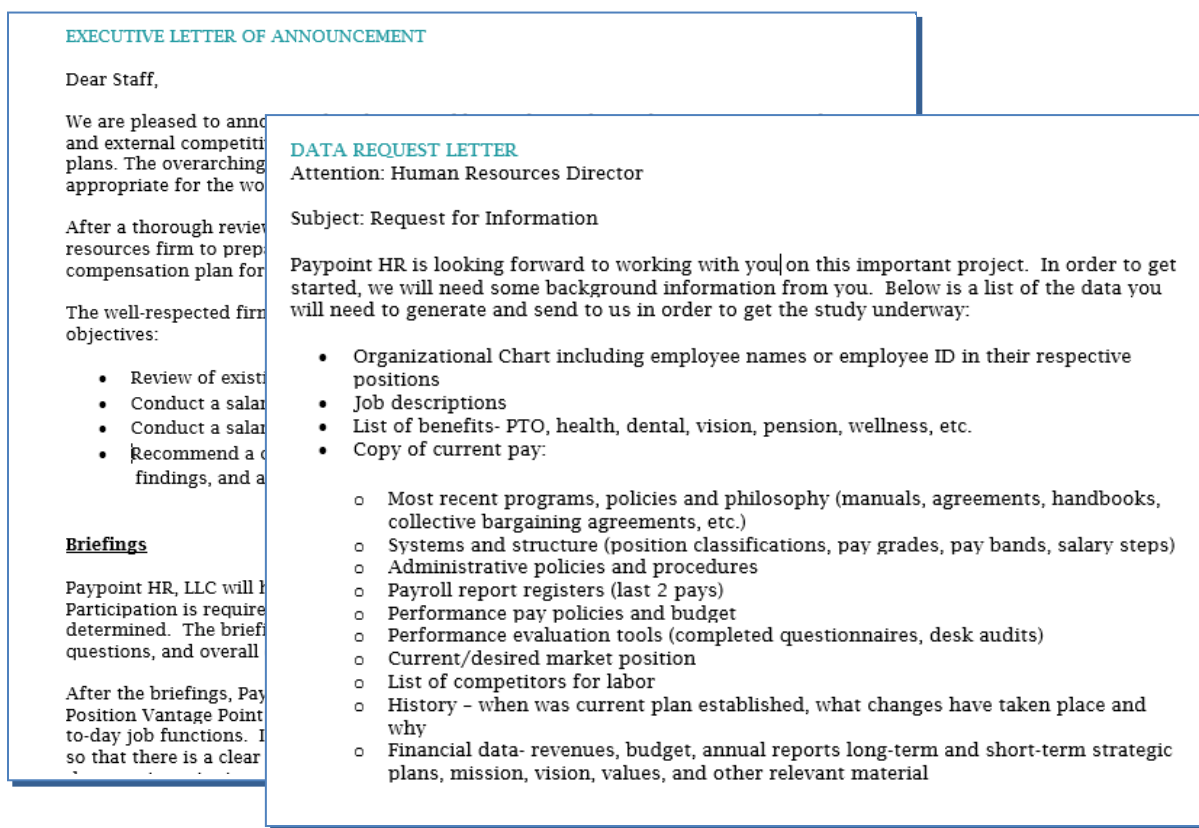


Figure 2 - Sample Letter Templates

Task 1B – Baseline Evaluation

Paypoint HR will incorporate the accumulated knowledge and understanding of the project gathered at this point into a main client file. Data will be collected throughout the project and will be housed in this central location. The Baseline Evaluation Task evaluates the current system as outlined and includes the following activities:

- Conduct a comprehensive preliminary evaluation of the client's existing position review process. Conduct any necessary question and answer sessions. Develop an accurate database of client's employees for study and review data as well as career ladders. Understand the client's approach to compensation and overall philosophy on attracting and retaining competent staff.
- Review the existing pay structure and processes to look for potential problems to be resolved. Determine the strengths and weaknesses of the current pay plan(s).
- Complete an assessment of the current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.

- Conduct a thorough review of all background materials related to the client's classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client's current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR's resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Current Grade	#	# near Min	% near Min	# near Max	% near Max
9	7	5	71%	1	14%
10	2	1	50%	0	0%
11	8	5	63%	0	0%
12	13	5	38%	2	15%
13	8	2	25%	1	13%
14	7	1	14%	3	43%
15	8	3	38%	0	0%
16	15	2	13%	2	13%
17	5	2	40%	0	0%
18	8	0	0%	4	50%

Figure 3 – Sample Baseline Evaluation

Task 1C – Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

During this stage in the process, the following milestones will be met:

- Conduct employee briefing sessions to review the role of employees, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the job analysis questionnaire (Position Vantage Point, or PVP.) It is communicated to employees that this process is not a performance review, but rather an identification of what should be required for new employees.
- Employees will be given a period of time to complete the PVP, usually 10 – 14 days. Employees are encouraged to retain a copy of their responses for their records.
- Completed surveys are given to department heads for their review and input. Front line supervisors often work in collaboration with department heads during this process. Typically, this process takes 7 – 10 days.
- Department heads turn in the reviewed PVPs to Human Resources for any further input with the final product then provided to Paypoint HR for analysis.

Task 1D – Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The city may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums and maximums of the pay grades will be determined after the market data has been collected.

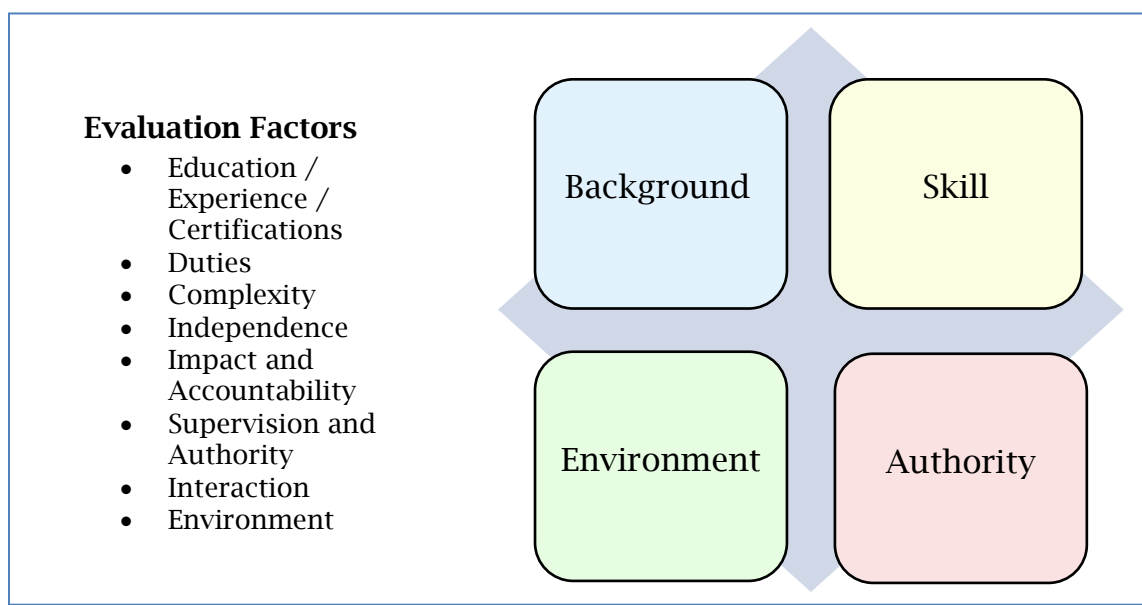


Figure 4 - Position Evaluation Factors (Example)

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the city will have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as, expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change). After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, recommendations for new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly. We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications. Analysis of FLSA, EEO, and ADA requirements will also be analyzed for compliance.

Index of Current to Recommend Job Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Manager	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N
Transaction Codes		
M – Merge into Other Class	S – Split into Two or More Classes	
T – Title Modification	N – No Change	
D – Delete Class Title	J – New Job Class	

Figure 5 - Sample Index of Current to Recommended Classes

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

Task 1E – Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the city. This task includes the following activities, principally for new job titles and those that have substantially changed, namely:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan;
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations;
- The recommended allocation list, and classification title changes; and
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the city's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

Phase 2 Compensation Component

This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement. Paypoint HR will create a pay structure that meets the city's objectives. We will give the city perspective on the economic impact adoption of the recommendations will have on the city. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

Task 2A – Identify Benchmark Positions and External Survey Comparator List

Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. In order to complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including: employee database, classification listing, interviews, compensation review, and meetings with the Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the market place.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent

employees should be included. Paypoint HR will offer information and examples for the Project Leaders to consider and which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).

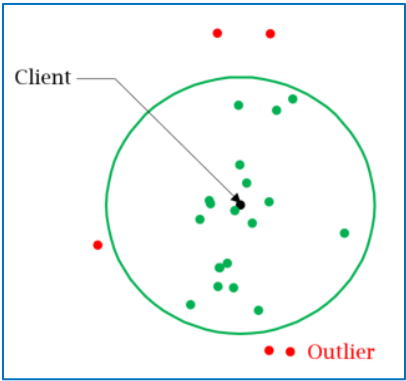


Figure 6 - Illustration of Economic Variance Using the Client as the Baseline

Paypoint HR will conduct an economic analysis of regional organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results. We will keep in mind the Project Team’s criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the city’s traditional recruitment areas, and their level of service. Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

Sample List of Selection Criteria

- | | |
|---------------------------|--------------------------------|
| Median Housing Price | Unemployment Rate |
| Median Household Income | Labor Force Participation Rate |
| Cost of Living Adjustment | Proximity |
| Population | |

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study. Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

Task 2B – Design and Distribute Survey

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected. The survey will include job titles along with a brief summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

Task 2C – Collect and Analyze Survey Data

Client's Job Title	Client's Job Summary	Match	Min	Mid	Max
Accounting Technician	Performs intermediate technical and clerical work involving the preparation and/or maintenance of fiscal or related records; does related work as required.	Exact Match - 100%	\$15.61	\$18.53	\$26.07
Administrative Assistant	Performs difficult skilled clerical work providing a variety of administrative, secretarial and record keeping duties; does related work as required.	Very Good Match - 75%	\$14.15	\$18.72	\$23.64
Benefit Programs Specialist I	Determines eligibility and re-determination of eligibility of individuals and families for financial assistance, food stamps, medical assistance, and other social services' benefit programs. Entry level.	Exact Match - 100%	\$19.92	\$19.95	\$33.26
Building Inspector	Performs intermediate technical work in the inspection of all phases of building plans and construction.	Exact Match - 100%	\$18.08	\$26.72	\$30.20
Chief Deputy Treasurer	Performs difficult technical and administrative work assisting in the operation of the Treasurer's Office; does related work as required.	Exact Match - 100%	\$35.77	\$45.37	\$59.74
Communications Officer	Performs intermediate skilled clerical work dispatching law enforcement, fire, rescue and other equipment and personnel usually in response to emergency situations; does related work as required.	Very Good Match - 75%	\$18.06	\$20.32	\$30.16
Communications Supervisor	Performs difficult technical work overseeing and participating in dispatching law enforcement, fire and rescue equipment and personnel to emergency and non emergency requests for service.	Very Good Match - 75%	\$20.95	\$25.92	\$34.99

Figure 7 – Sample of Job Summaries in External Survey

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis. Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than

intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes, if requested. Positions that contribute to compression are specifically identified for adjustment.

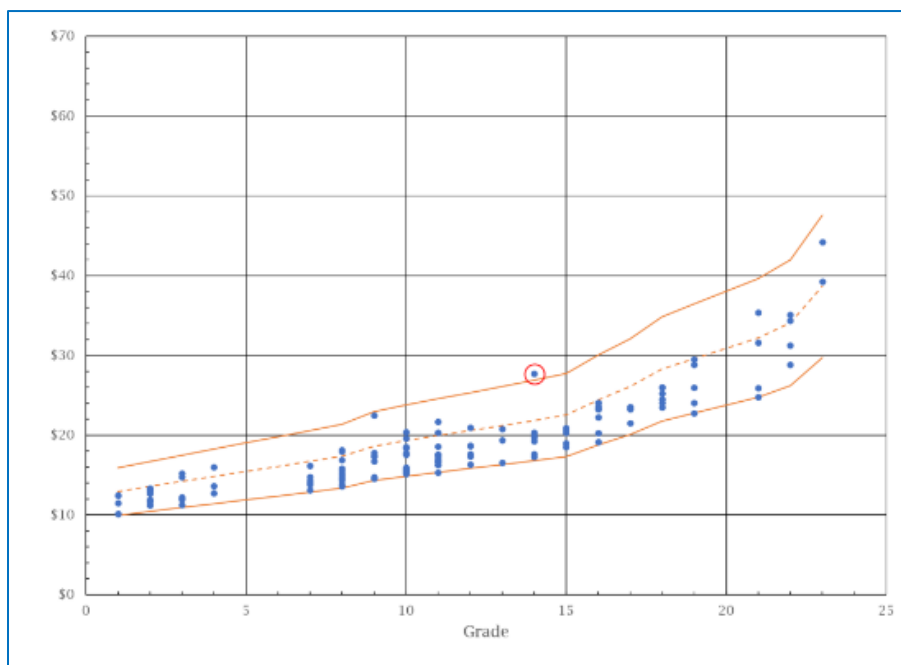


Figure 8 - Baseline Analysis of Client's Workforce

Task 2D - Internal Relationship Analysis and Alignment

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.

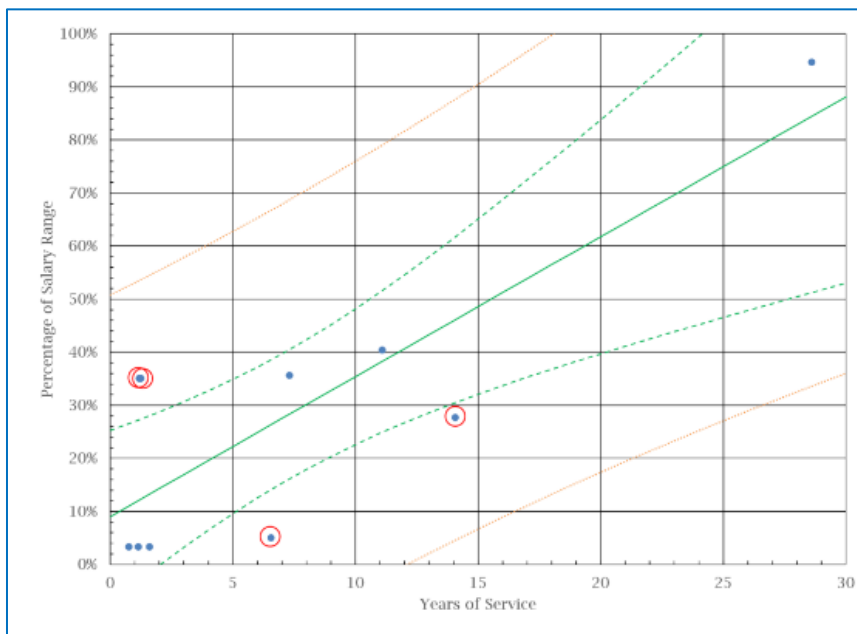


Figure 9 - Sample Internal Compression Analysis

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The ultimate goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system, allows us to objectively compare between certain classifications.

Current Grade	Job Title	CFS Score
25	Director of Public Works	95.7
24	Director of Fire & Rescue	83.4
24	Director of Human Resources	78.3
22	Deputy Director of Finance	43.5
FR 4	Lieutenant, Police	21.1
19	Senior Accountant	20.5
12	Crew Leader	13.9
13	GIS Specialist	12.4
2	Custodian	7.5

Figure 10 - Sample of Compensable Factor Score Results

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system. The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development. Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.

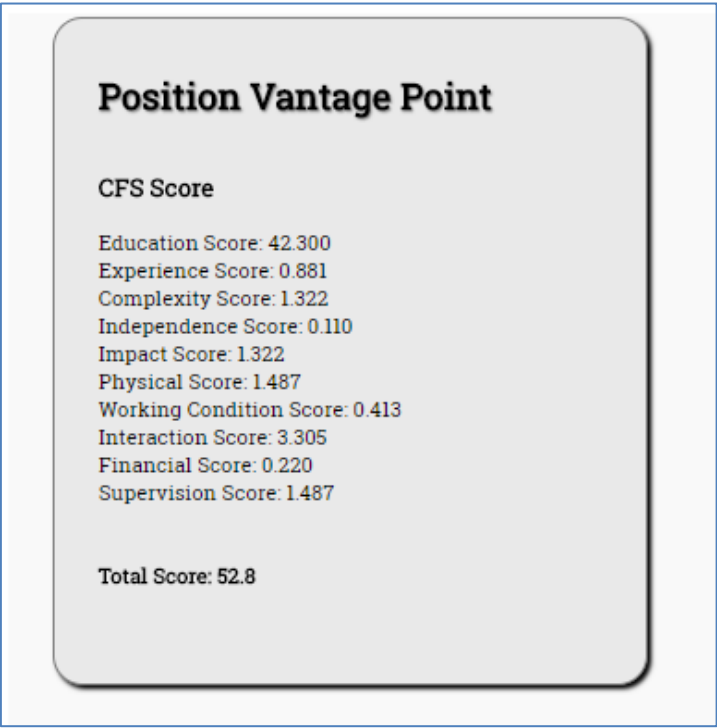


Figure 11 - Compensable Factor Score Example

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market as a whole.

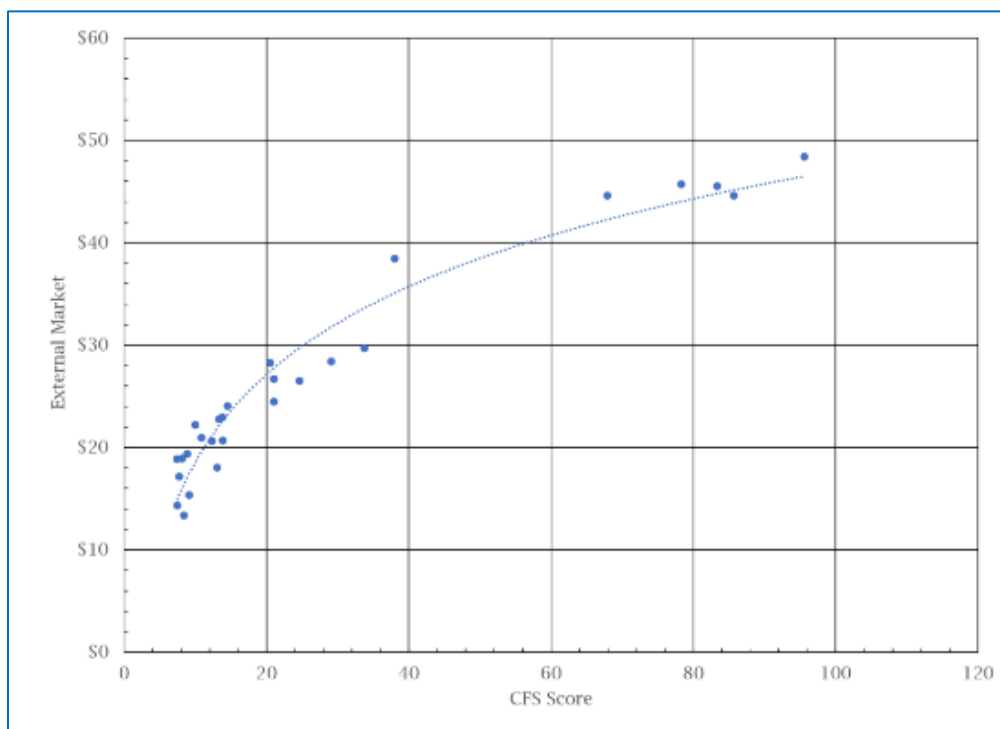


Figure 12 - Sample Comparison of Internal / External Hierarchy

Task 2E – Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based typically on median salaries from the comparable agencies based on the organization's overall compensation philosophy and policy. We will also analyze any pay compression issues to ensure internal equity, if requested.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions. We will also develop solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the city. The end result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

	Accounting Technician I	Admin. Assistant	Asst. County Attorney	Asst. Landfill Manager
Market Percentiles				
20%	\$15.78	\$15.27	\$34.70	\$16.88
25%	\$17.17	\$16.03	\$36.37	\$17.91
30%	\$17.69	\$16.56	\$38.07	\$18.74
...	...	...	...	...
70%	\$22.92	\$22.18	\$52.69	\$24.75
75%	\$23.29	\$22.73	\$53.81	\$25.91
80%	\$24.27	\$23.75	\$55.44	\$26.88
Mean	\$20.25	\$19.51	\$45.41	\$22.29
Compa-Ratio	-1.6%	-6.3%	-11.3%	+8.4%

Figure 13 - Sample Compa-Ratio Results by Job Title

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document;
- Any alternative compensation plans identified;
- Reports addressing employees whose base pay either is below or exceeds the market rate;
- The option to implement the recommended plan in phases;

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all of your questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Positions Compensated Substantially Below Market (% Diff < -10%)	
Accounting Technician I	Assistant County Attorney
GIS Specialist	GIS Technician
Maintenance Supervisor	Network Technician
Permit Specialist I	Water Meter Technician II
Positions Compensated Below Market (-10% < % Diff < -5%)	
Administrative Assistant	Custodian
Deputy Director of Technology	Landfill Truck Driver
Maintenance Worker	Parks and Recreation Manager
Payroll Specialist	Senior Systems Analyst

Figure 14 - Sample External Market Results Summary

Task 2F - Deliver Final Report and Deliverables for Implementation

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the city's background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the city. The report highlights specific areas where an opportunity exists to improve the city's Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the city's budget are reviewed and their financial impacts are projected to ensure the city is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allows the city to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Implementation

Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews and feedback sessions. Various media is used during the project to convey changes. We include: online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Weekly progress reports will be provided to the Project Team. Paypoint HR will also provide to the Project Team status reports every two weeks and as requested. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system;
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations;
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system;
- Train the trainer sessions; and,
- Customized software, unique for each client based on the results of the study, and support plan options.

Work Examples

Executive Summary

External Competitiveness Takeaway

Overall, job titles at the City of Bath are compensated 1.0% above market in the region. Compensation is not lagging the market across most departments, as shown below, but especially in Administration where compensation is substantially below market.

Department	Market Position
Administration	-14.3% below market
Assessing	0.0% at market
Clerk	-4.7% below market
Facilities/Transportation	-3.3% below market
Finance	+0.8% above market
Fire	+2.8% above market
Parks and Recreation Department	+1.3% above market
Planning and Development	+5.0% above market
Police	+3.2% above market
Public Works	+3.5% above market
Overall	1.0% above market

Recommendations for holistic compensation adjustments for all job titles at the City is delineated in the report. No wage reductions are recommended.



Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments for non-represented positions. The fiscal impact does not factor in associated costs for employee related benefits. The fiscal impact of collective bargaining adjustments are not considered.

1. Raise the salary of 4 positions that are below the new grade minimum, first, at a cost of \$15,576.
 - 1 Administrative Assistant - Cemetery (\$1,495),
 - 1 Deputy City Clerk (\$2,174),
 - 1 Deputy Finance Director (\$4,579) and
 - 1 Deputy Recreation Director (\$7,327).
2. Raise the salary of 5 positions that are *substantially* below market, second, at a cost of \$59,583.
 - 1 Custodian - Facilities (\$2,650),
 - 1 Executive Assistant to City Manager/Human Resource Director (\$18,292),
 - 1 General Assistance Coordinator (\$1,460),
 - 1 IT Coordinator (\$19,747), and
 - 1 WW Superintendent (\$17,434).
3. Raise the salary of 2 positions that are below market, third, at a cost of \$11,647.
 - 1 City Clerk (\$4,665), and
 - 1 Director of Planning and Development (\$6,982).
4. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
5. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.



Table 3 - Economic Data of Bath and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Bath	8,319	\$175,700	\$48,252	99.0	5.4%	64.0%
Maine						
Androscoggin County	107,602	\$158,200	\$53,509	96.0	5.8%	65.5%
Auburn	23,187	\$165,200	\$49,719	97.0	5.7%	66.7%
Augusta	18,605	\$144,800	\$43,796	95.0	4.9%	58.5%
Bangor	32,095	\$157,000	\$46,625	97.0	5.4%	59.7%
Belfast	6,688	\$190,500	\$62,857	100.0	5.3%	57.9%
Biddeford	21,462	\$245,900	\$53,120	104.0	5.4%	67.3%
Brewer	9,090	\$162,100	\$52,174	98.0	4.7%	65.3%
Cumberland County	292,307	\$278,100	\$73,072	110.0	4.5%	69.1%
Ellsworth	7,991	\$178,400	\$53,324	98.0	4.4%	68.1%
Franklin County	29,982	\$139,800	\$51,422	94.0	5.7%	60.8%
Hancock County	54,601	\$212,700	\$57,178	102.0	4.5%	61.6%
Kennebec County	121,753	\$159,400	\$55,365	96.0	4.9%	61.6%
Knox County	39,759	\$213,400	\$57,751	102.0	4.3%	61.7%
Lewiston	36,095	\$140,600	\$44,523	95.0	7.2%	62.2%
Lincoln County	34,201	\$215,400	\$57,720	103.0	4.3%	58.6%
Old Town	7,474	\$135,700	\$42,679	94.0	4.4%	64.7%
Oxford County	57,550	\$144,100	\$49,204	94.0	5.9%	57.3%
Portland	66,595	\$289,000	\$60,467	109.0	5.2%	71.9%
Rockland	7,178	\$172,800	\$44,156	97.0	5.1%	64.1%
Saco	19,497	\$258,900	\$70,517	109.0	5.1%	72.6%
Sagadahoc County	35,452	\$213,400	\$63,694	103.0	4.3%	65.0%
Sanford	21,015	\$171,200	\$49,642	99.3	5.0%	64.0%
South Portland	25,548	\$257,200	\$69,290	110.0	4.5%	71.6%
Waldo County	39,539	\$163,000	\$51,931	97.0	5.1%	60.7%
Waterville	16,577	\$125,000	\$38,862	93.0	6.0%	53.5%
Westbrook	18,633	\$232,900	\$59,460	105.0	5.4%	69.3%
York County	204,316	\$252,300	\$67,830	107.0	4.5%	66.3%

Overall Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label "Percentage of Employees" on the ordinate y-axis reflects the total number of employees. The three largest departments, Fire, Police, and Public Works are highlighted.

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure for any department of overall. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end, top 20%, of the salary range (3 of 102, 3%) in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

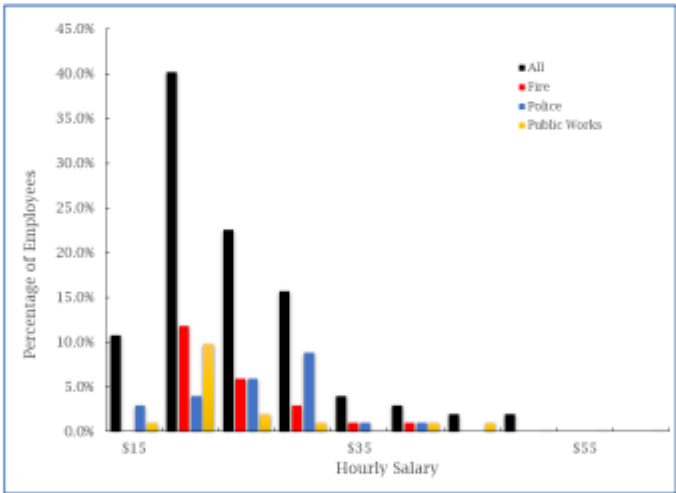


Figure 1 - Salary Distribution

General Trends

a. Economic

Local Economy

- Participants noted that Bath is a city with a small but thriving local business community, although there were limited economic opportunities for residents in the city.
- There was mention the population of Bath was made up of extremes with many high- and low-income residents, but not much of a middle class.
- It was said that most middle-class residents have moved outside of the city limits due to the cost of homes and property taxes in Bath.
- Employees added that housing availability is scarce, and homes sell quickly, when available.
- Bath Ironworks is a massive contributor to their economy. The shipyard is one of the largest employers in the area and has anywhere from 3,500 to 5,000 working day shifts.
- The city lacks enough parking to accommodate visitors who want to come downtown. Staff thought a parking garage would help.

City of Bath Government Finances

- Staff concurred that although the demand for services has been on the rise, the resources available to provide those services, including staffing levels, are not keeping up with demand.
- Some employees felt they were being asked to do more but given less to do their jobs. They would like to see additional staffing, training opportunities, and more technology and tools.
- With recent economic fluctuation staff expect this year would bring many challenging financial decisions for the city.
- Departments like Police supplemented their funds with grants when available.
- Parks, recreation, forestry & cemetery managed parks were in great demand during the pandemic. However, because gatherings were restricted, so was the opportunity to collect funds from facility rentals and events. They hoped to get back to pre-pandemic usage and revenue levels this year.



35

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the County, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 23 – Compensable Factor Score

Position Classification	CFS Score
Finance Director/Assistant City Manager	829.4
Director of Cemetery, Parks and Recreation	457.6
Director of Public Works	378.5
Chief of Police	330.4
Fire Chief	316.0
Deputy Director of Public Works	314.5
WW Superintendent	203.7
Deputy Chief of Police	157.0
Deputy Fire Chief	149.3
Assessor	125.7

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 24 through Table 28. In Table 29 through Table 33, the external market findings for all position classifications is presented. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 24 - Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Arborist	General Assistance Coordinator
Custodian - Facilities	IT Coordinator
Director of Community & Economic Development	WW Superintendent
Executive Assistant to City Manager/Human Resource Director	

Table 25 - Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

City Clerk	Director of Planning and Development
Detective	

Table 26 - Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Administrative Assistant - Cemetery	Crossing Guard
Administrative Assistant - Fire	Custodian - Recreation
Administrative Assistant - Recreation	Data Entry/Analyst
Animal Control Officer	Deputy Chief of Police
Assessor	Deputy City Clerk
Assistant Assessor	Deputy Director of Public Works
Bus Driver	Deputy Finance Director
Chief of Police	Deputy Fire Chief
Code Enforcement Officer	Deputy Recreation Director

Table 29 - External Market Comparison - Non-Represented

	Admin Assistant Cemetery	Admin Assistant Fire	Admin Assistant Police	Admin Assistant PW	Admin Assistant Recreation
Current Scale					
Minimum	\$19.21	\$19.21		\$19.21	\$19.21
Midpoint	\$22.29	\$22.29	\$31.25	\$22.29	\$22.29
Maximum	\$25.37	\$25.37		\$25.37	\$25.37
Market Percentiles					
20%	\$19.46	\$19.24	\$20.08	\$18.96	\$19.44
25%	\$19.94	\$19.45	\$20.16	\$19.00	\$19.88
30%	\$20.15	\$19.53	\$20.88	\$19.08	\$20.15
35%	\$21.61	\$19.58	\$21.45	\$19.32	\$21.07
40%	\$22.12	\$20.18	\$21.47	\$19.60	\$21.74
45%	\$22.40	\$20.52	\$21.92	\$19.67	\$22.04
50%	\$22.60	\$21.57	\$22.39	\$20.54	\$22.06
55%	\$23.43	\$22.09	\$23.06	\$21.15	\$22.13
60%	\$24.52	\$22.38	\$23.56	\$21.55	\$22.38
65%	\$24.91	\$22.44	\$24.97	\$21.59	\$22.64
70%	\$25.33	\$22.44	\$25.34	\$21.82	\$23.18
75%	\$25.64	\$22.66	\$26.99	\$22.18	\$23.87
80%	\$26.64	\$23.05	\$29.62	\$22.70	\$24.62
Mean	\$23.56	\$21.37	\$24.04	\$20.90	\$22.21
Compa-Ratio	-1.3%	+3.4%	+39.6%	+8.5%	+1.0%

Proposed Salary Schedules

A recommended salary scale for all Non-Represented employees is shown in Table 34. The spread between the minimum and maximum salary was set to 30% as the average spread adopted by comparable communities from the external survey was 28.5%. The number of pay grades was set to 16 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

Table 34 - Proposed Salary Schedule - Non-Represented

Grade	Min	Mid	Max
B01	\$15.00	\$17.25	\$19.50
B02	\$16.13	\$18.54	\$20.96
B03	\$17.33	\$19.93	\$22.53
B04	\$18.63	\$21.43	\$24.22
B05	\$20.03	\$23.04	\$26.04
B06	\$21.53	\$24.76	\$27.99
B07	\$23.15	\$26.62	\$30.09
B08	\$24.89	\$28.62	\$32.35
B09	\$26.75	\$30.76	\$34.78
B10	\$28.76	\$33.07	\$37.39
B11	\$30.92	\$35.55	\$40.19
B12	\$33.23	\$38.22	\$43.20
B13	\$35.73	\$41.09	\$46.44
B14	\$38.41	\$44.17	\$49.93
B15	\$41.29	\$47.48	\$53.67
B16	\$44.38	\$51.04	\$57.70

Proposed Internal Equity

In Table 40, the resulting proposed internal equity for the City is presented for non-represented job titles.

