



Administration Department

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Item Coversheet

Item: Job Classification and Compensation Study Presentation

Action Item: Yes No

Public Hearing Item: Yes No

Executive Session Item: Yes No

Advertised Date: N/A

Budget Item: All Funds

Date Received: November 15, 2023

Workshop Date: November 20, 2023

Regular Meeting Date TBD

Discussion:

The Job Classification and Compensation Study has been completed (with final Job Descriptions under review and development), and the Consultants will be delivering their findings virtually at the first of the meeting on Monday, November 20, 2023. There are a few changes in the proposed Descriptions, with more the need for some additional job descriptions for positions that were vacant at the time of the study development or that was needed in the future growth of the city in terms of Public Works (Wastewater Plan Operations, primarily).

The key in the report is a Classification Table that will be better understood and provides for better “movement” across the scale of the life of employment in a particular job scale (i.e., progression from Maintenance Worker I, II, III, etc.).

The FY 24 Budget has factored in these findings as proposed, and we are ready to prepare an Ordinance to adopt this plan, scales, and job descriptions for an available meeting prior to or just after the beginning of the Calendar 2024 Year.



Final Report:
A JOB CLASSIFICATION AND
COMPENSATION PLAN
FOR THE CITY OF
LOCUST GROVE, GEORGIA

November 2023

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Introduction

At the request of the City of Locust Grove, Condrey and Associates, Inc. entered into a contract with the City for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all City employees;
2. Collecting salary data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all city employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position.

After reviewing the information contained in the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 75% of the city's 85 incumbents were personally interviewed for the study. Our experience in interviewing the City's employees was a positive one. The City should take pride in its competent and professional workforce.

The next phase in the work plan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I. Appendix C displays the Salary Survey Summary.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I
Salary Survey Respondents
City of Locust Grove Personnel Project

City of Buford
City of Covington
City of Fairburn
City of Fayetteville
City of Hampton
City of Kennesaw
City of McDonough
City of Powder Springs
City of Snellville
City of Stockbridge
City of Woodstock
Henry County

The Classification Plan

The system used to classify the jobs in the City of Locust Grove is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all City positions. The assigned grade levels reflect a combination of data generated by FES, the salary survey, and a review of organizational relationships within the government.

The Compensation Plan

The compensation plan developed for the City is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help ensure an externally equitable and competitive pay system.

The pay plan consists of twenty-seven grades. Tables II-A and II-B display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. An excellent source to determine market conditions is the Employment Cost Index published by the United States Bureau of Labor Statistics. If the City applies approximately 75% - 100% of this index to the salary plans on an annual basis, a review and update of the City's personnel system will not be necessary for three to four years. This market adjustment should be made in addition to employee performance increases. Thus, the City may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) increases linked to employee performance.

Table II – A
Proposed Salary Scale
City of Locust Grove Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	24,395.58	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76
2	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00
3	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38
4	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70
5	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04
6	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71
7	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30
8	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66
9	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98
10	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72
11	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69
12	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04
13	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28
14	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31
15	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42
16	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31
17	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14
18	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52
19	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56
20	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88
21	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49
22	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51
23	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09
24	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38
25	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70
26	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70	159,340.04	163,323.55	167,406.63	171,591.80
27	151,662.15	155,453.70	159,340.04	163,323.54	167,406.63	171,591.80	175,881.59	180,278.63	184,785.60	189,405.24	194,140.37	198,993.88	203,968.73	209,067.95	214,294.64	219,652.01	225,143.31	230,771.89

Table \$39,975																			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	Grade
1	24,395.58	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	1
2	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	2
3	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	3
4	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	4
5	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	5
6	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	6
7	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	7
8	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	8
9	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	9
10	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	10
11	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	11
12	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	12
13	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	13
14	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	14
15	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	15
16	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	16
17	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	17
18	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	18
19	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	19
20	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	20
21	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	21
22	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	22
23	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	23
24	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	24
25	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70	25
26	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70	159,340.04	163,323.55	167,406.63	171,591.80	26
27	151,662.15	155,453.70	159,340.04	163,323.54	167,406.63	171,591.80	175,881.59	180,278.63	184,785.60	189,405.24	194,140.37	198,993.88	203,968.73	209,067.95	214,294.64	219,652.01	225,143.31	230,771.89	27

