

**Attachment #3 - Budget Ordinance for
Use of FY26 Contingency Funding**

**AN ORDINANCE TO AMEND THE FY2026 OPERATING AND CAPITAL BUDGET FOR
ATHENS-CLARKE COUNTY, GEORGIA SO AS TO PROVIDE FUNDING TO
IMPLEMENT THE CLASSIFICATION AND COMPENSATION STUDY FOR THE FIRE
DEPARTMENT; AND FOR OTHER PURPOSES.**

The Commission of Athens-Clarke County, Georgia hereby ordains as follows:

SECTION 1. The Commission of Athens-Clarke County, Georgia desires to amend the General Fund to provide funding to implement the classification and compensation study for the Fire Department. Said Operating budget is hereby amended as follows:

General Fund:

EXPENDITURES:

Decrease:	
Other General Administration	
Contingency	\$343,749
Increase:	
Fire Department	
Personal Services	\$343,749

SECTION 2. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

THE UNIFIED GOVERNMENT OF ATHENS-CLARKE COUNTY
COMMISSION AGENDA ITEM

SUBJECT: Amendment to the Collective Bargaining Agreement and Implementation of Fire Classification and Compensation Study

DATE: October 20, 2025

EXECUTIVE SUMMARY: This agenda item seeks approval from Mayor and Commission to amend the Fire Department Collective Bargaining Agreement and implement the results of the Pay Study completed by AutoSolve Inc. \$343,749 of operating contingency is needed to implement this action for the six months remaining in FY26.

BUDGET INFORMATION:

REVENUES: \$ 0

EXPENSES:

ANNUAL: \$ 343,749 (6-month implementation for FY26)
\$ 687,498 (full fiscal year implementation in FY27)

CAPITAL:
OTHER:

FUNDING SOURCE: FY26 = Operating Contingency
FY27 = Additional Funding Must Be Budgeted

COMMISSION ACTION REQUESTED ON: January 6, 2026

PURPOSE:

To request that Mayor and Commission:

- a. Approve an amendment to the Collective Bargaining Agreement between the Unified Government of Athens-Clarke County and the Professional Firefighters of Athens-Clarke County (**Attachment #1**);
- b. Accept the Classification and Compensation Study for the Fire Department completed by AutoSolve, Inc. (**Attachment #2**);
- c. Authorize the Manager and relevant staff to implement Hire Year Parity, as recommended in the Fire Pay Study, effective the first pay period in January 2026;
- d. Adopt a budget ordinance (**Attachment #3**) to provide funding for the implementation of the findings and recommendations of the Pay Study completed by AutoSolve, Inc.; and,
- e. Authorize the Mayor and relevant staff to sign related documents.

HISTORY:

1. In October 2021, the DA/Solicitor General Investigator positions (8 employees) received pay increases based on a market study.

2. On December 6, 2022, the Mayor and Commission (M&C) adopted a resolution in support of Athens-Clarke County employee labor unions.
3. On December 6, 2022, there was special called session of the M&C to vote on an ordinance agreeing for the Unified Government of Athens-Clarke County, Georgia (ACCGov) to be covered by the Firefighter's Mediation Act (O.C.G.A. Sec. 25-5-1, et seq.) so as to provide firefighters with the right to bargain collectively with ACCGov and to be represented by a labor organization in such collective bargaining as to wages, rates of pay, hours, working conditions, and all other terms and conditions of employment. This item was held until January 2023.
4. In May 2022, positions in the Office of Probation (17 employees) received pay increases based on a market study.
5. In April 2023, positions in the Sheriff's Office (109 employees) received pay increases based on a market study.
6. On April 4, 2023, the M&C voted to hold consideration of the ordinance agreeing for ACCGov to be covered by the Firefighter's Mediation Act until June 6, 2023, and directed staff to add the topic to the May 9, 2023, Work Session.
7. On May 9, 2023, the representatives from the International Association of Fire Fighters (IAFF), the Professional Firefighters of Athens-Clarke County, Local 2795, and the Manager shared presentations regarding the Firefighter's Mediation Act and the request to collectively bargain at a Work Session of the M&C.
8. On June 6, 2023, an ordinance to amend the code of Athens-Clarke County Georgia, Part II (Special and Related Laws), Title 3 (Public Safety), Chapter 3-7 (Fire), to create a new Section 3-7-11 Entitled "Firefighter's Mediation Act" was adopted.
9. On December 21, 2023, the Professional Firefighters of Athens-Clarke County, Local 2795 (Local 2795) was officially voted to be the Collective Bargaining Agent for the firefighters of Athens-Clarke County Fire & Emergency Services.
10. Between March 18 and March 21, 2024, representatives from ACCGov and Local 2795 negotiated the draft of a Collective Bargaining Agreement (CBA) between the two organizations.
11. On April 7, 2024, the final draft of the CBA between ACCGov and Local 2795 was published and shared to related parties.
12. Between April 9 and April 10, 2024, Local 2795, presented the draft of the CBA to the firefighters of Athens-Clarke County Fire & Emergency Services for review. The draft CBA was ratified by the bargaining members of the Union (all firefighters at the rank of captain and below) on April 10, 2024.

