

**RESOLUTION 20-72**

**A RESOLUTION OF THE CITY OF PANAMA CITY BEACH, FLORIDA, APPROVING AN AGREEMENT WITH CONDREY & ASSOCIATES FOR AN EMPLOYEE CLASSIFICATION AND PAY PLAN STUDY FOR THE BASIC AMOUNT OF \$39,500; AND AUTHORIZING A BUDGET AMENDMENT TO APPROPRIATE ADDITIONAL FUNDS FOR THIS CONTRACT.**

**BE IT RESOLVED** that:

1. The appropriate officers of the City are authorized to accept and deliver on behalf of the City that certain Agreement between the City and Condrey & Associates, relating to the performance of an employee classification and pay plan study, in the basic amount of Thirty Nine Thousand, Five Hundred Dollars (\$39,500.00), in substantially the form attached and presented to the Council today, draft dated February 10, 2020, attached as Exhibit A.
2. The following budget amendment #23 is adopted for the City of Panama City Beach, Florida, for the fiscal year beginning October 1, 2019 and ending September 30, 2020, as shown in and in accordance with the attached and incorporated Exhibit B.

**THIS RESOLUTION** shall be effective immediately upon passage.

**PASSED** in regular session this 12<sup>th</sup> day of March, 2020.

**CITY OF PANAMA CITY BEACH**

By: \_\_\_\_\_

Mike Thomas, Mayor

**ATTEST:**

Mary Jan Bossert  
Mary Jan Bossert, City Clerk



CONDREY &  
ASSOCIATES, INC.

*A Human Resources Consulting Company*

February 10, 2020

Ms. Lori Philput  
HR/Risk Management Director  
City of Panama City Beach  
17007 Panama City Beach Parkway  
Panama City Beach, Florida 32413

Dear Ms. Philput:

I have enclosed a proposal to conduct a classification and compensation study for the City of Panama City Beach. If selected, we plan to begin work on the project April 1, 2020, with a preliminary report submitted for review in June 2020 and a final report submitted on or before June 30, 2020. The enclosed proposal outlines a thorough study for the City.

I believe you will agree that confidence is built in a new classification and compensation system by involving management and employees in the process. If selected for this project, we would interview approximately 50% of the City of Panama City Beach's 330 employees covered under this letter of agreement. We believe this high percentage of persons individually interviewed for the study will greatly increase its validity. As you will note from the enclosed proposal, in the employee interview process we utilize a variety of skilled consultants with specific subject matter knowledge of local government administration, public safety, public utilities, public finance, public works and information technology. This process leads to a valid and expertly prepared compensation plan that is accepted by the City's employees.

Condrey and Associates has been serving clients nationwide for more than 21 years and has never been involved in any litigation. I strongly encourage you to check the references we have listed in our proposal packet. I believe you will find that we work very hard to deliver a thoroughly documented and competitive personnel system that meets the needs of management and employees alike.

This offer of services is valid until September 30, 2020. We will be happy to revise the enclosed memorandum of agreement to meet appropriate legal requirements as deemed necessary by the City of Panama City Beach or to enter into an appropriate contract initiated by the City.

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

Sincerely,

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

**PROPOSAL FOR A CLASSIFICATION  
AND COMPENSATION STUDY  
FOR THE CITY OF  
PANAMA CITY BEACH, FLORIDA**

**February 10, 2020**

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

**EXHIBIT A**

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## PROFILE OF PROPOSER

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

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

## REPRESENTATIVE CLIENT CONTACTS

Listed below are five representative references. Additional professional references are available upon request.

Ms. Stacey Stanish  
Human Resources Director (former)  
St. Johns County Government  
2446 Dobbs Road  
St. Augustine, FL 32086  
(904) 392-1841  
[sstanish@bellsouth.net](mailto:sstanish@bellsouth.net)

In 2011 we completed a comprehensive classification and compensation study for St. Johns County (approximately 1,300 employees). We completed a market survey for the County in 2015 and 2017. St. Johns County chose Condrey and Associates for this project after a very competitive selection process.

Mr. Kevin Carruth  
City Manager  
City of Rockport  
622 E. Market Street  
Rockport, Texas 78382  
(361) 729-2213, ext. 221  
[citymgr@cityofrockport.com](mailto:citymgr@cityofrockport.com)

We completed a classification and compensation study for the City of Rockport in 2015 (approximately 145 employees). We are currently in the process of updating Rockport's personnel system.