Table 40 - Proposed Internal Equity

Grade	Title
B16	Finance Director/Assistant City Manager
B15	-
B14	Chief of Police Director of Cemetery, Parks and Recreation Director of Public Works Fire Chief
B13	Deputy Director of Public Works
B12	Deputy Chief of Police Deputy Fire Chief WW Superintendent
B11	Assessor City Clerk Code Enforcement Officer Deputy Finance Director Director of Community and Economic Development Director of Planning and Development Director of Sustainability and Environment Facilities Director
B10	Executive Assistant to City Manager/Human Resource Director IT Coordinator
B09	Deputy Recreation Director Foreman - Cemetery PW Foreman
B08	Arborist Work Leader - Recreation
B07	Payroll Supervisor
B06	Assistant Assessor Deputy City Clerk Treasurer Clerk/Deputy Tax Collector

Recommended Salary Adjustments

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is 94.4%, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the non-represented job positions at Bath.

In Table 41, salary recommendation for employees based on the external market findings is presented.

Table 41 –Salary Adjustments – Non-Represented

Title	Current Rate	New Grade	New Rate
Administration			
Executive Assistant to City Manager/Human Resource Director	\$28.59	B10	\$37.39
IT Coordinator	\$23.62	B10	\$33.11
Marketing and Communication Specialist	\$22.29	B05	\$22.29
Digital Media and IT Specialist	\$19.93	B04	\$19.93
Assessing			
Assessor	\$37.03	B11	\$37.03
Assistant Assessor	\$24.46	B06	\$24.46
Cemetery, Parks and Recreation			
Administrative Assistant - Cemetery	\$19.21	B05	\$20.03
Administrative Assistant - Recreation	\$25.37	B05	\$25.37
Custodian - Recreation	\$16.69	B02	\$16.69
Deputy Recreation Director	\$23.23	B09	\$26.75
Director of Cemetery, Parks and Recreation	\$45.82	B14	\$45.82
Laborer - Recreation	\$24.39	B04	\$24.39
Work Leader - Recreation	\$29.37	B08	\$29.37

Project Timeline and Deliverables

Our professional experience is that comprehensive studies of this scope and for this size organization take no more than 16 weeks to complete, allowing for adequate position vantage point completion, interview time, classification description development, compensation data collection and analysis, review of steps by the client, the development of final reports, and any appeals.

Timely progress reports will be provided to the client. Paypoint HR will also provide to the Project Team interim reports as the project progresses. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise. A customized schedule would be constructed in conjunction with both Paypoint HR and the city to meet the project requirements.

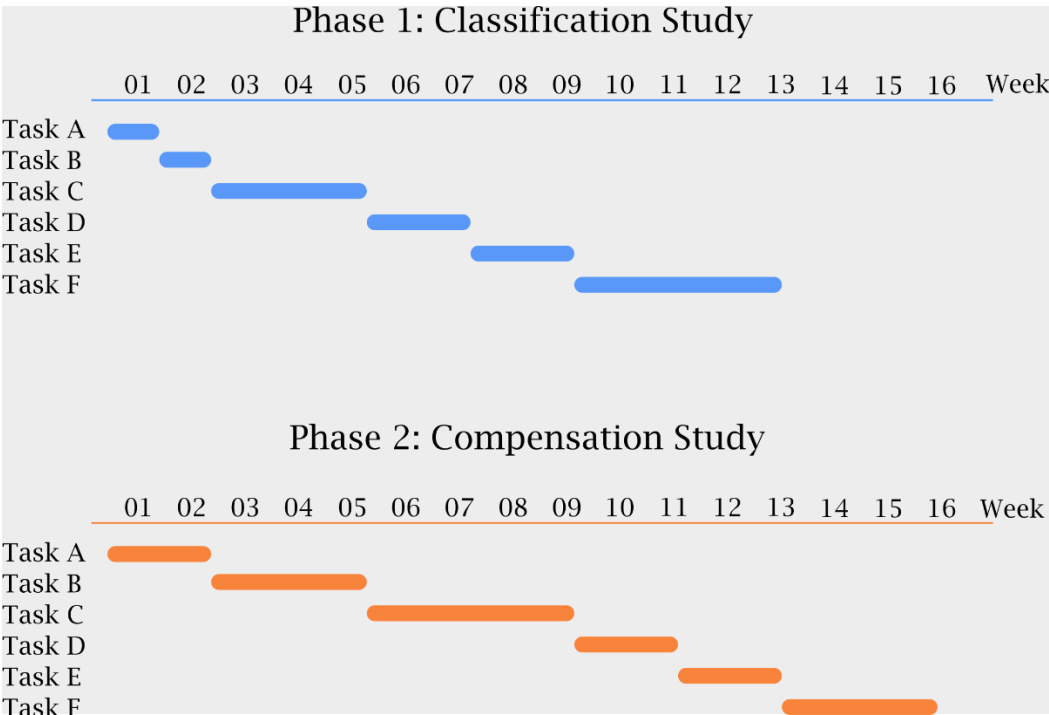


Figure 15 - Gantt Chart

Summary of List of Standard Deliverables

- Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Briefing Sessions with All Employees to go over the scope of the project, their role, and to give direction on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the city.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- Update of Job Descriptions, where applicable, to include FSLA, EEO, and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System tailored to the city for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.
- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated to the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

Cost Proposal

PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	8
B	Baseline Data Collections & Initial Analysis	16
C	Job Analysis Collection/Completion & Focus Groups	18
D	Job Evaluation and Classification Development	16
E	Draft Job Descriptions and Policy Guides	6
F	Develop Guide for Implementation of Changes and Draft Interim Report	8
	Subtotal Professional Hours	72

PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	8
B	Design and Distribution of Survey	16
C	Collect and Analyze Survey Data	40
D	Internal Relationship Analysis and Internal Alignment	24
E	Preparation of Draft Report	24
F	Deliver Final Report and Work Products for Implementation	16
	Subtotal Professional Hours	128

Total Estimated Hours of Phase 1 & Phase 2	200
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The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. The total, firm-fixed price fee would be \$25,000. Our fee includes expenses associated with travel, phone, materials, and supplies. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Provisions to Other Agencies: Paypoint HR agrees to make available to other Government agencies, departments, and municipalities the prices submitted in accordance with said terms and conditions therein, should any said governmental entity desire to buy under the terms of the proposal.

Appendix – Sample PVP Job Description Survey

Position Vantage Point



First Name

Last Name

Job Location

Department

Job Title

Full-time / Part-time

Job Summary

Please provide a summary for the purpose of the position in one or two sentences.

Where Position Fits

Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.

Supervisor's Title

Job Titles of Peers / Co-workers (Reporting directly to same supervisor)

Jobs Reporting Direct to Position (If applicable)

Position Vantage Point



Education and Experience

Minimum Education Level that Should be Required for Job Title

- | | |
|--|---|
| ☐ No Degree | ☐ Master Degree in a Related Field (MA/MS/MBA) |
| ☐ High School Diploma / GED | ☐ Master Degree Not in a Related Field (MA/MS/MBA) |
| ☐ Trade School Certificate | ☐ Specialist Degree in a Related Field |
| ☐ Associate Degree in a Related Field | ☐ Specialist Degree Not in a Related Field |
| ☐ Associate Degree Not in a Related Field | ☐ Doctorate Degree in a Related Field (PhD/JD/EdD) |
| ☐ Bachelor Degree in a Related Field | ☐ Doctorate Degree Not in a Related Field (PhD/JD/EdD) |
| ☐ Bachelor Degree Not in a Related Field | ☐ Other |

Degree Field Required for Job Title (e.g., Finance, Business Administration, Civil Engineering)

Required Certifications, Training, and Licensing for Job Title (e.g., Driver's License, CDL, CPR)

Upon entering position: the minimum number years of prior experience in profession required.
(e.g., For Police Lieutenant: 8 years as a certified sworn officer, all ranks including Officer and Sergeant)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Upon entering position: the minimum number of years in preceding job in job series required
(e.g., For W/WWTP Operator III: 3 years as a W/WWTP Operator II)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Position Vantage Point



Equipment/Tools (e.g., GIS, Microsoft Office, Backhoe, Narcan)

Visual Acuity (check all that apply)

- ☐ Clarity of vision at 20 feet or more
- ☐ Clarity of vision at 20 inches or less
- ☐ Three-dimensional vision – ability to judge distance and space relationships
- ☐ Precise hand-eye coordination
- ☐ Ability to identify and distinguish colors

Regulatory (Enter number associated with category)

EEO Category Number (if known)

- 1 – Officials / Administrators
- 2 – Professionals
- 3 – Technicians
- 4 – Protective Service Workers
- 5 – Paraprofessionals
- 6 – Office / Clerical
- 7 – Skilled Craft Workers
- 8 – Service / Maintenance

FLSA Status and Exemption (if known)

- 1 – Non-exempt
- 2 – Exempt – Executive
- 3 – Exempt – Administrative
- 4 – Exempt – Computer
- 5 – Exempt – Professional Learned or Creative

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

EXAMPLE

Percent of time spent

40%

Priority
(Select one)

Essential ☒

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Payroll administration for the maintenance department

Tasks Required to Achieve Result

Collecting payroll information from department employees on a weekly basis; reviewing the collected information to make sure that it is complete; forwarding all appropriate documentation (timecards, requests for time off, etc.) to the business office for processing.

Task 1

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 2

Percent of time spent

Priority
(Select one)

Essential ☐

Very important ☐

Important ☐

Somewhat important ☐

Marginal ☐

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

Task 3

Percent of time spent

Priority
(Select one)

Essential

☐

Very important

☐

Important

☐

Somewhat important

☐

Marginal

☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 4

Percent of time spent

Priority
(Select one)

Essential

☐

Very important

☐

Important

☐

Somewhat important

☐

Marginal

☐

Result Expected of the Work

Tasks Required to Achieve Result

Task 5

Percent of time spent

Priority
(Select one)

Essential

☐

Very important

☐

Important

☐

Somewhat important

☐

Marginal

☐

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Work Environment (Check all that apply)

	Never (0%)	Rarely (1% - 15%)	Occasionally (16% - 40%)	Frequently (41% - 70%)	Regularly (over 70%)	Specific Examples
EXAMPLE: Standing	☐	☐	☒	☐	☐	<u>Speaking at public events</u>
Sitting	☐	☐	☐	☐	☐	_____
Talking	☐	☐	☐	☐	☐	_____
Hearing	☐	☐	☐	☐	☐	_____
Standing	☐	☐	☐	☐	☐	_____
Walking	☐	☐	☐	☐	☐	_____
Driving	☐	☐	☐	☐	☐	_____
Grasping, pulling, pushing	☐	☐	☐	☐	☐	_____
Stooping, kneeling, crouching, crawling	☐	☐	☐	☐	☐	_____
Climbing or balancing	☐	☐	☐	☐	☐	_____
Repetitive wrist, hand and/or finger movement	☐	☐	☐	☐	☐	_____
Work in high, dangerous places	☐	☐	☐	☐	☐	_____
Work in confined spaces	☐	☐	☐	☐	☐	_____
Operate mechanical equipment	☐	☐	☐	☐	☐	_____
Biohazard or bloodborne pathogens	☐	☐	☐	☐	☐	_____
Required to wear respirator	☐	☐	☐	☐	☐	_____
Fumes or airborne particles	☐	☐	☐	☐	☐	_____
Risk of electrical shock	☐	☐	☐	☐	☐	_____

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that often involves complex and diversified tasks may also involve routine or repetitive tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Complexity (Answer all questions)

- ☐ **Question 1:** This position involves *routine or repetitive* tasks, processes, or operations requiring the application of well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 2:** This position involves generally *standardized* tasks processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 3:** This position involves generally *diversified* tasks, processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- ☐ **Question 4:** This position involves *occasional (16% - 40%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions..
- ☐ **Question 5:** This position involves *frequent (41% - 70%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions.

Independence (Answer all questions)

- ☐ **Question 1:** My position primarily involves *detailed* work instructions with *close* supervisory review.
- ☐ **Question 2:** My position primarily involves *detailed* work instructions with *regular* supervisory review.
- ☐ **Question 3:** My position primarily involves *general* work instructions with *regular* supervisory review.
- ☐ **Question 4:** My position primarily involves *broad latitude* on work tasks with *regular* supervisory review.
- ☐ **Question 5:** My position primarily involves *broad latitude* on work tasks with *minimal* supervisory review.

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that involves employee training may also schedule tasks. Enter 1 to 5, 1 – Strongly Disagree with the statement to 5 – Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Supervision Received (Answer all questions)

- ☐ **Question 1:** My position frequently (41% - 70%) is provided established policy and procedures.
- ☐ **Question 2:** My position frequently (41% - 70%) is provided specific direction and task/project information needed is generally available.
- ☐ **Question 3:** My position frequently (41% - 70%) is provided general direction and task/project information needed is generally available.
- ☐ **Question 4:** My position frequently (41% - 70%) is provided general direction and task/project information is usually not readily available and must be sought.
- ☐ **Question 5:** My position frequently (41% - 70%) is provided minimal direction and task/project information is regularly vague.

Supervision Responsibilities (Answer all questions)

- ☐ **Question 1:** My position involves the training and guidance of other employees and provides input to supervisors with respect to employee performance.
- ☐ **Question 2:** My position involves the assignment and scheduling of tasks of others.
- ☐ **Question 3:** My position is directly responsible for the performance of others.
- ☐ **Question 4:** My position directs employee performance evaluation including hiring, promotion, discipline, and termination.
- ☐ **Question 5:** My position has absolute authority to hire, discipline, and terminate employees with the involvement of human resources.
- ☐ **Question 6:** Total number of people who report to your position in the organization. (E.g., For a department head, all employees in the department would be included.)

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that is occasionally somewhat strenuous may also be occasionally very strenuous. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Impact (Answer all questions)

- ☐ **Question 1:** Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.
- ☐ **Question 2:** Mistakes made in my position may lead to some costs, waste, or inconvenience.
- ☐ **Question 3:** Mistakes made in my position may lead to significant costs, waste, or inconvenience.
- ☐ **Question 4:** Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.
- ☐ **Question 5:** Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

Physical (Answer all questions)

- ☐ **Question 1:** On occasion (16% - 40%), my position is slightly strenuous often requiring minimal physical exertion and/or lifting of minimal weight (< 5 pounds).
- ☐ **Question 2:** On occasion (16% - 40%), my position is somewhat strenuous often requiring light physical exertion and/or lifting of light weight (< 20 pounds).
- ☐ **Question 3:** On occasion (16% - 40%), my position is strenuous often requiring some physical exertion and/or lifting of moderate weight (< 40 pounds).
- ☐ **Question 4:** On occasion (16% - 40%), my position is very strenuous often requiring physical exertion and/or lifting of heavy weight (< 60 pounds).
- ☐ **Question 5:** On occasion (16% - 40%), my position is extremely strenuous often requiring substantial physical exertion and/or lifting of especially heavy weight (> 60 pounds).

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that involves interaction with vendors may also involve interaction with senior managers. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Working Condition (Answer all questions)

- ☐ **Question 1:** My position rarely (1% - 15%) or never (0%) involves exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 2:** My position often involves occasional (16% - 40%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 3:** My position often involves frequent (41% - 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 4:** My position often involves regular (over 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- ☐ **Question 5:** My position often involves potentially life-threatening exposure temperature, noise, chemical/gases, contagious diseases, airborne pathogens, and/or physical trauma.

Interaction (Answer all questions)

- ☐ **Question 1:** My position requires frequent (41% - 70%) interaction with employees or supervisors within my work area.
- ☐ **Question 2:** My position requires frequent (41% - 70%) interaction with employees and supervisors of other departments.
- ☐ **Question 3:** My position requires frequent (41% - 70%) interaction with administrative and technical staff including those outside the organization, i.e., vendors.
- ☐ **Question 4:** My position requires frequent (41% - 70%) interaction with executive level employees, senior managers, and directors.
- ☐ **Question 5:** My position requires frequent (41% - 70%) interaction with individuals outside the organization including community leaders, citizens, and the media.

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: position that involves petty cash purchases may also manage the department budget. Enter 1 to 5,
1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Financial (Answer all questions)

- ☐ **Question 1:** My position is responsible for minor/petty cash purchases.
- ☐ **Question 2:** My position is involved with financial/budgetary matters including purchase orders, payments, grant funds, employee benefits, and the like.
- ☐ **Question 3:** My position manages the budget for the department / work unit.
- ☐ **Question 4:** My position allocates funds for the various departments / work units.

Question 5: The greatest value that my position has purchasing authority without approval by another individual or external authority. (Select only one)

- | | | |
|--|---|---|
| ☐ None | ☐ Less than \$5,000 | ☐ Less than \$50,000 |
| ☐ Less than \$1,000 | ☐ Less than \$10,000 | ☐ More than \$50,000 |
| ☐ Less than \$2,500 | ☐ Less than \$25,000 | |

Additional Information

Montgomery City Council
AGENDA REPORT

Meeting Date: September 24, 2024	Budgeted Amount: \$36,000
Department: Administration	Prepared By: Maryann Carl

Subject

Consideration and possible action to approve an audit services agreement for fiscal year end September 30, 2024 with Crowe LLP.

Recommendation

Approve the audit engagement with Crowe LLP for audit services for the City of Montgomery for fiscal year end September 30, 2024.

Discussion

On May 1, 2024, Belt Harris Pechacek joined Crowe LLP. As a result, we need to sign a new engagement with Crowe LLP for audit services. The fee for services under this agreement are \$33,500.

Approved By

Finance Director	Maryann Carl	Date: 9/20/2024
City Administrator	Gary Palmer	Date: 9/20/2024



Crowe LLP
Independent Member Crowe Global

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September 19, 2024

The Honorable Sara Countryman, Mayor
City of Montgomery
101 Old Plantersville Road
Montgomery, Texas 77316-4416

This letter confirms the arrangements for Crowe LLP ("Crowe" or "us" or "we" or "our") to provide the professional services discussed in this letter to City of Montgomery ("you", "your" or "Client"). The attached Crowe Engagement Terms, and any other attachments thereto, are integral parts of this letter, and such terms are incorporated herein.

AUDIT SERVICES

Our Responsibilities

We will audit and report on the financial statements of the Client for the year ending September 30, 2024.

We will audit and report on the financial statements of the governmental activities, the business-type activities, the discretely presented component unit, each major fund, the aggregate remaining fund information, and the disclosures, which collectively comprise the basic financial statements of the Client for the period indicated.

The component unit will be audited as part of the audit of the financial statements of the Client as noted below:

1. Montgomery Economic Development Corporation: Discretely presented, No Separate Financial Statements

In addition to our report on the financial statements, we plan to evaluate the presentation of the following supplementary information in relation to the financial statements as a whole, and to report on whether this supplementary information is fairly stated, in all material respects, in relation to the financial statements as a whole.

- Budgetary Comparison Schedule(s)
- Combining Statement(s) and Schedule(s)

In addition to our report on the financial statements, we also plan to perform specified procedures in order to describe in our report whether the following required supplementary information is presented in accordance with applicable guidelines. However, we will not express an opinion or provide any assurance on this information due to our limited procedures.

- Management's Discussion and Analysis
- Budgetary Comparison Schedules

- Pension Schedule(s), as applicable

The objective of the audit is the expression of an opinion on the financial statements. We will plan and perform the audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Those standards require that we obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement whether caused by error or fraud. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Because of inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements may not be detected exists, even though the audit is properly planned and performed in accordance with GAAS. An audit is not designed to detect error or fraud that is immaterial to the financial statements.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment including the assessment of the risks that the financial statements could be misstated by an amount that we believe would influence the judgment made by a reasonable user of these financial statements. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. As required by the standards, we will maintain professional skepticism throughout the audit.

In making our risk assessments, we obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Client's internal control. However, we will communicate in writing to those charged with governance and management concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statements that we have identified during the audit. We will communicate to management other deficiencies in internal control identified during the audit that have not been communicated to management by other parties and that, in our professional judgment, are of sufficient importance to merit management's attention. We will also communicate certain matters related to the conduct of the audit to those charged with governance, including (1) fraud involving senior management, and fraud (whether caused by senior management or other employees) that causes a material misstatement of the financial statements, (2) illegal acts that come to our attention (unless they are clearly inconsequential) (3) disagreements with management and other significant difficulties encountered in performing the audit and (4) various matters related to the Client's accounting policies and financial statements. Our engagement is not designed to address legal or regulatory matters, which matters should be discussed by you with your legal counsel.

As part of our audit, we will conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Client's ability to continue as a going concern for a reasonable period of time.

We expect to issue a written report upon completion of our audit of the Client's financial statements. Our report will be addressed to those charged with governance of the Client. Circumstances may arise in which it is necessary for us to modify our opinion, add an emphasis of matter or other matter paragraph or a separate section in the auditor's report, or withdraw from the engagement.

Our audit and work product are intended for the benefit and use of the Client only. The audit will not be planned or conducted in contemplation of reliance by any other party or with respect to any specific transaction and is not intended to benefit or influence any other party. Therefore, items of possible interest to a third party may not be specifically addressed or matters may exist that could be assessed differently by a third party.

The working papers for this engagement are the property of Crowe and constitute confidential information.

The Client's Responsibilities

The Client's management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America. Management is also responsible for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to error or fraud.

Management has the responsibility to adopt sound accounting policies, maintain an adequate and efficient accounting system, to safeguard assets, and to design and implement programs and controls to prevent and detect fraud. Management's judgments are typically based on its knowledge and experience about past and current events and its expected courses of action. Management's responsibility for financial reporting includes establishing a process to prepare the accounting estimates included in the financial statements.

Management is responsible for providing to us, on a timely basis, all information of which management is aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters. Management is also responsible for providing such other additional information we may request for the purpose of the audit, and unrestricted access to persons within the Client from whom we determine it necessary to obtain audit evidence. Additionally, those charged with governance are responsible for informing us of their views about the risks of fraud within the Client, and their knowledge of any fraud or suspected fraud affecting the Client.

Management is responsible for adjusting the financial statements to correct material misstatements related to accounts or disclosures. As part of our audit process, we will request from management written confirmation concerning representations made to us in connection with the audit, including that the effects of any uncorrected misstatements aggregated by us during the audit are immaterial, both individually and in the aggregate, to the financial statements, and to the Client's compliance with the requirements of its Federal programs. Management acknowledges the importance of management's representations and responses to our inquiries, and that they will be utilized as part of the evidential matter we will rely on in forming our opinion. Because of the importance of such information to our engagement, you agree to waive any claim against Crowe and its personnel for any liability and costs relating to or arising from any inaccuracy or incompleteness of information provided to us for purposes of this engagement.

Management is responsible for the preparation of the supplementary information identified above in accordance with the applicable criteria. As part of our audit process, we will request from management certain written representations regarding management's responsibilities in relation to the supplementary information presented, including but not limited to its fair presentation in accordance with the applicable criteria, the method of measurement and presentation and any significant assumptions or interpretations underlying the supplementary information. In addition, it is management's responsibility to include the auditor's report on supplementary information in any document that contains the supplementary information and that indicates that we have reported on such supplementary information. It is also management's responsibility to present the supplementary information with the audited financial statements or, if the supplementary information will not be presented with the audited financial statements, to make the audited financial statements readily available to the intended users of the supplementary information no later than the date of issuance by Client of the supplementary information and the auditor's report thereon.

Management is responsible for the preparation of the required supplementary information identified above in accordance with the applicable guidelines. We will request from management certain written representations regarding management's responsibilities in relation to the required supplementary information presented, including but not limited to whether it has been measured and presented in

accordance with prescribed guidelines, the method of measurement and presentation and any significant assumptions or interpretations underlying the supplementary information.

Management is responsible for report distribution responsibilities, including determining which officials or organizations will receive the report and making the report available to the public as applicable when the audit organization is responsible for report distribution.

OTHER SERVICES

With respect to the above other services, we will perform the services in accordance with applicable professional standards. We, in our sole professional judgment, reserve the right to refuse to do any procedure or take any action that could be construed as making management decisions or assuming management responsibilities. In connection with performing the above other services, you agree to: assume all management responsibilities including making all management decisions; oversee the service by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience; evaluate the adequacy and results of the services performed; and accept responsibility for the results of the services.

FINANCIAL STATEMENT PREPARATION SERVICES

You have also asked us to assist in the preparation of your financial statements from the books and records of the Client as of and for the year ending September 30, 2024. In connection with performing this service, you agree to: assume all management responsibilities including making all management decisions; oversee the service by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience; evaluate the adequacy and results of the services performed; and accept responsibility for the results of the services.

In delivering services to Client, Crowe may use subsidiaries owned and controlled by Crowe. Crowe subsidiaries are subject to the same information security policies and requirements as Crowe LLP and will meet the requirements set forth in the confidentiality and data protection provisions of this Agreement.

FEES

Our fees are outlined below.

Description of Services	Fee Amount
Audit of the Financial Statements of the City of Montgomery for the year ending September 30, 2024	\$33,500

We will invoice you as our services are rendered. Generally, 30 percent will be billed and payable upon completion of interim audit procedures (normally one to four months before year end) and 70 percent after a draft of the Financial Statements are issued. Accordingly, the fee will be split 30/70 between budget years.

Our invoices are due and payable upon receipt. Invoices that are not paid within 30 days of receipt are subject to a monthly interest charge of one percent per month or the highest interest rate allowed by law, whichever is less, which we may elect to waive at our sole discretion, plus costs of collection including reasonable attorneys' fees. If any amounts invoiced remain unpaid 30 days after the invoice date, you agree that Crowe may, in its sole discretion, cease work until all such amounts are paid or terminate this engagement.

The fees outlined above are based on certain assumptions. Those assumptions may be incorrect due to incomplete or inaccurate information provided, or circumstances may arise under which we must perform additional work, which in either case will require additional billings for our services. Examples of such circumstances include, but are not limited to:

- Changing service requirements
- New professional standards or regulatory requirements
- New financial statement disclosures
- Work caused due to the identification of, and management's correction of, inappropriate application of accounting pronouncements
- Erroneous or incomplete accounting records
- Evidence of material weakness or significant deficiencies in internal controls
- Substantial increases in the number of significant deficiencies in internal controls
- Regulatory examination matters
- Change in your organizational structure or size due to merger and acquisition activity or other events
- Change in your controls
- New or unusual transactions
- Agreed-upon level of preparation and assistance from your personnel not provided
- Numerous revisions to your information
- Lack of availability of appropriate Client personnel during fieldwork.

A federal single audit is required by the OMB's Uniform Guidance when federal funds over \$750,000 are expended. Federal single audit fees vary based on the number of major programs as defined by OMB. The additional technical verbiage that is necessary when a federal single audit is required is not included within this engagement letter, nor does the proposed engagement fee include additional fees related to a federal single audit.

A state single audit is required when grant funds that originated from the State of Texas (this does not include federal monies passed through the State) over \$750,000 are expended. State single audit fees vary based on the number of major programs as defined by the State of Texas Single Audit Circular. The additional technical verbiage that is necessary when a state single audit is required is not included within this engagement letter, nor does the proposed engagement fee include additional fees related to a state single audit.

Should you exceed the federal and/or state single audit thresholds, a new engagement letter will be required.

Additionally, to accommodate requests to reschedule fieldwork without reasonable notice, additional billings for our services could be required, and our assigned staffing and ability to meet agreed upon deadlines could be impacted.

Due to such potential changes in circumstance, we reserve the right to revise our fees. However, if such a change in circumstances arises or if some other significant change occurs that causes our fees to exceed our estimate, we will advise management.

Our fees are exclusive of taxes or similar charges, as well as customs, duties or tariffs, imposed in respect of the Services, any work product or any license, all of which Client agrees to pay if applicable or if they become applicable (other than taxes imposed on Crowe's income generally), without deduction from any fees or expenses invoiced to Client by Crowe.

The Client and Crowe agree that the Client may periodically request Crowe to provide additional services for accounting and reporting advice regarding completed transactions and potential or proposed transactions. The fees for such additional services will be based on Crowe's hourly billing rates plus expenses or as mutually agreed upon between the Client and Crowe.

To facilitate Crowe's presence at Client's premises, Client will provide Crowe with internet access while on Client's premises. Crowe will access the internet using a secure virtual private network. Crowe will be responsible for all internet activity performed by its personnel while on Client's premises. In the event

Client does not provide Crowe with internet access while on Client's premises, Client will reimburse Crowe for the cost of internet access through other means while on Client's site.

FOREIGN TERRORISTS ORGANIZATIONS

Pursuant to Chapter 2252, Texas Government Code, Crowe represents and certifies that, at the time of execution of this Agreement, neither Crowe nor any wholly owned subsidiary, majority-owned subsidiary, parent company, or affiliate of the same (i) engages in business with Iran, Sudan, or any foreign terrorist organization as described in Chapters 806 or 807 of the Texas Government Code or Subchapter F of Chapter 2252 of the Texas Government Code or (ii) is a company listed by the Texas Comptroller of Public Accounts under Sections 806.051, 807.051, or 2252.153 of the Texas Government Code. The term 'foreign terrorist organization' in this paragraph has the meaning assigned to such term in Section 2252.151 of the Texas Government Code.

REPRESENTATION REGARDING ISRAEL

Pursuant to Chapter 2271, Texas Government Code, Crowe represents that it does not boycott Israel and will not boycott Israel during the term of the Agreement. The term 'boycott Israel' shall have the meaning ascribed to this term in Section 808.001 of the Texas Government Code.

REQUIRED NON-APPROPRIATION CLAUSE

Notwithstanding anything contained in this Agreement to the contrary, in the event no funds or insufficient funds are appropriated and budgeted or are otherwise unavailable in any fiscal period for fees due under this Agreement, Client will immediately notify Crowe in writing of such occurrence and this Agreement shall terminate on the last day of the fiscal period for which appropriations have been received or made.

AUTHORIZATION OF CPA'S DISCLOSURE

Any Client certified public accountant involved with assisting Crowe shall not be prohibited from disclosure of information required to be made available by the standards of the public accounting profession in reporting on the examination of financial statements. Management understands and provides permission to staff certificate or registration holders as required under the Rules of Professional Conduct, Texas Administrative Code, Title 22, Part 22, Chapter 501, Subchapter C, Section 501.75.

IMMIGRATION

Crowe represents and warrants that it shall comply with the requirements of the Immigration and Nationality Act (8 U.S.C. § 1101 et seq.) and all subsequent immigration laws and amendments.

ENERGY COMPANY BOYCOTTS

If Crowe is required to make a verification pursuant to Section 2276.002 of the Texas Government Code, Crowe verifies that Crowe does not boycott energy companies and will not boycott energy companies during the term of the Agreement. If Crowe does not make that verification, Crowe must so indicate in its response and state why the verification is not required.

PUBLIC INFORMATION ACT

Information, documentation, and other material in connection with this Agreement may be subject to public disclosure pursuant to Chapter 552 of the Texas Government Code (the "Public Information Act"). In accordance with Section 2252.907 of the Texas Government Code, Crowe is required to make any information created or exchanged with the Client pursuant to the Agreement, and not otherwise excepted from disclosure under the Texas Public Information Act, available in a format that is accessible by the public at no additional charge to the Client.

CROWE NOT A SUCCESSOR TO BELT HARRIS PECHACEK, LLLP

Prior to May 2024, Belt Harris Pechacek, LLLP ("BHP") provided services or work product to Client similar to the services or other work product provided to Client by Crowe. Following the purchase by Crowe of certain limited assets of BHP, certain personnel of BHP joined Crowe May 2024. However, Crowe did not buy BHP or any of BHP's obligations to BHP customers, and Crowe is not the successor to BHP. Client agrees that (a) Crowe is not a successor to BHP, (b) that BHP is solely responsible for any services or work product provided by BHP, and (c) Crowe is not responsible for any services or work product provided by BHP. Client agrees Crowe does not assume, and nothing in this Agreement will be construed to mean Crowe assumes, any liabilities or obligations of BHP arising from or relating to any services, deliverables, or work product provided by BHP prior to the effective date of this Agreement.

CONSENT

Prior to May 2024, Belt Harris Pechacek, LLLP ("BHP") provided services or work product to Client similar to the services or other work product provided to Client by Crowe. To facilitate Crowe providing services to Client, Client hereby consents to Crowe accessing Client's information and records within BHP's working papers and other BHP files to allow Crowe to provide services or work product to Client.

MISCELLANEOUS

For purposes of this Miscellaneous section, the Acceptance section below, and all of the Crowe Engagement Terms, "Client" will mean the entity(ies) defined in the first paragraph of this letter and will also include all related parents, subsidiaries, and affiliates of Client who may receive or claim reliance upon any Crowe deliverable.

Crowe will provide the services to Client under this Agreement as an independent contractor and not as Client's partner, agent, employee, or joint venturer under this Agreement. Neither Crowe nor Client will have any right, power or authority to bind the other party.

