

**MEETING AGENDA**  
**FINANCE & PERSONNEL COMMITTEE OF THE**  
**PLYMOUTH COMMON COUNCIL**  
**COUNCIL CHAMBERS**  
**128 SMITH STREET**  
**CITY OF PLYMOUTH, WISCONSIN**  
  
**TUESDAY JULY 9, 2024**  
**IMMEDIATELY FOLLOWING THE PUBLIC WORKS**  
**AND UTILITIES COMMITTEE**

Members Present:

\_\_\_\_ Mayor Pohlman  
\_\_\_\_ John Nelson  
\_\_\_\_ Jeff Tauscheck  
\_\_\_\_ Diane Gilson  
\_\_\_\_ Mike Penkwitz

Staff:

\_\_\_\_ Tim Blakeslee  
\_\_\_\_ Anna Voigt

Other:

1. Call to Order and Roll Call.
2. Approval of Meeting Minutes for June 25, 2024 meeting
3. Discussion and Recommendation on Comp and Class Study
4. Discussion and Recommendation on Police Department Body Camera Project
5. Adjournment

**It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice.**

**Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, please contact the City of Plymouth ADA Coordinator Leah Federwisch, located in the Plymouth Utilities office at 900 County Road PP, Plymouth, WI or call 920-893-3853.**

## UNOFFICIAL MINUTES

### FINANCE & PERSONNEL COMMITTEE OF THE PLYMOUTH COMMON COUNCIL COUNCIL CHAMBERS

TUESDAY JUNE 25, 2024

- 1. Call to order and roll call:** Mayor Pohlman called the meeting to order at 5:45 PM. On call of the roll, the following member were present: Mayor Pohlman, John Nelson, Jeff Tauscheck, Diane Gilson and Mike Penkwitz. Also present were: Alder. Greg Hildebrand, Alder. Angie Matzdorf, Police Chief Ken Ruggles, Director of Public Works Cathy Austin, Finance Director Chris Russo, City Administrator/Utilities Manager Tim Blakeslee, and City Clerk Anna Voigt.
- 2. Approval of meeting minutes for March 26, 2024 meeting:** Motion was made by Gilson/Tauscheck to approve the minutes. A unanimous aye vote was cast. Motion carried.
- 3. Appoint a Chairperson:** Mayor Pohlman nominated John Nelson to be Chairperson. John Nelson nominated Mike Penkwitz and Mike Penkwitz nominated Jeff Tauscheck. A unanimous ballot was handed out. Mike Penkwitz had a majority vote. Penkwitz accepted his nomination.
- 4. Discussion on Building Inspector Position:** City Administrator/Utilities Manager Blakeslee explained that in October 2024 Inspector Scheuerman is planning to retire. As part of the 2024 budget, staff budgeted funding to bring the building inspector/zoning administrator position in-house. Staff posted, advertised, and shared this position for a number of months and did not receive applicants with enough experience to bring forward for consideration. This position has been challenging to fill in many municipalities given the level of credentialing that is required. Witkowski Inspections has expressed interest to serve as a contracted building inspector. Witkowski Inspections has the experience and certifications needed to complete the work. Staff's proposal is to create a new position that would help handle a number of topics that have been identified in the 2023-2026 Strategic Plan. The committee agreed staff should move forward with an agreement with Witkowski Inspections and proceed with an Assistant Administrator/Community Development Director role.
- 5. Adjournment:** Motion was made by Pohlman/Tauscheck to adjourn the meeting. A unanimous aye vote was cast. Motion carried.



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**DATE:** July 3, 2024

**TO:** Finance and Personnel Committee

**FROM:** Tim Blakeslee, City Administrator Utilities Manager

**RE:** Discussion and recommendation regarding Compensation and Classification Study

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**Background:** One of the four strategic goals of the 2023-2026 Strategic Plan is Workforce Recruitment and Retention. One of the strategic initiatives is to review our compensation/benefits plans and strategies. In the 10-year Capital Improvements Plan (CIP), a Compensation and Classification Study was planned to occur in 2025.

The goal of a Compensation and Classification Study is to ensure correct classifications, update job titles, and inform compensation strategy in accordance with applicable federal and state laws. The creation of a Compensation and Classification system should achieve the following objectives: attract and retain qualified workers, ensure employees are paid competitively to the market, and enable the City to maintain a competitive position with other comparable municipalities/utilities in Wisconsin, specifically in the Southeastern geographical area.

As stated above, this project was originally planned to be included in the 2025 budget. However, a series of departures in the electric department encouraged staff to request that this project be completed more quickly. In exit interviews with the departing employees, they praised the work environment of the Utility/City but noted that wages were not locally competitive. While it is often difficult for a municipality and local utility to keep pace with privately owned businesses and Investor-Owned Utilities (IOUs), compensation and benefits need to be sufficient to retain our talented workforce in addition to a positive work environment.