Ms. Lisa Thrash  
Human Resources Director,  
City of Prattville  
101 West Main Street  
Prattville, Alabama 36067  
(334) 595-0701  
[lisa.thrash@prattvilleal.gov](mailto:lisa.thrash@prattvilleal.gov)

We completed a comprehensive classification and compensation study for the City of Prattville in 2018 (approximately 400 employees).

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

We completed a comprehensive classification and compensation study for the City of Lawrenceville in 2017 (approximately 300 employees). We are currently in the process of updating Lawrenceville's personnel system.

Ms. Heather Doke, PHR  
Human Resources Director  
City of Sheridan  
55 Grinnell Plaza  
Sheridan, WY 82801  
(307) 675-4220  
[hdoke@sheridanwy.net](mailto:hdoke@sheridanwy.net)

We completed a comprehensive classification and compensation study for the City of Sheridan in 2005 (approximately 200 employees). We completed updates of their system in 2013 and 2018.

**SELECTED CLIENTS**

**Alabama**

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

**Alaska**

Matanuska-Susitna Borough

**Arkansas**

City of Jonesboro  
City of North Little Rock

**Connecticut**

Town of Waterford



**Florida**

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

**Georgia**

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

**Kentucky**

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

**Illinois**

Village of Forsyth  
City of Moline

**Iowa**

Dallas County  
Muscatine Power and Water  
City of Pella

**Maine**

City of Scarborough

**Maryland**

City of Takoma Park

**Missouri**

City of Cape Girardeau

City of Gladstone

City of Jefferson City

City of Lake Saint Louis

City of O'Fallon

City of Sedalia

**Nevada**

Carson City School District

City of Boulder City

**New Hampshire**

Local Government Center

City of Concord

Town of Hanover

Manchester Employees' Contributory Retirement System

**New Mexico**

Bloomfield School District

Deming Public School System

Santa Fe Community College

San Juan College

**New York**

Madison County Government

Onondaga County Government

Orange County Government

**North Carolina**

Braswell Memorial Library, Rocky Mount

Cape Fear Public Utility Authority

Town of Chapel Hill

City of Hickory

City of Laurinburg

Lenoir County

City of Lincolnton

Lincoln County Government

North Carolina League of Municipalities

Orange County Government

**North Carolina, Continued**  
City of Rocky Mount  
Rutherford County Government  
City of Wilson

**North Dakota**  
City of Bismarck  
City of Mandan  
Mandan Parks District

**Oklahoma**  
City of Broken Arrow  
Northeastern State University

**South Carolina**  
Town of Fort Mill  
City of Goose Creek  
Jasper County Government  
McCormick County  
Saluda County

**South Dakota**  
City of Aberdeen  
City of Pierre  
Minnehaha County  
Pennington County  
City of Madison  
City of Mitchell  
City of Rapid City  
City of Spearfish

**Tennessee**  
City of Hendersonville

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

**Texas (Continued)**  
Webb County Government

**Vermont**  
Town of Hartford  
Town of Norwich

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

**Washington**  
City of Moses Lake

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

## SUMMARY OF PROPOSER'S QUALIFICATIONS

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

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

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

Mr. Gene Mays. Gene Mays, Senior Consultant with Condrey and Associates, has over twenty-five years of law enforcement experience as a Patrol Officer, Corporal, Juvenile Officer, Detective, Sergeant, Internal Affairs Officer, and Captain with the Athens-Clarke County Police Department. He recently retired as Chief Deputy of the Clarke County, Georgia Sheriff Department. In addition to directly-related law enforcement experience, Gene is a skilled law

enforcement consultant, having consulted with numerous jurisdictions concerning personnel-related issues (classification and compensation, job analysis, and assessment centers). Gene coordinated the law enforcement interviews with the City of Anniston, Alabama, Orange County, North Carolina, Jefferson City, Missouri, North Little Rock and Jonesboro, Arkansas, Galveston County, Texas, Wilson, North Carolina, Auburn, Alabama, Cape Girardeau, Missouri, Sheridan, Wyoming, Gladstone, Missouri and Jasper, Alabama projects.