This engagement letter agreement (the "Agreement") reflects the entire agreement between the parties relating to the services (or any reports, deliverables or other work product) covered by this Agreement. The engagement letter and any attachments (including without limitation the attached Crowe Engagement Terms) are to be construed as a single document, with the provisions of each section applicable throughout. This Agreement may not be amended or varied except by a written document signed by each party. No provision of this Agreement will be deemed waived, unless such waiver will be in writing and signed by the party against which the waiver is sought to be enforced. It replaces and supersedes any other proposals, correspondence, agreements and understandings, whether written or oral, relating to the services covered by this letter, and each party agrees that in entering this Agreement, it has not relied on any oral or written representations, statements or other information not contained in or incorporated into this Agreement. Any non-disclosure or other confidentiality agreement is replaced and superseded by this Agreement. Each party shall remain obligated to the other party under all provisions of this Agreement that expressly or by their nature extend beyond and survive the expiration or termination of this Agreement. If any provision (in whole or in part) of this Agreement is found unenforceable or invalid, this will not affect the remainder of the provision or any other provisions in this Agreement, all of which will continue in effect as if the stricken portion had not been included. This Agreement may be executed in two or more actual, scanned, emailed, or electronically copied counterparts, each and all of which together are one and the same instrument. Accurate transmitted copies (transmitted copies are reproduced documents that are sent via mail, delivery, scanning, email, photocopy, facsimile or other process) of the executed Agreement or signature pages only (whether handwritten or electronic signature), will be considered and accepted by each party as documents equivalent to original documents and will be deemed valid, binding and enforceable by and against all parties. This Agreement, including any dispute arising out of or related to this Agreement and the parties' relationship generally, will be governed and construed in accordance with the laws of the State of Texas applicable to agreements

made and wholly performed in that state, without giving effect to its conflict of laws rules to the extent those rules would require applying another jurisdiction's laws.

* * * * *

We are pleased to have this opportunity to serve you, and we look forward to a continuing relationship. If the terms of this letter and the attached Crowe Engagement Terms are acceptable to you, please sign below and return one copy of this letter at your earliest convenience. Please contact us with any questions or concerns.

(Signature Page Follows)

ACCEPTANCE

I have reviewed the arrangements outlined above and in the attached “Crowe Engagement Terms,” and I accept on behalf of the Client the terms and conditions as stated. By signing below, I represent and warrant that I am authorized by Client to accept the terms and conditions as stated.

IN WITNESS WHEREOF, Client and Crowe have duly executed this engagement letter effective the date first written above.

City of Montgomery

Crowe LLP

Signature

Signature

Printed Name

Robert Belt

Printed Name

Title

Partner

Title

Date

Date

Crowe Engagement Terms

Crowe wants Client to understand the terms under which Crowe provides its services to Client and the basis under which Crowe determines its fees. These terms are part of the Agreement and apply to all services described in the Agreement as well as all other services provided to Client (collectively, the "Services"), unless and until a separate written agreement is executed by the parties for separate services. Any advice provided by Crowe is not intended to be, and is not, investment advice.

CLIENT'S ASSISTANCE – For Crowe to provide Services effectively and efficiently, Client agrees to provide Crowe timely with information requested and to make available to Crowe any personnel, systems, premises, records, or other information as reasonably requested by Crowe to perform the Services. Access to such personnel and information are key elements for Crowe's successful completion of Services and determination of fees. If for any reason this does not occur, a revised fee to reflect additional time or resources required by Crowe will be mutually agreed. Client agrees Crowe will have no responsibility for any delays related to a delay in providing such information to Crowe. Such information will be accurate and complete, and Client will inform Crowe of all significant tax, accounting and financial reporting matters of which Client is aware.

PROFESSIONAL STANDARDS – As a regulated professional services firm, Crowe must follow professional standards when applicable, including the Code of Professional Conduct of the American Institute of Certified Public Accountants ("AICPA"). Thus, if circumstances arise that, in Crowe's professional judgment, prevent it from completing the engagement, Crowe retains the right to take any course of action permitted by professional standards, including declining to express an opinion or issue other work product or terminating the engagement.

REPORTS – Any information, advice, recommendations or other content of any memoranda, reports, deliverables, work product, presentations, or other communications Crowe provides under this Agreement ("Reports"), other than Client's original information, are for Client's internal use only, consistent with the purpose of the Services. Client will not rely on any draft Report. Unless required by an audit or other attestation professional standard, Crowe will not be required to update any final Report for circumstances of which we become aware or events occurring after delivery.

CONFIDENTIALITY – Except as otherwise permitted by this Agreement or as agreed in writing, neither Crowe nor Client may disclose to third parties the contents of this Agreement or any information provided by or on behalf of the other that ought reasonably to be treated as confidential and/or proprietary. Client use of any Crowe work product will be limited to its stated purpose and to Client business use only. However, Client and Crowe each agree that either party may disclose such information to the extent that it: (i) is or becomes public other than through a breach of this Agreement, (ii) is subsequently received by the recipient from a third party who, to the recipient's knowledge, owes no obligation of confidentiality to the disclosing party with respect to that information, (iii) was known to the recipient at the time of disclosure or is thereafter created independently, (iv) is disclosed as necessary to enforce the recipient's rights under this Agreement, or (v) must be disclosed under applicable law, regulations, legal process or professional standards.

CLIENT-REQUIRED CLOUD USAGE – If Client requests that Crowe access files, documents or other information in a cloud-based or web-accessed hosting service or other third-party system accessed via the internet, including, without limitation iCloud, Dropbox, Google Docs, Google Drive, a data room hosted by a third party, or a similar service or website (collectively, "Cloud Storage"), Client will confirm with any third parties assisting with or hosting the Cloud Storage that either such third party or Client (and not Crowe) is responsible for complying with all applicable laws relating to the Cloud Storage and any information contained in the Cloud Storage, providing Crowe access to the information in the Cloud Storage, and protecting the information in the Cloud Storage from any unauthorized access, including without limitation unauthorized access to the information when in transit to or from the Cloud Storage. Client represents that it has authority to provide Crowe access to information in the Cloud Storage and that providing Crowe with such access complies with all applicable laws, regulations, and duties owed to third parties.

DATA PROTECTION – If Crowe holds or uses Client information that can be linked to specific individuals who are Client's customers ("Personal Data"), Crowe will treat it as confidential as described above and comply with applicable US state and federal law and professional regulations (including, for financial institution clients, the objectives of the Interagency Guidelines Establishing Information Security Standards) in disclosing or using such information to carry out the Services. The parties acknowledge and understand that while Crowe is a service provider as defined by the California Consumer Privacy Act of 2018 and processes information on behalf of Client and pursuant to this Agreement, Crowe retains its independence as required by applicable law and professional standards for purposes of providing attest services and other related professional services. Crowe will not (1) sell Personal Data to a third party, or (2) retain, use or disclose Personal Data for any purpose other than for (a) performing the Services and its obligations on this Agreement, (b) as otherwise set forth in this Agreement, (c) to detect security incidents and protect against fraud or illegal activity, (d) to enhance and develop our products and services, including through machine learning and other similar methods and (e) as necessary to comply with applicable law or professional standards. Crowe has implemented and will maintain physical, electronic and procedural safeguards reasonably designed to (i) protect the security, confidentiality and integrity of the Personal Data, (ii) prevent unauthorized access to or use of the Personal Data, and (iii) provide proper disposal of the Personal Data (collectively, the "Safeguards"). Client warrants (i) that it has the authority to provide the Personal Data to Crowe in connection with the Services, (ii) that Client has processed and provided the Personal Data to Crowe in accordance with applicable law, and (iii) will limit the Personal Data provided to Crowe to Personal Data necessary to perform the Services. To provide the Services, Client may also need to provide Crowe with access to Personal Data consisting of protected health information, financial account numbers, Social Security or other government-issued identification numbers, or other data that, if disclosed without authorization, would trigger notification requirements under applicable law ("Restricted Personal Data"). In the event Client provides Crowe access to Restricted Personal Data, Client will consult with Crowe on appropriate measures (consistent with legal requirements and professional standards applicable to Crowe) to protect the Restricted Personal Data, such as: deleting or masking unnecessary information before making it available to Crowe, using encryption when transferring it to Crowe, or providing it to Crowe only during on-site review on Client's site. Client will provide Crowe with Restricted Personal Data only in accordance with mutually agreed protective measures. Crowe and Client will each allow opportunistic TLS encryption to provide for secure email communication, and each party will notify the other in writing if it deactivates opportunistic TLS encryption. If Client fails to allow opportunistic TLS encryption, Client agrees that each party may use unencrypted electronic media to correspond or transmit information, and Client further agrees that such use of unencrypted media will not in itself constitute a breach of any confidentiality or other obligation relating to this Agreement. Otherwise, Client and Crowe agree each may use unencrypted electronic media to correspond or transmit information and such use will not in itself constitute a breach of any confidentiality obligations under this Agreement. Crowe will reasonably cooperate with Client in responding to or addressing any request from a consumer or data subject, a data privacy authority with jurisdiction, or the Client, as necessary to enable Client to comply with its obligations under applicable data protection laws and to the extent related to Personal Data processed by Crowe. Client will promptly reimburse Crowe for any out-of-pocket expenses and professional time (at Crowe's then-current hourly rates) incurred in connection with providing such cooperation. Client will provide prompt written notice to Crowe (with sufficient detailed instructions) of any request or other act that is required to be performed by Crowe. As appropriate, Crowe shall promptly delete or procure the deletion of the Personal Data, after the cessation of any Services involving the processing of Client's Personal Data, or otherwise aggregate or de-identify the Personal Data in such a way as to reasonably prevent reidentification. Notwithstanding the foregoing, Crowe may retain a copy of the Personal Data as permitted by applicable law or professional standards, provided that such Personal Data remain subject to the terms of this Agreement. If Crowe uses a third-party provider, Crowe will include terms substantially similar to those set forth in this Data Protection Paragraph into an agreement with the provider.

GENERAL DATA PROTECTION REGULATION COMPLIANCE – If and to the extent that Client provides personal data to Crowe subject to the European Union General Data Protection Regulation ("GDPR"), then in addition to the requirements of the above Data Protection section, this section will apply to such

personal data (“EU Personal Data”). The parties agree that for purposes of processing the EU Personal Data, (a) Client will be the “Data Controller” as defined by the GDPR, meaning the organization that determines the purposes and means of processing the EU Personal Data; (b) Crowe will be the “Data Processor” as defined by GDPR, meaning the organization that processes the EU Personal Data on behalf of and under the instructions of the Data Controller; or (c) the parties will be classified as otherwise designated by a supervisory authority with jurisdiction. Client and Crowe each agree to comply with the GDPR requirements applicable to its respective role. Crowe has implemented and will maintain technical and organizational security safeguards reasonably designed to protect the security, confidentiality and integrity of the EU Personal Data. Client represents it has secured all required rights and authority, including consents and notices, to provide such EU Personal Data to Crowe, including without limitation authority to transfer such EU Personal Data to the U.S. or other applicable Country or otherwise make the EU Personal Data available to Crowe, for the duration of and purpose of Crowe providing the Services. The types of EU Personal Data to be processed include name, contact information, title, and other EU Personal Data that is transferred to Crowe in connection with the Services. The EU Personal Data relates to the data subject categories of individuals connected to Client, Client customers, Client vendors, and Client affiliates or subsidiaries (“Data Subjects”). Crowe will process the EU Personal Data for the following purpose: (x) to provide the Services in accordance with this Agreement, (y) to comply with other documented reasonable instructions provided by Client, and (z) to comply with applicable law. In the event of a Crowe breach incident in connection with EU Personal Data in the custody or control of Crowe, Crowe will promptly notify Client upon knowledge that a breach incident has occurred. Client has instructed Crowe not to contact any Data Subjects directly, unless required by applicable law. In the event that a supervisory authority with jurisdiction makes the determination that Crowe is a data controller, Client will reasonably cooperate with Crowe to enable Crowe to comply with its obligations under GDPR.

INTELLECTUAL PROPERTY – Any deliverables, works, inventions, working papers, or other work product conceived, made or created by Crowe in rendering the Services under this Agreement (“Work Product”), and all intellectual property rights in such Work Product will be owned exclusively by Crowe. Upon full payment by Client, Crowe grants to Client a license to use for its business purposes any deliverables, including any other Work Product incorporated in such deliverables. Crowe will retain exclusive ownership or control of all intellectual property rights in any ideas, concepts, methodologies, data, software, designs, utilities, tools, models, techniques, systems, Reports, or other know-how that it develops, owns or licenses in connection with this Agreement as well as any enhancements to any of the above (“Materials”). The foregoing ownership will be without any duty of accounting.

CLIENT DATA USAGE – Client shall retain full ownership of all data provided to Crowe by or on behalf of Client in connection with this Agreement, and Crowe will maintain the confidentiality and protection of Client data as set forth in this Agreement. Client agrees that Crowe may, in its discretion, use any Client information or data provided to Crowe for the purpose of (a) performing the Services and its obligations under this Agreement; (b) as otherwise agreed upon in writing; (c) to further improve or develop our products and services; or (d) as necessary to comply with applicable law or professional standards.

DATA AGGREGATION & BENCHMARKING – Client agrees that Crowe may, in its discretion, aggregate Client content and data with content and data from other clients, other sources, or third parties (“Data Aggregations”) for purposes including, without limitation, product and service development, commercialization, industry benchmarking, or quality improvement initiatives. Prior to, and as a precondition for, disclosing Data Aggregations to other Crowe customers or prospects, Crowe will anonymize any Client data or information in a manner sufficient to prevent such other customer or prospect from identifying Client or individuals who are Client customers. All Data Aggregations will be the sole and exclusive property of Crowe.

USE OF THIRD PARTIES IN CROWE OPERATIONS – Crowe may also utilize third-party providers used in the ordinary course of Crowe’s business operations, including without limitation, providers such as Microsoft, Rackspace, Crowe Horwath IT Services LLP (a subsidiary owned and controlled by Crowe), information security providers, and other ordinary-course third-party providers.

USE OF SUBCONTRACTORS FOR SERVICE DELIVERY – Crowe may engage third-party subcontractors in delivering Services to Client. Third-party subcontractors are not owned or controlled by Crowe (including without limitation Crowe Global member firms). If Crowe engages such a subcontractor to deliver Services to Client, Crowe will execute an agreement for the protection of Client's confidential information consistent with the provisions of this Agreement. Crowe will be solely responsible for the provision of Services (including those provided by subcontractors) and for the protection of Client's confidential information. The limitations in this Agreement on Client's remedies will also apply to any subcontractors.

LEGAL AND REGULATORY CHANGE – Crowe may periodically communicate to Client changes in laws, rules or regulations. However, Client has not engaged Crowe, and Crowe does not undertake an obligation, to advise Client of changes in (a) laws, rules, regulations, industry or market conditions, or (b) Client's own business practices or other circumstances (except to the extent required by professional standards). The scope of Services and the fees for Services are based on current laws and regulations. If changes in laws or regulations change Client's requirements or the scope of the Services, Crowe's fees will be modified to a mutually agreed amount to reflect the changed level of Crowe's effort.

PUBLICATION – Client agrees to obtain Crowe's specific permission before using any Report or Crowe work product or Crowe's firm's name in a published document, and Client agrees to submit to Crowe copies of such documents to obtain Crowe's permission before they are filed or published.

CLIENT REFERENCE – From time to time Crowe is requested by prospective clients to provide references for Crowe service offerings. Client agrees that Crowe may use Client's name and generally describe the nature of Crowe's engagement(s) with Client in marketing to prospects, and Crowe may also provide prospects with contact information for Client personnel familiar with Crowe's Services.

NO PUNITIVE OR CONSEQUENTIAL DAMAGES – Any liability of Crowe will not include any consequential, special, incidental, indirect, punitive, or exemplary damages or loss, nor any lost profits, goodwill, savings, or business opportunity, even if Crowe had reason to know of the possibility of such damages.

LIMIT OF LIABILITY – Except where it is judicially determined that Crowe performed its Services with recklessness or willful misconduct, Crowe's liability will not exceed fees paid by Client to Crowe for the portion of the work giving rise to liability. A claim for a return of fees paid is the exclusive remedy for any damages. This limit of liability will apply to the full extent allowed by law, regardless of the grounds or nature of any claim asserted, including, without limitation, to claims based on principles of contract, negligence or other tort, fiduciary duty, warranty, indemnity, statute or common law. This limit of liability will also apply after this Agreement.

NO TRANSFER OR ASSIGNMENT OF CLAIMS – No claim against Crowe, or any recovery from or against Crowe, may be sold, assigned or otherwise transferred, in whole or in part.

TIME LIMIT ON CLAIMS – In no event will any action against Crowe, arising from or relating to this Agreement or the Services provided by Crowe relating to this engagement, be brought after the earlier of 1) two (2) years after the date on which occurred the act or omission alleged to have been the cause of the injury alleged; or 2) the expiration of the applicable statute of limitations or repose.

RESPONSE TO LEGAL PROCESS – If Crowe is requested by subpoena, request for information, or through some other legal process to produce documents or testimony pertaining to Client or Crowe's Services, and Crowe is not named as a party in the applicable proceeding, then Client will reimburse Crowe for its professional time, plus out-of-pocket expenses, as well as reasonable attorney fees, Crowe incurs in responding to such request.

MEDIATION – If a dispute arises, in whole or in part, out of or related to this engagement, or after the date of this agreement, between Client or any of Client's affiliates or principals and Crowe, and if the dispute cannot be settled through negotiation, Client and Crowe agree first to try, in good faith, to settle

the dispute by mediation administered by the American Arbitration Association, under its mediation rules for professional accounting and related services disputes, before resorting to litigation or any other dispute-resolution procedure. The results of mediation will be binding only upon agreement of each party to be bound. Costs of any mediation will be shared equally by both parties. Any mediation will be held in Houston, Texas.

ARBITRATION – Any dispute between the parties relating to or arising from this Agreement or the parties' relationship generally will be settled by binding arbitration in Houston, Texas (or a location agreed in writing by the parties). Any issues concerning the extent to which any dispute is subject to arbitration, or concerning the applicability, interpretation, or enforceability of any of this Section, will be governed by the Federal Arbitration Act and resolved by the arbitrator(s). The arbitration will be governed by the Federal Arbitration Act and resolved by the arbitrator(s). Regardless of the amount in controversy, the arbitration will be administered by JAMS, Inc. ("JAMS"), pursuant to its Streamlined Arbitration Rules & Procedures or such other rules or procedures as the parties may agree in writing. In the event of a conflict between those rules and this Agreement, this Agreement will control. The parties may alter each of these rules by written agreement. If a party has a basis for injunctive relief, this paragraph will not preclude a party seeking and obtaining injunctive relief in a court of proper jurisdiction. The parties will agree within a reasonable period of time after notice is made of initiating the arbitration process whether to use one or three arbitrators, and if the parties cannot agree within fifteen (15) business days, the parties will use a single arbitrator. In any event the arbitrator(s) must be retired federal judges or attorneys with at least 15 years commercial law experience and no arbitrator may be appointed unless he or she has agreed to these procedures. If the parties cannot agree upon arbitrator(s) within an additional fifteen (15) business days, the arbitrator(s) will be selected by JAMS. Discovery will be permitted only as authorized by the arbitrator(s), and as a rule, the arbitrator(s) will not permit discovery except upon a showing of substantial need by a party. To the extent the arbitrator(s) permit discovery as to liability, the arbitrator(s) will also permit discovery as to causation, reliance, and damages. The arbitrator(s) will not permit a party to take more than six depositions, and no depositions may exceed five hours. The arbitrator(s) will have no power to make an award inconsistent with this Agreement. The arbitrator(s) will rule on a summary basis where possible, including without limitation on a motion to dismiss basis or on a summary judgment basis. The arbitrator(s) may enter such prehearing orders as may be appropriate to ensure a fair hearing. The hearing will be held within one year of the initiation of arbitration, or less, and the hearing must be held on continuous business days until concluded. The hearing must be concluded within ten (10) business days absent written agreement by the parties to the contrary. The time limits in this section are not jurisdictional. The arbitrator(s) will apply substantive law and may award injunctive relief or any other remedy available from a judge. The arbitrator(s) may award attorney fees and costs to the prevailing party, and in the event of a split or partial award, the arbitrator(s) may award costs or attorney fees in an equitable manner. Any award by the arbitrator(s) will be accompanied by a reasoned opinion describing the basis of the award. Any prior agreement regarding arbitration entered by the parties is replaced and superseded by this agreement. The arbitration will be governed by the Federal Arbitration Act, 9 U.S.C. §§ 1 et seq., and judgment upon the award rendered by the arbitrator(s) may be entered by any court having jurisdiction thereof. All aspects of the arbitration will be treated by the parties and the arbitrator(s) as confidential.

NON-SOLICITATION – Each party acknowledges that it has invested substantially in recruiting, training and developing the personnel who render services with respect to the material aspects of the engagement ("Key Personnel"). The parties acknowledge that Key Personnel have knowledge of trade secrets or confidential information of their employers that may be of substantial benefit to the other party. The parties acknowledge that each business would be materially harmed if the other party was able to directly employ Key Personnel. Therefore, the parties agree that during the period of this Agreement and for one (1) year after its expiration or termination, neither party will solicit Key Personnel of the other party for employment or hire the Key Personnel of the other party without that party's written consent unless the hiring or engaging party pays to the other party a fee equal to the hired or engaged Key Personnel's compensation for the prior twelve-month period with the other party.

CROWE AND EQUAL OPPORTUNITY – Crowe abides by the principles of equal employment opportunity, including without limitation the requirements of 41 CFR 60-741.5(a) and 41 CFR 60-300.5(a).

These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that covered prime contractors and subcontractors take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability. Crowe also abides by 29 CFR Part 471, Appendix A to Subpart A. The parties agree that the notice in this paragraph does not create any enforceable rights for any firm, organization, or individual.

CROWE GLOBAL NETWORK – Crowe LLP and its subsidiaries are independent members of Crowe Global, a Swiss organization. “Crowe” is the brand used by the Crowe Global network and its member firms, but it is not a worldwide partnership. Crowe Global and each of its members are separate and independent legal entities and do not obligate each other. Crowe LLP and its subsidiaries are not responsible or liable for any acts or omissions of Crowe Global or any other Crowe Global members, and Crowe LLP and its subsidiaries specifically disclaim any and all responsibility or liability for acts or omissions of Crowe Global or any other Crowe Global member. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Crowe LLP or any other member. Crowe Global and its other members are not responsible or liable for any acts or omissions of Crowe LLP and its subsidiaries and specifically disclaim any and all responsibility or liability for acts or omissions of Crowe LLP and its subsidiaries. Visit www.crowe.com/disclosure for more information about Crowe LLP, its subsidiaries, and Crowe Global.



Report on the Firm's System of Quality Control

To the Partners of Crowe LLP
and the National Peer Review Committee

We have reviewed the system of quality control for the accounting and auditing practice of Crowe LLP (the "Firm") applicable to engagements not subject to Public Company Accounting Oversight Board ("PCAOB") permanent inspection in effect for the year ended March 31, 2022. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants ("Standards").

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a system review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported on in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The Firm is responsible for designing and complying with a system of quality control to provide the Firm with reasonable assurance of performing and reporting in conformity with the requirements of applicable professional standards in all material respects. The Firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported on in conformity with the requirements of applicable professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of and compliance with the Firm's system of quality control based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including compliance audits under the Single Audit Act; audits of employee benefit plans; audits performed under Federal Deposit Insurance Corporation Improvement Act of 1991 (FDICIA); and examinations of service organizations (SOC 1[®] and SOC 2[®] engagements).

As a part of our peer review, we considered reviews by regulatory entities as communicated by the Firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Crowe LLP applicable to engagements not subject to PCAOB permanent inspection in effect for the year ended March 31, 2022, has been suitably designed and complied with to provide the Firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Crowe LLP has received a peer review rating of *pass*.

Cherry Bekaert LLP
September 29, 2022



National Peer
Review Committee

October 20, 2022

Mark Baer
Crowe LLP
225 W Wacker DR Ste 2600
Chicago, IL 60606-1228

Dear Mark Baer:

It is my pleasure to notify you that on October 13, 2022, the National Peer Review Committee accepted the report on the most recent System Review of your firm. The due date for your next review is September 30, 2025. This is the date by which all review documents should be completed and submitted to the administering entity.

As you know, the report had a peer review rating of pass. The Committee asked me to convey its congratulations to the firm.

Thank you for your cooperation.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Wagner".

Michael Wagner
Chair, National PRC

+1.919.402.4502

cc: Jeffrey Sabetta, Jennifer Allen

Firm Number: 900010014904

Review Number: 592839

220 Leigh Farm Road, Durham, NC 27707-8110
T: +1.919.402.4502 F: +1.919.419.4713
aicpaglobal.com | cimaglobal.com | aicpa.org | cima.org

Montgomery City Council
AGENDA REPORT

Meeting Date: September 24, 2024	Budgeted Amount: \$0 – developer funded
Department: Admin	Prepared By: Dave McCorquodale

Subject

Consideration and possible action on a Recommendation of Award from the city engineer for the Old Plantersville Road 12" Waterline Extension Project.

Recommendation

Staff recommends approval of the item as presented.

Discussion

The engineer's memo is attached. This project is developer funded (Redbird Meadows) and staff recommends approval.

Approved By

Assistant City Administrator & Planning & Development Director	Dave McCorquodale	Date: 09/20/2024



September 19, 2024

The Honorable Mayor and City Council
City of Montgomery
101 Old Plantersville Road
Montgomery, Texas 77316

Re: Old Plantersville Road 12" Waterline Extension
City of Montgomery
TIN No. 74-2063592

Dear Mayor and Council,

We received bids for the referenced project for the City of Montgomery at WGA on September 17, 2024, at 10:00 am. Bids were publicly opened and read at that time. Ten (10) bid proposals were received. For your convenience, a summary of the bid tabulation is enclosed. Bull G Construction, LLC submitted the lowest base bid proposal in the amount of \$1,033,795.00 and 120 calendar days to achieve final completion.

We have worked with Bull G Construction, LLC in the past and find them to be an acceptable contractor. We recommend the referenced project be awarded to Bull G Construction, LLC based on their base bid proposal in the amount of \$1,033,795.00 and 120 calendar days to achieve final completion.

Upon your approval, we will prepare the appropriate contract documents for execution. Should you have any questions or require any additional information, please call me at 713-789-1900.

Sincerely,

A handwritten signature in black ink that reads "Katherine Vu". The signature is fluid and cursive.

Katherine Vu, PE
Engineer for the City

KV/cnf

Z:\00574 (City of Montgomery)\004 Old Plantersville Road Waterline Extension\Docs\CA\3. Contracts\A. ROA\00574-004-00 ROA.docx

Enclosure: Bid Tabulation Summary

cc (via email): Mr. Gary Palmer – City of Montgomery, City Administrator
Ms. Diana Titus – City of Montgomery, Deputy City Secretary
Mr. Alan Petrov – Johnson Petrov, LLP, City Attorney
Bull G. Construction, LLC, Contractor

**BID SUMMARY****OLD PLANTERSVILLE ROAD 12" WATERLINE EXTENSION****CITY OF MONTGOMERY****PROJECT NO.: 00574-004-00****BID DATE: 09/17/2024 @ 10:00 AM**

	Bidder	Base Bid	Qualifications	Bid Security	1295
1	Bull G Construction, LLC	\$1,033,795.00	Yes	Yes	Yes
2	Underground Construction Solutions, LLC	\$1,125,881.00	Yes	Yes	Yes
3	ISJ Underground Utilities, LLC	\$1,285,716.60	Yes	Yes	Yes
4	Southern Contractors Group, LLC	\$1,152,399.16	No	Yes	Yes
5	RL Utilities, Inc.	\$1,193,938.54	No	Yes	No
6	On Par Civil Services, LLC	\$1,224,184.00	No	Yes	Yes
7	Texkota Enterprises, LLC	\$1,349,517.00	No	Yes	Yes
8	AR Turnkee Construction Company	\$1,369,742.85	No	Yes	Yes
9	Precise Services, Inc.	\$1,369,742.85	No	Yes	Yes
10	Tejas Underground Utilities, LLC	\$1,736,983.00	Yes	Yes	Yes
11					
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***Denotes mathematical error/discrepancy in calculation**

Z:\00574 (City of Montgomery)\004 Old Plantersville Road Waterline Extension\Docs\CA\2. Bids & Bid Tab\E. Bid Summary & Bid Tab\Bid Summary & Bid Tabulation.xlsx

Montgomery City Council
AGENDA REPORT

Meeting Date: September 24, 2024	Budgeted Amount: \$0 – developer funded
Department: Admin	Prepared By: Dave McCorquodale

Subject

Consideration and possible action on the Certificate of Substantial Completion for the Buffalo Springs Drive Roadway Improvements Project and commencement of the 1-year warranty period.

Recommendation

Staff recommends approval of the Certificate of Substantial Completion and entering into the 1-year warranty period as of September 12, 2024.

Discussion

The engineer's memo is attached. Staff recommends approval.

Approved By

Assistant City Administrator & Planning & Development Director	Dave McCorquodale	Date: 09/20/2024



CERTIFICATE OF SUBSTANTIAL COMPLETION

September 19, 2024

Owner: The Honorable Mayor and City Council
City of Montgomery
101 Old Plantersville Road
Montgomery, Texas 77316

Contractor: Mr. Ryan Latour
Scythe Construction, LLC
820 Old Atascocita Road
Huffman, Texas 77336

Re: Buffalo Springs Drive Roadway Improvements
City of Montgomery
TIN No. 74-2063592

Dear Mayor and Council,

We have observed the subject project constructed by the CONTRACTOR and find it to be substantially complete in accordance with the approved plans and specifications. The project was periodically observed during construction by our field project representative

We also recommend that the Contractor's warranty period of one-year begin September 12, 2024.



Sincerely,

A handwritten signature in blue ink, appearing to read "S. Donahue", is placed over the printed name.

Sean Donahue, PE
Construction Department Manager

(Professional Engineer Seal of Approval)

Z:\00574 (City of Montgomery)\014 Buffalo Springs Drive\4.0 CONSTRUCTION\4.06 Pay Estimates & Change Orders\Pay Estimates\COSC & COA - City of Montgomery.docx

Montgomery City Council
AGENDA REPORT

Meeting Date: September 24, 2024	Budgeted Amount: \$0 – developer funded
Department: Admin	Prepared By: Dave McCorquodale

Subject

Consideration and possible action on authorizing the City Engineer to begin work on the Lift Station No. 5 Relocation and Sanitary Sewer Extensions project.

Recommendation

Staff recommends approval of the item as presented.

Discussion

The engineer's memo is attached. This project is developer funded (Tri Pointe) and staff recommends approval.

Approved By

Assistant City Administrator & Planning & Development Director	Dave McCorquodale	Date: 09/20/2024

Lift Station No. 5 Relocation and Sanitary Sewer Extensions City of Montgomery

Request: Council Authorization on September 24, 2024

This proposal is submitted pursuant to and in accordance with that certain Professional Services Agreement dated May 25, 2021, by and between Ward, Getz & Associates, LLP and the City of Montgomery (the “City”).

WGA understands that the City has defined terms in a Development Agreement (the “Agreement”) with Tri Pointe Homes Texas, Inc. for the developer to deposit funds for the sanitary sewer improvements needed to serve the proposed single-family development. Due to the condition, location, and service capacity of the City’s existing Lift Station No. 5, we recommend relocating the facility onto the property of the proposed development and modifying the existing sanitary sewer system to allow for a functional lift station. We understand that included in the Agreement will be the dedication of all easements needed for the proposed lift station site and along the gravity sanitary sewer and force main routes. WGA recommends moving forward with the below scope for the lift station relocation and sanitary sewer improvements project to serve the proposed, and adjacent developments.