The challenge with a Compensation and Classification Study is that once the study is complete, there will be an expectation of follow-through and implementation from employees. Given City/Utility levy-limits and budget constraints, the implementation process will likely need to be phased in over several years. In addition to providing correct wage ranges for current staff, a Classification and Compensation Study also helps create correct wage ranges for hiring new employees, confirms our current benefits package is competitive, and studies internal wage compression.

As a result, staff issued an RFP for a Classification and Compensation Study for full-time positions in early June 2024. Proposals were received from four firms in late June 2024:

Firm:	Cost:
McGrath	\$26,458

Gallagher	\$42,500
Carlson Dettmann	\$19,350
GovHR	\$23,400

Following a review of the proposals and references, McGrath was the firm that most closely matched the RFP in terms of scope and experience. McGrath’s review includes benefits, wage compression, and discussions with department heads, and then working with the City to customize a compensation plan that reflects our needs. The GovHR proposal did not include the benefits review component, and the Carlson Dettmann proposal lacked local references, which are important for this type of work. McGrath is also conducting a very similar study for Sheboygan County right now, which may help expedite the research end of the project. Gallagher’s proposal was not considered due to cost. The City currently has approximately \$14,000 of ARPA funds that need to be allocated by the end of 2024. Staff proposes using ARPA dollars to cover the City’s portion of the project. The Utility has a fund balance available to cover the remaining amount.

**Recommendation:** Move to recommend the Common Council approve proposal with McGrath not to exceed \$26,458, utilizing the remaining ARPA funds for the project.

**Professional Proposal Prepared for  
The City of Plymouth, Wisconsin**

**Classification and Compensation Study**

**Submitted By:  
McGrath Human Resources Group  
PO Box 865  
Jamestown, TN 38556**

**Dr. Victoria McGrath, CEO  
victoriaphd@mcgrathconsulting.com  
815.728.9111**

**June 24, 2024  
3:00 PM CST**



# Introduction Letter

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June 24, 2024

Tim Blakeslee  
City Administrator/Utilities Manager  
City of Plymouth  
128 Smith Street  
Plymouth, WI 53073

Dear Tim Blakeslee:

Thank you for the opportunity to submit our qualifications to become your compensation business partner and perform a Classification and Compensation Study for the City of Plymouth, Wisconsin.

Developing and maintaining a competitive classification and compensation plan in today's fiscally conservative environment is extremely challenging, yet essential to attract, motivate, engage, and retain a qualified workforce. McGrath Human Resources Group understands the issues public sector entities are facing as our firm provides human resources consulting services primarily for the public sector, with an emphasis on compensation. We offer a transparent, engaging, and collaborative approach to develop a compensation solution built specifically for each client, which aligns with your compensation philosophy and strategy to attract and retain competent professionals, conform to all legal requirements, and fit within the City's fiscal reality.

## **Why Chose McGrath Human Resources Group?**

### **We do not ask you to adapt to an off-the-shelf solution.**

- ❖ Even in municipalities that appear to be similar, each entity has unique qualities, culture and needs.
- ❖ We work hard to understand your goals, fiscal realities, and compensation history so we can offer practical and sustainable options for a compensation solution that addresses your needs while holding to best practices to maintain validity and compliance in the system.

### **We specialize in and understand public employment and local municipalities.**

- ❖ We specialize in public sector consulting; thus, we are in a unique position to understand and work with your stakeholders to make a sound investment that will benefit the City.
- ❖ Our consulting team is comprised of individuals with previous city and county government professional work experience.
- ❖ An investment in your employee's compensation plan is an investment in your community, and we recognize the investment you are making is with taxpayer dollars.

### **Our long history brings a unique breadth of experience.**



- ❖ We have experience with the development of innovative or traditional approaches, with the knowledge of climates where those approaches usually succeed in helping us tailor the best solutions for you.
- ❖ We wish to foster a partnership with our clients by pursuing a depth of understanding of your philosophy, culture, challenges, and successes so the synergy outcome provides a compensation system that makes sense philosophically and fiscally for your organization.

**We are successful.**

- ❖ In our 24<sup>th</sup> year in business, with over 590 clients in 40 states, we are proud that 99% of our projects have been fully adopted and implemented.
- ❖ Our success stems from sound principles and best practices throughout our work and the relationships we build through collaboration and transparency with the project.

Detailed information regarding our firm, consulting team, scope of work, work plan, methodology and process, proposed work schedule, project fees, and other required information are presented within this proposal. All conditions contained in the attached proposal are valid for 90 days from June 24, 2024. I am the authorized individual to contractually bind the Firm and principal contact for this project.

I certify that (1) all information submitted in the proposal is true and correct, (2) I have full authority to do so on behalf of the firm, (3) the fees proposed have not been knowingly disclosed, directly or indirectly, to any other firm responding to this RFP, and (4) no attempt has been made by the proposing firm to induce any other company to submit or not submit a response to this RFP for the purpose of restricting competition.

As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask. We look forward to the opportunity to work with the City of Plymouth and its employees on this important project.