13. On June 5, 2024, M&C adopted the CBA by consent.
14. On July 1, 2024, the CBA took effect and covers the period from July 1, 2024 – June 30, 2025.
15. On July 1, 2024, the M&C approved funds for the Fire Classification and Compensation Study.
16. On August 1, 2024, Human Resources made a request for Formal Sealed Solicitation provided to Athens-Clarke County Purchasing.
17. On October 21, 2024, Human Resources received bids from ACCGov Purchasing.
18. On November 7, 2024, Human Resources provided Purchasing with bid recommendation for AutoSolve, Inc.
19. On February 12, 2025, the RFP contract was signed by the mayor.
20. On March 10, 2025, ACCGov and Local 2795, began a Classification and Compensation Study with AutoSolve, Inc.
21. On March 17, 2025, Human Resources had the first meeting with AutoSolve to begin the pay study.
22. On April 14-15, 2025, representatives from ACCGov and Local 2795 negotiated a draft of a CBA to provide updates for 2025 between the two organizations.
23. On April 17, 2025, the final draft of the CBA between ACCGov and the Local 2795 was published and shared to related parties.
24. From April 24-25, 2025, Local 2795, presented the draft of the Collective Bargaining Agreement to the firefighters of Athens-Clarke County Fire & Emergency Services for review. The draft CBA was ratified on April 25, 2025.
25. On June 3, 2025, the Mayor and Commission adopted an update to the Collective Bargaining Agreement which provided for re-opener negotiations exclusively for Article 13 – Wages/Promotions, and other articles impacted by the Fire Classification and Compensation Study on or about September 15, 2025, or a mutually agreeable earlier date. Article II, Section 2.1(a) will also be included in the re-opener discussions.
26. On June 3, 2025, the M&C adopted a Commission Defined Option for the FY26 Operating and Capital Budget which provided funding for to create pay equity between the Clarke County Sheriff's Office, Probation, Department of Corrections, and Police Department.
27. In June 2025, AutoSolve Inc. provided Human Resources and the Fire Department with a Final Report on the Classification and Compensation Study.

28. In July 2025, the Probation Office (17 employees), Sheriff's Office (109 employees), and Department of Corrections (40 employees) received equity pay adjustments.
29. On September 3-4, 2025, Re-opener negotiations were held between ACCGov and IAFF Local 2795 to discuss Article II, Section 2.1 Recognition and Article 13. Wages/Promotions.
30. On November 12, 2025, information on the Fire Class and Compensation Study and proposed amendments to the Collective Bargaining Agreement was presented at a Mayor and Commission Work Session.

FACTS & ISSUES:

1. In 1971, Georgia passed Title 25, known as the Firefighters Mediation Act, under Governor Jimmy Carter. This law establishes a fair, structured process for firefighters to negotiate with their employers regarding wages, hours, and working conditions. The Professional Firefighters of Athens Clarke County was rechartered in 2007 and received official recognition with passing of the county ordinance in 2023. Over 50 years after the State code was adopted ACC became the third Government in Georgia to fully adopt title 25. ACC was the second government to sign a collective bargaining agreement.
2. As of 2025, Georgia has 461 fire departments registered with the National Fire Department Registry, encompassing a mix of career, mostly career, and volunteer staffing models. Of these, 23 are affiliated with the International Association of Fire Fighters (IAFF). Three (3) Cities have adopted Title 25.
3. In Athens-Clarke County, Local 2795 represents all firefighters in the bargaining unit, with 117 out of 153 of them being dues-paying members.
4. The first CBA was adopted on June 5, 2024. That draft established a Labor/Management Committee, that meets monthly to facilitate improved labor management and problem solving.
5. The first CBA defined seniority of employees as it relates to vacations, transfers, promotions, and other related topics. It established a 14-day work cycle versus the previous 28-day cycle as it relates to the calculations of overtime for firefighters that work a 24 / 48 shift. The estimated cost was \$360,000 / Fire and \$220,000 / all other public safety personnel.
6. The first CBA required ACCGov to conduct an Independent Class and Compensation Study for the Fire Department in FY25. The fire CBA also include a reopener clause identifying that after the completion of the class and compensation study, the union may ask to reopen CBA negotiations for the purpose of negotiating an amendment.
7. The Article II of the September 2025 re-opener update to the Collective Bargaining Agreement, it is stated: The Employer hereby recognizes the Union as the sole and exclusive representative for collective bargaining for all uniformed employees below the rank of Fire Division Chief.

8. In Autosolve's Final Report, they are recommending the following implementation option: **Hire Year Parity**. This implementation option aims to align an employee's salary within their recommended new pay grade range based on their overall tenure with the organization. The total number of employees impacted is **174**.
9. The proposed Fire Step Pay Plan has nine grades and twenty steps with a step progression of 1.79% which indicates the pay increase between each step.
10. The total implementation cost for Hire Year Parity is **\$687,498.92**. The table below provides the five-year cost forecast for the Hire Year Implementation Option. The total salary amount row is the estimated total dollar amount for Fire Department employees' annual salaries. The Cost Difference Line is the additional amount needed to meet the assumed increase per employee each year.

	Implementation	Year 1	Year 2
Total Salary Amount	\$12,287,948.92	\$12,568,086.14	\$12,792,637.62
Cost Difference	\$687,498.92	\$280,137.22	\$224,551.49

	Year 3	Year 4	Year 5
Total Salary Amount	\$13,021,201.12	\$13,253,848.32	\$13,490,652.18
Cost Difference	\$228,563.50	\$232,647.20	\$236,803.86

11. The forecast utilizes the current employees employed within the Fire Department and assumes each employee will receive one step increase annually (1.79% increase). Year one estimate cost difference is higher than year two estimate cost difference assuming that all current Firefighter Recruits will move to the Firefighter classification after one year of service which would result in a 19% increase.
12. The retirement annual cost for the implementation year is ~\$130,000 and will gradually increase to about \$300,000 in five years. Note, this is a 1%-2% increase over the current \$14.1M FY 2025 ARC.

	<u>Implementation</u> <u>Year</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Additional Annual Required Contribution (ARC)	\$ 0.13M	\$0.16M	\$0.17M	\$0.22M	\$0.24M	\$0.30M

13. Employees not at the maximum rate of the pay range will advance one step in the pay plan on the first full pay period following the employee's anniversary date.

14. This recommendation supports the following goal and strategy from the FY26 – FY28 Strategic Plan:

- Organizational Improvement Goal, Strategy A: Develop strategies to recruit, reward, and retain high performing employees, both internally and externally, including individuals coming out of the justice system.