SCOPE OF WORK

- *Preliminary Phase Services*
 - *Preliminary sizing analysis of proposed lift station and force main facilities.*
 - *WGA will coordinate with the Developer of the single-family development and City staff to determine a suitable Lift Station site.*
 - *WGA will create a preliminary sanitary sewer layout for the proposed gravity sanitary sewer extension and force main, and coordinate with the City’ staff and the City’s operator Hays Utility Services (“Hays”) to delineate the most appropriate alignment.*
 - *Coordinate with adjacent property owners and surveyor to obtain any required easements.*
 - *Coordinate with TxDOT as needed for any utilities and other work performed in the right-of-way of SH105.*
 - *Determine final scope of work with City staff.*
- *Lift Station Design Services*
 - *Conduct monthly progress meetings, up to a maximum of five (5) meetings during the final design phase.*
 - *Perform unit process calculations consistent with TCEQ Chapter 217 requirements for lift station design. Document calculations and any proposed variances to TCEQ rules for regulatory approvals.*
 - *Prepare drawings, specifications, and layouts of improvements to be constructed for design milestone (50% and 100%) submittal and for the final construction contract documents.*
 - *Prepare application for and obtain TCEQ approval for the project.*

- *Final Construction Contract Documents: The plans and specifications will be finalized based on one set of compiled comments from Client. Engineer will seal and sign the completed documents. Engineer shall update plans and specifications with any final comments prior to finalizing for construction.*
- *Prepare revised opinion of probable construction cost for the 50% and 100% design completion levels.*
- **Gravity Sanitary Sewer & Force Main Design Services**
 - *Update scope and engineer's opinion of probable construction cost as needed.*
 - *WGA will develop drawings and specifications for the successful construction of the sanitary sewer extensions and force main. Design changes initiated by the City or the Developer after the design is complete may result in a request for additional authorization. Also, additional authorization may be requested for any TxDOT required design requirements due to work being performed within their right-of-way.*
- **Construction Administration**
 - *Coordinate advertising for bids, hold a pre-bid conference, answer questions from bidders, hold bid opening, prepare bid tabulation, and prepare recommendation of award.*
 - *Prepare construction contracts and coordinate execution of the same.*
 - *Issue notice to proceed and hold pre-construction meeting.*
 - *Review of construction submittals and RFIs.*
 - *Preparation of pay estimates, change orders, and other associated construction documents.*
 - *General oversight and coordination of construction contracts.*
 - *Review and approval of project material submittals.*
- **Field Project Representation**
 - *Onsite inspection by a Field Project Representative for approximately 6 hours per week (including travel time) during active construction for the duration of the projected contract period of performance (270 calendar days.)*
 - *Onsite inspection by the project team throughout the duration to attend periodic site visits, final walkthrough inspections, etc.*
- **Reimbursable Expenses**
 - *Includes surveying services to be performed by a subconsultant.*
 - *Includes geotechnical services to be performed by a subconsultant.*
 - *Includes electrical and structural engineering design services for the Lift Station to be performed by a subconsultant.*
 - *Includes construction materials testing, advertising expenses, and other reimbursable expenses.*

**ENGINEERING COST**

The cost to perform the scope of services described above is as follows:

Preliminary Phase	\$ 9,000	(Lump Sum)
Lift Station Design	\$ 45,000	(Lump Sum)
Gravity San. Sewer & Force Main Design	\$ 40,000	(Lump Sum)
Bid Phase	\$ 6,000	(Lump Sum)
Construction Administration	\$ 30,000	(Time and Material)
Field Project Representation	\$ 30,000	(Time and Material)
Reimbursable Expenses	\$ 93,000	(Time and Material)

WGA requests the City's authorization to proceed with the design of the sanitary sewer project along SH 105 and adjacent developments on a lump sum and time and materials basis, as described above, for a total estimated cost of \$253,000.

SCHEDULE

Authorization to Proceed	1 Calendar Day*
Preliminary (Survey, Easement & TxDOT Discussions)	45 Calendar Days
Design	90 Calendar Days
Approvals & Permitting	60 Calendar Days**
Bid Phase	30 Calendar Days
Contracts	21 Calendar Days
Construction	270 Calendar Days
TOTAL DURATION	487 Calendar Days

*If approved, the effective start date is the day after authorization is received.

** Timeline is based on projects with similar scope and contingent on TxDOT review time

Accepted by Client

Regards,

Chris Roznovsky, P.E.
Practice Leader

Signature

Printed Name and Title

Date



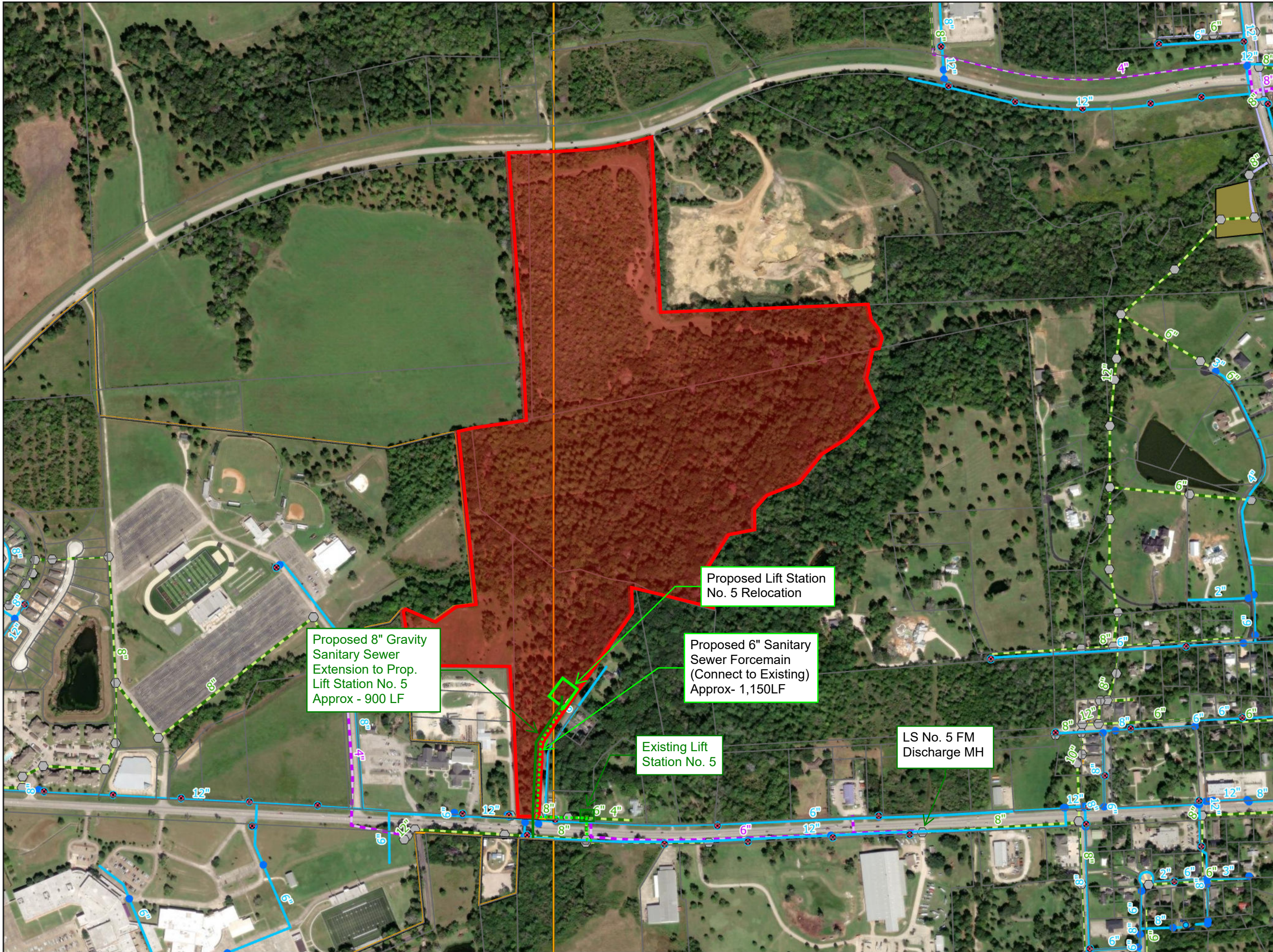
Engineer's Opinion of Probable Cost Lift Station No. 5 Relocation & Sanitary Sewer Extensions

9/19/2024

Item No.	Description	Quantity	Unit	Unit Price	Cost
General					
1	Mobilization, Bonds, and Insurance (5%)	1	LS	\$ 45,000	\$ 45,000
2	Construction Staking	1	LS	8,000	\$ 8,000
3	Site Preparation & Restoration	1	LS	10,000	\$ 10,000
4	Trench Safety System	1,230	LF	1	\$ 1,200
5	SWPPP	1	LS	7,500	\$ 7,500
6	Traffic Control	1	LS	15,000	\$ 15,000
7	Demolition & Decommissioning of Exist. Lift Station	1	LS	75,000	\$ 75,000
Force Main					
7	6-Inch C900 Sanitary Sewer Force Main (Open Cut)	1,230	LF	50	\$ 61,500
8	6-Inch C900 Sanitary Sewer Force Main (Trenchless)	120	LF	120	\$ 14,400
9	10-Inch Steel Casing for 6-Inch Force Main	120	LF	150	\$ 18,000
10	6-Inch Force Main Wet Connection to Exist Force Main	1	EA	3,000	\$ 3,000
Gravity Sanitary Sewer					
11	8-Inch SDR-26 Gravity Sanitary Sewer (Open-Cut)	855	LF	55	\$ 47,000
12	8-Inch SDR-26 Gravity Sanitary Sewer (Trenchless)	120	LF	140	\$ 16,800
13	12-Inch Steel Casing for 8-Inch Gravity	120	LF	180	\$ 21,600
14	4' Sanitary Sewer Manhole	6	EA	7,500	\$ 45,000
15	Core & Boot Conn. to Existing Manhole	1	EA	2,000	\$ 2,000
Lift Station					
16	Pumps	1	LS	75,000	\$ 75,000
17	Piping, Valving, and Meters, Etc.	1	LS	66,000	\$ 66,000
18	Wet Well and Misc. Structural	1	LS	220,000	\$ 220,000
19	Electrical and Instrumentation	1	LS	77,000	\$ 77,000
20	Standby Generator	1	LS	115,000	\$ 115,000
Construction Subtotal					\$ 944,000
Contingencies (15%)					\$ 142,000
Preliminary Design					\$ 9,000
Lift Station Design					\$ 45,000
Sanitary Sewer Line Design					\$ 40,000
Construction Administration and Bid Phase Services					\$ 36,000
Field Project Representation					\$ 30,000
Reimbursable Expenses (Survey, Geotechnical, Etc.)					\$ 93,000
Total					\$ 1,339,000

Notes:

- 1 This estimate is based on my best judgement as a design professional familiar with the construction industry. We cannot and do not guarantee that bids will not vary from this cost estimate.



- Legend**
- Cheatham-Stewart Tract
 - City ETJ
 - City Limits
 - Tax Parcel
- Water Infrastructure**
- Hydrant
 - Water Main Valves
 - Water Main
 - Water Plant Facility
- Sanitary Sewer Infrastructure**
- Sanitary Sewer Manhole
 - Sanitary Sewer CCTV
 - Sanitary Sewer Gravity Main
 - Sanitary Sewer Lateral
 - Sanitary Sewer Pressurized Main
 - Sanitary Sewer Water Treatment Plant

LIFT STATION NO. 5 RELOCATION AND SANITARY SEWER EXTENSIONS

Preliminary Utility Layout



Disclaimer: This product is offered for graphical purposes only and may not be suitable for legal, engineering, or surveying purposes. The information shown on this exhibit represents the approximate location of property, municipal boundaries or facilities.





101 OLD PLANTERSVILLE ROAD, MONTGOMERY, TEXAS 77316

Telephone: (936) 597-6434

Public Works Department

Monthly Report for August 2024

Water

- Completed monthly cutoff list for nonpayment.
- Completed monthly leak notification door hangers.
- Completed monthly meter verification list.
- Completed monthly check of idle meter list for consumption. No issues were found.
- Completed 14 work orders for activate/deactivate service.
- Completed 5 work orders for endpoint maintenance issues.
- Completed 6 work orders for water leaks.
- Completed 12 work orders for miscellaneous water issues.
- Completed 9 work orders for water taps.
- Well #3 went back online 8/20 following an electrical issue. We received a dozen or so calls about the change in color of the water and it's soft texture while using Well #4.
- An additional valve flush on the hydrant located on Abner was performed.
- Discussed recent leak repaired by resident on Eva and reset endpoint.
- Discussed leaks with residents on Caroline, McGinnis, Liberty, and Bessie Price Owen.
- Assisted TXDOT rehab the water main at Atkins Creek by installing stabilized sand around the water main line.
- Discussed resident concerns about potential meter issues on Liberty and Jenny Lane.
- Met with resident on Anna Springs to discuss irrigation system, water usage, and potential reasons recent bill increased.

Wastewater

- Completed 6 work orders for sewer taps.
- Piled up brush at WWTP#1 with backhoe.
- Discussed sewer cap issue with resident on Terra Vista.
- Installed entry boot at 6" clean out at on Dina Ln.
- Straightened up WWTP#2.

Streets/Drainage/ROW

- Completed daily utility locates as necessary.
- Completed daily removal of bandit signs as necessary.
- Completed items for weed patrol.
- Continued storm debris removal through 8/9/2024.
- Picked up debris from Memory Park following Lake Conroe Rotary Club work weekend.
- Flail mowed, cleared debris, and installed new access gate for new access road to Well #2.

PUBLIC WORKS

FIRST RESPONDER

- Retrieved, hauled, delivered, and spread material to create access road to Well #2.
- Removed trash from roadway on Old Plantersville Road.
- Removed fallen limbs in the roadway at Rankin @ Worsham.
- Repaired stop sign at Waterstone Dr @ Buffalo Springs Dr.
- Re-contacted TXDOT to re-install speed limit sign at 19990 Eva, 20590 Eva, and South Buffalo Springs per PD's request.
- Re-striped white lines and removed wooden barricade on Shepherd.
- Posted public parking sign at each entrance to the consolidated building on Pond St.

Building/Facility/Vehicle/Equipment Maintenance

- Conducted weekly Safety Inspection Reports.
- Completed monthly light bulb check at all facilities.
- Delivered cases of water to City Hall as requested.
- Completed weekly cleaning of Community Center.
- Completed weekly pre-trip inspections of crew trucks.
- Completed monthly check of all irrigation systems and made repairs as necessary.
- Completed 16 work orders for general-City Hall maintenance.
- Removed 6" of dirt from the base of the three oak trees by the dumpsters at the Community Center.
- Replaced overhead light in patrol room at City Hall.
- Performed inspection on all AED's at City Hall and PW vehicles.
- Located irrigation valves and replaced main controller at City Hall.
- Replaced the filter for the refrigerator at City Hall.
- Relocated the downspout and readjusted flow on gutter at City Hall.
- Pressure washed and Re-striped City Hall parking lot.
- Rehung the recessed light in the council chambers.
- Repaired the toilets in the lady's restroom at City Hall.
- Replaced batteries to door locks at PW office and 213 Prairie.
- Repaired grease zerk on flail mower.
- Trimmed limbs and removed vines from WWTP#2 fence line.
- Cleaned up debris in easement behind Burger Fresh.
- Used brush hog on property located on Colby's Way.
- Straightened up tree beds at Community Center.
- Checked brakes on dump trailer (PW1502).
- Performed oil change on PW1801.
- Repaired toilet at Community Center.

Parks/Recreation

- Posted all park reservation notices.
- Completed 34 work orders for maintenance-parks issues.
- M/W/F cleaning of all restrooms and grounds.
- Fernland docents reported 406 visitors and provided 32 tours for the month.
- Treated all buildings at Fernland Historical Park for wasps.
- Replaced concrete sidewalk at Cedar Brake Park with asphalt.
- Delivered 6 loads of dirt for contractor at Memory Park.
- Removed weeds in flower bed at Fernland Historical Park.
- Delivered and picked up trailer for rotary club workday.
- Flail mowed at Memory Park.

General

- Attended weekly Leadership Team meetings.
- Completed 21 work orders for maintenance-general issues.
- Completed monthly safety meeting with department and safety officer.

PUBLIC WORKS

FIRST RESPONDER

- Attended bi-weekly conference calls with utility operator and engineer.
- Attended SH 105 – CSJ 0338-02-032 Weekly coordination meetings.
- Attended Advisory Team Meeting #4 – Review Draft Downtown District Regs and Design Guildelines .
- Met with MISD at High School to discuss irrigation tap.
- Met with Mike Payne from Paradise Gardens to discuss project at Memory Park.
- Attended DPWSC Board Meeting.
- Attended City of Montgomery Events Contingency meeting.





Water and Wastewater Operations and Management
375 Lake Meadows Drive, Montgomery, Texas 77356
Ph:936-588-1166

CITY OF MONTGOMERY
MONTHLY OPERATIONS REPORT

DATE
09/18/24

<u>METER COUNT</u>	
Total	1,264

<u>CONSUMPTION</u>		
07/31/24	to	08/30/24
Billed Consumption		17,307,881
Estimated Flushing		275,000
Total		17,582,881

Plant Pumpage 16,546,600

Accountability 106.26%

	Well #2	Well #3	Well #4
Well Pumpage	N/A	1,495,600	15,051,000
Calculated Well GPM	N/A	187	1300
Avg Well Run Hours	N/A	4.4	6.5

CITY OF MONTGOMERY

DATE
09/18/24

MONTHLY OPERATIONS SUMMARY

WASTEWATER TREATMENT PLANT August 2024

TPDES Permit # WQ0014737001

Expires: 06/01/2027

NPDES Permit # TX0128031

Effluent Quality Data: Reported for				
	<u>Reported</u>	<u>Permitted</u>	<u>August-24 Annual Average</u>	<u>Excursion</u>
BOD 5 Average	2.86 mg/l	10.00 mg/l	3.09 mg/l	NO
TSS Average	1.72 mg/l	15.00 mg/l	7.57 mg/l	NO
NH3	0.05 mg/l	2.00 mg/l	1.19 mg/l	NO
CL2 Res Min	1.09 mg/l	1.00 mg/l	1.09 mg/l	NO
CL2 Res Max	3.06 mg/l	4.00 mg/l	3.72 mg/l	NO
Oxygen	6.83 mg/l	4.00 mg/l	7.35 mg/l	NO
Flow Average	0.220 mgd	0.400 mgd	0.227 mgd	NO

Effluent Quality Compliant with Discharge Permit ?

YES

The plant was operated within all parameters of our permit.

No violation notices were received from any other local agency.

CITY OF MONTGOMERY
MONTHLY OPERATIONS SUMMARY
GROUND WATER PERMIT PUMPAGE
August 2024

LONE STAR GROUNDWATER CONSERVATION DISTRICT
PERMIT #OP-04072101D/HUP040 & 13012801B AWS - 01/01/24 - 12/31/24

"Gulf Coast Aquifer" - Jasper			Catahoula Aquifer		
Jan-24	2,623,000		7,890,000		
Feb-24	2,380,000		7,436,000		
Mar-24	3,244,100		8,714,000		
Apr-24	3,161,600		9,650,000		
May-24	3,134,600		8,942,000		
Jun-24	4,151,900		9,667,000		
Jul-24	6,942,400		7,839,000		
Aug-24	1,495,800		15,051,000		
Sep-24					
Oct-24					
Nov-24					
Dec-24					
Total Pumpage		27,133,400	29.20%	75,189,000	83.54%
2024 Permitted Withdrawal:		92,930,000		90,000,000	

Permit Summary Gulf Coast Aquifier

Historical Use Permit Amount:	92,930,000
2024 Permitted Withdrawal:	92,930,000

Alternative Water Summary

City of Montgomery - Alternate Water Source Permit:	90,000,000
Total 2024 GRP AWS Permitted Withdrawal:	90,000,000



City of Montgomery

Financial Report

As of August 31, 2024



City of Montgomery, TX

Budget Report

Group Summary

For Fiscal: 2023-2024 Period Ending: 08/31/2024

Department...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 100 - General Fund						
Revenue						
00 - Revenue	5,921,740.00	5,921,740.00	607,966.30	6,587,075.36	665,335.36	11.24%
Revenue Total:	5,921,740.00	5,921,740.00	607,966.30	6,587,075.36	665,335.36	11.24%
Expense						
10 - Administration	2,177,362.00	2,177,362.00	172,019.04	1,323,698.51	853,663.49	39.21%
11 - Police	2,559,776.00	2,559,776.00	189,862.81	2,014,184.74	545,591.26	21.31%
12 - Public Works	866,915.00	866,915.00	173,478.40	733,191.36	133,723.64	15.43%
13 - Court	317,687.00	317,687.00	20,884.52	267,878.35	49,808.65	15.68%
Expense Total:	5,921,740.00	5,921,740.00	556,244.77	4,338,952.96	1,582,787.04	26.73%
Fund: 100 - General Fund Surplus (Deficit):	0.00	0.00	51,721.53	2,248,122.40	2,248,122.40	0.00%
Fund: 150 - Montgomery PID						
Revenue						
00 - Revenue	40,000.00	40,000.00	0.00	46,594.35	6,594.35	16.49%
Revenue Total:	40,000.00	40,000.00	0.00	46,594.35	6,594.35	16.49%
Expense						
15 - Montgomery PID	40,000.00	40,000.00	0.00	45,994.35	-5,994.35	-14.99%
Expense Total:	40,000.00	40,000.00	0.00	45,994.35	-5,994.35	-14.99%
Fund: 150 - Montgomery PID Surplus (Deficit):	0.00	0.00	0.00	600.00	600.00	0.00%
Fund: 200 - Capital Projects						
Revenue						
00 - Revenue	0.00	0.00	38,136.81	1,445,468.49	1,445,468.49	0.00%
20 - Capital Projects	0.00	0.00	0.00	3,500,000.00	3,500,000.00	0.00%
Revenue Total:	0.00	0.00	38,136.81	4,945,468.49	4,945,468.49	0.00%
Expense						
20 - Capital Projects	0.00	0.00	506,131.14	2,370,857.70	-2,370,857.70	0.00%
Expense Total:	0.00	0.00	506,131.14	2,370,857.70	-2,370,857.70	0.00%
Fund: 200 - Capital Projects Surplus (Deficit):	0.00	0.00	-467,994.33	2,574,610.79	2,574,610.79	0.00%
Fund: 300 - Water & Sewer						
Revenue						
00 - Revenue	4,281,550.00	4,281,550.00	407,903.04	3,460,872.08	-820,677.92	19.17%
Revenue Total:	4,281,550.00	4,281,550.00	407,903.04	3,460,872.08	-820,677.92	19.17%
Expense						
30 - Water & Sewer	4,281,450.00	4,281,450.00	397,896.82	3,218,725.32	1,062,724.68	24.82%
Expense Total:	4,281,450.00	4,281,450.00	397,896.82	3,218,725.32	1,062,724.68	24.82%
Fund: 300 - Water & Sewer Surplus (Deficit):	100.00	100.00	10,006.22	242,146.76	242,046.76	42,046.76%
Fund: 400 - MEDC						
Revenue						
00 - Revenue	1,167,000.00	1,167,000.00	168,429.91	1,409,103.58	242,103.58	20.75%
Revenue Total:	1,167,000.00	1,167,000.00	168,429.91	1,409,103.58	242,103.58	20.75%
Expense						
40 - MEDC	1,167,000.00	1,167,000.00	46,549.28	535,378.87	631,621.13	54.12%
Expense Total:	1,167,000.00	1,167,000.00	46,549.28	535,378.87	631,621.13	54.12%
Fund: 400 - MEDC Surplus (Deficit):	0.00	0.00	121,880.63	873,724.71	873,724.71	0.00%
Fund: 500 - Debt Service						
Revenue						
00 - Revenue	899,847.00	899,847.00	37,032.46	4,364,645.25	3,464,798.25	385.04%

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

Department...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Revenue Total:	899,847.00	899,847.00	37,032.46	4,364,645.25	3,464,798.25	385.04%
Expense						
50 - Debt Service	895,557.00	895,557.00	185,258.00	4,490,804.25	-3,595,247.25	-401.45%
Expense Total:	895,557.00	895,557.00	185,258.00	4,490,804.25	-3,595,247.25	-401.45%
Fund: 500 - Debt Service Surplus (Deficit):	4,290.00	4,290.00	-148,225.54	-126,159.00	-130,449.00	3,040.77%
Fund: 600 - Grant Acct						
Revenue						
00 - Revenue	0.00	0.00	0.00	0.04	0.04	0.00%
Revenue Total:	0.00	0.00	0.00	0.04	0.04	0.00%
Fund: 600 - Grant Acct Total:	0.00	0.00	0.00	0.04	0.04	0.00%
Fund: 700 - Court Security						
Revenue						
00 - Revenue	0.00	1,500.00	12.46	186.42	-1,313.58	87.57%
Revenue Total:	0.00	1,500.00	12.46	186.42	-1,313.58	87.57%
Expense						
70 - Court Security	0.00	1,500.00	0.00	300.00	1,200.00	80.00%
Expense Total:	0.00	1,500.00	0.00	300.00	1,200.00	80.00%
Fund: 700 - Court Security Surplus (Deficit):	0.00	0.00	12.46	-113.58	-113.58	0.00%
Fund: 750 - Court Technology						
Revenue						
00 - Revenue	690.00	690.00	20.81	299.43	-390.57	56.60%
Revenue Total:	690.00	690.00	20.81	299.43	-390.57	56.60%
Expense						
75 - Court Technology	0.00	0.00	0.00	952.00	-952.00	0.00%
Expense Total:	0.00	0.00	0.00	952.00	-952.00	0.00%
Fund: 750 - Court Technology Surplus (Deficit):	690.00	690.00	20.81	-652.57	-1,342.57	194.58%
Fund: 800 - Hotel Occupancy						
Revenue						
00 - Revenue	5,030.00	5,030.00	4.61	3,363.98	-1,666.02	33.12%
Revenue Total:	5,030.00	5,030.00	4.61	3,363.98	-1,666.02	33.12%
Expense						
80 - Hotel Occupancy	5,000.00	5,000.00	0.00	176.00	4,824.00	96.48%
Expense Total:	5,000.00	5,000.00	0.00	176.00	4,824.00	96.48%
Fund: 800 - Hotel Occupancy Surplus (Deficit):	30.00	30.00	4.61	3,187.98	3,157.98	10,526.60%
Fund: 850 - Police Asset						
Revenue						
00 - Revenue	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Revenue Total:	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Fund: 850 - Police Asset Total:	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Report Surplus (Deficit):	5,110.00	5,110.00	-432,571.82	5,817,158.83	5,812,048.83	13,738.72%

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
100 - General Fund	0.00	0.00	51,721.53	2,248,122.40	2,248,122.40
150 - Montgomery PID	0.00	0.00	0.00	600.00	600.00
200 - Capital Projects	0.00	0.00	-467,994.33	2,574,610.79	2,574,610.79
300 - Water & Sewer	100.00	100.00	10,006.22	242,146.76	242,046.76
400 - MEDC	0.00	0.00	121,880.63	873,724.71	873,724.71
500 - Debt Service	4,290.00	4,290.00	-148,225.54	-126,159.00	-130,449.00
600 - Grant Acct	0.00	0.00	0.00	0.04	0.04
700 - Court Security	0.00	0.00	12.46	-113.58	-113.58
750 - Court Technology	690.00	690.00	20.81	-652.57	-1,342.57
800 - Hotel Occupancy	30.00	30.00	4.61	3,187.98	3,157.98
850 - Police Asset	0.00	0.00	1.79	1,691.30	1,691.30
Report Surplus (Deficit):	5,110.00	5,110.00	-432,571.82	5,817,158.83	5,812,048.83



Pooled Cash Report

City of Montgomery, TX
For the Period Ending 8/31/2024

Item 9.

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
CLAIM ON CASH					
100-11111-00000	Claim on Cash - General Fund 100	1,612,701.37	13,053.06	1,625,754.43	
150-11111-00000	Claim on Cash - PID Fund 150	825.00	0.00	825.00	
200-11111-00000	Claim on Cash - Construction Fund 200	510,445.23	(500,428.83)	10,016.40	
300-11111-00000	Claim on Cash - Water & Sewer Fund 300	410,879.01	68,753.03	479,632.04	
400-11111-00000	Claim on Cash - MEDC Fund 400	1,185,208.32	112,786.33	1,297,994.65	
500-11111-00000	Claim on Cash - Debt Service Fund 500	74,813.57	(148,491.75)	(73,678.18)	
550-11111-00000	Claim on Cash - General Long Term Debt Fund 550	0.00	0.00	0.00	
600-11111-00000	Claim on Cash - Grant Acct Fund 600	20.08	0.00	20.08	
700-11111-00000	Claim on Cash - Court Security Fund 700	3,280.07	12.46	3,292.53	
750-11111-00000	Claim on Cash - Court Technology Fund 750	26,203.14	20.81	26,223.95	
800-11111-00000	Claim on Cash - Hotel Occupancy Fund 800	25,372.61	4.61	25,377.22	
850-11111-00000	Claim on Cash - Police Asset Fund 850	14,965.50	1.79	14,967.29	
TOTAL CLAIM ON CASH		3,864,713.90	(454,288.49)	3,410,425.41	
CASH IN BANK					
Cash in Bank					
999-11100-00000	Pooled Cash - Operating	1,869,424.47	145,301.10	2,014,725.57	
999-11101-00000	Pooled Cash - Grant	10.04	0.00	10.04	
999-11102-00000	Pooled Cash - PD Drug & Misc	10,707.45	1.45	10,708.90	
999-21100-00000	Pooled Cash - Construction	232.50	0.03	232.53	
999-21101-00000	Pooled Cash - Home Depot Escrow	139,746.15	31.50	139,777.65	
999-31100-00000	Pooled Cash - Water & Sewer	994,860.08	(599,848.52)	395,011.56	
999-41100-00000	Pooled Cash - MEDC	724,453.29	163.39	724,616.68	
999-51100-00000	Pooled Cash - Debt Service	56,446.15	50.89	56,497.04	
999-61100-00000	Pooled Cash - Grant 1	10.04	0.00	10.04	
999-61101-00000	Pooled Cash - Grant 2	10.04	0.00	10.04	
999-71100-00000	Pooled Cash - Court Security	3,345.79	0.46	3,346.25	
999-71101-00000	Pooled Cash - Court Tech	26,626.73	4.81	26,631.54	
999-81100-00000	Pooled Cash - HOT	25,548.61	4.61	25,553.22	
999-81101-00000	Pooled Cash - PD Forfeiture	13,292.56	1.79	13,294.35	
TOTAL: Cash in Bank		3,864,713.90	(454,288.49)	3,410,425.41	
Wages Payable					
999-12007-00000	Wages Payable	0.00	0.00	0.00	
TOTAL: Wages Payable		0.00	0.00	0.00	
TOTAL CASH IN BANK		3,864,713.90	(454,288.49)	3,410,425.41	
DUE TO OTHER FUNDS					
999-12320-00000	Due To Other Funds	3,864,713.90	(454,288.49)	3,410,425.41	
TOTAL DUE TO OTHER FUNDS		3,864,713.90	(454,288.49)	3,410,425.41	
Claim on Cash	3,410,425.41	Claim on Cash	3,410,425.41	Cash in Bank	3,410,425.41
Cash in Bank	3,410,425.41	Due To Other Funds	3,410,425.41	Due To Other Funds	3,410,425.41
Difference	0.00	Difference	0.00	Difference	0.00

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURREN BALANCE	
ACCOUNTS PAYABLE PENDING					
100-12099-00000	Accounts Payable Pending	70,570.26	10,398.88	80,969.14	
150-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
200-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
300-12099-00000	Accounts Payable Pending	15,050.70	72,173.24	87,223.94	
400-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
500-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
550-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
600-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
700-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
750-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
800-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
850-12099-00000	Accounts Payable Pending	0.00	0.00	0.00	
TOTAL ACCOUNTS PAYABLE PENDING		85,620.96	82,572.12	168,193.08	
DUE FROM OTHER FUNDS					
999-11320-00000	Due From Other Funds	(85,620.96)	(82,572.12)	(168,193.08)	
TOTAL DUE FROM OTHER FUNDS		(85,620.96)	(82,572.12)	(168,193.08)	
ACCOUNTS PAYABLE					
999-12000-00000	Accounts Payable Control	85,620.96	82,572.12	168,193.08	
TOTAL ACCOUNTS PAYABLE		85,620.96	82,572.12	168,193.08	
AP Pending	168,193.08	AP Pending	168,193.08	Due From Other Funds	168,193.08
Due From Other Funds	168,193.08	Accounts Payable	168,193.08	Accounts Payable	168,193.08
Difference	0.00	Difference	0.00	Difference	0.00