Table II – B
Proposed Salary Scale
City of Locust Grove Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	23,800.57	24,395.58	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38
2	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78
3	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00
4	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73
5	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92
6	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74
7	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66
8	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38
9	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93
10	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63
11	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11
12	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36
13	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69
14	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82
15	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82
16	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20
17	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89
18	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26
19	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18
20	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00
21	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40
22	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28
23	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19
24	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42
25	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15
26	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70	159,340.04	163,323.55	167,406.63
27	147,963.07	151,662.15	155,453.70	159,340.04	163,323.54	167,406.63	171,591.80	175,881.59	180,278.63	184,785.60	189,405.24	194,140.37	198,993.88	203,968.73	209,067.95	214,294.64	219,652.01	225,143.31

Table \$39,000																			
Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	Grade
1	23,800.57	24,395.58	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	1
2	25,005.47	25,630.61	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	2
3	26,271.37	26,928.16	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	3
4	27,601.36	28,291.39	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	4
5	28,998.68	29,723.65	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	5
6	30,466.74	31,228.41	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	6
7	32,009.12	32,809.34	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	7
8	33,629.58	34,470.32	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	8
9	35,332.08	36,215.38	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	9
10	37,120.76	38,048.78	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	10
11	39,000.00	39,975.00	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	11
12	40,974.38	41,998.73	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	12
13	43,048.70	44,124.92	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	13
14	45,228.04	46,358.74	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	14
15	47,517.71	48,705.66	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	15
16	49,923.30	51,171.38	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	16
17	52,450.66	53,761.93	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	17
18	55,105.98	56,483.63	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	18
19	57,895.72	59,343.11	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	19
20	60,826.69	62,347.36	63,906.04	65,503.69	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	20
21	67,141.28	68,819.82	70,540.31	72,303.82	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	21
22	74,111.42	75,964.20	77,863.31	79,809.89	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	22
23	81,805.14	83,850.26	85,946.52	88,095.18	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	23
24	90,297.56	92,555.00	94,868.88	97,240.60	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	24
25	99,671.61	102,163.40	104,717.49	107,335.43	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	25
26	110,018.81	112,769.28	115,588.51	118,478.23	121,440.18	124,476.19	127,588.09	130,777.79	134,047.24	137,398.42	140,833.38	144,354.22	147,963.07	151,662.15	155,453.70	159,340.04	163,323.55	167,406.63	26
27	147,963.07	151,662.15	155,453.70	159,340.04	163,323.54	167,406.63	171,591.80	175,881.59	180,278.63	184,785.60	189,405.24	194,140.37	198,993.88	203,968.73	209,067.95	214,294.64	219,652.01	225,143.31	27

Cost of Implementation

The following paragraphs present two implementation plans for the City's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the City's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$193,405 or 4.15% of current payroll cost (approximately 102.5% of the labor market). The new plan places the city's pay scale slightly above the mean of the labor market when compared to similar organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's cost to implement is \$151,305 or 3.24% of payroll (approximately 100% of the labor market).

Condrey and Associates will be available to assist the City of Locust Grove in implementing either of the plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates' recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 4.64% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 3.64% of adjusted payroll.

Table III
 Cost of Implementation
 Locust Grove Personnel Project

	Classification Changes¹	Equity Adjustment²	Total Implementation Cost
Plan A	\$193,405 (4.15%)	\$224,807 (4.63%)	\$418,212
Plan B	\$151,305 (3.24%)	\$223,463 (4.64%)	\$374,768
Plan A Modified	\$193,405 (4.15%)	\$176,413 (3.63%)	\$369,818
Plan B Modified	\$151,305 (3.24%)	\$175,257 (3.64%)	\$326,562

¹ Increases are projected based on current payroll total of \$4,664,471. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs.