Sincerely,



Victoria J. McGrath, Ph.D., CEO  
PO Box 865 Jamestown, TN 38556  
815.728.9111 ext. 102 (office)  
931.214.2262 (direct)  
[victoriaphd@mcgrathconsulting.com](mailto:victoriaphd@mcgrathconsulting.com)



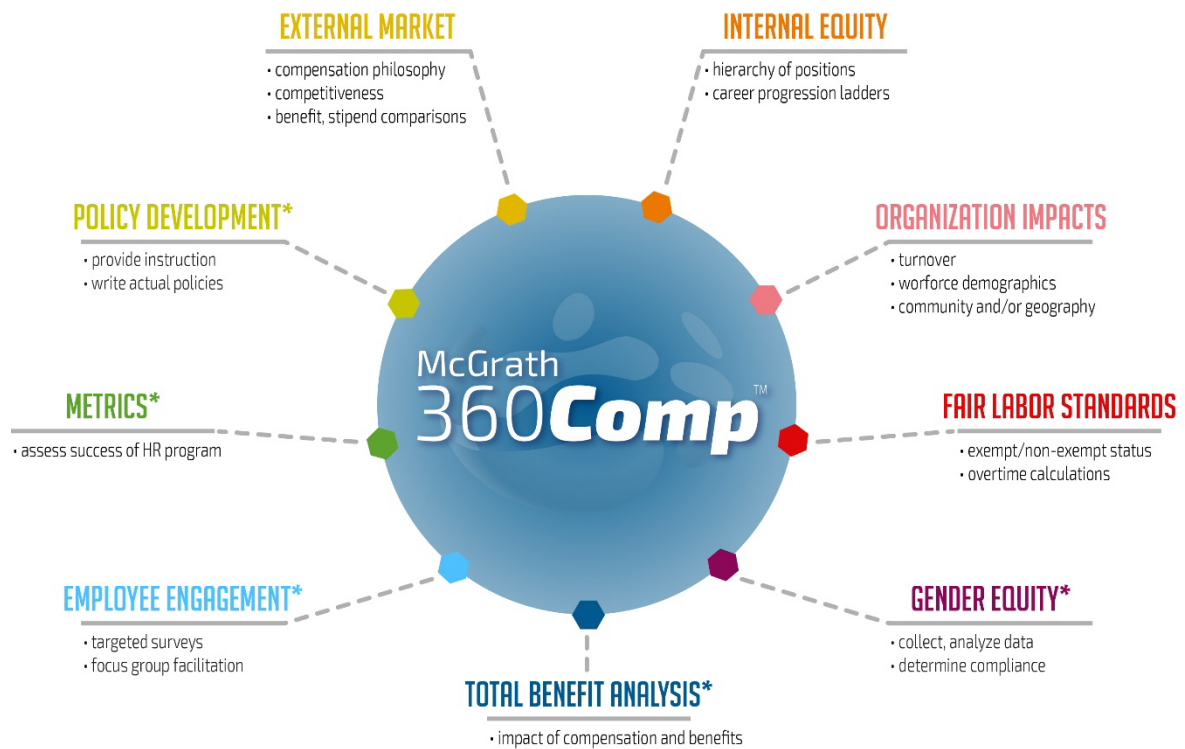
# Table of Contents

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<b>Introduction Letter</b> .....	<b>1</b>
<b>Experience and Qualifications</b> .....	<b>5</b>
Consultant Team .....	6
Consulting Team Project History .....	11
<b>Approach and Methodology</b> .....	<b>13</b>
<b>Methods Overview</b> .....	<b>13</b>
<b>Detailed Methods and Procedures</b> .....	<b>14</b>
1.    Project Orientation .....	14
2.    Project Initiation and Assessment .....	14
3.    Classification Analysis (Job Analysis) .....	15
4.    Compensation Analysis .....	16
5.    Benefits and Rewards Analysis.....	17
6.    McGrath 360Comp™ Integration .....	17
7.    System Update/Development and City Review .....	17
8.    Finalization.....	18
9.    Presentation and Communication .....	18
10.   Ongoing Support and Training.....	19
<b>Proposal Timeline</b> .....	<b>19</b>
<b>Project Progress Communication</b> .....	<b>20</b>
<b>References</b> .....	<b>20</b>
<b>Fee Proposal</b> .....	<b>21</b>
Terms of Payment .....	22
Optional Services .....	22
<b>Additional Services</b> .....	<b>22</b>







\* **OPTIONAL**



## Experience and Qualifications

**McGrath Consulting Group, Inc.** was started in 2000, specializing in public sector consulting in the fields of human resource management and public safety (fire, EMS, police, and communications). Our Firm has over 20 professional consultants who are assigned to projects based upon their professional background and skillset they bring to each client.

**McGrath Human Resources Group** is the Human Resources Division overseen by Dr. Victoria McGrath. Since 2000, McGrath has conducted hundreds of comprehensive compensation and classification studies nationwide. The Human Resources consulting team is comprised of experienced human resources practitioners from both the private sector and local city and county government.

We do not offer an off-the-shelf work product, but rather, we approach each client with the goal to

understand your organization, culture, current and future needs, and fiscal reality to develop total compensation solutions that are developed uniquely for you, align with your compensation philosophy and strategy, while using a collaborative and transparent process.