Pooled Cash Report

City of Montgomery, TX

For the Period Ending 8/31/2024

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURRENT BALANCE	
<u>CLAIM ON CASH</u>					
100-11201-00000	Claim on Pooled Investments - General Fund	2,831,419.71	12,739.79	2,844,159.50	
150-11201-00000	Claim on Pooled Investments - PID	0.00	0.00	0.00	
200-11201-00000	Claim on Pooled Investments - Construction	4,771,736.99	21,470.11	4,793,207.10	
300-11201-00000	Claim on Pooled Investments - Water & Sewer	1,866,907.27	8,347.48	1,875,254.75	
400-11201-00000	Claim on Pooled Investments - MEDC	2,021,225.32	9,094.30	2,030,319.62	
500-11201-00000	Claim on Pooled Investments - Debt Service	47,490.92	266.21	47,757.13	
550-11201-00000	Claim on Pooled Investments - Long Term Debt	0.00	0.00	0.00	
600-11201-00000	Claim on Pooled Investments - Grants	0.00	0.00	0.00	
800-11201-00000	Claim on Pooled Investments - HOT	0.00	0.00	0.00	
850-11201-00000	Claim on Pooled Investments - Police Assets	0.00	0.00	0.00	
TOTAL CLAIM ON CASH		11,538,780.21	51,917.89	11,590,698.10	
<u>CASH IN BANK</u>					
Cash in Bank					
997-11210-00000	Pooled Inv - General Fund Reimb	390,316.98	1,756.22	392,073.20	
997-11230-00000	Pooled Inv - General Fund	2,441,102.73	10,983.57	2,452,086.30	
997-21110-00000	Pooled Inv - ARPA	370,389.22	1,666.55	372,055.77	
997-21140-00000	Pooled Inv - Infrastructure	51,445.70	231.50	51,677.20	
997-21150-00000	Pooled Inv - Mobility	11,016.12	49.58	11,065.70	
997-21160-00000	Pooled Inv - Building Fund	756,556.16	3,404.07	759,960.23	
997-21170-00000	Pooled Inv - TR C of O 2024	3,582,329.79	16,118.41	3,598,448.20	
997-31200-00000	Pooled Inv - Utility Fund	1,855,240.60	8,347.48	1,863,588.08	
997-41110-00000	Pooled Inv - MEDC General	1,540,192.13	6,929.94	1,547,122.07	
997-41120-00000	Pooled Inv - MEDC Reimb	260,693.13	1,172.96	261,866.09	
997-41130-00000	Pooled Inv - MEDC Downtown	220,340.06	991.40	221,331.46	
997-51110-00000	Pooled Inv - Debt Service	59,157.59	266.21	59,423.80	
TOTAL: Cash in Bank		11,538,780.21	51,917.89	11,590,698.10	
TOTAL CASH IN BANK		11,538,780.21	51,917.89	11,590,698.10	
<u>DUE TO OTHER FUNDS</u>					
997-12320-00000	Due To Other Funds	11,538,780.21	51,917.89	11,590,698.10	
TOTAL DUE TO OTHER FUNDS		11,538,780.21	51,917.89	11,590,698.10	
Claim on Cash	11,590,698.10	Claim on Cash	11,590,698.10	Cash in Bank	11,590,698.10
Cash in Bank	11,590,698.10	Due To Other Funds	11,590,698.10	Due To Other Funds	11,590,698.10
Difference	0.00	Difference	0.00	Difference	0.00

ACCOUNT #	ACCOUNT NAME	BEGINNING BALANCE	CURRENT ACTIVITY	CURREN BALANCE
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City of Montgomery, TX

Check Report

By Check Number

Date Range: 08/01/2024 - 08/31/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
Bank Code: AP General-AP General Fund						
5571	Scythe Construction LLC	08/12/2024	EFT	0.00	78,788.70	18
5554	Kendig Keast Collaborative	08/13/2024	EFT	0.00	23,117.92	19
4088	Rick Hanna, CBO Partners LLC	08/13/2024	EFT	0.00	14,529.10	20
5049	Ward, Getz and Associates	08/16/2024	EFT	0.00	121,231.25	21
5049	Ward, Getz and Associates	08/16/2024	EFT	0.00	81,317.64	22
5049	Ward, Getz and Associates	08/16/2024	EFT	0.00	79,269.75	23
5594	MRS Solutions LLC	08/19/2024	EFT	0.00	6,650.00	24
5598	Parsons McEntire McCleary PLLC	08/26/2024	EFT	0.00	24,244.50	25
4088	Rick Hanna, CBO Partners LLC	08/26/2024	EFT	0.00	10,770.96	26
5049	Ward, Getz and Associates	08/27/2024	EFT	0.00	126,054.63	27
1412	BOK Financial	08/23/2024	EFT	0.00	4,749.75	28
1412	BOK Financial	08/23/2024	EFT	0.00	9,173.25	29
1412	BOK Financial	08/23/2024	EFT	0.00	76,375.00	30
1412	BOK Financial	08/23/2024	EFT	0.00	63,750.00	31
1412	BOK Financial	08/23/2024	EFT	0.00	29,700.00	32
5568	Faith Utilities LLC	08/29/2024	EFT	0.00	47,232.40	33
5572	ISJ Underground Utilities LLC	08/29/2024	EFT	0.00	43,850.70	34
5049	Ward, Getz and Associates	08/29/2024	EFT	0.00	5,891.22	35
1133	Amazon Capital Services	08/09/2024	Regular	0.00	19.99	34888
1727	City of Montgomery - GF	08/09/2024	Regular	0.00	2,907.40	34889
1831	Consolidated Communications	08/09/2024	Regular	0.00	155.42	34890
3761	Northwest Pest Patrol	08/09/2024	Regular	0.00	900.00	34891
2130	PVS DX, Inc.	08/09/2024	Regular	0.00	1,333.08	34892
1038	Accurate Utility Supply, LLC	08/09/2024	Regular	0.00	720.00	34893
1133	Amazon Capital Services	08/09/2024	Regular	0.00	766.01	34894
1284	Badger Meter	08/09/2024	Regular	0.00	1,434.16	34895
1778	Coburn's Conroe Inc.	08/09/2024	Regular	0.00	59.74	34896
1876	Crown Paper and Chemical Inc.	08/09/2024	Regular	0.00	320.94	34897
5420	Dri-Tex LLC	08/09/2024	Regular	0.00	1,084.56	34898
5420	Dri-Tex LLC	08/09/2024	Regular	0.00	-1,084.56	34898
2206	Entergy	08/09/2024	Regular	0.00	16,301.08	34899
2245	Ewing Irrigation Products, Inc.	08/09/2024	Regular	0.00	718.23	34900
1786	Frank Cody Skyvara	08/09/2024	Regular	0.00	13,310.00	34901
4785	Michael A Payne	08/09/2024	Regular	0.00	13,950.00	34902
4785	Michael A Payne	08/09/2024	Regular	0.00	13,950.00	34903
3761	Northwest Pest Patrol	08/09/2024	Regular	0.00	1,125.00	34904
4551	Texas Excavation Safety System, Inc.	08/09/2024	Regular	0.00	215.05	34905
5550	The Reinalt-Thomas Corporation	08/09/2024	Regular	0.00	1,432.00	34906
4822	UniFirst Holdings, Inc.	08/09/2024	Regular	0.00	155.56	34907
4844	USA BlueBook	08/09/2024	Regular	0.00	671.32	34908
4860	Verizon Connect NWF, Inc	08/09/2024	Regular	0.00	95.70	34909
4901	Vulcan Materials Company	08/09/2024	Regular	0.00	2,456.02	34910
5502	Areli Meza	08/09/2024	Regular	0.00	480.00	34911
1939	Dataprose LLC	08/09/2024	Regular	0.00	1,085.96	34912
3578	Montgomery Central Appraisal District	08/09/2024	Regular	0.00	256.62	34913
5387	Montgomery Community Band	08/09/2024	Regular	0.00	5,000.00	34914
3766	Nova Medical Centers	08/09/2024	Regular	0.00	200.62	34915
3778	Optimum Computer Solutions, Inc	08/09/2024	Regular	0.00	2,000.00	34916
3818	Optiquist Internet Services, Inc	08/09/2024	Regular	0.00	1,598.85	34917
4700	TML - IRP	08/09/2024	Regular	0.00	12,603.07	34918
4801	Tyler Technologies	08/09/2024	Regular	0.00	771.00	34919
2928	Johnson Petrov LLP	08/13/2024	Regular	0.00	27,385.68	34935
1038	Accurate Utility Supply, LLC	08/15/2024	Regular	0.00	13,380.00	34936
1133	Amazon Capital Services	08/15/2024	Regular	0.00	175.49	34937

Check Report

Date Range: 08/01/2024 - 08/31/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
1510	C & C Water Services, LLC	08/15/2024	Regular	0.00	39,670.00	34938
1831	Consolidated Communications	08/15/2024	Regular	0.00	1,797.90	34939
2178	Electrical Field Services, Inc.	08/15/2024	Regular	0.00	5,312.50	34940
2850	Jim's Hardware	08/15/2024	Regular	0.00	468.17	34941
3226	LDC	08/15/2024	Regular	0.00	107.22	34942
3364	Magna Flow International, Inc	08/15/2024	Regular	0.00	17,119.56	34943
3775	O'Reilly Automotive, Inc.	08/15/2024	Regular	0.00	38.25	34944
2130	PVS DX, Inc.	08/15/2024	Regular	0.00	100.00	34945
4975	Wex Bank	08/15/2024	Regular	0.00	2,368.94	34946
2233	Eva Rains	08/15/2024	Regular	0.00	150.00	34947
2610	Houston Chronicle	08/15/2024	Regular	0.00	118.00	34948
2928	Johnson Petrov LLP	08/15/2024	Regular	0.00	7,963.96	34949
3818	Optiquet Internet Services, Inc	08/15/2024	Regular	0.00	1,273.00	34950
4927	Waste Management (2)	08/15/2024	Regular	0.00	266.23	34951
2610	Houston Chronicle	08/16/2024	Regular	0.00	1,412.00	34952
1024	A1 Installations, Inc	08/22/2024	Regular	0.00	180.00	34953
1234	Arrowhead Scientific, Inc.	08/22/2024	Regular	0.00	1,646.30	34954
1494	Buckalew Chevrolet, L.P.	08/22/2024	Regular	0.00	350.00	34955
1694	City of Conroe	08/22/2024	Regular	0.00	1,950.35	34956
5392	Emerge Services LLC	08/22/2024	Regular	0.00	7,480.00	34957
5231	Fastest Labs - The Woodlands	08/22/2024	Regular	0.00	333.40	34958
5597	Harris Group LLC	08/22/2024	Regular	0.00	8,768.00	34959
2653	Impact Promotional Services LLC	08/22/2024	Regular	0.00	108.80	34960
3778	Optimum Computer Solutions, Inc	08/22/2024	Regular	0.00	2,000.00	34961
3775	O'Reilly Automotive, Inc.	08/22/2024	Regular	0.00	187.67	34962
5178	Pura Flo Corporation	08/22/2024	Regular	0.00	33.75	34963
4414	Stowe's Collision Repair LLC	08/22/2024	Regular	0.00	2,566.67	34964
4975	Wex Bank	08/22/2024	Regular	0.00	5,311.43	34965
1125	Always Answer	08/22/2024	Regular	0.00	32.90	34966
1266	Auto Trust Repairs	08/22/2024	Regular	0.00	51.00	34967
1831	Consolidated Communications	08/22/2024	Regular	0.00	163.19	34968
2067	Dog Waste Depot	08/22/2024	Regular	0.00	299.98	34969
2206	Entergy	08/22/2024	Regular	0.00	1,203.03	34970
5557	JDC Fluid Equipment, LLC	08/22/2024	Regular	0.00	22,436.00	34971
3436	McCoy's Building Supply Corporation	08/22/2024	Regular	0.00	134.97	34972
3775	O'Reilly Automotive, Inc.	08/22/2024	Regular	0.00	38.28	34973
2130	PVS DX, Inc.	08/22/2024	Regular	0.00	1,143.78	34974
4859	Verizon	08/22/2024	Regular	0.00	412.07	34975
5581	Xylem Dewatering Solutions Inc	08/22/2024	Regular	0.00	7,258.13	34976
1133	Amazon Capital Services	08/22/2024	Regular	0.00	128.86	34977
5466	Dora Johnson	08/22/2024	Regular	0.00	150.00	34978
4801	Tyler Technologies	08/22/2024	Regular	0.00	240.00	34979
5502	Areli Meza	08/23/2024	Regular	0.00	480.00	34980
3450	Medical Air Services Association	08/23/2024	Regular	0.00	168.00	34981
1133	Amazon Capital Services	08/27/2024	Regular	0.00	574.62	34982
5600	Bobbie Sanders	08/27/2024	Regular	0.00	150.00	34983
1939	Dataprose LLC	08/27/2024	Regular	0.00	356.73	34984
2928	Johnson Petrov LLP	08/27/2024	Regular	0.00	5,070.64	34985
5599	Toni Ross	08/27/2024	Regular	0.00	150.00	34986
5596	Traf-Tex LLC	08/27/2024	Regular	0.00	135,089.24	34987
4801	Tyler Technologies	08/27/2024	Regular	0.00	41.00	34988
4926	Waste Management	08/27/2024	Regular	0.00	22,226.67	34989
3789	Office of the Attorney General	08/09/2024	Bank Draft	0.00	830.77	DFT0000638
2174	IRS - EFTPS	08/14/2024	Bank Draft	0.00	22,554.07	DFT0000639
4709	TMRS	08/12/2024	Bank Draft	0.00	35,655.42	DFT0000640
3963	Purchase Power	08/12/2024	Bank Draft	0.00	284.22	DFT0000642
3789	Office of the Attorney General	08/23/2024	Bank Draft	0.00	830.77	DFT0000643
2174	IRS - EFTPS	08/28/2024	Bank Draft	0.00	22,207.07	DFT0000644
2610	Houston Chronicle	08/21/2024	Bank Draft	0.00	397.00	DFT0000645
2610	Houston Chronicle	08/21/2024	Bank Draft	0.00	1,015.00	DFT0000646
2294	First National Bank of Huntsville	08/23/2024	Bank Draft	0.00	1,510.00	DFT0000647

Check Report

Date Range: 08/01/2024 - 08/31/2024

Vendor Number	Vendor Name	Payment Date	Payment Type	Discount Amount	Payment Amount	Number
1072	Aflac	08/28/2024	Bank Draft	0.00	2,111.92	DFT0000648
2174	IRS - EFTPS	08/31/2024	Bank Draft	0.00	31.22	DFT0000649
4705	TML-Health	08/05/2024	Bank Draft	0.00	44,385.55	DFT0000650
1548	Card Service Center	08/02/2024	Bank Draft	0.00	9,469.39	DFT0000654
1548	Card Service Center	08/30/2024	Bank Draft	0.00	13,568.15	DFT0000665

Bank Code AP General Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	156	87	0.00	446,099.74
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	-1,084.56
Bank Drafts	53	14	0.00	154,850.55
EFT's	112	18	0.00	846,696.77
	321	120	0.00	1,446,562.50

All Bank Codes Check Summary

Payment Type	Payable Count	Payment Count	Discount	Payment
Regular Checks	156	87	0.00	446,099.74
Manual Checks	0	0	0.00	0.00
Voided Checks	0	1	0.00	-1,084.56
Bank Drafts	53	14	0.00	154,850.55
EFT's	112	18	0.00	846,696.77
	321	120	0.00	1,446,562.50

Fund Summary

Fund	Name	Period	Amount
999	Pooled Cash - Operating	8/2024	1,446,562.50
			1,446,562.50



City of Montgomery, TX

Budget Report

Account Summary

For Fiscal: 2023-2024 Period Ending: 08/31/2024

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 100 - General Fund						
Revenue						
Department: 00 - Revenue						
100-00-14010-0000000	Mixed Beverage Tax	25,000.00	25,000.00	1,964.27	23,934.26	-1,065.74 4.26 %
100-00-14020-0000000	Franchise Tax	95,000.00	95,000.00	740.14	91,403.70	-3,596.30 3.79 %
100-00-14030-0000000	Ad Valorem Taxes - Current	1,414,900.00	1,414,900.00	2,131.25	1,420,109.88	5,209.88 100.37 %
100-00-14035-0000000	Ad Valorem Taxes - Delinquent	0.00	0.00	0.00	10,609.63	10,609.63 0.00 %
100-00-14050-0000000	Penalties & Interest - Current	10,000.00	10,000.00	1,675.24	11,683.96	1,683.96 116.84 %
100-00-14055-0000000	Penalties & Interest - Delinquent	0.00	0.00	0.00	3,328.68	3,328.68 0.00 %
100-00-14060-0000000	Rendition Penalties	100.00	100.00	0.00	661.81	561.81 661.81 %
100-00-14070-0000000	Sales Tax	2,300,000.00	2,300,000.00	318,344.43	2,607,147.27	307,147.27 113.35 %
100-00-14080-0000000	Sales Tax ILO AdVal Tax	1,100,000.00	1,100,000.00	159,172.22	1,303,573.62	203,573.62 118.51 %
100-00-14110-0000000	Building Permits/MEP	395,000.00	395,000.00	31,836.00	412,117.00	17,117.00 104.33 %
100-00-14120-0000000	Vendor/Beverage Permits	2,500.00	2,500.00	100.00	1,985.00	-515.00 20.60 %
100-00-14130-0000000	Sign Fees	3,000.00	3,000.00	350.00	2,900.00	-100.00 3.33 %
100-00-14140-0000000	Plats, Zoning, Misc.	3,000.00	3,000.00	1,000.00	8,902.00	5,902.00 296.73 %
100-00-14150-0000000	Culverts	1,000.00	1,000.00	0.00	126.75	-873.25 87.33 %
100-00-14210-0000000	Community Building Rental	15,000.00	15,000.00	975.00	11,450.00	-3,550.00 23.67 %
100-00-14230-0000000	Right of Way Use Fees	6,000.00	6,000.00	1,741.03	6,440.30	440.30 107.34 %
100-00-14340-0000000	Child Belt/Safety	100.00	100.00	0.00	100.00	0.00 0.00 %
100-00-14360-0000000	Fines	164,250.00	164,250.00	22,249.87	218,402.94	54,152.94 132.97 %
100-00-14400-0000000	Judicial Efficiency	90.00	90.00	2.40	36.36	-53.64 59.60 %
100-00-14530-0000000	Wrecker Service Fees	250.00	250.00	0.00	0.00	-250.00 100.00 %
100-00-14570-0000000	Lease Funds - PD	1,050.00	1,050.00	0.00	3,051.05	2,001.05 290.58 %
100-00-14600-0000000	Shop with a Cop	2,500.00	2,500.00	1,160.00	6,338.00	3,838.00 253.52 %
100-00-14650-0000000	Unanticipated Income	30,000.00	30,000.00	27,243.60	45,935.44	15,935.44 153.12 %
100-00-14660-0000000	Credit Card Fees	0.00	0.00	1,089.10	3,711.17	3,711.17 0.00 %
100-00-14670-0000000	Interest Income	1,500.00	1,500.00	535.29	3,643.01	2,143.01 242.87 %
100-00-14680-0000000	Interest on Investments	40,000.00	40,000.00	12,739.79	135,919.13	95,919.13 339.80 %
100-00-14820-0000000	Grant Revenue DWI Step	0.00	0.00	0.00	1,481.03	1,481.03 0.00 %
100-00-14950-0000000	Admin from MEDC	275,000.00	275,000.00	22,916.67	252,083.37	-22,916.63 8.33 %
100-00-14960-0000000	Admin from Court Security	1,500.00	1,500.00	0.00	0.00	-1,500.00 100.00 %
100-00-14980-0000000	Admin from Capital Projects	35,000.00	35,000.00	0.00	0.00	-35,000.00 100.00 %
Department: 00 - Revenue Total:		5,921,740.00	5,921,740.00	607,966.30	6,587,075.36	665,335.36 11.24 %
Revenue Total:		5,921,740.00	5,921,740.00	607,966.30	6,587,075.36	665,335.36 11.24 %
Expense						
Department: 10 - Administration						
100-10-16002-0000000	Health Insurance	85,144.00	85,144.00	5,099.74	63,052.66	22,091.34 25.95 %
100-10-16003-0000000	Unemployment Insurance	70.00	70.00	0.00	789.74	-719.74 -1,028.20 %
100-10-16004-0000000	Workers Comp	1,738.00	1,738.00	123.86	1,883.65	-145.65 -8.38 %
100-10-16008-0000000	Payroll Taxes	50,161.00	50,161.00	2,894.08	35,979.48	14,181.52 28.27 %
100-10-16009-0000000	Wages	632,944.00	632,944.00	39,849.28	507,518.66	125,425.34 19.82 %
100-10-16010-0000000	Overtime	697.00	697.00	0.00	92.97	604.03 86.66 %
100-10-16011-0000000	Employee Assistance Program	500.00	500.00	0.00	718.75	-218.75 -43.75 %
100-10-16012-0000000	Retirement Expense	65,265.00	65,265.00	4,080.57	52,042.68	13,222.32 20.26 %
100-10-16101-0000000	Advertising / Promotion	6,500.00	6,500.00	179.00	726.21	5,773.79 88.83 %
100-10-16102-0000000	Legal Notices & Publications	3,500.00	3,500.00	1,429.20	10,192.80	-6,692.80 -191.22 %
100-10-16103-0000000	Recording Fees	2,000.00	2,000.00	0.00	1,000.00	1,000.00 50.00 %
100-10-16104-0000000	Community Relations	4,000.00	4,000.00	0.00	2,287.64	1,712.36 42.81 %
100-10-16105-0000000	Codification	3,000.00	3,000.00	0.00	2,749.78	250.22 8.34 %
100-10-16106-0000000	Records Mgt / Retention	2,000.00	2,000.00	0.00	2,112.00	-112.00 -5.60 %
100-10-16107-0000000	Records Requests FOIA Program	2,500.00	2,500.00	0.00	6,237.00	-3,737.00 -149.48 %

Budget Report

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		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
100-10-16108-0000000	Vendor Subscriptions	2,500.00	2,500.00	0.00	298.75	2,201.25	88.05 %
100-10-16202-0000000	General Consultant Fees	150,000.00	150,000.00	23,117.92	164,988.54	-14,988.54	-9.99 %
100-10-16209-0000000	Records Shredding	1,000.00	1,000.00	0.00	632.02	367.98	36.80 %
100-10-16210-0000000	Inspections/Permits	300,000.00	300,000.00	25,300.06	207,131.57	92,868.43	30.96 %
100-10-16213-0000000	Legal Fees	90,000.00	90,000.00	58,651.95	89,289.82	710.18	0.79 %
100-10-16216-0000000	Audit Fees	36,000.00	36,000.00	0.00	31,395.00	4,605.00	12.79 %
100-10-16239-0000000	Printing & Office supplies	7,000.00	7,000.00	43.26	2,452.79	4,547.21	64.96 %
100-10-16242-0000000	Postage/Delivery	3,500.00	3,500.00	99.52	1,468.68	2,031.32	58.04 %
100-10-16243-0000000	Telephone	12,000.00	12,000.00	644.69	6,982.48	5,017.52	41.81 %
100-10-16244-0000000	Tax Assessor Fees	16,000.00	16,000.00	256.62	13,399.62	2,600.38	16.25 %
100-10-16245-0000000	Election	26,000.00	26,000.00	0.00	0.00	26,000.00	100.00 %
100-10-16249-0000000	Computer/Technology	37,500.00	37,500.00	2,624.60	51,229.15	-13,729.15	-36.61 %
100-10-16254-0000000	Software Upgrades	11,000.00	11,000.00	970.00	9,492.00	1,508.00	13.71 %
100-10-16257-0000000	Medical Exams & Testing	2,000.00	2,000.00	200.62	770.36	1,229.64	61.48 %
100-10-16404-0000000	Copier/Fax Machine	11,000.00	11,000.00	922.50	11,266.74	-266.74	-2.42 %
100-10-16405-0000000	Operating Supplies	0.00	0.00	278.09	1,788.34	-1,788.34	0.00 %
100-10-16417-0000000	Capital Pur. Furniture	1,000.00	1,000.00	427.28	679.26	320.74	32.07 %
100-10-16502-0000000	Dues & Subscriptions	4,000.00	4,000.00	1,546.70	4,988.51	-988.51	-24.71 %
100-10-16503-0000000	Travel & Training Staff	20,000.00	20,000.00	1,181.08	9,040.72	10,959.28	54.80 %
100-10-16504-0000000	Travel & Training Council	2,500.00	2,500.00	505.00	1,615.05	884.95	35.40 %
100-10-16701-0000000	Insurance - Liability	1,855.00	1,855.00	154.59	1,700.46	154.54	8.33 %
100-10-16702-0000000	Insurance - Property	2,579.00	2,579.00	214.89	2,363.79	215.21	8.34 %
100-10-16703-0000000	Insurance - Bond	500.00	500.00	0.00	425.00	75.00	15.00 %
100-10-17001-0000000	Misc Expenses - Other	1,000.00	1,000.00	1.00	618.80	381.20	38.12 %
100-10-17006-0000000	Transfer to Surplus	183,109.00	183,109.00	0.00	0.00	183,109.00	100.00 %
100-10-17020-0000000	Misc Expenses - Employee Appreciat..	5,000.00	5,000.00	0.00	4,098.51	901.49	18.03 %
100-10-17021-0000000	CC Merchant Fees	0.00	0.00	1,222.94	18,198.53	-18,198.53	0.00 %
100-10-17310-KROGERO	Tax Abatement -Sales Tax Rebate	250,000.00	250,000.00	0.00	0.00	250,000.00	100.00 %
100-10-17320-380AGRO	Tax Abatement - 380 Ad Valorem T...	140,300.00	140,300.00	0.00	0.00	140,300.00	100.00 %
Department: 10 - Administration Total:		2,177,362.00	2,177,362.00	172,019.04	1,323,698.51	853,663.49	39.21%
Department: 11 - Police							
100-11-16002-0000000	Health Insurance	225,774.00	225,774.00	16,174.58	165,696.46	60,077.54	26.61 %
100-11-16003-0000000	Unemployment Insurance	162.00	162.00	32.65	2,114.22	-1,952.22	-1,205.07 %
100-11-16004-0000000	Workers Comp	33,127.00	33,127.00	3,137.47	49,492.26	-16,365.26	-49.40 %
100-11-16008-0000000	Payroll Taxes	106,538.00	106,538.00	7,634.87	85,114.91	21,423.09	20.11 %
100-11-16009-0000000	Wages	1,332,656.00	1,332,656.00	103,037.72	1,115,639.23	217,016.77	16.28 %
100-11-16010-0000000	Overtime	60,000.00	60,000.00	851.69	42,147.17	17,852.83	29.75 %
100-11-16011-0000000	Employee Assistance Program	500.00	500.00	0.00	2,250.00	-1,750.00	-350.00 %
100-11-16012-0000000	Retirement Expense	143,444.00	143,444.00	10,638.25	118,692.40	24,751.60	17.26 %
100-11-16104-0000000	Community Relations	6,000.00	6,000.00	1,834.70	12,807.11	-6,807.11	-113.45 %
100-11-16108-0000000	Vendor Subscriptions	561.00	561.00	0.00	0.00	561.00	100.00 %
100-11-16209-0000000	Records Shredding	500.00	500.00	0.00	346.01	153.99	30.80 %
100-11-16227-0000000	Gas/Oil	55,000.00	55,000.00	5,425.05	59,705.34	-4,705.34	-8.56 %
100-11-16229-0000000	Auto Repairs	35,000.00	35,000.00	5,501.55	48,236.52	-13,236.52	-37.82 %
100-11-16230-0000000	Equipment repairs	5,000.00	5,000.00	0.00	1,294.42	3,705.58	74.11 %
100-11-16239-0000000	Printing & Office supplies	4,000.00	4,000.00	749.96	2,424.78	1,575.22	39.38 %
100-11-16241-0000000	Computers/Website	6,500.00	6,500.00	0.00	0.00	6,500.00	100.00 %
100-11-16242-0000000	Postage/Delivery	500.00	500.00	0.00	162.08	337.92	67.58 %
100-11-16243-0000000	Telephone	10,000.00	10,000.00	921.60	10,513.07	-513.07	-5.13 %
100-11-16247-0000000	Mobile Data Terminals	14,000.00	14,000.00	1,712.95	7,913.19	6,086.81	43.48 %
100-11-16249-0000000	Computer/Technology	45,000.00	45,000.00	2,801.46	36,882.83	8,117.17	18.04 %
100-11-16252-0000000	Code Enforcement	0.00	0.00	0.00	2,500.00	-2,500.00	0.00 %
100-11-16257-0000000	Medical Exams & Testing	1,000.00	1,000.00	333.40	2,435.13	-1,435.13	-143.51 %
100-11-16401-0000000	Radio Fees	6,500.00	6,500.00	0.00	3,060.00	3,440.00	52.92 %
100-11-16402-0000000	Uniforms & Safety Equip	10,000.00	10,000.00	139.38	8,704.30	1,295.70	12.96 %
100-11-16403-0000000	Protective Gear	10,500.00	10,500.00	0.00	4,002.77	6,497.23	61.88 %
100-11-16404-0000000	Copier/Fax Machine	6,000.00	6,000.00	465.00	5,456.39	543.61	9.06 %
100-11-16405-0000000	Operating Supplies	6,000.00	6,000.00	381.81	4,054.40	1,945.60	32.43 %

Budget Report

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		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
100-11-16411-0000000	Tools, Etc,	300.00	300.00	0.00	0.00	300.00	100.00 %
100-11-16415-0000000	Emergency Equipment	22,500.00	22,500.00	10,169.28	17,811.21	4,688.79	20.84 %
100-11-16416-0000000	Radios	25,000.00	25,000.00	0.00	2,021.14	22,978.86	91.92 %
100-11-16417-0000000	Capital Pur. Furniture	2,000.00	2,000.00	0.00	349.97	1,650.03	82.50 %
100-11-16502-0000000	Dues & Subscriptions	2,500.00	2,500.00	75.00	1,950.45	549.55	21.98 %
100-11-16503-0000000	Travel & Training Staff	25,000.00	25,000.00	3,436.04	28,242.56	-3,242.56	-12.97 %
100-11-16701-0000000	Insurance - Liability	25,355.00	25,355.00	2,112.88	23,241.80	2,113.20	8.33 %
100-11-16702-0000000	Insurance - Property	10,006.00	10,006.00	833.84	9,172.32	833.68	8.33 %
100-11-16906-0000000	Capital Outlay - Police Cars	150,000.00	150,000.00	8,768.00	8,768.00	141,232.00	94.15 %
100-11-16907-0000000	Capital Outlay - Emergency Lights, ...	7,000.00	7,000.00	0.00	1,770.00	5,230.00	74.71 %
100-11-16910-0000000	Capital Outlay - Vehicle Replacemen...	15,000.00	15,000.00	0.00	0.00	15,000.00	100.00 %
100-11-16911-0000000	Capital Outlay - Computers Equipm...	25,000.00	25,000.00	0.00	7,833.14	17,166.86	68.67 %
100-11-16912-0000000	Capital Outlay - Tyler Public Safety	17,622.00	17,622.00	0.00	34,200.60	-16,578.60	-94.08 %
100-11-16913-0000000	Capital Outlay - Radar	8,000.00	8,000.00	272.50	2,435.05	5,564.95	69.56 %
100-11-16916-0000000	Capital Outlay - Investigate & Testin...	14,000.00	14,000.00	2,421.18	12,276.87	1,723.13	12.31 %
100-11-16917-0000000	Capital Outlay - Ballistic Vests & Shie...	7,560.00	7,560.00	0.00	2,432.78	5,127.22	67.82 %
100-11-16919-0000000	Capital Outlay - Patrol Weapons	41,871.00	41,871.00	0.00	40,115.02	1,755.98	4.19 %
100-11-16920-0000000	Capital Outlay - Traffic Equipment	25,000.00	25,000.00	0.00	25,000.00	0.00	0.00 %
100-11-16921-0000000	Capital Outlay - Office Maintenance	11,800.00	11,800.00	0.00	4,603.72	7,196.28	60.99 %
100-11-17001-0000000	Misc Expenses - Other	0.00	0.00	0.00	315.12	-315.12	0.00 %
Department: 11 - Police Total:		2,559,776.00	2,559,776.00	189,862.81	2,014,184.74	545,591.26	21.31%
Department: 12 - Public Works							
100-12-16002-0000000	Health Insurance	36,907.00	36,907.00	2,561.20	23,999.92	12,907.08	34.97 %
100-12-16003-0000000	Unemployment Insurance	68.00	68.00	39.11	567.06	-499.06	-733.91 %
100-12-16004-0000000	Workers Comp	3,937.00	3,937.00	288.98	4,715.60	-778.60	-19.78 %
100-12-16008-0000000	Payroll Taxes	14,546.00	14,546.00	987.89	11,267.99	3,278.01	22.54 %
100-12-16009-0000000	Wages	184,644.00	184,644.00	13,264.74	145,417.82	39,226.18	21.24 %
100-12-16010-0000000	Overtime	5,500.00	5,500.00	149.70	3,533.34	1,966.66	35.76 %
100-12-16011-0000000	Employee Assistance Program	500.00	500.00	0.00	375.00	125.00	25.00 %
100-12-16012-0000000	Retirement Expense	16,956.00	16,956.00	1,198.33	13,026.88	3,929.12	23.17 %
100-12-16104-0000000	Community Relations	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
100-12-16108-0000000	Vendor Subscriptions	561.00	561.00	0.00	0.00	561.00	100.00 %
100-12-16208-0000000	Mowing	140,000.00	140,000.00	31,480.00	118,195.00	21,805.00	15.58 %
100-12-16217-0000000	Engineering	110,000.00	110,000.00	71,733.62	175,573.75	-65,573.75	-59.61 %
100-12-16224-0000000	City Hall Cleaning	14,900.00	14,900.00	960.00	10,969.80	3,930.20	26.38 %
100-12-16225-0000000	Downtown Repairs	1,500.00	1,500.00	760.99	1,683.64	-183.64	-12.24 %
100-12-16226-0000000	Maint - Vehicles & Equipment	3,500.00	3,500.00	1,139.19	2,990.48	509.52	14.56 %
100-12-16227-0000000	Gas/Oil	14,000.00	14,000.00	1,184.47	8,538.29	5,461.71	39.01 %
100-12-16229-0000000	Auto Repairs	6,000.00	6,000.00	0.00	5,319.32	680.68	11.34 %
100-12-16230-0000000	Equipment repairs	4,000.00	4,000.00	0.00	353.97	3,646.03	91.15 %
100-12-16231-0000000	Bldg Repairs-City Hall	18,000.00	18,000.00	156.45	12,580.28	5,419.72	30.11 %
100-12-16232-0000000	Street Repairs - Minor	10,000.00	10,000.00	0.00	7,236.24	2,763.76	27.64 %
100-12-16233-0000000	Streets-Preventive Maintenance	7,700.00	7,700.00	460.00	460.00	7,240.00	94.03 %
100-12-16237-0000000	Mosquito Spraying	6,000.00	6,000.00	1,125.00	4,557.00	1,443.00	24.05 %
100-12-16238-0000000	Street Signs	3,300.00	3,300.00	0.00	3,068.81	231.19	7.01 %
100-12-16239-0000000	Printing & Office supplies	1,600.00	1,600.00	68.61	1,023.45	576.55	36.03 %
100-12-16241-0000000	Computers/Website	750.00	750.00	0.00	0.00	750.00	100.00 %
100-12-16242-0000000	Postage/Delivery	750.00	750.00	0.00	0.00	750.00	100.00 %
100-12-16243-0000000	Telephone	9,000.00	9,000.00	673.31	7,210.96	1,789.04	19.88 %
100-12-16249-0000000	Computer/Technology	18,000.00	18,000.00	1,161.50	21,578.97	-3,578.97	-19.88 %
100-12-16255-0000000	Bldg Repairs - Comm Center	5,000.00	5,000.00	18.48	5,387.13	-387.13	-7.74 %
100-12-16256-0000000	Bldg Repairs - 213 Prairie	0.00	0.00	0.00	19,824.07	-19,824.07	0.00 %
100-12-16402-0000000	Uniforms & Safety Equip	4,700.00	4,700.00	85.14	2,176.43	2,523.57	53.69 %
100-12-16405-0000000	Operating Supplies	10,900.00	10,900.00	443.30	2,978.93	7,921.07	72.67 %
100-12-16406-0000000	Streets & Drainage	2,000.00	2,000.00	0.00	472.67	1,527.33	76.37 %
100-12-16407-0000000	Supplies & Equipment - Cedar Break...	2,000.00	2,000.00	196.82	941.67	1,058.33	52.92 %
100-12-16408-0000000	Supplies & Equipment - Homecomi...	2,000.00	2,000.00	196.82	696.41	1,303.59	65.18 %
100-12-16409-0000000	Supplies & Equipment - Fernland Pa...	2,000.00	2,000.00	310.78	2,166.41	-166.41	-8.32 %