OPTIONS:

1. Mayor and Commission:
 - a. Approve an amendment to the Collective Bargaining Agreement between the Unified Government of Athens-Clarke County and the Professional Firefighters of Athens-Clarke County (**Attachment #1**);
 - b. Accept the Classification and Compensation Study for the Fire Department completed by AutoSolve, Inc. (**Attachment #2**);
 - c. Authorize the Manager and relevant staff to implement Hire Year Parity, as recommended in the Fire Pay Study, effective the first pay period in January 2026;
 - d. Adopt a budget ordinance (**Attachment #3**) to provide funding for the implementation of the findings and recommendations of the Pay Study completed by AutoSolve, Inc.; and,
 - e. Authorize the Mayor and relevant staff to sign related documents.
2. Mayor and Commission do not approve the implementation of the Fire Pay Study results.
3. Mayor and Commission Defined Option.

DEPARTMENT RECOMMENDED ACTION: 1 a, b, c, d & e

Human Resources recommends that all future pay studies for public safety departments be conducted simultaneously to support a unified public safety pay structure, separate from the pay structure for all other ACCGov employees.

Human Resources also recommends aligning all future collective bargaining items with the annual budget cycle for review by the Mayor and Commission.

DEPARTMENT: Human Resources

Prepared by: Vicki Casella

Vicki Casella

Vicki Casella
Human Resources Director

10/20/2025

Date

ADMINISTRATIVE COMMENTS:

ADMINISTRATIVE RECOMMENDATION: 1 a, b, c, d & e

Bob Cowell, Manager

December 10, 2025

Date

ATTACHMENTS:

Attachment #1 – IAFF CBA amendment

Attachment #2 – AutoSolve Final Report

Attachment #3 – Budget Ordinance for Use of FY26 Contingency Funding

Article II. Union Recognition

Section 2.1 Recognition

- (a) The Employer hereby recognizes the Union as the sole and exclusive representative for collective bargaining for all uniformed employees below the rank of Fire Division Chief. Beginning November 15, 2025, the Employer will recognize the Union as the sole and exclusive representative for collective bargaining for all uniformed employees below the rank of Fire Division Chief.

Article 13. Wages / Promotions

Section 13.1 Wages

Effective January 1, 2026, the compensation schedule S3.1B & C from page 39 of the AutoSolve, Inc. Class and Compensation Study will serve as the initial Appendix A – Pay Step Plan, attached hereto for all bargaining unit members is hereby-established contingent upon funding by the Unified Government of Athens-Clarke County.

- (a) Salary Range Adjustments:

Bargaining unit employees shall receive percentage wage increases approved by the Athens-Clarke Mayor and County Commission afforded to all public safety employees. At the time of such increases, Appendix A will be adjusted accordingly.

- (b) Annual Step Plan Increases

Upon approval by the Mayor and Commission of ACC, effective the first full pay period after January 1, 2026, the County will adjust the pay of all bargaining unit members into the appropriate step as denoted in the Class and Compensation Study recommendation by Hire Year Parity in accordance with the table in Appendix A.

Upon approval by the Mayor and Commission of ACC, beginning January 1, 2026 and in accordance with Appendix A, bargaining unit members not at the maximum rate of the pay range shall advance one step in the pay plan on the first full pay period following the member's anniversary date.

Section 13.2 Certification and Assignment Pay

- (a) The Union reserves the right to make a proposal to negotiate Certification and Assignment pay at the upcoming negotiation session, if desired.

- (b) Section 13.3 Promotions

- (a) Promotions will be conducted in accordance with the ACCFES Administrative Policies and Procedures Manual Section 1.11 dated April 1, 2024.

- (b) Upon promotion to the next higher rank, bargaining unit members will be slotted into the equivalent year slot of their new promoted rank.

Section 13.4 Working Out-Of-Classification

The Employer shall strive to ensure that employees are assigned work that is commensurate with their titles.

**For the Professional Fire Fighters of
Athens-Clarke County, IAFF Local
2795**

By: _____

Emily Thompson Alger, President

**For the Unified Government of
Athens-Clarke County, Georgia:**

By: _____

Kelly Girtz, Mayor

By: _____

Jeremy Williams Vice President

Date: _____

Date: _____

Attest: _____

Clerk of Commission (or Deputy)



Summary Report

Classification and Compensation Study for: Athens-Clarke County Unified Government, GA Fire Department Collective Bargaining Group

June 2025

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Study Introduction

From April 2025, through June 2025, AutoSolve, Inc. conducted a comprehensive classification and compensation study for Athens-Clarke County Fire Department. The study focused on 174 employees and 9 classifications / job titles. The goal of this study was to create and improve compensation system that would aid the AccGov in the following ways.

- Attract and retain qualified 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.
- Provide justifiable pay differential between individual classes.
- Maintain a competitive position with other comparable government entities within the same geographic areas.

Study Methodology

To achieve the study's goals AutoSolve utilized both quantitative and qualitative tools to assess the AccGov's current internal and external equity to provide the most appropriate recommendations.

Communication, Interaction, and the Kickoff Call

As illustrated in the **Study Methodology Diagram**, AutoSolve started off the study with a project kickoff call. The kickoff call allows AccGov management to learn more about the project, ask questions, and allows AutoSolve to request the appropriate data that we will need to complete the project effectively. AutoSolve emphasizes open communication throughout the project by holding weekly touchpoint meetings to discuss the project and review the workplan, providing weekly updates on the progress of the project, scheduling as need meetings with department heads, incorporating the AccGov's Project Team feedback throughout the project, and working alongside the AccGov's project team during all phases of the project.

Current Pay Plan/Philosophy Evaluation

AutoSolve assessed the current pay plan structure at the beginning of the study. This analysis provides the starting point for any recommendations AutoSolve proposes.