Our Firm also provides related human resources consulting which includes but is not limited to benefit analysis, job description development, HR Audits, performance management program development, training, policy development, operational studies, and staffing studies. Our Human Resources team is also involved in organizational studies related to public safety.

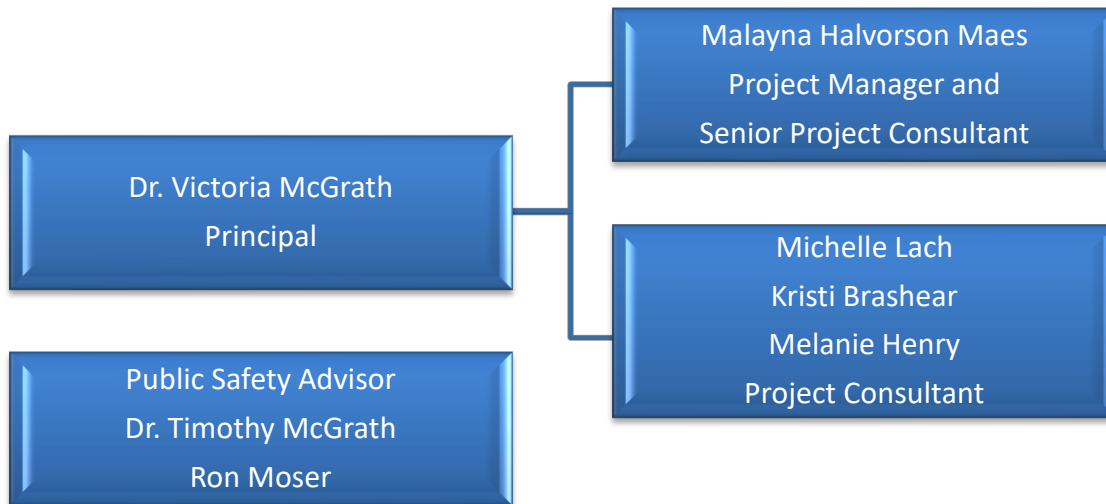
<b>Company Name</b>	McGrath Human Resources Group
<b>Parent Organization</b>	McGrath Consulting Group, Inc.
<b>Established</b>	May 1, 2000
<b>Years of Service</b>	24
<b>Type of Firm</b>	Private Corporation
<b>Company Mailing Address</b>	P.O. Box 865 Jamestown, TN 85565
<b>Responsible Party and Project Manager</b>	Dr. Victoria McGrath, Ph.D., SPHR CEO
<b>Email Address</b>	victoriaphd@mcgrathconsulting.com
<b>Phone Number</b>	(815) 728-9111
<b>Fax Number</b>	(815) 331-0215
<b>Insurance</b>	Erie Insurance: Auto and General Liability, AmTrust: Workers Compensation Mount Vernon: Professional Liability Chubb: Cyber Security Liability  Certificates of Insurance provided with services agreement
<b>Office Locations</b>	Chippewa Falls, WI Columbia, MO Jamestown, TN Katy, TX Strongsville, OH



## Consultant Team

All consultants are McGrath consultants, and there is **no subcontracting**.

The Consultants were selected for this project based upon their areas of expertise, specialties, and related project experience. We operate under the philosophy of total team involvement and each team member has experience in all facets of project work and will work together to meet the goals of your project. Further, we have the flexibility to involve other consultants with our organization to bring their unique perspective and expertise as needed. Primary members of the team for the City and an overview of their project responsibilities are provided.



**Principal:** A principal of the company is actively involved in every project and is accountable for the project. This position will have authority over the contract and to bind the Firm.

**Project Manager:** This role has project oversight, will coordinate all work with the consulting team, will have direct routine communication with the City's project designee, and will be hands on in all aspects of the project's activities, leads the consulting team on targeted project activities, and performs duties of a project consultant.

**Project Consultant:** This role works on various project activities, which will include communication documents/tools, interviews, position questionnaire analysis, job description review, market data collection and analysis, pay plan review, compensation system development, costing, and drafting reports.

**Advisor:** This role has specific subject matter expertise that may be called upon for additional consultation for the consulting team for public safety positions, as needed.



**Victoria McGrath, Ph.D., SPHR**  
**Chief Executive Officer and Principal**

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but she also has a number of years in the private sector having worked in health care, banking, and education. She brings over 19 years as an HR practitioner in all phases of human resources prior to her years as a consultant.

Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including five (5) labor unions; the Elmbrook School District, WI – the 2<sup>nd</sup> largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. She has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath's local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more.

Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues. In addition to working with government, she has been a speaker for a number of professional organizations and worked with two (2) organizations in developing courses in human resource management to current and upcoming supervisors. Further, she is an adjunct professor – teaching in areas such as human resources, organizational development, management, and research – at Northwestern University (Master's in Public Policy Administration Program).

Dr. McGrath's doctoral dissertation dealt with Government as a Learning Organization. Her research dealt with government efficiency in providing services and how governmental services can become more effective.