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		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
100-12-16410-0000000	Supplies & Equipment - Community...	2,000.00	2,000.00	0.00	89.44	1,910.56	95.53 %
100-12-16411-0000000	Tools, Etc,	3,300.00	3,300.00	463.57	3,268.34	31.66	0.96 %
100-12-16412-0000000	Supplies & Equipment - Memory Pa...	2,000.00	2,000.00	196.81	668.81	1,331.19	66.56 %
100-12-16413-0000000	Culverts	3,000.00	3,000.00	0.00	179.78	2,820.22	94.01 %
100-12-16502-0000000	Dues & Subscriptions	2,000.00	2,000.00	301.00	448.38	1,551.62	77.58 %
100-12-16503-0000000	Travel & Training Staff	5,500.00	5,500.00	588.56	3,913.53	1,586.47	28.84 %
100-12-16601-0000000	Park Maint - Memory Pk	10,000.00	10,000.00	813.79	3,894.90	6,105.10	61.05 %
100-12-16602-0000000	Park Maint - Fernland	10,000.00	10,000.00	17.99	2,298.99	7,701.01	77.01 %
100-12-16603-0000000	Park Maint - Cedar Brake Park	10,000.00	10,000.00	79.99	3,769.34	6,230.66	62.31 %
100-12-16604-0000000	Park Maint - Homecoming Park	10,000.00	10,000.00	0.00	1,112.74	8,887.26	88.87 %
100-12-16701-0000000	Insurance - Liability	4,694.00	4,694.00	391.19	4,303.09	390.91	8.33 %
100-12-16702-0000000	Insurance - Property	1,427.00	1,427.00	118.94	1,308.34	118.66	8.32 %
100-12-16803-0000000	Utilities - Electronic Sign-City	1,500.00	1,500.00	73.81	711.13	788.87	52.59 %
100-12-16804-0000000	Utilities - Street Lights	13,200.00	13,200.00	1,203.03	12,496.61	703.39	5.33 %
100-12-16805-0000000	Utilities - Downtown Utilities	1,320.00	1,320.00	93.21	1,184.01	135.99	10.30 %
100-12-16806-0000000	Utilities - Cedar Brake Park	2,420.00	2,420.00	145.28	1,675.40	744.60	30.77 %
100-12-16807-0000000	Utilities - Homecoming Park	1,650.00	1,650.00	89.08	937.61	712.39	43.18 %
100-12-16808-0000000	Utilities - Fernland Park	6,500.00	6,500.00	362.19	4,711.77	1,788.23	27.51 %
100-12-16809-0000000	Utilities - City Hall	14,300.00	14,300.00	1,244.83	10,880.96	3,419.04	23.91 %
100-12-16811-0000000	Utilities - Community Center Buildi...	6,000.00	6,000.00	467.78	5,694.15	305.85	5.10 %
100-12-16812-0000000	Utilities - Memory Park	8,000.00	8,000.00	1,433.04	8,298.89	-298.89	-3.74 %
100-12-16813-0000000	Utilities - 213 Prairie	1,885.00	1,885.00	199.88	1,439.58	445.42	23.63 %
100-12-16911-0000000	Capital Outlay - Computers Equipm...	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
100-12-16922-0000000	Capital Outlay - Public Works Items	10,000.00	10,000.00	0.00	552.00	9,448.00	94.48 %
100-12-16923-0000000	Capital Outlay - General Improvem...	20,000.00	20,000.00	0.00	2,105.36	17,894.64	89.47 %
100-12-16924-0000000	Capital Outlay - Drainage Improvem...	10,000.00	10,000.00	0.00	0.00	10,000.00	100.00 %
100-12-16926-0000000	Capital Outlay - Park Improvements	40,000.00	40,000.00	27,900.00	27,900.00	12,100.00	30.25 %
100-12-17001-0000000	Misc Expenses - Other	1,000.00	1,000.00	0.00	110.92	889.08	88.91 %
100-12-17150-0000000	Contract Labor - Streets	0.00	0.00	6,650.00	10,350.00	-10,350.00	0.00 %
Department: 12 - Public Works Total:		866,915.00	866,915.00	173,478.40	733,191.36	133,723.64	15.43%
Department: 13 - Court							
100-13-16002-0000000	Health Insurance	34,433.00	34,433.00	2,567.82	27,172.06	7,260.94	21.09 %
100-13-16003-0000000	Unemployment Insurance	27.00	27.00	39.56	766.29	-739.29	-2,738.11 %
100-13-16004-0000000	Workers Comp	452.00	452.00	41.28	626.63	-174.63	-38.63 %
100-13-16007-0000000	Crime Insurance	500.00	500.00	40.71	447.81	52.19	10.44 %
100-13-16008-0000000	Payroll Taxes	12,890.00	12,890.00	953.60	10,621.76	2,268.24	17.60 %
100-13-16009-0000000	Wages	166,096.00	166,096.00	12,836.18	143,515.15	22,580.85	13.60 %
100-13-16010-0000000	Overtime	2,400.00	2,400.00	198.19	1,472.07	927.93	38.66 %
100-13-16011-0000000	Employee Assistance Program	500.00	500.00	0.00	375.00	125.00	25.00 %
100-13-16012-0000000	Retirement Expense	17,355.00	17,355.00	1,334.72	14,870.81	2,484.19	14.31 %
100-13-16104-0000000	Community Relations	400.00	400.00	0.00	0.00	400.00	100.00 %
100-13-16106-0000000	Communications - Records Mgt / Re...	0.00	0.00	0.00	1,512.00	-1,512.00	0.00 %
100-13-16108-0000000	Vendor Subscriptions	250.00	250.00	0.00	0.00	250.00	100.00 %
100-13-16202-0000000	General Consultant Fees	12,000.00	12,000.00	0.00	905.00	11,095.00	92.46 %
100-13-16205-0000000	Omni Expense	0.00	0.00	0.00	198.00	-198.00	0.00 %
100-13-16207-0000000	Prosecutors Fees	10,000.00	10,000.00	0.00	10,350.00	-350.00	-3.50 %
100-13-16209-0000000	Records Shredding	250.00	250.00	0.00	286.00	-36.00	-14.40 %
100-13-16211-0000000	Judge's Fee	12,000.00	12,000.00	0.00	10,000.00	2,000.00	16.67 %
100-13-16239-0000000	Printing & Office supplies	1,400.00	1,400.00	0.00	1,034.55	365.45	26.10 %
100-13-16241-0000000	Computers/Website	4,500.00	4,500.00	0.00	0.00	4,500.00	100.00 %
100-13-16242-0000000	Postage/Delivery	2,600.00	2,600.00	194.40	2,992.22	-392.22	-15.09 %
100-13-16243-0000000	Telephone	4,000.00	4,000.00	359.58	3,419.78	580.22	14.51 %
100-13-16249-0000000	Computer/Technology	15,000.00	15,000.00	1,131.50	22,098.15	-7,098.15	-47.32 %
100-13-16402-0000000	Uniforms & Safety Equip	100.00	100.00	0.00	0.00	100.00	100.00 %
100-13-16404-0000000	Copier/Fax Machine	8,000.00	8,000.00	817.50	9,407.64	-1,407.64	-17.60 %
100-13-16405-0000000	Operating Supplies	2,500.00	2,500.00	0.00	1,253.15	1,246.85	49.87 %
100-13-16417-0000000	Capital Pur. Furniture	3,000.00	3,000.00	0.00	0.00	3,000.00	100.00 %
100-13-16502-0000000	Dues & Subscriptions	500.00	500.00	0.00	240.00	260.00	52.00 %

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
100-13-16503-0000000	Travel & Training Staff	2,000.00	2,000.00	0.00	250.00	1,750.00	87.50 %
100-13-16701-0000000	Insurance - Liability	1,855.00	1,855.00	154.59	1,700.49	154.51	8.33 %
100-13-16702-0000000	Insurance - Property	2,579.00	2,579.00	214.89	2,363.79	215.21	8.34 %
100-13-17001-0000000	Misc Expenses - Other	100.00	100.00	0.00	0.00	100.00	100.00 %
Department: 13 - Court Total:		317,687.00	317,687.00	20,884.52	267,878.35	49,808.65	15.68%
Expense Total:		5,921,740.00	5,921,740.00	556,244.77	4,338,952.96	1,582,787.04	26.73%
Fund: 100 - General Fund Surplus (Deficit):		0.00	0.00	51,721.53	2,248,122.40	2,248,122.40	0.00%
Fund: 150 - Montgomery PID							
Revenue							
Department: 00 - Revenue							
150-00-15000-0000000	Montgomery PID - Tax Revenue	40,000.00	40,000.00	0.00	46,594.35	6,594.35	116.49 %
Department: 00 - Revenue Total:		40,000.00	40,000.00	0.00	46,594.35	6,594.35	16.49%
Revenue Total:		40,000.00	40,000.00	0.00	46,594.35	6,594.35	16.49%
Expense							
Department: 15 - Montgomery PID							
150-15-17500-0000000	Montgomery PID - Property Tax Re...	40,000.00	40,000.00	0.00	45,994.35	-5,994.35	-14.99 %
Department: 15 - Montgomery PID Total:		40,000.00	40,000.00	0.00	45,994.35	-5,994.35	-14.99%
Expense Total:		40,000.00	40,000.00	0.00	45,994.35	-5,994.35	-14.99%
Fund: 150 - Montgomery PID Surplus (Deficit):		0.00	0.00	0.00	600.00	600.00	0.00%
Fund: 200 - Capital Projects							
Revenue							
Department: 00 - Revenue							
200-00-24003-0000000	Transfer from MEDC - Other	0.00	0.00	16,666.67	183,333.37	183,333.37	0.00 %
200-00-24203-0000000	Impact Fees Transfer	0.00	0.00	0.00	612,549.00	612,549.00	0.00 %
200-00-24500-0000000	Interest Earned on Investments	0.00	0.00	21,470.14	155,593.92	155,593.92	0.00 %
200-00-24501-0062715	Interest Earned on Investments - 20...	0.00	0.00	0.00	456.05	456.05	0.00 %
200-00-24700-0000000	Developer Contributions	0.00	0.00	0.00	493,536.15	493,536.15	0.00 %
Department: 00 - Revenue Total:		0.00	0.00	38,136.81	1,445,468.49	1,445,468.49	0.00%
Department: 20 - Capital Projects							
200-20-14940-0000000	Transfer In	0.00	0.00	0.00	3,500,000.00	3,500,000.00	0.00 %
Department: 20 - Capital Projects Total:		0.00	0.00	0.00	3,500,000.00	3,500,000.00	0.00%
Revenue Total:		0.00	0.00	38,136.81	4,945,468.49	4,945,468.49	0.00%
Expense							
Department: 20 - Capital Projects							
200-20-16217-0000400	Eng - Old Plantersville Waterline Ext	0.00	0.00	4,900.00	13,900.00	-13,900.00	0.00 %
200-20-16217-0000500	Eng - Old Plantersville Force Main E...	0.00	0.00	25,216.23	34,112.60	-34,112.60	0.00 %
200-20-16217-0000600	Eng - DTD Master Drainage Study	0.00	0.00	0.00	7,250.00	-7,250.00	0.00 %
200-20-16217-0001000	Eng - Flagship Storm Sewer	0.00	0.00	1,220.00	5,583.25	-5,583.25	0.00 %
200-20-16217-0001100	Eng - Sanitary Sewer & Manhole Re...	0.00	0.00	21,431.11	57,699.86	-57,699.86	0.00 %
200-20-16217-0001200	Eng - LS 10 Expansion	0.00	0.00	20,570.88	37,177.11	-37,177.11	0.00 %
200-20-16217-0001400	Eng - Buffalo Springs Dr. Road Impr.	0.00	0.00	18,994.46	103,216.86	-103,216.86	0.00 %
200-20-16217-0001500	Eng - Buffalo Springs Dr & SH-105 T...	0.00	0.00	16,262.28	26,262.28	-26,262.28	0.00 %
200-20-16217-0001600	Eng - WP #2 Improvements	0.00	0.00	87,854.78	126,004.78	-126,004.78	0.00 %
200-20-16217-0001700	Eng - FM 1097 Sanitary Sewer Impr...	0.00	0.00	15,716.25	15,716.25	-15,716.25	0.00 %
200-20-17001-0000500	Misc - Old Plantersville Force Main ...	0.00	0.00	0.00	5,201.10	-5,201.10	0.00 %
200-20-26300-0000500	Cons - Old Plantersville Force Main	0.00	0.00	48,723.00	331,790.50	-331,790.50	0.00 %
200-20-26300-0001100	Cons - Sanitary Sewer & Manhole R...	0.00	0.00	0.00	805,820.40	-805,820.40	0.00 %
200-20-26300-0001200	Cons - LS 10 Expansion	0.00	0.00	7,600.00	379,984.00	-379,984.00	0.00 %
200-20-26500-0001000	Cons - Flagship Storm Sewer	0.00	0.00	0.00	104,812.06	-104,812.06	0.00 %
200-20-26500-0001400	Cons - Buffalo Springs Dr Road Impr	0.00	0.00	87,543.00	154,174.50	-154,174.50	0.00 %
200-20-26500-0001500	Cons - Buffalo Springs Dr & SH 105 T...	0.00	0.00	150,099.15	162,152.15	-162,152.15	0.00 %
Department: 20 - Capital Projects Total:		0.00	0.00	506,131.14	2,370,857.70	-2,370,857.70	0.00%
Expense Total:		0.00	0.00	506,131.14	2,370,857.70	-2,370,857.70	0.00%
Fund: 200 - Capital Projects Surplus (Deficit):		0.00	0.00	-467,994.33	2,574,610.79	2,574,610.79	0.00%

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 300 - Water & Sewer							
Revenue							
Department: 00 - Revenue							
300-00-34110-0000000	Water Revenue	881,000.00	881,000.00	85,103.85	801,154.20	-79,845.80	9.06 %
300-00-34130-0000000	Lone Star Ground Water Revenue	9,000.00	9,000.00	1,016.12	9,110.22	110.22	101.22 %
300-00-34140-0000000	Application Fee	6,000.00	6,000.00	842.50	5,577.50	-422.50	7.04 %
300-00-34150-0000000	Disconnect Reconnect	5,000.00	5,000.00	500.00	10,275.00	5,275.00	205.50 %
300-00-34160-0000000	Sewer Revenue	853,000.00	853,000.00	78,084.25	761,526.40	-91,473.60	10.72 %
300-00-34170-0000000	Tap Fees/Inspections	450,000.00	450,000.00	77,558.56	538,450.98	88,450.98	119.66 %
300-00-34180-0000000	Grease Trap Inspections	25,000.00	25,000.00	4,003.33	33,748.55	8,748.55	134.99 %
300-00-34190-0000000	Late Charges	18,200.00	18,200.00	1,147.42	15,769.85	-2,430.15	13.35 %
300-00-34200-0000000	Returned Check Fee	1,000.00	1,000.00	90.00	1,400.00	400.00	140.00 %
300-00-34210-0000000	Backflow Testing	16,000.00	16,000.00	0.00	0.00	-16,000.00	100.00 %
300-00-34220-0000000	Solid Waste Revenue	229,500.00	229,500.00	23,737.33	250,215.62	20,715.62	109.03 %
300-00-34320-0000000	Groundwater Reduction Revenue	205,000.00	205,000.00	23,951.40	214,740.90	9,740.90	104.75 %
300-00-34420-0000000	Impact Fees - Capital Cost	1,500,000.00	1,500,000.00	69,117.00	681,666.00	-818,334.00	54.56 %
300-00-34430-0000000	Interest Income	850.00	850.00	151.48	2,398.59	1,548.59	282.19 %
300-00-34440-0000000	Interest earned on Investments	70,000.00	70,000.00	8,347.48	91,324.63	21,324.63	130.46 %
300-00-34450-0000000	Meter Box Replacement	1,500.00	1,500.00	0.00	540.00	-960.00	64.00 %
300-00-34460-0000000	EndPoint Charge	500.00	500.00	155.00	340.00	-160.00	32.00 %
300-00-34470-0000000	Miscellaneous Revenue & ETS Reve...	8,000.00	8,000.00	35,107.73	46,398.17	38,398.17	579.98 %
300-00-34530-0000000	Utility Contracts	2,000.00	2,000.00	-1,010.41	-3,764.53	-5,764.53	288.23 %
Department: 00 - Revenue Total:		4,281,550.00	4,281,550.00	407,903.04	3,460,872.08	-820,677.92	19.17%
Revenue Total:		4,281,550.00	4,281,550.00	407,903.04	3,460,872.08	-820,677.92	19.17%
Expense							
Department: 30 - Water & Sewer							
300-30-16002-0000000	Health Insurance	82,908.00	82,908.00	6,225.99	65,431.86	17,476.14	21.08 %
300-30-16003-0000000	Unemployment Insurance	61.00	61.00	16.84	491.55	-430.55	-705.82 %
300-30-16004-0000000	Workers Comp	7,961.00	7,961.00	536.62	8,816.46	-855.46	-10.75 %
300-30-16008-0000000	Payroll Taxes	32,121.00	32,121.00	2,201.09	25,031.62	7,089.38	22.07 %
300-30-16009-0000000	Wages	414,388.00	414,388.00	30,523.89	346,076.43	68,311.57	16.48 %
300-30-16010-0000000	Overtime	5,500.00	5,500.00	149.67	3,553.35	1,946.65	35.39 %
300-30-16011-0000000	Employee Assitance Program	0.00	0.00	0.00	781.25	-781.25	0.00 %
300-30-16012-0000000	Retirement Expense	43,248.00	43,248.00	3,140.93	35,719.74	7,528.26	17.41 %
300-30-36107-0000000	Crime Insurance	500.00	500.00	40.71	447.81	52.19	10.44 %
300-30-36204-0000000	Engineering	133,000.00	133,000.00	82,434.88	176,780.81	-43,780.81	-32.92 %
300-30-36208-0000000	Operator	126,500.00	126,500.00	4,275.00	45,970.00	80,530.00	63.66 %
300-30-36209-0000000	Billing & Collections	35,000.00	35,000.00	4,332.85	29,731.81	5,268.19	15.05 %
300-30-36210-0000000	Backflow Testing	16,000.00	16,000.00	0.00	0.00	16,000.00	100.00 %
300-30-36211-0000000	Testing	15,000.00	15,000.00	1,714.10	23,467.37	-8,467.37	-56.45 %
300-30-36214-0000000	Sludge Hauling	100,000.00	100,000.00	0.00	49,769.64	50,230.36	50.23 %
300-30-36215-0000000	Printing	1,200.00	1,200.00	0.00	138.33	1,061.67	88.47 %
300-30-36216-0000000	Postage	2,000.00	2,000.00	9.66	525.96	1,474.04	73.70 %
300-30-36217-0000000	Telephone	10,500.00	10,500.00	1,036.30	11,122.24	-622.24	-5.93 %
300-30-36218-0000000	Tap Fees & Inspections	75,000.00	75,000.00	6,790.00	163,412.16	-88,412.16	-117.88 %
300-30-36221-0000000	Garbage Pickup	225,000.00	225,000.00	22,492.90	200,741.49	24,258.51	10.78 %
300-30-36302-0000000	Advertising/Promotion	1,500.00	1,500.00	0.00	0.00	1,500.00	100.00 %
300-30-36303-0000000	Permits & Licenses	25,000.00	25,000.00	0.00	41,889.40	-16,889.40	-67.56 %
300-30-36307-0000000	Dues & Subscriptions	2,000.00	2,000.00	301.00	448.37	1,551.63	77.58 %
300-30-36400-0000000	Supplies & Equipment	1,500.00	1,500.00	0.00	181.58	1,318.42	87.89 %
300-30-36401-0000000	Chemicals	45,000.00	45,000.00	1,262.47	43,372.17	1,627.83	3.62 %
300-30-36402-0000000	Copier / Fax Machine	3,000.00	3,000.00	135.00	1,692.28	1,307.72	43.59 %
300-30-36403-0000000	Operating Supplies	80,000.00	80,000.00	15,397.03	48,469.15	31,530.85	39.41 %
300-30-36404-0000000	Uniforms	4,700.00	4,700.00	85.14	1,850.37	2,849.63	60.63 %
300-30-36406-0000000	Computer Technology	24,000.00	24,000.00	1,213.51	20,073.94	3,926.06	16.36 %
300-30-36502-0000000	Travel & Training	5,500.00	5,500.00	588.56	4,786.03	713.97	12.98 %
300-30-36503-0000000	Employee Relations	2,000.00	2,000.00	25.82	578.04	1,421.96	71.10 %
300-30-36601-0000000	Repairs & Maintenance	300,000.00	300,000.00	147,317.26	562,407.77	-262,407.77	-87.47 %

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
300-30-36602-0000000	Vehicle Repair and Maint.	3,500.00	3,500.00	1,139.18	2,980.45	519.55	14.84 %
300-30-36604-0000000	Water & Sewer Items	9,708.00	9,708.00	0.00	621.69	9,086.31	93.60 %
300-30-36605-0000000	Gas & Oil	14,000.00	14,000.00	1,184.47	8,538.22	5,461.78	39.01 %
300-30-36701-0000000	Liability Insurance	4,694.00	4,694.00	391.19	9,303.09	-4,609.09	-98.19 %
300-30-36702-0000000	Property Insurance	45,677.00	45,677.00	3,806.44	41,870.78	3,806.22	8.33 %
300-30-36801-0000000	Gas For Generators	1,320.00	1,320.00	76.30	770.56	549.44	41.62 %
300-30-36802-0000000	Water Plants	110,000.00	110,000.00	8,216.04	75,747.64	34,252.36	31.14 %
300-30-36803-0000000	WWTP	73,000.00	73,000.00	5,834.71	61,558.46	11,441.54	15.67 %
300-30-36804-0000000	Lift Stations	24,200.00	24,200.00	1,463.62	16,630.96	7,569.04	31.28 %
300-30-37000-0000000	Utility Projects - Prev Maint	150,000.00	150,000.00	6,478.91	53,801.25	96,198.75	64.13 %
300-30-37003-0000000	Utility Projects - Impact Fees Transf...	1,500,000.00	1,500,000.00	0.00	612,549.00	887,451.00	59.16 %
300-30-37101-0000000	Miscellaneous Expenses - Misc	1,000.00	1,000.00	0.00	0.00	1,000.00	100.00 %
300-30-37102-0000000	Miscellaneous Expenses - Bank Cha...	35,000.00	35,000.00	1,642.07	31,010.87	3,989.13	11.40 %
300-30-37202-0000000	Other Expense - Transfer to Debt Se...	425,500.00	425,500.00	35,416.67	389,583.37	35,916.63	8.44 %
300-30-37206-0000000	Transfer to Surplus	63,764.00	63,764.00	0.00	0.00	63,764.00	100.00 %
Department: 30 - Water & Sewer Total:		4,281,450.00	4,281,450.00	397,896.82	3,218,725.32	1,062,724.68	24.82%
Expense Total:		4,281,450.00	4,281,450.00	397,896.82	3,218,725.32	1,062,724.68	24.82%
Fund: 300 - Water & Sewer Surplus (Deficit):		100.00	100.00	10,006.22	242,146.76	242,046.76	42,046.76%
Fund: 400 - MEDC							
Revenue							
Department: 00 - Revenue							
400-00-44110-0000000	Sales Tax Revenue	1,100,000.00	1,100,000.00	159,172.22	1,303,573.62	203,573.62	118.51 %
400-00-44230-0000000	Interest Income	60,000.00	60,000.00	9,257.69	98,353.62	38,353.62	163.92 %
400-00-44300-0000000	Events Revenue	7,000.00	7,000.00	0.00	7,176.34	176.34	102.52 %
Department: 00 - Revenue Total:		1,167,000.00	1,167,000.00	168,429.91	1,409,103.58	242,103.58	20.75%
Revenue Total:		1,167,000.00	1,167,000.00	168,429.91	1,409,103.58	242,103.58	20.75%
Expense							
Department: 40 - MEDC							
400-40-46103-0000000	Downtown Dev. Imp.	90,000.00	90,000.00	0.00	22,822.50	67,177.50	74.64 %
400-40-46104-0000000	Utility Extensions	50,000.00	50,000.00	0.00	0.00	50,000.00	100.00 %
400-40-46107-0000000	Transfer to Capital Proj	200,000.00	200,000.00	16,666.67	183,333.37	16,666.63	8.33 %
400-40-46111-0000000	Streets & Sidewalks	40,000.00	40,000.00	0.00	0.00	40,000.00	100.00 %
400-40-46205-0000000	Sales Tax Reimb	250,000.00	250,000.00	0.00	0.00	250,000.00	100.00 %
400-40-46206-0000000	Econ Dev Grant Prog	20,000.00	20,000.00	5,000.00	6,300.00	13,700.00	68.50 %
400-40-46209-0000000	Dntwn & Cor. Fac & Env Enh.	50,000.00	50,000.00	0.00	0.00	50,000.00	100.00 %
400-40-46303-0000000	Quality of Life - Events	113,200.00	113,200.00	249.51	48,265.54	64,934.46	57.36 %
400-40-46505-0000000	Brochures / Printed Lit	4,000.00	4,000.00	453.54	631.04	3,368.96	84.22 %
400-40-46511-0000000	Website	6,500.00	6,500.00	236.35	1,348.69	5,151.31	79.25 %
400-40-46514-0000000	Social Media Advertising	3,000.00	3,000.00	86.49	377.74	2,622.26	87.41 %
400-40-46515-0000000	Historical Signage	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
400-40-46601-0000000	Transfers to General Fund	275,000.00	275,000.00	22,916.67	252,083.37	22,916.63	8.33 %
400-40-46603-0000000	Miscellaneous Expenses	500.00	500.00	0.00	580.00	-80.00	-16.00 %
400-40-46604-0000000	Consulting/Professional Serv	51,800.00	51,800.00	0.00	16,400.00	35,400.00	68.34 %
400-40-46607-0000000	Travel & Trainings Expenses	8,000.00	8,000.00	940.05	3,236.62	4,763.38	59.54 %
Department: 40 - MEDC Total:		1,167,000.00	1,167,000.00	46,549.28	535,378.87	631,621.13	54.12%
Expense Total:		1,167,000.00	1,167,000.00	46,549.28	535,378.87	631,621.13	54.12%
Fund: 400 - MEDC Surplus (Deficit):		0.00	0.00	121,880.63	873,724.71	873,724.71	0.00%
Fund: 500 - Debt Service							
Revenue							
Department: 00 - Revenue							
500-00-54110-0000000	Ad Valorem Taxes - Current	471,847.00	471,847.00	689.54	458,929.80	-12,917.20	2.74 %
500-00-54115-0000000	Ad Valorem Taxes - Delinquent	0.00	0.00	0.00	3,930.27	3,930.27	0.00 %
500-00-54120-0000000	Penalty & Interest - Current	3,000.00	3,000.00	609.15	2,631.94	-368.06	12.27 %
500-00-54125-0000000	Penalty & Interest - Delinquent	0.00	0.00	0.00	1,299.76	1,299.76	0.00 %
500-00-54220-0000000	Transfers - Water & Sewer Funds	425,000.00	425,000.00	35,416.67	389,583.37	-35,416.63	8.33 %
500-00-54325-0020240	Cert of Obligation Proceeds - Series...	0.00	0.00	0.00	3,500,000.00	3,500,000.00	0.00 %

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
500-00-54400-0000000	Other Revenues	0.00	0.00	0.00	3,638.60	3,638.60	0.00 %
500-00-54410-0000000	Other Revenues - Interest on Check...	0.00	0.00	50.89	4,056.81	4,056.81	0.00 %
500-00-54420-0000000	Other Revenues - Interest on Inves...	0.00	0.00	266.21	574.70	574.70	0.00 %
Department: 00 - Revenue Total:		899,847.00	899,847.00	37,032.46	4,364,645.25	3,464,798.25	385.04%
Revenue Total:		899,847.00	899,847.00	37,032.46	4,364,645.25	3,464,798.25	385.04%
Expense							
Department: 50 - Debt Service							
500-50-17151-0000000	Transfer Out	0.00	0.00	0.00	3,500,000.00	-3,500,000.00	0.00 %
500-50-56220-0000000	Debt Service Payments - Int. Payme...	228,557.00	228,557.00	184,278.00	324,024.25	-95,467.25	-41.77 %
500-50-56230-0000000	Debt Service Payments - Paying Age...	2,000.00	2,000.00	980.00	1,780.00	220.00	11.00 %
500-50-56250-0000000	Debt Service Payments - Principal P...	665,000.00	665,000.00	0.00	665,000.00	0.00	0.00 %
Department: 50 - Debt Service Total:		895,557.00	895,557.00	185,258.00	4,490,804.25	-3,595,247.25	-401.45%
Expense Total:		895,557.00	895,557.00	185,258.00	4,490,804.25	-3,595,247.25	-401.45%
Fund: 500 - Debt Service Surplus (Deficit):		4,290.00	4,290.00	-148,225.54	-126,159.00	-130,449.00	3,040.77%
Fund: 600 - Grant Acct							
Revenue							
Department: 00 - Revenue							
600-00-64220-0000000	Interest Income	0.00	0.00	0.00	0.04	0.04	0.00 %
Department: 00 - Revenue Total:		0.00	0.00	0.00	0.04	0.04	0.00%
Revenue Total:		0.00	0.00	0.00	0.04	0.04	0.00%
Fund: 600 - Grant Acct Total:		0.00	0.00	0.00	0.04	0.04	0.00%
Fund: 700 - Court Security							
Revenue							
Department: 00 - Revenue							
700-00-74110-0000000	Court Fines & Forfeitures - Court Se...	1,500.00	1,500.00	12.00	181.80	-1,318.20	87.88 %
700-00-74210-0000000	Other Revenues - Interest Income	0.00	0.00	0.46	4.62	4.62	0.00 %
700-00-74300-0000000	Transfers	-1,500.00	0.00	0.00	0.00	0.00	0.00 %
Department: 00 - Revenue Total:		0.00	1,500.00	12.46	186.42	-1,313.58	87.57%
Revenue Total:		0.00	1,500.00	12.46	186.42	-1,313.58	87.57%
Expense							
Department: 70 - Court Security							
700-70-76120-0000000	Contracted Services - Security Servi...	0.00	0.00	0.00	300.00	-300.00	0.00 %
700-70-76340-0000000	Bailiff Transfer to General Fund	0.00	1,500.00	0.00	0.00	1,500.00	100.00 %
Department: 70 - Court Security Total:		0.00	1,500.00	0.00	300.00	1,200.00	80.00%
Expense Total:		0.00	1,500.00	0.00	300.00	1,200.00	80.00%
Fund: 700 - Court Security Surplus (Deficit):		0.00	0.00	12.46	-113.58	-113.58	0.00%
Fund: 750 - Court Technology							
Revenue							
Department: 00 - Revenue							
750-00-74120-0000000	Court Technology Fees	650.00	650.00	16.00	250.40	-399.60	61.48 %
750-00-74210-0000000	Interest Income	40.00	40.00	4.81	49.03	9.03	122.58 %
Department: 00 - Revenue Total:		690.00	690.00	20.81	299.43	-390.57	56.60%
Revenue Total:		690.00	690.00	20.81	299.43	-390.57	56.60%
Expense							
Department: 75 - Court Technology							
750-75-76320-0000000	Supplies & Equipment - Computer T...	0.00	0.00	0.00	952.00	-952.00	0.00 %
Department: 75 - Court Technology Total:		0.00	0.00	0.00	952.00	-952.00	0.00%
Expense Total:		0.00	0.00	0.00	952.00	-952.00	0.00%
Fund: 750 - Court Technology Surplus (Deficit):		690.00	690.00	20.81	-652.57	-1,342.57	194.58%