Compensation Evaluation External Competition

AutoSolve performed an external market survey reaching out to a selected group of organizations that were deemed by both AutoSolve consultants and the AccGov's project team to be direct competitors with the AccGov. AutoSolve reached out to the selected peers to collect classification pay range data and benefit data. The results from the market survey were utilized in the development of the recommended compensations system.

Classification Grading

AutoSolve consultants provided a "rank" to each of the classifications that were a part of the study. The rank is based off the classification's duties, responsibilities, and impact within the AccGov. The ranks assist in AutoSolve's assigning new classification grades.

Employee Compensation Management System with Implementation Options

The concluding recommendations and proposed compensation system were provided based on the synthesis findings of the overall study and the AccGov's compensation philosophy. The recommendations were accompanied with multiple different ways to implement the proposed compensation system along with the estimated cost for each. AutoSolve also provided the AccGov project leadership team with an *Employee Compensation Management System*. The system is an excel spreadsheet that is designed aid the AccGov in implementing and maintaining the proposed compensations system derived from this study.

Study Methodology Diagram



Market Peers

Peer Name	Cost of Living Index	COLI Factor
Athens-Clarke, GA	96.90	
City of Woodstock, GA	99.50	0.974
Cobb County, GA	104.80	0.925
DeKalb County, GA	103.10	0.940
Macon-Bibb County, GA	94.90	1.021
Barrow County, GA	93.30	1.039
City of Alpharetta, GA	112.50	0.861
City of Atlanta, GA	112.50	0.861
City of Gainesville, GA	96.50	1.004
City of Johns Creek, GA	112.50	0.861
City of Roswell, GA	112.50	0.861
City of Sandy Springs, GA	112.50	0.861
City of South Fulton, GA	112.50	0.861
Clayton County, GA	90.30	1.073
Forsyth County, GA	104.80	0.925
Gwinnett County, GA	98.50	0.984
Hall County, GA	96.50	1.004
Rome-Floyd County, GA	92.30	1.050
Walton County, GA	94.40	1.026

Study Summary - Proposed Compensation System

Study Summary is the aggregate of the analysis and findings discovered in this study. The combined findings were utilized to create the following recommendations.

Study Summary Findings

Client Specified Issues, Needs, and Compensation Philosophy

The AccGov's project team expressed their desire for the AccGov's compensation philosophy to consist of taking into consideration the employee's tenure with the organization and provide market average compensation relative to their operating market.

Review of the Current Pay Plan System:

The first step in the study was reviewing the internal equity of the organization. The AutoSolve team performed a deep dive into the current compensation structure utilized by the AccGov. This detailed analysis provided the foundation for AutoSolve's recommendations. Listed below are the summary findings from Section One.

- The AccGov Fire Department utilizes a Public Safety step plan that has inconsistent increases between each of its grades and inconsistent step progression between and within each grade.
- The pay plan illustrates best practices regarding tenure and quartile correlation.
- 0 employees are below their grade minimum.
- 0 employees are above their grade maximum.
- 9 employees fall -5% or more below their expected hire year salary.
- 17 employees have a salary between 95% and 100% of their supervisor's salary.

Compensation Evaluation – Market Survey:

The Market Survey is a comprehensive examination of the AccGov's compensation and benefit structure. The organization's external equity was evaluated by comparing AccGov's salary ranges and benefits to selected peer organizations. Listed below are the summary findings gathered from Section Three.

- AccGov is **2.88%** below the market minimum.
- AccGov is **11.87%** below the market midpoint.
- AccGov is **18.34%** below the market maximum.

Study Recommendations

Based on the combined findings found from each section of this study and the compensation philosophy for AccGov Fire Department, AutoSolve recommends the following to addresses and resolves recruitment, retention, and compression issues:

- Recommended Implementation date of January 1st, 2026.
- Assigned the Corporal Classification to its own grade.
- Brought the proposed grade minimums to the market average.
- Brought all the grades' range spreads from 30.00% to 40.00%.
- Increased the number of steps from 7 to 20, allowing for more instances of pay increases which will assist in combating compression.
- Proposed the Implementation Option: **Hire Year Parity** This implementation option aims to align an employee's salary within their recommended new paygrade range based on their overall tenure with the organization. This is calculated on a 30-year career basis. For example, if an employee has 15 years of experience with the organization, that employee will be placed at the midpoint of their new paygrade range. This implementation option was chosen to correct the pay "leap frogging" that has been occurring in the organization and to reward employees for their years of service with the organization.

Recommended Proposed Pay Plans

The following chart found in **FIGURE S3.1** is the recommended proposed pay plan for AccGov's Fire employees. The proposed pay plan was created to be at the market average relative to the AccGov's market peers. (The AccGov's market peers utilized for this study are found in **FIGURE S2.1** on page 6).

The proposed pay plans characteristics are as follows:

Fire Step Pay Plan

- **Number of Pay Grades:** 9
- **Number of Steps:** 20
- **Average Range Spread:** 40.00%
- **Smallest Minimum:** \$44,000.00
- **Largest Maximum:** \$142,754.33
- **Number of Departments:** 1
- **Employees Assigned:** 174

**Figure S3.1A
Proposed Fire Step Pay Plan**

Grade	Proposed Min	Proposed Midpoint	Proposed Maximum	Range Spread	Min Grade Progression	Step Progression
F1	\$44,000.00			-		-
F2	\$52,360.00	\$62,832.00	\$73,304.00	40.00%	19.00%	1.79%
F3	\$56,548.80	\$67,858.56	\$79,168.32	40.00%	8.00%	1.79%
F4	\$61,072.70	\$73,287.24	\$85,501.79	40.00%	8.00%	1.79%
F5	\$67,179.97	\$80,615.97	\$94,051.96	40.00%	10.00%	1.79%
F6	\$73,897.97	\$88,677.57	\$103,457.16	40.00%	10.00%	1.79%
F7	\$81,287.77	\$97,545.32	\$113,802.88	40.00%	10.00%	1.79%
F8	\$91,042.30	\$109,250.76	\$127,459.22	40.00%	12.00%	1.79%
F9	\$101,967.38	\$122,360.85	\$142,754.33	40.00%	12.00%	1.79%