**YEARS WITH FIRM: 24**

**EDUCATION**

- ◆ Ph.D. – Municipal Government as a Learning Organization, University of Wisconsin – Milwaukee, WI
- ◆ Master of Science – Management, Cardinal Stritch College, WI
- ◆ Bachelor of Science – Industrial Relations & Finance, University of Wisconsin – Milwaukee, WI

**PROFESSIONAL AFFILIATIONS**

- ◆ Society for Human Resources Management
- ◆ Illinois Public Employer Labor Relations Association
- ◆ National Public Employer Labor Relations Association
- ◆ International City/County Manager Association



**Malayna Halvorson Maes**  
**Senior Consultant and Project Manager**

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northwestern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.

During her time in county government, Ms. Maes advised the organization through the significant changes at the State level (referred to as Act-10) that resulted in a reduction from five (5) collective bargaining units to one (1) unit, due to reduced legal authority of organized labor in the public sector. As a change agent, she facilitated the development of significant policy changes for the organization. This included conducting a complete evaluation of the compensation system for the county which included implementation of a pay for performance evaluation system. This system was created through the work of a combined employee – manager committee and included the implementation of a performance management software system to streamline the 360-evaluation process. She brings a practical understanding to the development and implementation of complex compensation systems.

As a former Wisconsin Human Resources Director, she is knowledgeable of all facets of local government, including police, public works, engineering, health services, and more. She has been active in a number of professional organizations including SHRM, Chippewa Valley Society of Human Resource Management; WIPFLI Senior HR Forum; Wisconsin Association of County Personnel Directors, and the National Public Employer Labor Relations Association. In addition, she served on the WACPD training Committee, Chair of the Legislative Affairs Committee, a Board of Director member as well as a member of the Services Committee for WPELRA; thus, she takes an active role in defining the profession.

**YEARS WITH FIRM: 10**

**EDUCATION**

- ◆ Bachelor of Arts– Psychology, Luther College, Decorah, IA

**PROFESSIONAL AFFILIATIONS**

- ◆ Society for Human Resources Management
- ◆ National Public Employer Labor Relations Association
- ◆ World at Work, Total Rewards Association

**CERTIFICATION**

- ◆ Certified Compensation Professional (in process)



**Michelle Lach**  
**Project Consultant – Market Data**

Ms. Lach provides critical research and analytical skills to our compensation and benefits studies. Ms. Lach had ten (10) years of professional human resources experience prior to her time with the Firm in the private sector as an HR Director for a manufacturing company and a pharmaceutical company. Her professional experience with the Firm includes the development of employee handbooks and job descriptions, but now works exclusively with compensation and benefit survey designs and execution, and market research. These critical responsibilities include obtaining, compiling, and analyzing complex data and other information for projects, and supporting the project manager as needed. She has been with the Firm for 19 years.

**YEARS WITH FIRM: 19**

**EDUCATION**

- ◆ Bachelor of Arts– Communication and Organizational Development  
Bowling Green State University, Bowling Green, OH
- ◆ Human Resources Program Certification – Baldwin Wallace College, Berea, OH

**Melanie Henry**  
**Project Consultant – Benefits**

Melanie Henry has served as a human resource professional in both the non-profit and public sectors for over 25 years. She worked as the Human Resources Manager for a stand-alone public library in mid Missouri for the majority of her time prior to joining McGrath in 2023.

During her time in local government, Ms. Henry advised the organization through evaluations and implementations of defined benefit retirement benefits, paid leave conversion, timekeeping audit and systems, Library Board liaison for Executive Director recruitment and annual performance evaluation, classification and compensation plan, policy development and employee development program. She also provided guidance during a unionization effort and negotiations of the collective bargaining agreement.

She has been active in a number of professional organizations including SHRM and Human Resource Association of Central Missouri (SHRM chapter). In addition, she served on a local City Personnel Advisory Board, and the Human Resources Association of Central Missouri Board.

**EDUCATION**

- ◆ Bachelor of Arts– Psychology, University of Missouri - Columbia
- ◆ Human Resource Management Certificate – University of Missouri – St. Louis

**PROFESSIONAL AFFILIATIONS**

- ◆ Society for Human Resources Management
- ◆ Human Resources Association of Central Missouri (HRACMO)
- ◆ World at Work, Total Rewards Association



**Kristi Brashear**  
**Project Consultant – Position Analysis**

Kristi Brashear has served in the municipal government sector for more than 15 years. She brings a wealth of experience in municipal management, particularly in the areas of human resources and fiscal management. As a former Director of Human Resources, Finance Manager, and Director of Finance in Texas, Ms. Brashear has a proven track record of success in managing complex municipal operations and implementing effective policies and procedures. Her strategic planning skills have been instrumental in guiding cities through both short- and long-term initiatives, ensuring alignment with organizational objectives and promoting sustainable growth. In her role as the former Director of Human Resources, she played a pivotal role in shaping the city’s workforce and fostering a culture of excellence and collaboration. Her deep understanding of human resources principles and practices enabled her to implement innovative strategies for talent acquisition, employee development, and performance management.