Budget Report

For Fiscal: 2023-2024 Period Ending: 08/31/2024

	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 800 - Hotel Occupancy						
Revenue						
Department: 00 - Revenue						
800-00-84100-0000000 Taxes and Franchise Fees	5,000.00	5,000.00	0.00	0.00	-5,000.00	100.00 %
800-00-84110-0000000 Taxes and Franchise Fees - Hotel Oc...	0.00	0.00	0.00	3,318.28	3,318.28	0.00 %
800-00-84210-0000000 Other Revenues - Interest on Check...	30.00	30.00	4.61	45.70	15.70	152.33 %
Department: 00 - Revenue Total:	5,030.00	5,030.00	4.61	3,363.98	-1,666.02	33.12%
Revenue Total:	5,030.00	5,030.00	4.61	3,363.98	-1,666.02	33.12%
Expense						
Department: 80 - Hotel Occupancy						
800-80-86200-0000000 Tourism Expenses	5,000.00	5,000.00	0.00	0.00	5,000.00	100.00 %
800-80-86300-0000000 Miscellaneous Expenses	0.00	0.00	0.00	176.00	-176.00	0.00 %
Department: 80 - Hotel Occupancy Total:	5,000.00	5,000.00	0.00	176.00	4,824.00	96.48%
Expense Total:	5,000.00	5,000.00	0.00	176.00	4,824.00	96.48%
Fund: 800 - Hotel Occupancy Surplus (Deficit):	30.00	30.00	4.61	3,187.98	3,157.98	10,526.60%
Fund: 850 - Police Asset						
Revenue						
Department: 00 - Revenue						
850-00-84110-0000000 Police Asset Forfeitures - Revenue	0.00	0.00	0.00	1,672.94	1,672.94	0.00 %
850-00-84130-0000000 Police Asset Forfeitures - Interest	0.00	0.00	1.79	18.36	18.36	0.00 %
Department: 00 - Revenue Total:	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Revenue Total:	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Fund: 850 - Police Asset Total:	0.00	0.00	1.79	1,691.30	1,691.30	0.00%
Report Surplus (Deficit):	5,110.00	5,110.00	-432,571.82	5,817,158.83	5,812,048.83	13,738.72%

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)
100 - General Fund	0.00	0.00	51,721.53	2,248,122.40	2,248,122.40
150 - Montgomery PID	0.00	0.00	0.00	600.00	600.00
200 - Capital Projects	0.00	0.00	-467,994.33	2,574,610.79	2,574,610.79
300 - Water & Sewer	100.00	100.00	10,006.22	242,146.76	242,046.76
400 - MEDC	0.00	0.00	121,880.63	873,724.71	873,724.71
500 - Debt Service	4,290.00	4,290.00	-148,225.54	-126,159.00	-130,449.00
600 - Grant Acct	0.00	0.00	0.00	0.04	0.04
700 - Court Security	0.00	0.00	12.46	-113.58	-113.58
750 - Court Technology	690.00	690.00	20.81	-652.57	-1,342.57
800 - Hotel Occupancy	30.00	30.00	4.61	3,187.98	3,157.98
850 - Police Asset	0.00	0.00	1.79	1,691.30	1,691.30
Report Surplus (Deficit):	5,110.00	5,110.00	-432,571.82	5,817,158.83	5,812,048.83

SALES TAX SNAPSHOT

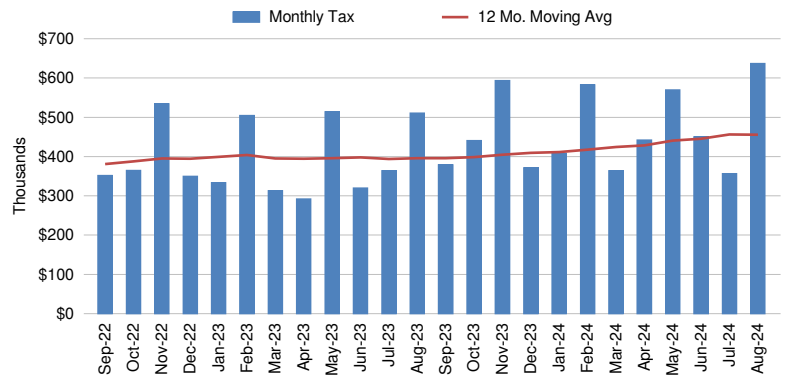
Montgomery

Aug-24

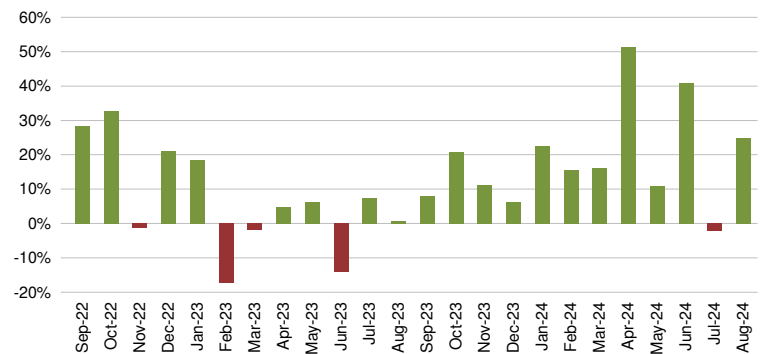
Sales Tax Net Payments

FY Mo.	FY2023	FY2024	YoY % Change
Oct	\$ 364,693	\$ 440,686	20.8%
Nov	\$ 534,537	\$ 593,535	11.0%
Dec	\$ 349,954	\$ 371,287	6.1%
Jan	\$ 333,333	\$ 408,207	22.5%
Feb	\$ 504,516	\$ 582,824	15.5%
Mar	\$ 313,269	\$ 363,747	16.1%
Apr	\$ 291,741	\$ 441,669	51.4%
May	\$ 514,234	\$ 569,427	10.7%
Jun	\$ 319,648	\$ 449,977	40.8%
Jul	\$ 363,681	\$ 356,246	-2.0%
Aug	\$ 510,407	\$ 636,689	24.7%
Sep	\$ 379,179		
FYTD	\$ 4,400,014	\$ 5,214,295	18.5%
FY Total	\$ 4,779,193		

Sales Tax Net Payments Trend



Sales Tax Net Payments Change - YoY



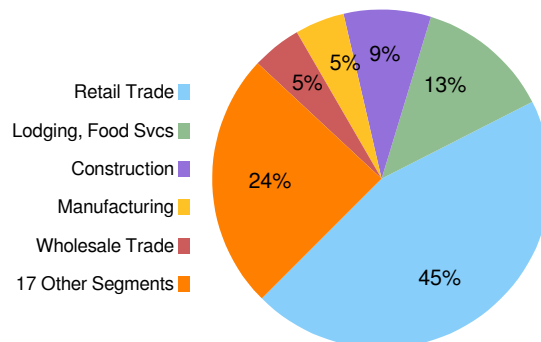
Top 10 Taxpayers

Rank	Company	FYTD Collections	% Total
1	KROGER TEXAS L.P.		
2	MCCOY CORPORATION		
3	THE OTHER SIDE INC.		
4	ENTERGY TEXAS INC.		
5	GOOGLE LLC		
6	PATTERSON-UTI DRILLING COMPANY LLC		
7	RISE COLLECTIVE LLC		
8	AZZIP ENTERPRISES INC.		
9	BROOKSHIRE BROTHERS INC.		
10	AMAZON.COM SERVICES INC (MARKETPLACE)		
Top 10	Companies	\$ 1,759,362	33.0%
6957	Other Large Companies	\$ 3,497,497	65.7%
	Small Companies/Other	\$ 14,776	0.3%
	Single Local Tax Rate (SLT)	\$ 54,503	1.0%
	Total	\$ 5,326,137	100.0%

Industry Segment Collections Trend - YoY % Chg

SEGMENT	Mar	Apr	May	Jun	Jul	Aug
Retail Trade	9.7%	23.8%	6.0%	3.9%	14.1%	5.4%
Lodging, Food Svcs	3.6%	18.6%	10.7%	5.0%	22.0%	11.9%
Construction	81.1%	505.4%	64.4%	414.1%	79.0%	-26.6%
Wholesale Trade	-5.4%	11.7%	-26.7%	-15.1%	-31.2%	-7.7%
Manufacturing	14.8%	98.3%	24.5%	386.5%	-279.6%	-14.2%
All Others	17.9%	24.4%	19.0%	18.4%	-11.3%	110.1%
Total Collections	16.2%	52.1%	11.3%	41.7%	-2.8%	25.0%

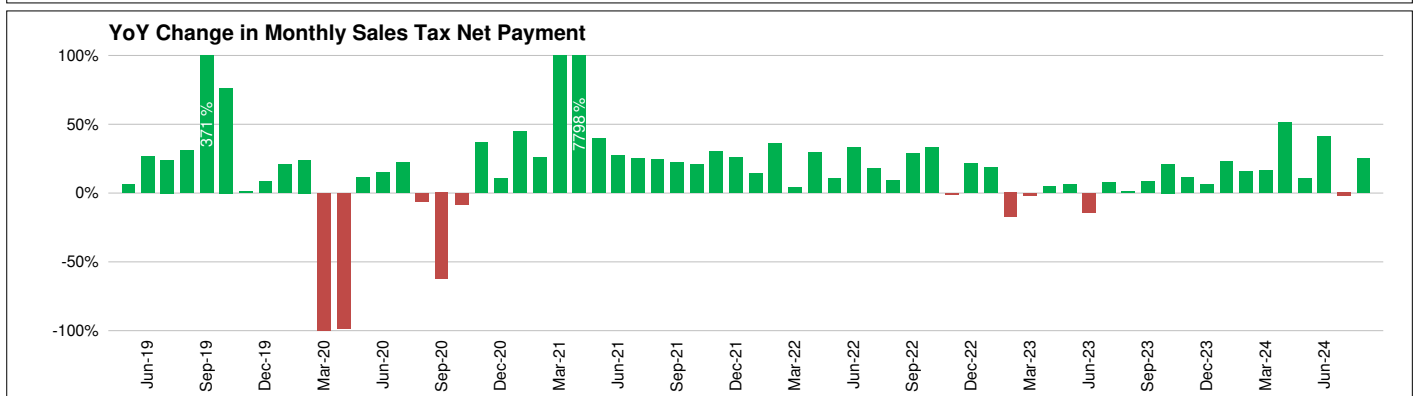
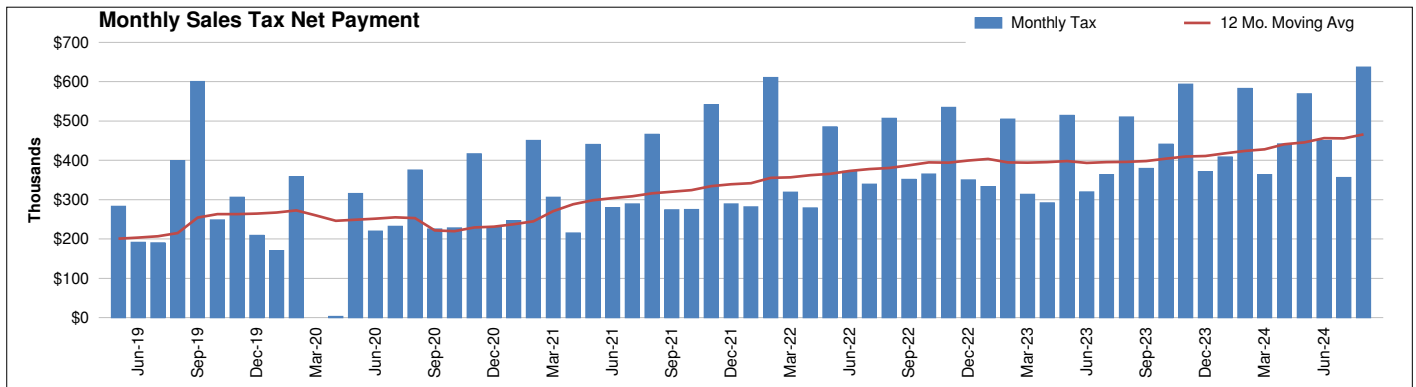
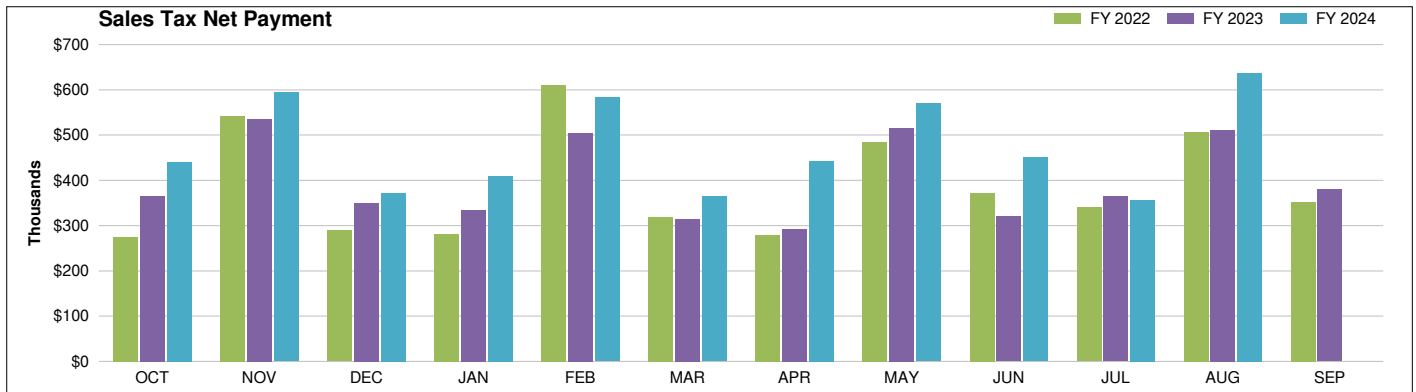
Sales Tax Collections by Industry Segment



Montgomery - Sales Tax Net Payment Trend

	FISCAL YEAR				
	2020	2021	2022	2023	2024
Oct	\$ 248,594	\$ 227,918	\$ 274,763	\$ 364,693	\$ 440,686
Nov	\$ 305,940	\$ 416,557	\$ 540,960	\$ 534,537	\$ 593,535
Dec	\$ 208,807	\$ 229,774	\$ 288,958	\$ 349,954	\$ 371,287
Jan	\$ 170,531	\$ 246,167	\$ 281,477	\$ 333,333	\$ 408,207
Feb	\$ 358,074	\$ 450,079	\$ 610,440	\$ 504,516	\$ 582,824
Mar		\$ 306,202	\$ 318,775	\$ 313,269	\$ 363,747
Apr	\$ 2,725	\$ 215,207	\$ 278,593	\$ 291,741	\$ 441,669
May	\$ 315,100	\$ 440,193	\$ 484,877	\$ 514,234	\$ 569,427
Jun	\$ 219,616	\$ 279,583	\$ 371,795	\$ 319,648	\$ 449,977
Jul	\$ 231,929	\$ 288,879	\$ 339,254	\$ 363,681	\$ 356,246
Aug	\$ 375,019	\$ 466,306	\$ 506,664	\$ 510,407	\$ 636,689
Sep	\$ 225,114	\$ 273,784	\$ 351,555	\$ 379,179	
YEAR	\$ 2,661,447	\$ 3,840,647	\$ 4,648,110	\$ 4,779,193	\$ 5,214,295
YoY Change		na	21.0%	2.8%	na

Change: FY '24/'23			
Month		Year-to-Date	
\$	%	\$	YTD %
\$ 75,994	20.8%	\$ 75,994	20.8%
\$ 58,998	11.0%	\$ 134,992	15.0%
\$ 21,333	6.1%	\$ 156,325	12.5%
\$ 74,874	22.5%	\$ 231,199	14.6%
\$ 78,308	15.5%	\$ 309,506	14.8%
\$ 50,478	16.1%	\$ 359,984	15.0%
\$ 149,927	51.4%	\$ 509,912	18.9%
\$ 55,193	10.7%	\$ 565,105	17.6%
\$ 130,329	40.8%	\$ 695,433	19.7%
\$ (7,434)	-2.0%	\$ 687,999	17.7%
\$ 126,282	24.7%	\$ 814,281	18.5%



Montgomery
SALES TAX PAYMENT DETAIL

Aug-24				Fiscal Year: Oct-Sep		
COLLECTIONS	Aug-23	Aug-24	Chg. \$ Chg. %	Prior FYTD	Current FYTD	Chg. \$ Chg. %
Current Period	511,281	639,947	128,666 25.2%	4,287,583	5,130,300	842,718 19.7%
Prior Period	1,462	7,129	5,668 387.8%	92,151	49,438	(42,712) -46.4%
Future Period	907	327	(581) -64.0%	17,186	41,850	24,664 143.5%
Audit	5,104	862	(4,242) -83.1%	46,568	48,082	1,513 3.2%
Unidentified	113	102	(11) -9.6%	2,145	1,963	(182) -8.5%
Single Local Tax Rate	4,992	7,194	2,203 44.1%	47,545	54,503	6,958 14.6%
TOTAL	523,858	655,561	131,703 25.1%	4,493,178	5,326,137	832,959 18.5%
Service Fee	(10,477)	(13,111)	(2,634) 25.1%	(89,864)	(106,523)	(16,659) 18.5%
Current Retained	(10,268)	(12,849)	(2,581) 25.1%	(88,066)	(104,392)	(16,326) 18.5%
Prior Retained	7,293	7,088	(206) -2.8%	84,765	99,072	14,307 16.9%
NET PAYMENT	510,407	636,689	126,282 24.7%	4,400,014	5,214,295	814,281 18.5%

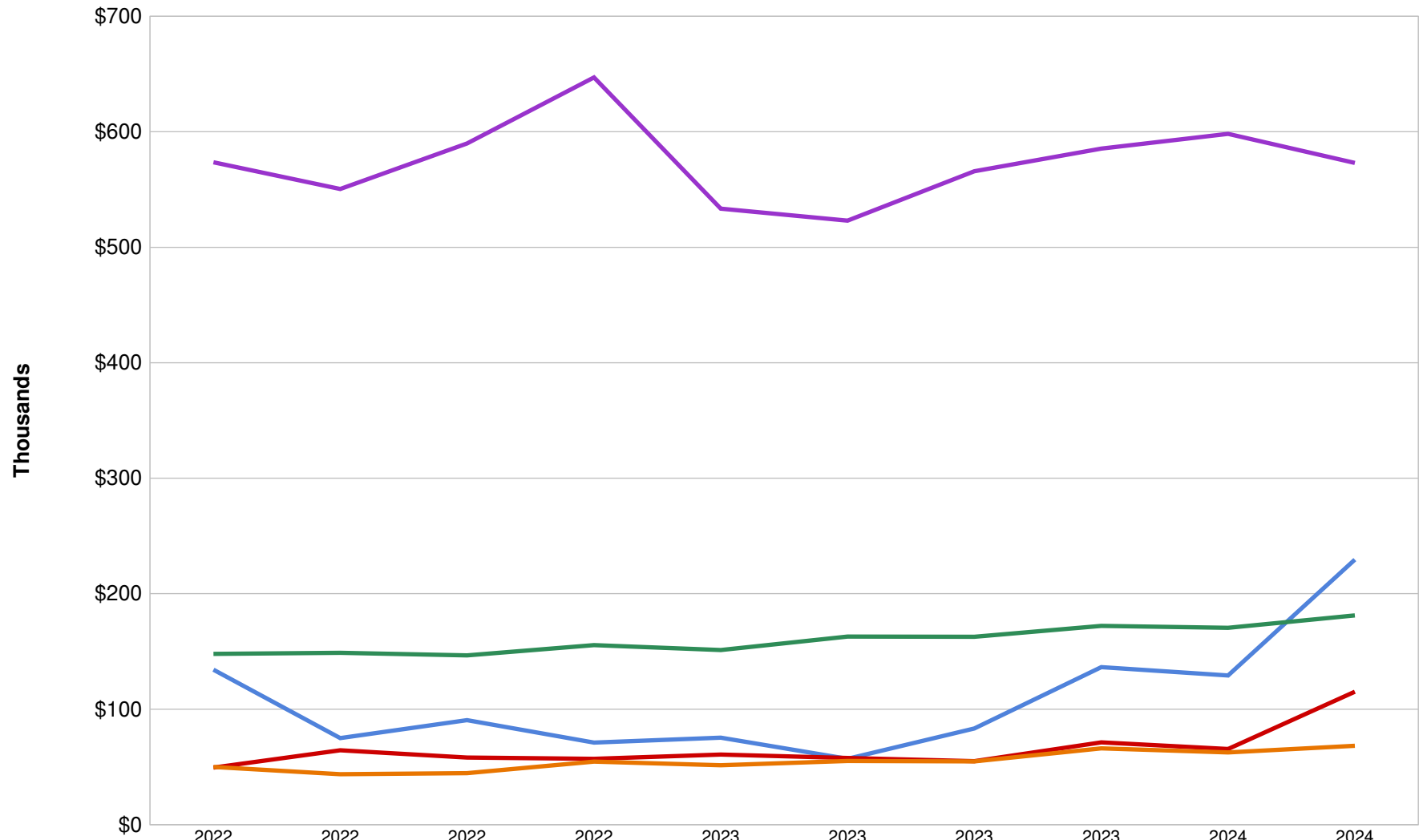
Montgomery
TOP 30 COMPANIES RANK and CHANGE SUMMARY
Aug-24

Fiscal Year: Oct-Sep

Rank*	Company	NAICS Key	Prior Fiscal YTD Sales Tax Collections	Current Fiscal YTD Sales Tax Collections	Change \$	Change %	Current Fiscal YTD % Total Collections
1	KROGER TEXAS L.P.	9					
2	MCCOY CORPORATION	9					
3	THE OTHER SIDE INC.	22					
4	ENTERGY TEXAS INC.	3					
5	GOOGLE LLC	11					
6	PATTERSON-UTI DRILLING COMPANY LLC	2					
7	RISE COLLECTIVE LLC	4					
8	AZZIP ENTERPRISES INC.	22					
9	BROOKSHIRE BROTHERS INC.	9					
10	AMAZON.COM SERVICES INC (MARKETPLACE)	9					
TOP 10 LARGE** COMPANIES			1,481,480	1,759,362	277,881	18.8%	33.0%
11	JIM'S HARDWARE INC.	9					
12	MCKINNEY RESTAURANT 21141 LLC	22					
13	SCHULTZ PET SUPPLY LLC	9					
14	CHEWY INC.	9					
15	K. HOVNANIAN OF HOUSTON II L.L.C.	4					
16	O'REILLY AUTO ENTERPRISES LLC	9					
17	HOME DEPOT U.S.A. INC.	9					
18	BFI WASTE SERVICES OF TEXAS LP	18					
19	STARBUCKS CORPORATION	22					
20	JEETHO BUSINESS INC.	9					
21	NEW CINGULAR WIRELESS PCS LLC	12					
22	EMJ CONSTRUCTION LLC	4					
23	AMAZON.COM SERVICES LLC	9					
24	WHALECO INC	9					
25	FUBO TV MEDIA INC	12					
26	SPAN CONSTRUCTION & ENGINEERING INC.	4					
27	SKIPPER BEVERAGE COMPANY LLC	9					
28	CHIPOTLE MEXICAN GRILL OF COLORADO LLC	22					
29	PANDA EXPRESS INC.	22					
30	THE ECLECTIC TRADING COMPANY	22					
TOP 30 LARGE COMPANIES			2,142,486	2,701,458	558,972	26.1%	50.7%
TOP 100 LARGE COMPANIES			3,017,880	3,779,215	761,334	25.2%	71.0%
6,866 OTHER LARGE COMPANIES			1,403,803	1,477,644	73,841	5.3%	27.7%
SMALL COMPANIES & OTHER			23,950	14,776	(9,174)	-38.3%	0.3%
SINGLE LOCAL TAX RATE COLLECTIONS (SLT)			47,545	54,503	6,958	14.6%	1.0%
TOTAL COLLECTIONS			4,493,178	5,326,137	832,959	18.5%	100.0%
STATE COMPTROLLER FEES			93,165	111,843	18,678	20.0%	2.1%
NET PAYMENTS			4,400,014	5,214,295	814,281	18.5%	97.9%

* Ranked by Total of Last Fiscal Year + Current Fiscal YTD

** Businesses whose detailed sales tax data is available

Montgomery**INDUSTRY SEGMENT SALES TAX TREND**

Retail Trade
 Construction
 Lodging, Food Svcs
 Manufacturing
 Information excl. Telecom

2022 Q1	2022 Q2	2022 Q3	2022 Q4	2023 Q1	2023 Q2	2023 Q3	2023 Q4	2024 Q1	2024 Q2
573,626	550,377	589,816	646,997	533,345	522,983	565,884	585,378	598,285	572,982
134,245	75,013	90,506	71,077	75,311	57,089	83,316	136,365	129,161	229,427
147,903	148,876	146,606	155,490	151,234	162,950	162,731	172,065	170,439	181,261
49,444	64,367	58,209	56,931	60,763	57,826	55,052	71,260	65,440	115,164
50,052	43,725	44,539	54,617	51,453	55,176	54,751	66,109	62,641	68,215

Data Source:
Texas Comptroller of Public Accounts

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HdL Companies

Montgomery INDUSTRY SEGMENT RANK & CHANGE

Aug-24

Fiscal Year: Oct-Sep

INDUSTRY SEGMENT*	% Total Current YTD Collections	Prior Fiscal YTD Sales Tax Collections	Current Fiscal YTD Sales Tax Collections	Change	
				\$	%
Retail Trade	42.0%	2,120,817	2,208,910	88,093	4.2%
Lodging, Food Svcs	12.4%	577,498	650,119	72,621	12.6%
Construction	10.8%	261,772	565,949	304,176	116.2%
Wholesale Trade	4.3%	228,254	224,883	(3,371)	-1.5%
Manufacturing	4.6%	213,413	243,084	29,670	13.9%
Top 5	74.1%	3,401,755	3,892,945	491,190	14.4%
Information excl. Telecom	4.6%	198,439	239,812	41,373	20.8%
Telecom	2.7%	147,508	143,357	(4,151)	-2.8%
Admin, Support, Waste Mgmt	2.9%	122,761	150,533	27,772	22.6%
Utilities	2.5%	145,970	133,010	(12,960)	-8.9%
Mining, Oil/Gas Extr	4.1%	19,163	217,068	197,905	1032.7%
Prof, Scientific, Tech Svcs	2.3%	100,373	122,940	22,567	22.5%
Other Services	1.9%	94,514	101,584	7,069	7.5%
Real Estate, Rental, Leasing	1.3%	59,663	67,157	7,494	12.6%
Unidentified	1.4%	36,409	71,662	35,253	96.8%
Financial, Insurance	0.8%	22,420	42,559	20,140	89.8%
Ag, Forestry, Fishing, Hunting	0.5%	29,624	24,874	(4,750)	-16.0%
Recreation, Arts, Entmt	0.4%	17,834	19,929	2,095	11.7%
Transportation, Warehousing	0.2%	14,174	12,222	(1,952)	-13.8%
Education Services	0.1%	2,517	7,245	4,728	187.9%
Public Admin	0.1%	4,467	4,968	501	11.2%
Health Care, Social Assistance	0.1%	3,735	4,415	681	18.2%
Company, Enterprise Mgmt	0.0%	357	577	220	61.7%
All Other	25.9%	1,019,928	1,363,913	343,985	33.7%
TOTAL COLLECTIONS	100.0%	4,421,683	5,256,859	835,175	18.9%

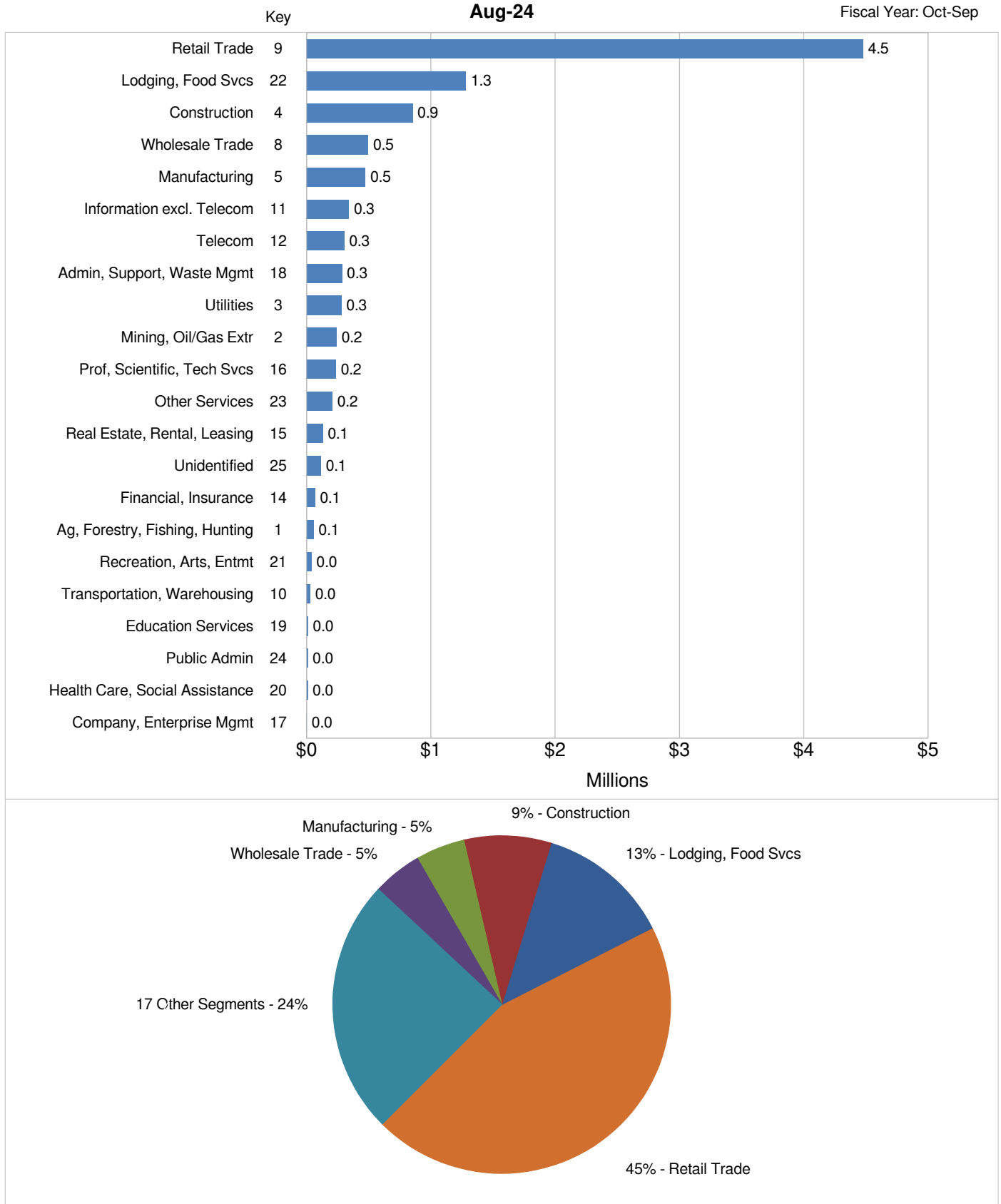
INDUSTRY SEGMENT	% Change from same month Prior Year					
	Mar	Apr	May	Jun	Jul	Aug
Retail Trade	9.7%	23.8%	6.0%	3.9%	14.1%	5.4%
Lodging, Food Svcs	3.6%	18.6%	10.7%	5.0%	22.0%	11.9%
Construction	81.1%	505.4%	64.4%	414.1%	79.0%	-26.6%
Wholesale Trade	-5.4%	11.7%	-26.7%	-15.1%	-31.2%	-7.7%
Manufacturing	14.8%	98.3%	24.5%	386.5%	-279.6%	-14.2%
All Others	17.9%	24.4%	19.0%	18.4%	-11.3%	110.1%
TOTAL COLLECTIONS	16.2%	52.1%	11.3%	41.7%	-2.8%	25.0%