**Figure S3.1B
Proposed Fire Step Pay Plan**

Grade	1	2	3	4	5	6	7	8	9
F1	\$44,000.00								
F2	\$52,360.00	\$53,295.51	\$54,247.73	\$55,216.96	\$56,203.51	\$57,207.69	\$58,229.80	\$59,270.18	\$60,329.15
F3	\$56,548.80	\$57,559.15	\$58,587.54	\$59,634.32	\$60,699.79	\$61,784.30	\$62,888.19	\$64,011.80	\$65,155.49
F4	\$61,072.70	\$62,163.88	\$63,274.55	\$64,405.06	\$65,555.77	\$66,727.05	\$67,919.24	\$69,132.74	\$70,367.92
F5	\$67,179.97	\$68,380.27	\$69,602.00	\$70,845.57	\$72,111.35	\$73,399.75	\$74,711.17	\$76,046.02	\$77,404.72
F6	\$73,897.97	\$75,218.29	\$76,562.20	\$77,930.12	\$79,322.49	\$80,739.72	\$82,182.29	\$83,650.62	\$85,145.19
F7	\$81,287.77	\$82,740.12	\$84,218.42	\$85,723.14	\$87,254.73	\$88,813.70	\$90,400.51	\$92,015.68	\$93,659.71
F8	\$91,042.30	\$92,668.94	\$94,324.63	\$96,009.91	\$97,725.30	\$99,471.34	\$101,248.58	\$103,057.56	\$104,898.87
F9	\$101,967.38	\$103,789.21	\$105,643.59	\$107,531.10	\$109,452.34	\$111,407.90	\$113,398.40	\$115,424.47	\$117,486.74

**Figure S3.1C
Proposed Fire Step Pay Plan**

Grade	10	11	12	13	14	15	16	17	18	19	20
F1											
F2	\$61,407.04	\$62,504.19	\$63,620.94	\$64,757.64	\$65,914.65	\$67,092.34	\$68,291.06	\$69,511.21	\$70,753.15	\$72,017.28	\$73,304.00
F3	\$66,319.61	\$67,504.53	\$68,710.61	\$69,938.25	\$71,187.83	\$72,459.73	\$73,754.35	\$75,072.10	\$76,413.40	\$77,778.66	\$79,168.32
F4	\$71,625.17	\$72,904.89	\$74,207.46	\$75,533.31	\$76,882.85	\$78,256.50	\$79,654.70	\$81,077.87	\$82,526.47	\$84,000.96	\$85,501.79
F5	\$78,787.69	\$80,195.38	\$81,628.21	\$83,086.65	\$84,571.14	\$86,082.15	\$87,620.17	\$89,185.66	\$90,779.12	\$92,401.05	\$94,051.96
F6	\$86,666.46	\$88,214.91	\$89,791.03	\$91,395.31	\$93,028.25	\$94,690.37	\$96,382.18	\$98,104.22	\$99,857.03	\$101,641.16	\$103,457.16
F7	\$95,333.11	\$97,036.40	\$98,770.13	\$100,534.84	\$102,331.08	\$104,159.41	\$106,020.40	\$107,914.65	\$109,842.74	\$111,805.27	\$113,802.88
F8	\$106,773.08	\$108,680.77	\$110,622.55	\$112,599.02	\$114,610.81	\$116,658.53	\$118,742.85	\$120,864.40	\$123,023.86	\$125,221.91	\$127,459.22
F9	\$119,585.85	\$121,722.47	\$123,897.26	\$126,110.90	\$128,364.10	\$130,657.56	\$132,991.99	\$135,368.13	\$137,786.73	\$140,248.54	\$142,754.33

Recommended Pay Grade Assignments

Utilizing both the external market survey and AutoSolve's proprietary ranking analysis conducted on each classification. AutoSolve is proposing the following pay grade assignment for each classification. AutoSolve's proposed pay grade assignments ensures each classification is compensated competitively and fairly, externally within AccGov's operating market, and internally taking into consideration each classifications required duties, responsibilities, and experience relative to the other classification utilized by the AccGov.

FIGURE S3.2 illustrate the proposed recommended pay grade for each classification within the proposed Fire Step Plan.

Figure S3.2
General Pay Plan Grade Assignments

Classification	Proposed Grade
Firefighter Recruit	F1
Firefighter	F2
Fire Corporal	F3
Fire Sergeant	F4
Fire Lieutenant	F5
Fire Captain	F6
Battalion Chief	F7
Division Chief	F8
Deputy Fire Chief	F9