² Figures presented are the estimated cost for equity adjustment increases. The calculations for Plans A and B are based on a maximum 1-step increase for employees with 1-3 year(s) of service, a 2-step increase for employees with 4-6 years of service and a 3-step increase for employees with 7 or more years of service as of December 31, 2023. The calculations for Plans A and B Modified are based on a maximum 1-step increase for employees with 1-3 years of service and a 2-step increase for employees with 4 or more years of service as of December 31, 2023.

Appendix A
Position/Grade Analysis by Department
City of Locust Grove Personnel Project

DEPT	POSITION	GRADE
ADM/1	City Manager	27
ADM/2	Assistant City Manager	26
ADM/3	Executive Assistant	16
CC/1	City Clerk	24
CC/2	Human Resources Generalist	17 ¹
CC/3	Utility Billing Manager	17
CC/4	Accounting Specialist	16
CC/5	Accounts Payable Technician	14
CC/6	Utility Billing Clerk I	10 ²
CD/1	Community Development Director	24
CD/2	Fire Marshal	21
CD/3	Planner	17 ³
CD/4	Construction Inspector	17
CD/5	Stormwater Inspector	17
CD/6	Code Enforcement Officer	16
CD/7	Planning Technician	14
CD/8	Business License Technician	12
CD/9	Building Permit Technician	12
MC/1	Chief Municipal Court Clerk	19
MC/2	Deputy Municipal Court Clerk	12
MS/1	Main Street Program Manager	19
MS/2	Program Assistant	8
PD/1	Chief of Police	25
PD/2	Police Captain	22
PD/3	Police Lieutenant	21
PD/4	Police Sergeant	20
PD/5	Detective	18
PD/6	Police Officer	17 ⁴

¹ May be designated Senior Human Resources Generalist and placed at grade 19.

² May be designated Utility Billing Clerk II and placed at grade 12.

³ May be designated Senior Planner and placed at grade 19.

⁴ May be designated Senior Police Officer and placed at grade 18.

DEPT	POSITION	GRADE
PD/7	Administrative Coordinator - T.A.C.	14
PD/8	Records Technician	11
PW/1	Public Works and Utilities Director	24
PW/2	Public Works Manager	21
PW/3	Wastewater Treatment Plant Superintendent	21
PW/4	Chief Wastewater Treatment Plant Operator	19
PW/5	Maintenance Crew Leader	14
PW/6	Wastewater Treatment Plant Operator III	13 ⁵
PW/7	Mechanic I	12 ⁶
PW/8	Heavy Equipment Operator I	12 ⁷
PW/9	Water and Sewer Maintenance Worker	12
PW/10	Maintenance Worker I	10 ⁸

⁵ May be designated Operator II and placed at grade 14, Operator I and placed at grade 15 or Operator Trainee and placed at grade 12.

⁶ May be designated Mechanic II and placed at grade 14.

⁷ May be designated Heavy Equipment Operator II and placed at grade 13.

⁸ May be designated Maintenance Worker II and placed at grade 11 or Maintenance Worker III and placed at grade 12.

Appendix B
Position/Grade Analysis by Grade
City of Locust Grove Personnel Project

DEPT	POSITION	GRADE
ADM/1	City Manager	27
ADM/2	Assistant City Manager	26
PD/1	Chief of Police	25
CC/1	City Clerk	24
CD/1	Community Development Director	24
PW/1	Public Works and Utilities Director	24
PD/2	Police Captain	22
CD/2	Fire Marshal	21
PD/3	Police Lieutenant	21
PW/2	Public Works Manager	21
PW/3	Wastewater Treatment Plant Superintendent	21
PD/4	Police Sergeant	20
MC/1	Chief Municipal Court Clerk	19
PW/4	Chief Wastewater Treatment Plant Operator	19
MS/1	Main Street Program Manager	19
PD/5	Detective	18
CD/4	Construction Inspector	17
CC/2	Human Resources Generalist	17 ¹
CD/3	Planner	17 ³
PD/6	Police Officer	17 ⁴
CD/5	Stormwater Inspector	17
CC/3	Utility Billing Manager	17
CC/4	Accounting Specialist	16
CD/6	Code Enforcement Officer	16
ADM/3	Executive Assistant	16

¹ May be designated Senior Human Resources Generalist and placed at grade 19.