* Ranked by Current + Prior YTD Collections

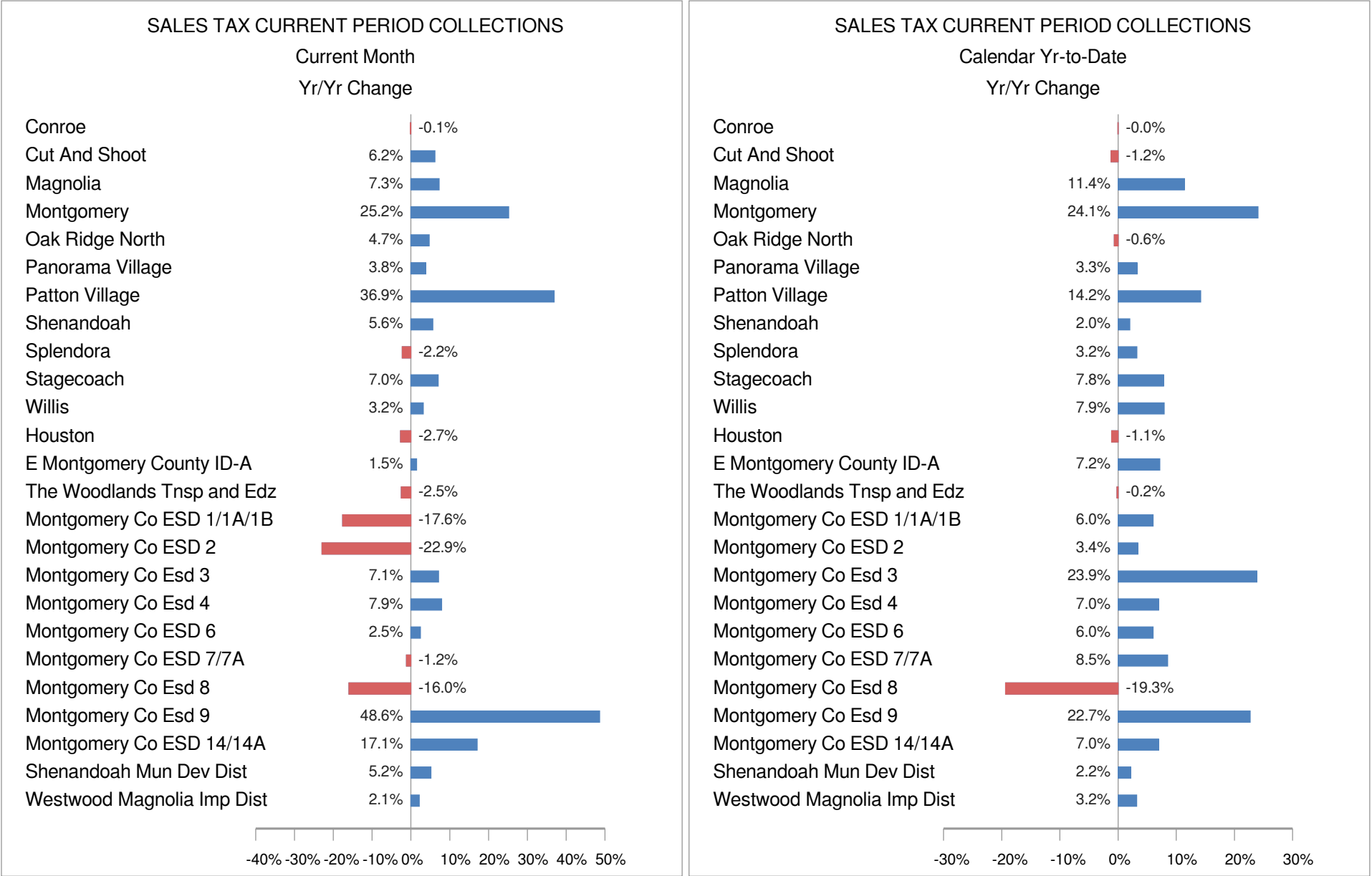
Montgomery

INDUSTRY SEGMENT SALES TAX RANK & DISTRIBUTION

(Prior Fiscal Year + Current Fiscal Year-to-Date)



SALES TAX TREND
MONTGOMERY COUNTY
Aug-24



Data: Texas Comptroller of Public Accounts

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NAICS KEY

Code	Industry Segment
1	Ag, Forestry, Fishing, Hunting
2	Mining, Oil/Gas Extr
3	Utilities
4	Construction
5	Manufacturing
6	Included in Key No. 5
7	Included in Key No. 5
8	Wholesale Trade
9	Retail Trade
10	Transportation, Warehousing
11	Information excl. Telecom
12	Telecom
13	Included in Key No. 11
14	Financial, Insurance
15	Real Estate, Rental, Leasing
16	Prof, Scientific, Tech Svcs
17	Company, Enterprise Mgmt
18	Admin, Support, Waste Mgmt
19	Education Services
20	Health Care, Social Assistance
21	Recreation, Arts, Entmt
22	Lodging, Food Svcs
23	Other Services
24	Public Admin
25	Unidentified



Item 9.

Receipt Listing by Product Code

General Ledger Distribution Account Summary

Date Range: 08/01/2024 - 08/31/2024

Distribution GL Account Number	Distribution Amount
Fund: 100	
100-00-14110-0000000 - Building Permits/MEP	-31,836.00
100-00-14120-0000000 - Vendor/Beverage Permits	-100.00
100-00-14130-0000000 - Sign Fees	-350.00
100-00-14140-0000000 - Plats, Zoning, Misc.	-1,000.00
100-00-14210-0000000 - Community Building Rental	-975.00
100-00-14230-0000000 - Right of Way Use Fees	-1,741.03
100-00-14600-0000000 - Shop with a Cop	-1,160.00
100-00-14650-0000000 - Unanticipated Income	-27,241.60
100-00-14660-0000000 - Credit Card Fees	-1,089.10
100-10-16102-0000000 - Legal Notices & Publications	-1,691.80
100-12009-00000 - Community Building Rental Deposits	-600.00
100-12030-00000 - Sales Tax Payable	-22.04
100-12100-00000 - Escrow Account	-4,000.00
100 Subtotal:	-71,806.57
Fund: 300	
300-00-34420-0000000 - Impact Fees - Capital Cost	-69,117.00
300-00-34470-0000000 - Miscellaneous Revenue & ETS Revenue	-34,897.00
300 Subtotal:	-104,014.00
Grand Total:	-175,820.57

ARREARS			
	60 Days	90 Days	120+ Days
Amount	\$2,379.68	\$1,223.46	\$4,761.27
GRAND TOTAL:			\$8,364.41

PERMITS		
Type	Revenue	Permit Count
Building-Residential Addition, Generators	\$ 10,506.00	19
Plumbing	\$ 3,775.00	17
Irrigation	\$ 375.00	3
Building-Commercial Remodel	\$ 5,080.00	3
Sign Inspection Rush Fee	\$ 100.00	N/A
Pool	\$ 2,100.00	6
Sign	\$ 250.00	4
Mechanical	\$ 3,700.00	17
Electrical	\$ 6,300.00	26
TOTAL	\$ 32,186.00	95

UTILITIES	
New Water Accts.	27
Disconnected Water Accts.	18
Total Number of Active Accts.	1095



CITY OF MONTGOMERY MUNICIPAL COURT MONTHLY REPORT

AUGUST 2024

KIMBERLY DUCKETT

COURT ADMINISTRATOR

Comparison Chart

Citations and Revenue January 2022 - 2024

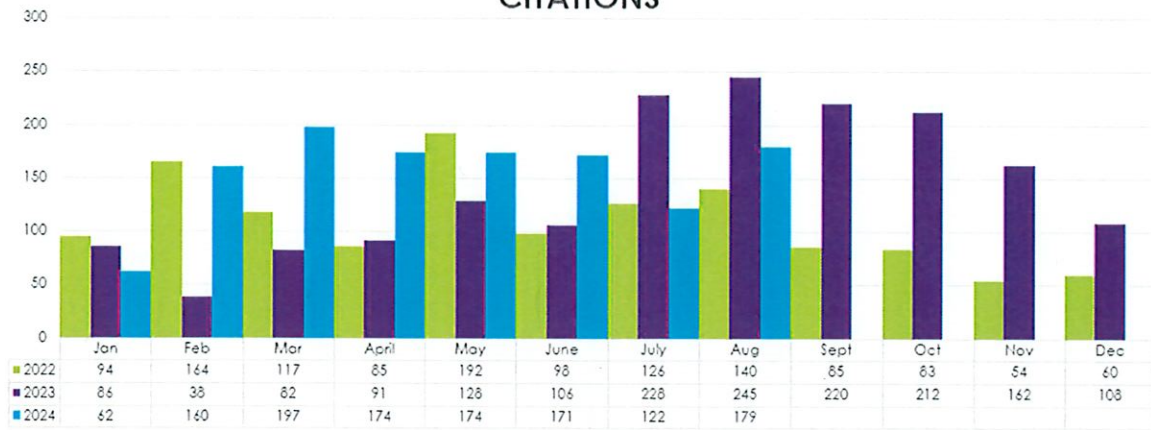
	2022	2023	2024
Jan	94	86	62
Feb	164	38	160
Mar	117	82	197
April	85	91	174
May	192	128	174
June	98	106	171
July	126	228	122
Aug	140	245	179
Sept	85	220	
Oct	83	212	
Nov	54	162	
Dec	60	108	

Totals 1298 1706 1239

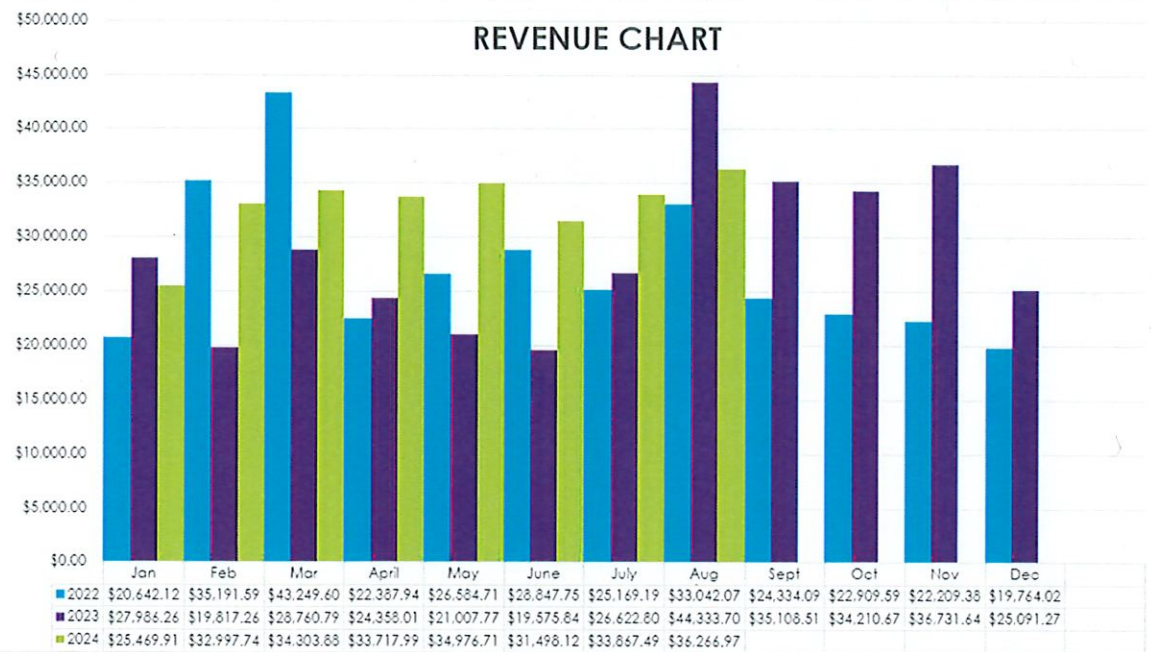
	2022	2023	2024
Jan	\$20,642.12	\$27,986.26	\$25,469.91
Feb	\$35,191.59	\$19,817.26	\$32,997.74
Mar	\$43,249.60	\$28,760.79	\$34,303.88
April	\$22,387.94	\$24,358.01	\$33,717.99
May	\$26,584.71	\$21,007.77	\$34,976.71
June	\$28,847.75	\$19,575.84	\$31,498.12
July	\$25,169.19	\$26,622.80	\$33,867.49
Aug	\$33,042.07	\$44,333.70	\$36,266.97
Sept	\$24,334.09	\$35,108.51	
Oct	\$22,909.59	\$34,210.67	
Nov	\$22,209.38	\$36,731.64	
Dec	\$19,764.02	\$25,091.27	

Totals \$324,332.05 \$343,604.52 \$263,098.81

CITATIONS



REVENUE CHART





Montgomery Police Department

Chief Anthony Solomon

Activity Report

August 1, 2024 – August 31, 2024

Patrol Division

• Calls for Service	-	81
• Total Reports	-	40
• Citations Issued	-	180
• Warnings Issued	-	416
• Arrests	-	24
• Accidents	-	8

Breakdown by Offense Category

• DWI/DUI	-	8
• Drug Arrests/Citations	-	3
• Assault	-	2
• Warrant Arrests	-	12
• Driving While DL Invalid	-	2
• Prohibited Weapon	-	1
• Theft	-	1
• Criminal Mischief	-	1
• Burglary of Building	-	1

Investigation Division

Total number of assigned cases to C.I.D. for the month: 4

Personnel/Training

- Sgt. Voytko and Officer Mayhugh held Defense Tactics for B Shift.
- Sgt. Hernandez attended Mental Health Officer training.
- Sgt. Voytko held a TASER class for A Shift.

Major Incidents

- No major incidents in August.

Community Relations

- Sgt. Bauer held a Safe Worship meeting for local church leaders/security persons.

- Sgt. Bauer held a Business Safety meeting.
- Sgt. Bauer spoke at United Methodist Church Women's meeting.
- Chief Solomon, Lt. Belmares, Sgt. McRae attended Coffee with the Cops in collaboration with MISD Police Dept.
- Sgt. Graves, Officer Galindo, and Officer Gutierrez attended Town Creek's Hot Dog Back to School event.

Upcoming Events

- October 1st – Faith & Blue

Traffic and Safety Initiatives

- Our officers participated in TxDOT's Impaired Driving Mobilization. The goal of this program is to remove impaired drivers from the road. The results of this program are: 108 citations issued, 218 warnings issued, and 11 Misdemeanor arrests made.



City of Montgomery

101 Old Plantersville Rd.
Montgomery, TX 77316
936-597-6866



August 2024
Code Enforcement Officer
Monthly Report

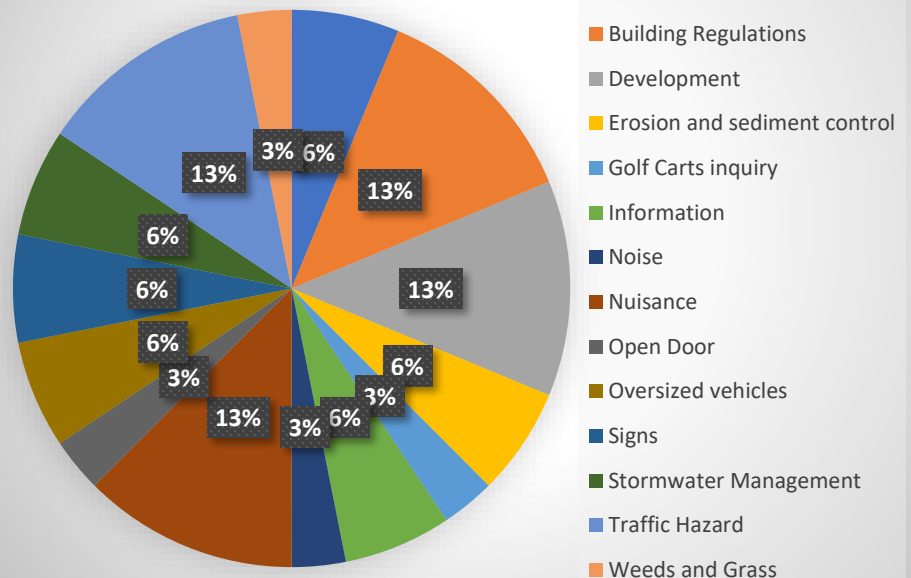
Mission: To uphold and enforce the Codes and Ordinances established and adopted by the City Council to ensure the health, safety, and welfare of residents, property owners, business owners, and visitors by investigating and inspecting public or private locations for compliance through proactive, prompt, and reasonable enforcement of the codes. Code Enforcement emphasizes achieving voluntary code compliance by educating the public via clear and open communication and cooperation.

Activity:

Nature of Call	Group Total
Abandoned Vehicle	2
Building Regulations	4
Development	4
Erosion and sediment control	2
Golf Carts inquiry	1
Information	2
Noise	1
Nuisance	4
Open Door	1
Oversized vehicles	2
Signs	2
Stormwater Management	2
Traffic Hazard	4
Weeds and Grass	1

Total Records: 32

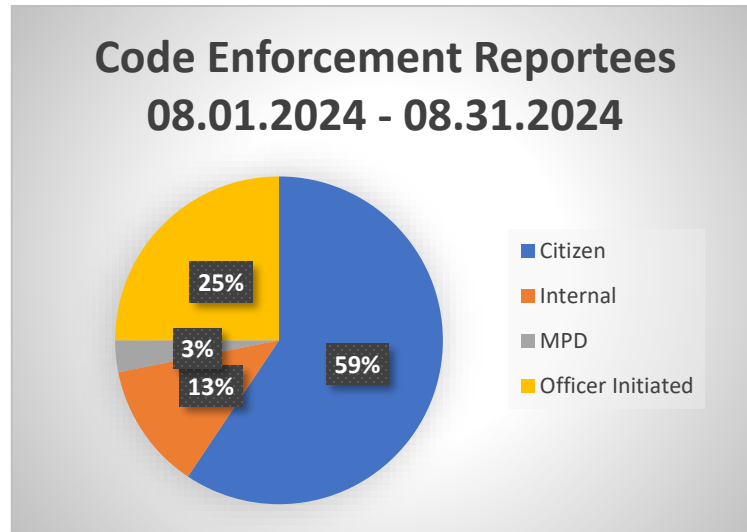
Code Enforcement Cases 08.01.2024 - 08.31.2024



REP Type	Group Total
----------	-------------

Citizen	19
Internal	4
MPD	1
Officer Initiated	8

Total Records: 32



Notice of violations: 2

Training: 4 hours – 1st Annual Women’s Leadership Conference, Spring TX
 1 hour – AACE (zoom) check-in and updates
 1.5 hours – CHE – (live webinar) Boards and Commission Meetings



September 19, 2024

The Honorable Mayor and City Council
City of Montgomery
101 Old Plantersville Road
Montgomery, Texas 77316

Re: Monthly Engineering Report
City Council Meeting September 24, 2024

Dear Mayor and Council:

The following is a brief summary that describes our activities since the August 27, 2024 Council Meeting:

Capital Projects:

- 1. Water Plant No. 2 Improvements** – We did not receive a pay estimate or change order this month. The contractor has mobilized on site and is continuing with site clearing in preparation for construction of the new well and ground storage tank. Based on their schedule they should be substantially complete in June 2025.



*September 13, 2024
Water Plant Site Clearing*

- 2. Water Plant No. 3 Improvements** – It is our understanding that the Contractor was onsite on September 18th to address the remaining punchlist items. We will inspect and coordinate with the Operator to ensure the repairs are completed in a timely manner.

3. **FM 1097 Sanitary Sewer Rehabilitation** – We solicited bids from five contractors on September 10th and received no bids. We are continuing to reach out to trusted contractors to award the project. As a reminder, we have received all of the required easements from the adjacent MUD and property owners.
4. **2023 Sanitary Sewer Rehabilitation Phase I** – We did not receive a pay estimate this month. It is our understanding that the contractor has completed all fieldwork and is in the process of submitting all outstanding CCTV videos and close-out documents. During construction of the pipe-bursting in Lone Star Estates, debris and silt entered the wet well of Lift Station No. 2, causing two lift pumps to break. The City's Utility Operator and Public Works responded to the issue and the pumps have been replaced. We will be assessing all costs associated with the damages against Cruz Tec.
5. **2023 Sanitary Sewer Rehabilitation Phase II** – We did not receive a pay estimate this month. The contractor completed all of field work and site restoration and is in the process of submitting all outstanding CCTV videos and close-out documents.



*August 23, 2024
 New Asphalt along SH 105*

6. **Old Plantersville Force Main Extension** – We received Pay Estimate No. 4 in the amount of \$43,850.70. The project is 84% complete by time and 94% complete by value as of August 7th. We performed a final inspection on September 12th and issued the punchlist at that time. It is our understanding that the contractor is working to address all punchlist items. As a reminder, this project is being funded by Redbird Meadows.
7. **Old Plantersville Waterline Extension** – We received bids in our office on September 17th and received a total of 10 bids. The apparent low bid was Bull-G in the amount of \$1,023,795.00 and 120 calendar days. We have discussed the bids with the Developer, and they have no issue with awarding the project to Bull-G. We plan to discuss this further as a separate agenda item. As a reminder, this project is being funded by Redbird Meadows.

8. **McCown St. and Caroline St. Waterline Replacement** – The design is on hold pending completion of the design for the Downtown Improvements project.
9. **TPDES Permit Amendment (Town Creek Wastewater Treatment Plant)** – The completed application for permit amendment was submitted to the TCEQ in September 2023. It is our understanding that TCEQ is experiencing significant delays in processing permits, and we are following up daily to determine the status of the City's permit. We are unable to provide an expected delivery date at this time.
10. **Town Creek Wastewater Plant Expansion to 0.3 MGD** – As a reminder, City Council authorized Halff Associates to complete the design of the Town Creek Wastewater Treatment Plant expansion to 0.3 MGD at the April 23rd Council meeting. We are continuing coordination with Halff to finalize the contract and design scope before execution.
11. **Buffalo Springs Dr. Road Reconstruction** – The contractor is substantially complete with construction and has opened the roadway for public use. We attended a final inspection on September 12th and issued the punchlist at that time. The contractor is working on addressing all punchlist items and preparing final documents. We received Pay Estimate No. 4 in the amount of \$275,289.75. The project is 97% complete by time and 70% complete by value as of July 19th. We additionally received Change Order No. 2 in the amount of \$8,150 and 0 calendar days. The change order included work to tie into the existing driveway and the removal of an existing storm inlet. We additionally received Change Order No. 3 in the amount of \$0.00 and 7 calendar days to account for time lost due to Hurricane Beryl. As a reminder, the project is being funded by The Home Depot.



September 14, 2024
New Buffalo Springs Roadway

12. Buffalo Springs Dr. & SH-105 Traffic Signal – The contractor is substantially complete with the construction of the signal. Additionally, it is our understanding that the signal should be activated by TxDOT on September 24th. We received Pay Estimate No. 3 in the amount of \$48,729.69. The contractor is 54% complete by value and 89% complete by time as of August 23rd. Additionally, we received Change Order No. 2 that resulted in a net deduct of \$2,952.00 to the total contract amount. The change order includes the removal of flashing lights on the signal to full red, yellow, and green signal. As a reminder, the project is being funded by The Home Depot.



*September 13, 2024
 Signal Mass Arms*

Developments:

1. **Feasibility Studies** – There are no ongoing feasibility studies at this time.
2. **Plan Reviews**
 - a. **MISD Athletic Complex Improvements** – We received civil plans for review on July 24th and provided comments on August 9th. We have not received a revised plan set.
 - b. **Lone Star Ridge Mass Grading and Detention** – We received mass grading plans for the proposed single-family development on September 9th and will proceed with our review upon receipt of escrow deposit from the Developer.
 - c. **Lone Star Ridge Drainage Impact Study** – We received a revised drainage study on September 9th and will proceed with our review upon receipt of escrow deposit from the Developer.
3. **Plat Reviews**
 - a. **Superior Properties Preliminary Plat** – We did not receive a revised plat this month.

- b. **MISD CTE/Ag Complex Minor Plat** – We received a revised plat on August 21st and provided comments on September 19th
- c. **910 Clepper Development Plat** – We received the plat for review on August 22nd and provided comments on August 29th. We received a further revised plat on September 3rd and provided plat approval the same day.

4. Ongoing Construction

- a. **Hills of Town Creek Section 5** – The contractor has mobilized on site and has begun work on the water, sanitary, and storm to serve the single-family development.



*September 11, 2024
 Emma's Way Extension*

- b. **MUD No. 224 Lift Station (City of Montgomery Lift Station No. 15)** – The contractor has addressed all outstanding punchlist items and the lift station has entered the 1-YR warranty period which ends on August 13, 2025. The generator will be accepted with Section 2 once permanent natural gas is available.
- c. **Montgomery Bend Section 2 Water, Sanitary, Paving, and Drainage** – The contractor is substantially complete with the construction of the water, sanitary sewer, drainage and paving for the proposed Section 2 of the subdivision. We held an inspection of the section on July 17th and issued a punchlist at that time. It is our understanding that the contractor is continuing to address the punchlist items. We plan to withhold acceptance of this section until permanent natural gas is available at the Lift Station No. 15 generator.
- d. **Redbird Meadows Phase 1A Water, Sanitary, Paving, and Drainage** – The contractor has completed clearing and has begun construction of water, sanitary and storm sewer for the site.



September 12, 2024
Cleared Site and Sanitary Sewer Installation

5. One-Year Warranty Inspections

- a. **Town Creek Crossing Section 1** – We held a warranty re-inspection on October 10th, and it is our understanding that the contractor is working to address the remaining punchlist items identified at the inspection.
- b. **Villas of Mia Lago Section 2** – We are continuing to coordinate with the developer to ensure the remaining punch list items are addressed.

General Ongoing Activities:

1. TxDOT:

- a. **FM 1097 & Atkins Creek Drainage Improvements** – We are continuing to coordinate with TxDOT on their timeline of a fully designed improvements project. It is our understanding that TxDOT has acquired all of the necessary right-of-way to complete the improvements.
- b. **Access Management along SH-105 from Grimes County Line to Shepperd Street** – We are continuing our review of TxDOT's latest plan set and are meeting with TxDOT representatives weekly to finalize and address all outstanding utility conflicts. It is our understanding that the first phase of the project is scheduled to begin in Summer 2026. Construction in Montgomery is included in Phase III of this project.
- c. **FM 1097 and Buffalo Springs Drive Traffic Signal** – It is our understanding the signal is in design. TxDOT does not currently have a construction schedule, but they do not expect construction to begin for a few years. There were no further updates on the project from TxDOT at the June 18th bi-annual coordination meeting.

2. **Biweekly Operations and Developments Call** – We are continuing the biweekly operations and developments calls with City Staff and City's operator, Hays Utility North Corporation.

Honorable Mayor and City Council
City of Montgomery
Page 7 of 7
September 24, 2024

Please let me know if you have any questions.

Sincerely,



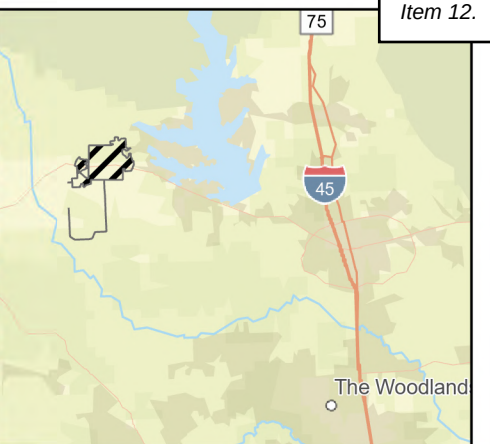
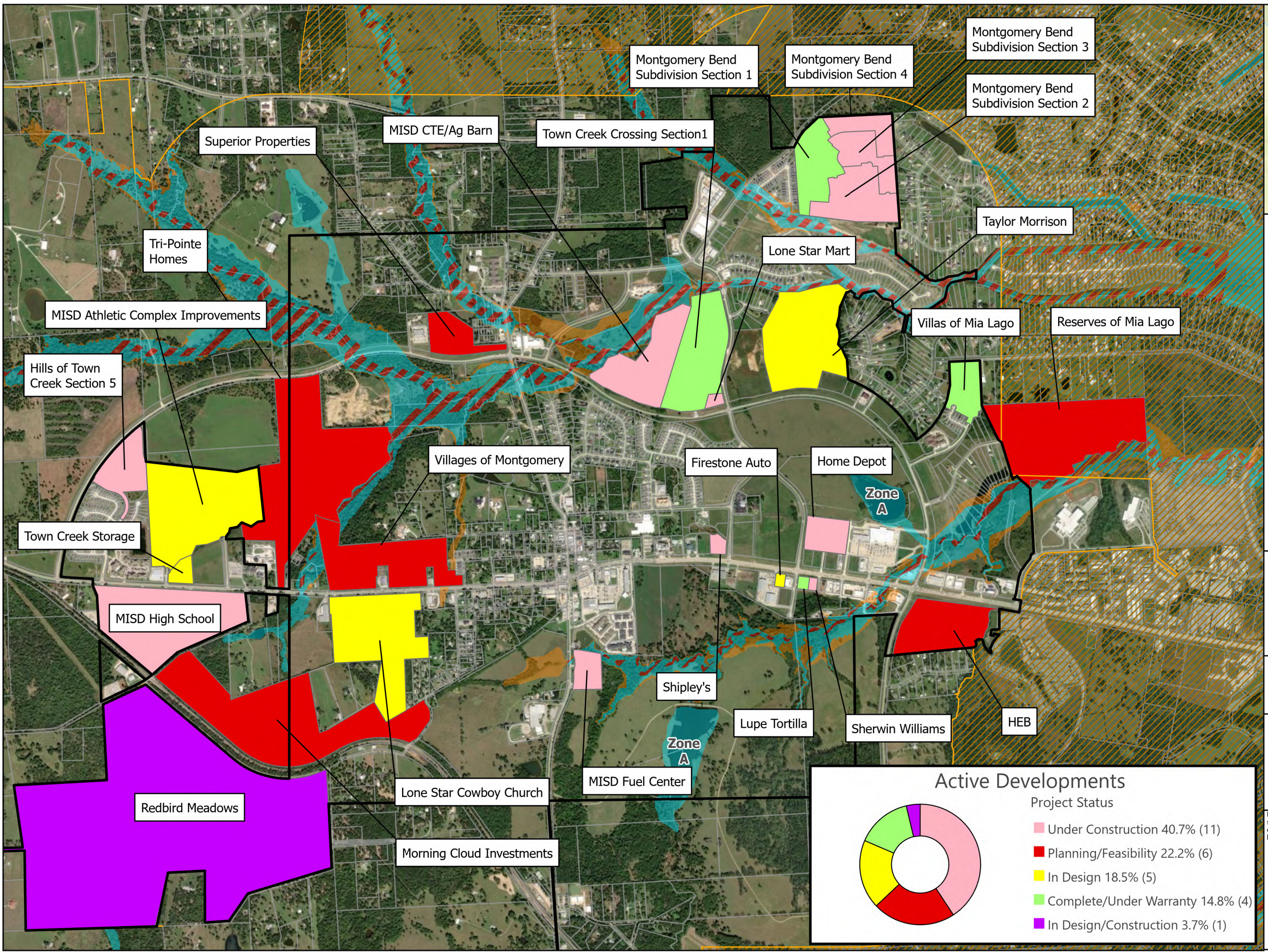
Chris Roznovsky, PE
City Engineer

CVR:KMV/zlgt

Z:\00574 (City of Montgomery)_900 General Consultation\Meeting Files\Engineer's Reports\2024\09.2024\Review\09-2024
Engineer's Report.docx

Attachments – Active Developments Map

Cc (via email): The Planning and Zoning Commission – City of Montgomery
Mr. Gary Palmer – City of Montgomery, City Administrator
Mr. Dave McCorquodale – City of Montgomery, Director of Planning & Development
Mr. Alan Petrov – Johnson Petrov, LLP, City Attorney



Legend

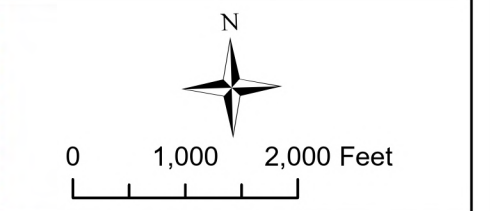
- Parcel Boundary
- Montgomery City Limits
- Montgomery ETJ
- Conroe ETJ

Development Status

- Complete/Under Warranty
- In Design
- In Design/Construction
- Planning/Feasibility
- Under Construction

Environmental

- Floodway
- 100-year
- 500-year



Active Developments Map
September 2024



Disclaimer: This product is offered for graphical purposes only and may not be suitable for legal, engineering, or surveying purposes. The information shown on this exhibit represents the approximate location of property, municipal boundaries or facilities.