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

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

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

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

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

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

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

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

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

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

## FLORIDA SURVEY RESEARCH CENTER PROFILE

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

Tracy L. Johns, Ph.D. Tracy Johns is an Adjunct Instructor for the Departments of Sociology and Political Science and the Research Director at the Florida Survey Research Center (FSRC) at the University of Florida. As Research Director of the FSRC, she has designed and overseen the implementation of hundreds of surveys. Dr. Johns is responsible for the creation and design of survey instruments, population sampling, managing survey implementation, supervising data analysis, and writing summary reports of research conducted by the FSRC. She has an extensive background in conducting mail, telephone, and in-person surveys as well as secondary data analysis and program evaluations. Dr. Johns earned a B.A. and M.A. in sociology from the University of Florida, and completed her Ph.D. in sociology at the University of Florida in 2001.

Dr. Johns has published, in journals such as *Journal of Research in Crime and Delinquency* and *Security Journal*, and presented papers on a variety of topics, including: crime and deviance on college campuses, disaggregated homicide results, racism in America, and survey methodology. Dr. Johns' research focuses on issues related to alcohol use and abuse, date rape, and white collar crime. She has initiated and overseen several large-scale studies on alcohol and drug use and she is currently studying shoplifting behaviors. Dr. Johns teaches courses in deviant behavior and general sociology at the University of Florida.



## SUMMARY OF CONSULTANT RESPONSIBILITIES AND ASSIGNMENTS

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

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

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

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

## PROJECT UNDERSTANDING, PROPOSED APPROACH, AND METHODOLOGY

- \* For a full description of project activities please see the enclosed draft contract. Individual employees will be apprised of project activities through a series of project orientation sessions as well as personally during the time that they are interviewed for classification purposes.
- \* Condrey and Associates will conduct a salary survey specifically for this project. Approximately 25 organizations will be invited to participate in the survey. The salary data will be collected using a university-based online system. This system makes it easy for the target organizations to quickly and accurately input their salary and, if needed, benefit information. Each organization will be sent an email that explains the online salary system as well as access information. The team implementing the online salary survey is available to answer questions and provide support as needed. A sample of the web-based salary data collection system can be viewed at : <http://www.flsurveyresearch.org/demo/> using the access code: NJFRHP
- \* We will provide the City of Panama City Beach with three implementation plans showing the relative impact of differing funding levels on the compensation plan. This will provide the County with a degree of flexibility in implementing the project. Back-up data will provide individual employee salary calculations for placement in the new plan. Additionally, Condrey and Associates will discern the need for and, if necessary, detail the cost of any equity adjustment to ease employee pay compression.
- \* Three months following project implementation, Condrey and Associates will conduct an employee appeals process. The appeals process will provide employees an opportunity to provide written justification for appealing their classification. Condrey and Associates will reply to all appeals in writing and will conduct telephone or onsite reviews to ascertain the nature of the appeals. We normally have few (if any) classification appeals.
- \* Condrey and Associates utilizes a modified version of the Factor Evaluation System (FES). FES is the most widely utilized point-factor evaluation system and is the basis for most all other point-factor job evaluation systems. We have utilized FES in over 500 organizations of differing functions and degrees of administrative sophistication. We find that FES, when applied skillfully and properly, produces an internally equitable classification plan that is highly acceptable to management as well as the organization's employees. Training in FES application will be provided to the City of Panama City Beach human resources staff. Also, we provide a full year of follow-up technical assistance to include additional training to insure that the system is properly maintained. Please note that all FES data calculations are available in electronic format. Also, since FES is in the public domain, there are no copyright or royalty fees associated with its use.
- \* We will conduct extensive interviews or desk audits with full-time position incumbents (approximately 50% of the City of Panama City Beach's 330 employees). This will help assure an accurate and internally equitable classification plan that is accepted by management as well as the County's employees.

- \* Condrey and Associates utilizes a system of career ladders as an overlay to the classification system developed through our job evaluation system. These career ladders provide avenues for managerial flexibility as well as individual employee incentive and achievement. We believe this methodology is superior to traditional broad-banding and avoids that system's potential flaws, including those related to equal pay.
- \* Condrey and Associates is very familiar with the *Americans with Disabilities Act (ADA)*. In addition to providing advice to clients in the practical application of ADA, one of the firm's principals conducted the most extensive survey to date of ADA implementation in America's cities. Approximately 300 cities responded to the survey. The results appear in the *American Review of Public Administration*.
- \* All written products produced for the City of Panama City Beach project will become the property of the City. This includes the job evaluation system, position questionnaires, salary survey data, and all training materials. These products will also be provided to the client in disk form. Our current software includes Word, Excel, and the Statistical Package for the Social Sciences (SPSS+). There is no additional charge for this service.