In addition to her expertise in human resources management, Ms. Brashear also possesses a strong background in fiscal management, having served as Finance Manager and Director of Finance. Her strategic planning skills and financial acumen have been instrumental in ensuring long-term financial sustainability and operations.

**EDUCATION**

- ◆ Associate degree - General Studies, Lone Star College

**CERTIFICATION**

- ◆ IPMA – Certified HR Professional

**PROFESSIONAL AFFILIATIONS**

- ◆ Texas Municipal League
- ◆ Texas Municipal Human Resources Association
- ◆ Society for Human Resources Management

**PUBLIC SAFETY ADVISOR**

McGrath Human Resources will partner with the parent company – McGrath Consulting Group in the areas of public safety, as needed.

- Dr. Tim McGrath has over 30 years of experience in fire, EMS, communications and emergency management and currently heads the Fire Division, performing operational studies throughout the United States. He served as Chief of fire departments in Gurnee, Illinois and Brookfield, Wisconsin. Dr. McGrath has been an independent consultant since 1997 and is a speaker well-known for his motivational presentations in the United States and internationally. He earned a doctorate in management, a dual master's degree in public administration and management, a bachelor's degree in industrial education, and an associate degree in fire science management.
- Ron Moser has over 30 years of experience in law enforcement serving six municipalities in three states. Serving as Chief for departments within a metropolitan area. Mr. Moser also served as Director of Emergency Management and Village Manager for Hanover Park, Illinois, a municipality of Cook County. He currently heads the law enforcement division performing operational studies throughout the United States. Mr. Moser has two master’s degrees in Criminal Justice and Corrections and Law Enforcement Administration.



## Consulting Team Project History

McGrath primarily works with public-sector organizations including counties, cities, villages, townships, districts, and even State agencies. The following is a partial list of compensation and classification type projects this specific consulting team has worked on and completed over the last four (4) years.

AODAMHS of Montgomery County, OH	City of Woodstock, IL
<b>Burnett County, WI</b>	Clatsop County, OR
Cabarrus County, NC	Clearfield City, UT
Caroline County, VA	Codington County, SD
City of Alamosa, CO	<b>Columbia County, WI (current project)</b>
City of Alcoa, TN	Community Library Network, ID
<b>City of Bloomer, WI</b>	County of Delaware, PA
City of Bonner Springs, KS	Cowley County, KS
City of Carthage, MO	Cumberland County, NC
City of Chanhassen, MN	Cy Fair Volunteer Fire Department, TX
<b>City of Chetek, WI</b>	Daniel Boone Regional Library, MO
City of Clayton, MO	Davison County, SD
City of Collinsville, IL	<b>Dodge County, WI</b>
City of Columbus, KS	<b>Douglas County, WI</b>
City of Dennison, TX	<b>Eau Claire County, WI</b>
City of Derby, KS	Ford County, KS
City of Dodge City, KS	Forest Preserve District of DuPage County, IL
City of Durant, OK	<b>Green County, WI</b>
City of Duvall, WA	Harvey County, KS
<b>City of Eau Claire, WI</b>	<b>Juneau County, WI</b>
City of Excelsior Springs, MO	Kansas Sentencing Commission, KS
City of Fairview, TX	Kent County, MI
City of Flint, MI	Lawrence Public Library, KS
City of Fulshear, TX	<b>Marathon County, WI</b>
City of Garden City, KS	Merrimac Center, VA
City of Goodland, KS	Mid-Columbia Library, WA
City of Haysville, KS	<b>Monroe County, WI</b>
City of Huber Heights, OH	Montgomery County, OH
City of Kenai, AK	Montgomery County, TN
City of Kirkwood, MO	New Kent County, VA
<b>City of La Crosse, WI</b>	New River Valley Juvenile Detention Hom, VA
<b>City of Lake Geneva, WI</b>	<b>Outagamie County, WI</b>
City of Lansing, KS	Polk County, IA
City of La Vista, NE	<b>Polk County, WI</b>
City of Lawrence, KS	<b>Portage County, WI</b>
City of Manor, TX	Pueblo City-County Library District, WI
<b>City of Marshfield, WI</b>	Roanoke Valley Juvenile Detention Center, VA





City of Merriam, KS	<b>Rock County, WI</b>
<b>City of Monroe, WI</b>	Saginaw Charter Township, MI
City of North Kansas, MO	<b>Sauk County, WI</b>
City of Northfield, MN	Scenic Library, MO
City of Ottawa, KS	Sedgwick County, KS
City of Palos Heights, IL	<b>Sheboygan County, WI (current project)</b>
City of Pleasant Valley, MO	Somerset School District, WI
City of Prairie Village, KS	South County Fire Department, WA
City of Raymore, MO	<b>St. Croix County, WI</b>
City of Richmond, MO	Sumner County, TN
<b>City of River Falls, WI</b>	Tooele County, UT
City of Roeland Park, KS	Town of Blacksburg, VA
City of Saratoga Springs, UT	Town of Fairview, TX
City of Sequim, WA	Town of Greeneville, TN
City of Smithville, MO	Town of Holly Springs, NC
City of Stayton, OR	Town of Prescott Valley, AZ
City of Topeka, KS	Union County, NC
City of Tukwila, WA	<b>Vernon County, WI</b>
City of Union, MO	<b>Village of Mount Pleasant, WI</b>
City of Unalaska, AK	<b>Village of Rib Mountain, WI</b>
City of Webster Groves, MO	Wasatch County, UT
<b>City of West Bend, WI</b>	<b>Wisconsin Employee Trust Funds, WI</b>
City of White Bear Lake, MN	<b>Winnebago County, WI</b>