Proposed Salary Ranges Compared to Peer Market Salary Ranges

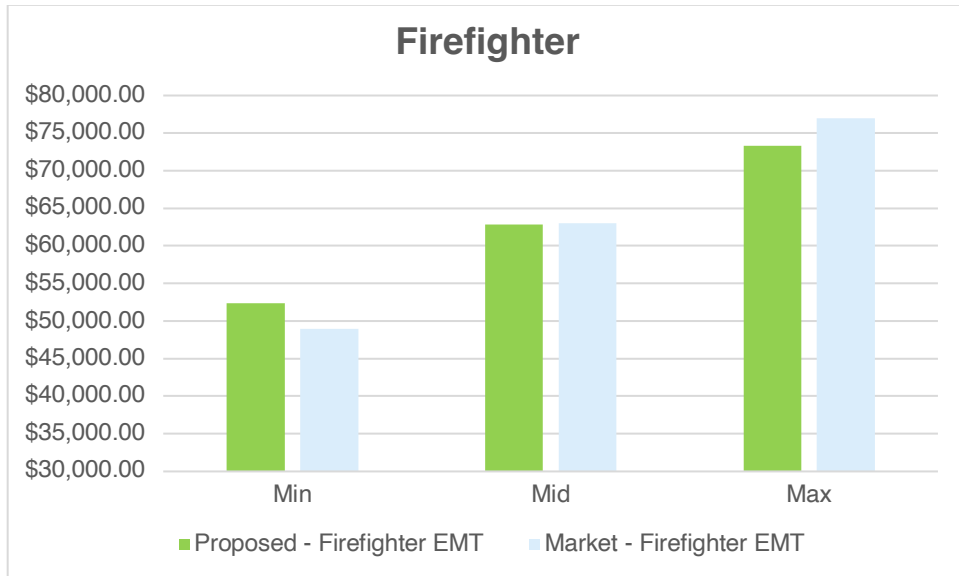
Below AutoSolve provides comparison charts between the nine classifications proposed salary ranges and the peer market average salary ranges. Each chart is broken into three sections, Min, Mid, and Max. Each section will have two bars one representing the proposed plan's Min, Mid, and Max and the other bar represents the peer market average Min, Mid, and Max

All classification's proposed minimums will be at or right above the market minimum. All classification's midpoints and maximums will be slightly below the market midpoints and maximums. This is consistent with AccGov's compensation philosophy of brining the classification minimums to market and keeping the raising the range spread from approximately 30.00% to 40.00%.