³ May be designated Senior Planner and placed at grade 19.

⁴ May be designated Senior Police Officer and placed at grade 18.

DEPT	POSITION	GRADE
CC/5	Accounts Payable Technician	14
PD/7	Administrative Coordinator - T.A.C.	14
PW/5	Maintenance Crew Leader	14
CD/7	Planning Technician	14
PW/6	Wastewater Treatment Plant Operator III	13 ⁵
CD/9	Building Permit Technician	12
CD/8	Business License Technician	12
MC/2	Deputy Municipal Court Clerk	12
PW/8	Heavy Equipment Operator I	12 ⁷
PW/7	Mechanic I	12 ⁶
PW/9	Water and Sewer Maintenance Worker	12
PD/8	Records Technician	11
PW/10	Maintenance Worker I	10 ⁸
CC/6	Utility Billing Clerk I	10 ²
MS/2	Program Assistant	8

² May be designated Utility Billing Clerk II and placed at grade 12.

⁵ May be designated Operator II and placed at grade 14, Operator I and placed at grade 15 or Operator Trainee and placed at grade 12.

⁶ May be designated Mechanic II and placed at grade 14.

⁷ May be designated Heavy Equipment Operator II and placed at grade 13.

⁸ May be designated Maintenance Worker II and placed at grade 11 or Maintenance Worker III and placed at grade 12.

Appendix C
Salary Survey Summary
Locust Grove Personnel Project

Position Title	Minimum Annual Rate Mean	Minimum Annual Rate Median	Maximum Annual Rate Mean	Maximum Annual Rate Median	Average Annual Mean	Average Annual Median
City Manager	\$141,442	\$140,724	\$229,231	\$206,658	\$182,261	\$170,005
Building Permit Technician	\$40,631	\$42,272	\$63,100	\$64,006		
Chief Municipal Court Clerk	\$57,881	\$58,791	\$89,205	\$91,126		
Chief of Police	\$98,497	\$105,397	\$151,600	\$163,048		
Community Development Director	\$90,241	\$90,863	\$139,682	\$140,837		
Construction Inspector	\$52,617	\$53,294	\$81,556	\$82,606		
Customer Service Representative	\$44,481	\$38,811	\$58,563	\$59,346		
Executive Assistant	\$47,127	\$46,096	\$73,829	\$71,449		
Heavy Equipment Operator II	\$41,636	\$41,334	\$64,104	\$64,286		
Main Street Program Manager	\$59,722	\$59,765	\$91,097	\$90,160		
Maintenance Worker I	\$37,496	\$38,760	\$58,636	\$60,125		
Planner	\$53,662	\$53,500	\$82,634	\$82,606		
Planning Technician	\$45,596	\$45,386	\$70,057	\$69,727		
Police Captain	\$73,608	\$74,629	\$111,241	\$114,286		
Police Lieutenant	\$69,276	\$70,479	\$104,561	\$103,504		
Police Officer	\$51,286	\$52,412	\$77,915	\$79,963		
Police Sergeant	\$62,759	\$66,012	\$94,655	\$94,142		
Public Works & Utilities Director	\$91,807	\$90,014	\$144,561	\$144,688		
Records Technician	\$40,974	\$40,777	\$62,413	\$63,205		
Senior Human Resources Generalist	\$58,344	\$59,892	\$90,021	\$91,401		
Wastewater Treatment Plant Operator III	\$44,229	\$43,901	\$67,563	\$66,367		
Water & Sewer Maintenance Worker	\$39,301	\$39,762	\$60,090	\$60,910		