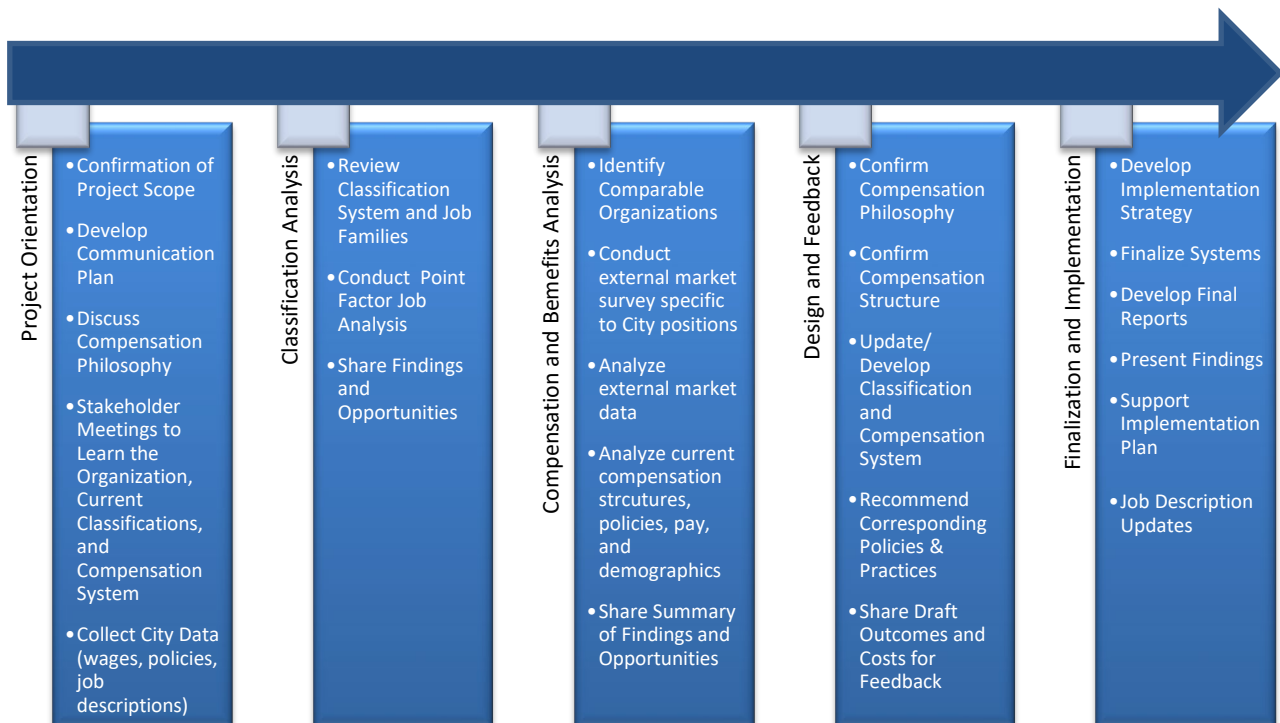
# Approach and Methodology

## Methods Overview

In any governmental organization, salaries and benefits are typically the largest budget item. An investment in your employee’s compensation plan is an investment in your community, and we recognize the investment you are making is with tax dollars. We also understand a competitive compensation system is an important element for the City’s ability to hire, cultivate, and retain employees who provide service and value to all City stakeholders, regardless of the organization’s size.

Similarly, internal equity, proper classification, career opportunities and addressing of any compression issues serves to enhance the employee’s feeling of value and willingness to actively engage in their work for the organization. Therefore, it is important for the City to have a system that promotes the active engagement of employees, is non-discriminatory, is legally defensible, is efficient to manage, and can accommodate organizational growth and change. Thus, we tailor our services to meet the needs and unique structure and culture of the City.

Our methodology and approach are characterized by a systematic, logical series of tasks aimed at assuring thoroughness, consistency, and objectivity. After conducting a needs assessment with the City, confirming the City’s compensation philosophy with City leaders, and analyzing the current System in place, our Firm utilizes Best Practices throughout the process, which includes salary data and job content data from multiple City sources and its mutually identified comparables. Data analysis is then utilized to put this information into a meaningful summary format which is shared with the City. A visual summary of the project plan is provided. A detailed methodology and work plan follows.



## Detailed Methods and Procedures

We tailor our projects to meet the needs and unique structure and culture of your organization, with the principles of collaboration, communication and transparency in mind while developing a sound work plan with identified deliverables. The proposal steps can be discussed and adjusted to meet the project's needs for the City.