Figure S3.3A
Proposed Vs. Market



**Figure S3.3B
Proposed Vs. Market**



**Figure S3.3C
Proposed Vs. Market**

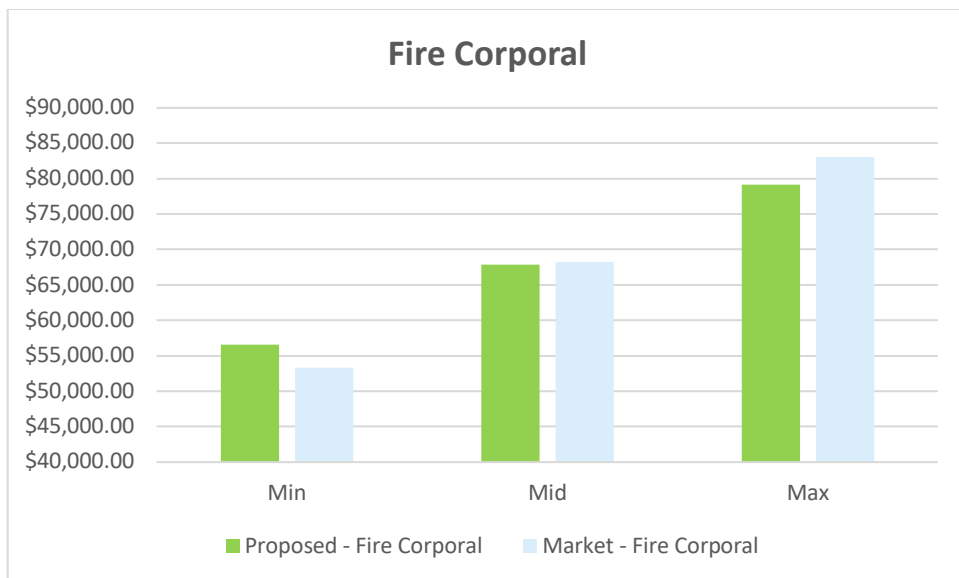


Figure S3.3D
Proposed Vs. Market

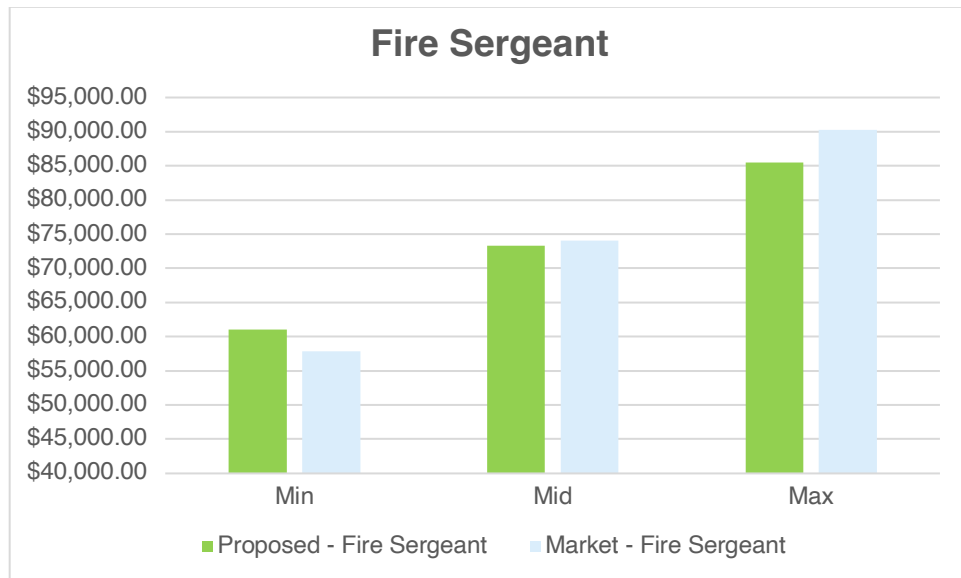


Figure S3.3E
Proposed Vs. Market

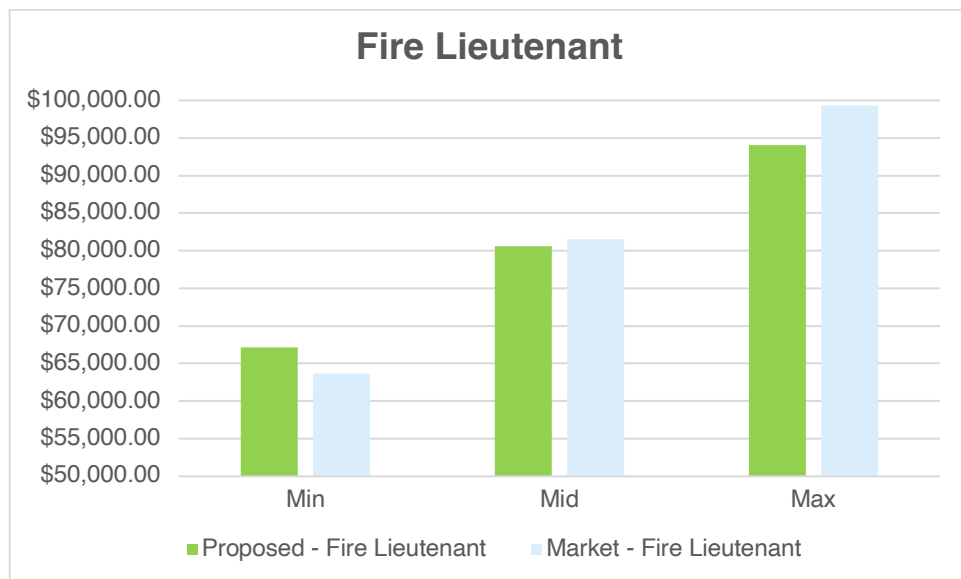


Figure S3.3F
Proposed Vs. Market

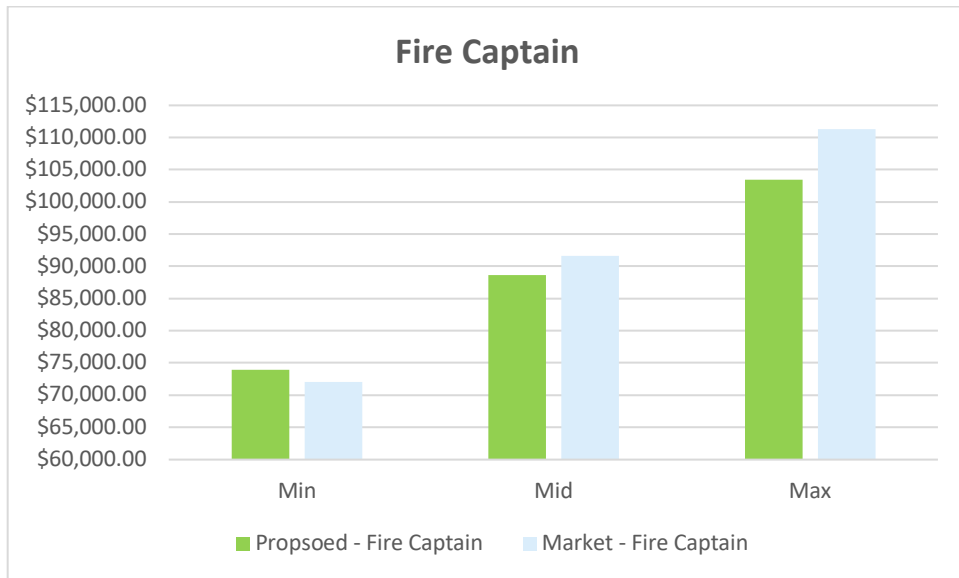


Figure S3.3G
Proposed Vs. Market

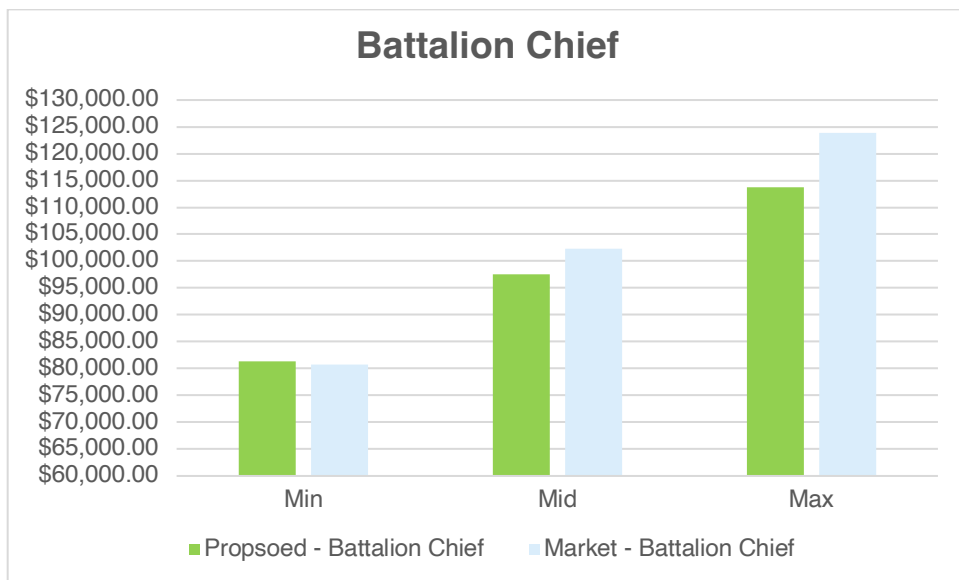


Figure S3.3H
Proposed Vs. Market

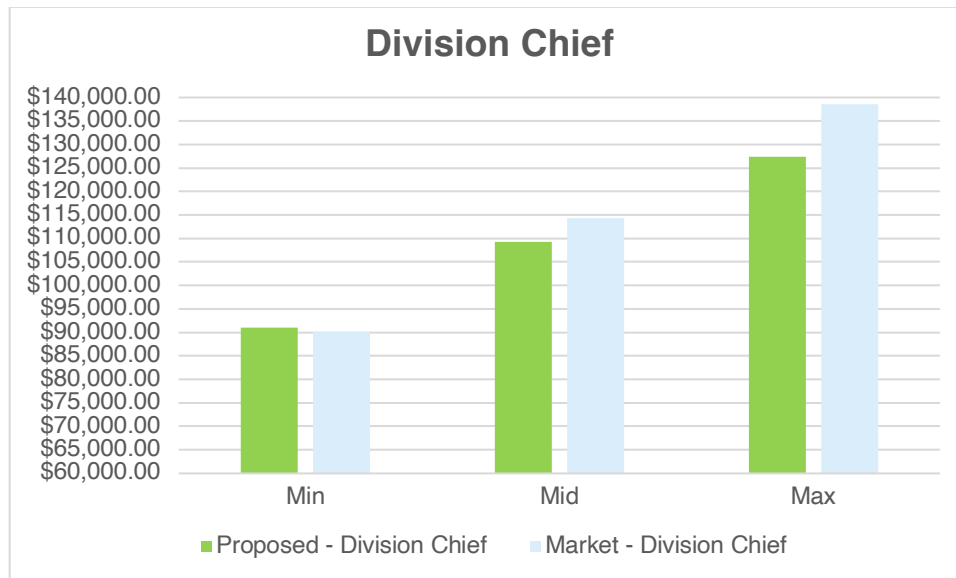
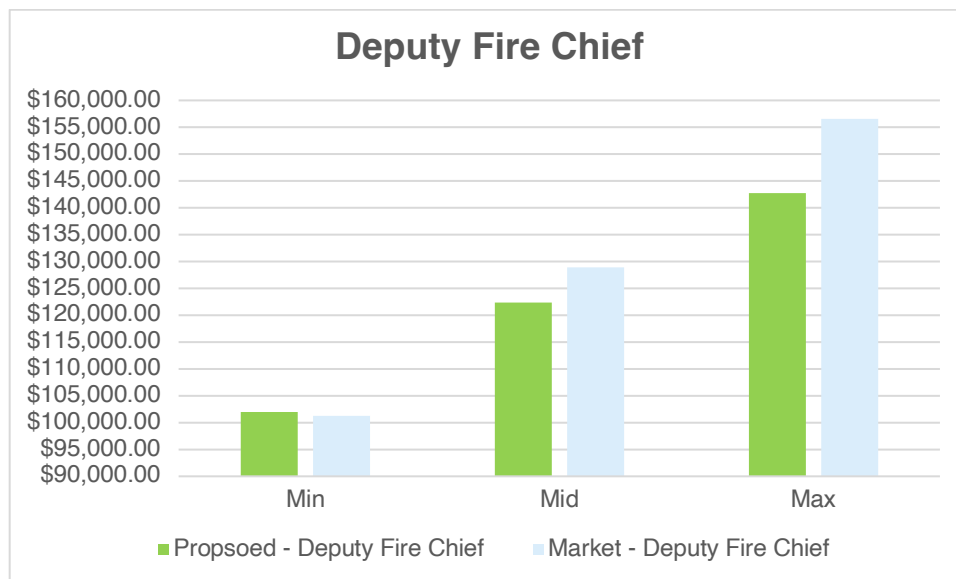


Figure S3.3I
Proposed Vs. Market



Recommended Implementation Option

AutoSolve is recommending the implementation option: **Hire Year Parity**. This implementation option aims to align an employee's salary within their recommended new paygrade range based on their overall tenure with the organization. This is calculated on a 30-year career basis. For example, if an employee has 15 years of experience with the organization, that employee will be placed at the midpoint of their new paygrade range. This implementation option was chosen to correct the pay “leap frogging” that has been occurring in the organization. This recommendation rewards employees for their tenure with AccGov Fire Department. Experience outside the AccGov Fire Department was not applicable.

The total recommended implementation cost for Hire Year Parity is \$687,498.92. The implementation will affect all 174 employees. **FIGURE S3.4** illustrates a cost breakdown of the recommended implementation option.

Figure S3.4
Hire Year Parity
Implementation Cost

Implementation Options	Cost	Number Of Employees Affected	Average Change Per Employee	Average Percent Increase
Hire Year Parity	\$687,498.92	174	\$3,951.14	5.17%