**SUMMARY OF THE PROPOSED FEE STRUCTURE**

Condrey and Associates will provide the services outlined in the enclosed draft contract for the **fixed cost** of \$39,500. This fee includes one year of follow-up technical assistance at no additional charge to the jurisdiction.

Condrey and Associates' hourly rate for computing extra work not specified in the contracted scope of work is \$225.00 per hour.

Please note that this proposal is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.

MEMORANDUM OF AGREEMENT

This agreement is made and entered into this \_\_\_\_ day of \_\_\_\_\_ 2020, by and between the City of Panama City Beach, party of the first part, hereinafter called the COOPERATOR and Condrey and Associates, Inc., party of the second part, hereinafter called the CONSULTANT. All obligations under this agreement will be performed by Condrey and Associates, Inc.

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

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

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

**Section I**

Condrey and Associates will:

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

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

### **Section II**

COOPERATOR will pay Condrey and Associates a fixed fee of \$39,500 upon receipt of invoices. This amount will be paid in two (2) equal installments, within twenty (20) days of receipt of billing. The invoices should be directed to Ms. Lori Philput, HR/Risk Management Director, City of Panama City Beach, 17007 Panama City Beach Parkway, Panama City Beach, Florida 324132; telephone number (850) 233-5100. The billings shall occur on April 15, 2020 and June 1, 2020.

### **Section III**

The term of this agreement shall be from April 1, 2020 through June 30, 2020. However, it may be terminated by either party by written notice of such intent submitted 30 days in advance. In the event of such termination, the COOPERATOR will pay Condrey and Associates a prorated portion of the upcoming installment consistent with the revised termination date. Condrey and Associates will continue to work on the project until the revised termination date and will provide to the COOPERATOR interim findings and summary notes that reflect the status of the project at the time of revised termination.

**Section IV**

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

**Section V**

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

**Section VI**

COOPERATOR is a public agency subject to the Florida Public Records Law expressed in Chapter 119, Florida Statutes. Accordingly, to the extent that it is determined that Condrey is acting on behalf of City as provided under Section 119.011(2), Condrey agrees to also comply with that law, specifically including to:

- A. Keep and maintain public records that ordinarily and necessarily would be required by the City in order to perform the service.
- B. Upon request of the City, provide the public with access to public records on the same terms and conditions that the City would provide the records and at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law, or provide the City with a copy of the requested records.
- C. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the contract term and following completion of the contract if the Consultant does not transfer the records to the City.

D. Meet all requirements for retaining public records and transfer, at no cost, to the City all public records in possession of the contractor upon termination of the contract and destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. All records stored electronically must be provided to the City in a format that is compatible with the information technology systems of the City.

IF CONDREY HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO CONDREY'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 850.233.5100, [mjbossert@pcb.gov](mailto:mjbossert@pcb.gov), 17007 Panama City Beach Parkway, Panama City Beach, FL 32413.

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

FOR CONDREY AND ASSOCIATES:

FOR THE CITY OF PANAMA CITY  
BEACH:

\_\_\_\_\_  
Stephen E. Condrey  
President

\_\_\_\_\_  
Tony O'Rourke  
City Manager

Date: \_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_  
Jan H. Hansford  
Vice President

Date: \_\_\_\_\_  
Corporate Seal



## APPENDIX A

### **Contract for Technical Assistance to the City of Panama City Beach: Proposal for Reviewing and Updating the City's Compensation and Classification System**

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

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

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

#### **Phase I – Developing a Work Plan and Schedule of Activities**

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

#### **Phase II – Job Analysis Survey**

- 2.1 Condrey and Associates will develop a detailed job survey form to be completed by position incumbents. This data will serve as the basis for generating updated job descriptions, job classifications, and job evaluations (ranking of jobs).
- 2.2 Condrey and Associates will determine the number of interviews and/or job audits that will need to be conducted to insure adequate data for generating a complete and valid description of each job and job classification. It is anticipated that approximately 50% of

the City of Panama City Beach's 330 employees will be interviewed concerning their job duties and responsibilities.

- 2.3 After the job survey, job audits and interview data are analyzed, a properly formatted job description will be completed for each job. The written job description will draw on four sources of information: (1) current job descriptions, (2) information from the job survey, (3) supervisors' review and critique, and (4) interviews and job audits.

### **Phase III – Job Evaluation**

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

### **Phase IV – Developing a Compensation Structure**

Condrey and Associates will:

- 4.1 Condrey and Associates will conduct a salary survey of organizations specifically for this project. The survey will include up to 25 organizations and 40 benchmark positions.
- 4.2 Condrey and Associates will collect, review, and format published salary data covering relevant public and private organizations.
- 4.3 Condrey and Associates will analyze and format the survey data for use in establishing competitive pay levels.
- 4.4 After the survey data is compiled, Condrey and Associates will review all data generated to this point with appropriate officials to determine what additional information needs to be considered before moving to the next phase.

### **Phase V – Developing a Pay Plan**

Condrey and Associates will:

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

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

#### **Phase VI – Implementing and Administering the Program**

Condrey and Associates will:

- 6.1 Recommend a series of career ladders and lattices as appropriate.
- 6.2 Determine the proper FLSA designation of each position.
- 6.3 Present alternative plans to ameliorate salary compression.
- 6.4 Be available to provide a reasonable level of ongoing technical assistance necessary to maintain the program.

#### **Cost and Duration**

The cost to Condrey and Associates to provide the services specified in this proposal will be a **fixed fee** of \$ 39,500. Considering the scope of the project, we anticipate a three (3) month work plan beginning April 1, 2020, with final reports submitted on or before June 30, 2020. Follow-up technical assistance will be provided through June 30, 2021 at no additional cost to the City (with the exception of travel-related costs). Formal involvement would terminate June 30, 2020.

City of Panama City Beach  
Schedule of Activities

<u>DATE</u>	<u>ACTIVITY</u>
April 2020	<ul style="list-style-type: none"><li>o Conduct project orientation for human resources staff and department heads</li><li>o Distribute position questionnaires</li><li>o Completed position questionnaires returned to Condrey and Associates</li></ul>
May 2020	<ul style="list-style-type: none"><li>o Conduct employee interviews</li><li>o Conduct salary survey</li></ul>
June 2020	<ul style="list-style-type: none"><li>o Develop preliminary cost estimate</li><li>o Present preliminary classification and pay report</li><li>o Publish final report</li></ul>
July 2020 – June 2021	<ul style="list-style-type: none"><li>o Provide follow-up technical assistance in pay plan implementation.</li></ul>

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

**CITY OF PANAMA CITY BEACH  
BUDGET TRANSFER FORM BF-10**

No. BA # 23

FUND GENERAL	ACCOUNT DESCRIPTION	APPROVED BUDGET	BUDGET ADJUSTMENT	NEW BUDGET BALANCE
TO 001-1300-513.31-60	Professional-Other	418,900.00	1,100.00	420,000.00
TO 001-2101-521.31-60	Professional-Other	37,870.00	11,000.00	48,870.00
TO 001-2201-522.31-60	Professional-Other	5,150.00	1,500.00	6,650.00
TO 001-2202-522.31-60	Professional-Other	685.00	700.00	1,385.00
TO 001-2400-524.31-60	Professional-Other	1,365.00	1,500.00	2,865.00
TO 001-7201-572.31-60	Professional-Other	29,365.00	200.00	29,565.00
FROM 001-8100-999.96-00	Reserves Available for Expenditures	4,366,875.00	(16,000.00)	4,350,875.00
	<b>UTILITY</b>			
TO 401-3500-535.31-60	Professional-Other	278,560.00	2,000.00	280,560.00
TO 401-3800-538.31-60	Professional-Other	18,300.00	500.00	18,800.00
FROM 401-8100-999.95-00	Reserves Restricted	20,320,720.00	(500.00)	20,320,220.00
FROM 401-8100-999.96-00	Reserves Available for Expenditures	45,842,801.00	(2,000.00)	45,840,801.00
	Check Adjustment Totals:	71,320,591.00	0.00	71,320,591.00

**BRIEF JUSTIFICATION FOR BUDGET ADJUSTMENT:**

To appropriate funds for the contract with Condrey & Associates related to the employee pay plan study. The budget has been allocated to various funds and departments pro-rata based upon the number of FT employees in each respective area.

ROUTING FOR APPROVAL

DEPARTMENT HEAD \_\_\_\_\_ DATE \_\_\_\_\_ CITY MANAGER \_\_\_\_\_ DATE \_\_\_\_\_

FINANCE DIRECTOR \_\_\_\_\_ DATE \_\_\_\_\_

EXHIBIT B