This implementation costs can be split out over two implementation periods, if the AccGov is unable to allocate enough resources at one time to complete the implementation at one time. The estimated implementation option cost would then be \$343,749.46 in period one and \$343,749.46 in period two. **FIGURE S3.5** illustrates the two-period implementation.

Figure S3.5
Two Period Implementation

Implementation Period	
Period 1	\$343,749.46
Period 2	\$343,749.46

Compensation Management System and Periodic Maintenance

The proposed twenty step pay plan system is designed to allow one step increase for every employee each year, with the option to increase more than one step for high achieving employees. When promoting an employee into their next classification and grade, leadership will determine if the employee maintains their step with each promotion or if they will fall back a step with each promotion.

Accompanying our recommendations, is an Employee Management System that will assist the AccGov in the implementation and maintenance of the new compensation system. This management system will provide per employee implementation cost estimates. It will also aid in implementing and estimating cost for future pay plan increases.

The proposed system will need periodic maintenance over the next two to three years. Without maintenance, the competitiveness of the system will decrease, and the same retention/recruitment pitfalls will increase once again. AutoSolve strongly recommends the AccGov to perform a complete compensation and classification study at least every three years.

Conclusion

This concludes the Comprehensive Compensation and Classification study for the AccGov Fire Department performed by AutoSolve, Inc. AutoSolve proposed a new compensation system that addresses and resolves the retention, recruitment, and compression issues found within the AccGov's current compensation system. The proposed compensation system was created to be competitive relative to the AccGov's operating market, which will allow the AccGov to recruit and retain the best talent possible.