### 1. Project Orientation

- ❖ Communicate with the City's project designee to:
  - Provide a list of documents and data needed to begin the project.
  - Discuss project expectations and milestones.
  - Begin developing a communication plan.
  - Schedule initial meetings.

*Our philosophy is to tailor each project to meet the needs, unique structure, and culture of your organization, with the principles of collaboration, communication and transparency in mind while developing a sound work plan with identified deliverables.*

We develop a communication plan at the onset of the project so the Firm can provide routine updates on progress as well as discuss any issues that may result in a delay or a challenge within the project. Our Project Manager coordinates meetings, data sharing, and ensures the work plan is progressing according to the designed work plan so the deliverables are met within the scope and timeline of the project.

### 2. Project Initiation and Assessment

The consultants will conduct the first visit to meet with City leaders, Compensation Project Team, and all Department Directors/Managers to:

- ❖ Explore your organization's current compensation system, compensation philosophy and strategy.
- ❖ Gain an understanding of the goals, values and structure of the overall organization.
- ❖ Gather information for each individual department including any unique responsibilities associated with positions, strengths and weaknesses of the current system, or issues with recruitment/retention.
- ❖ Identify future needs.
- ❖ Review provided documents and data.
- ❖ Finalize project communication expectations and strategies, project timeline, and identifiable milestones.

*Our philosophy is to have direct conversations with management and administration to identify challenges and concerns with the current system and future needs; so we may develop comprehensive recommendations to best address those needs.*

Other Introductory communications are recommended:

- ❖ Conduct introductory meetings with elected officials to discuss elements of compensation philosophy and expectations.
- ❖ Introductory employee/labor communications and/or meetings to explain the process of a compensation study, introduce the consulting team, expected assistance, describe the general outcome of the Study, and other related topics as desired by the City.

*Communication with elected officials and/or employees during the project allows engagement and offers factual information.*



From first site visit, the consulting team will identify:

- ❖ The strengths of the current compensation system.
- ❖ Areas that need to be addressed or are concerns to the current programs.
- ❖ Current compensation program success and challenges.
- ❖ Other characteristics about the City and its geographic location which may impact compensation.

*It is our belief that identifying and establishing a compensation philosophy allows for the development of strategic recommendations, such as placement in the market.*

An analysis of this data as well as external data collection will be the basis of confirming the compensation philosophy that will guide the design and complexity of the City’s compensation program. A consistent philosophy is a strong existing foundation for the City.

### 3. Classification Analysis (Job Analysis)

A **job analysis** objectively evaluates the duties, responsibilities, tasks, and authority level of each City position and identifies hierarchy, career progression opportunities, **and internal equity**.

*Our philosophy is that job analysis is critical not only for internal equity, but also the establishment of a standardized classification system which will be used to establish pay equity between positions.*

The job analysis would include completion of a Position Questionnaire (PQ), which is a standardized tool used to analyze each position on identified factors. The **McGrath 360Comp™** PQ has been developed **specifically for use in public sector** organizations **and is available as an online tool**. This Questionnaire is recommended to be completed on all job titles for purposes of:

- ❖ Expounding upon information provided in job descriptions.
- ❖ Evaluating position responsibilities regarding necessary competencies, experience, education, finances, judgement, decision-making and other expectations which provide value to the City.
- ❖ Clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Updating and aligning classification changes.
- ❖ Identifying career progression opportunities.
- ❖ FLSA designation

The **McGrath 360Comp™** point factor process used to complete the job analysis goes beyond the typical “Knowledge, Skills and Abilities” (KSA’s) and explores factors that are unique to public sector positions including the following aspects of a job:

- ❖ Records, Reports and Programs
- ❖ Impact of Decisions and Consequents of Errors
- ❖ Contact with Others (both inside and outside the organization)
- ❖ Equipment, Machines and Tools
- ❖ Budget, Financial, and Cash Handling
- ❖ Education, Experience, Licensure/Certifications
- ❖ Complexity and Judgment
- ❖ Confidential Data
- ❖ Stress (degree of mental or emotional fatigue or stress inherent to the job)
- ❖ Technology
- ❖ Leadership and Supervisory Responsibilities
- ❖ Work Environment and Physical Requirements



**Supervisory Review/Verification.** Each incumbent’s supervisor or Department Director will be given time to review the completed PQ for content and accuracy, and to comment in a designated area of the document. They will sign off on their review prior to submission to the Consultants. If needed, the consulting team may speak with Department Directors, Supervisors, and Human Resources for additional position clarification.

**Outcomes.** From this process, the current classification system will be updated, as needed.

The point factor system for job analysis is teachable, so our clients can continue to use this methodology on their own should they choose. Compensation systems are more likely to be kept up-to-date and relevant which extends the lifecycle of a plan with this tool.

#### 4. Compensation Analysis

A Compensation analysis determines the organization’s relative position in the comparable labor market. This analysis allows City leaders to understand the organization’s compensation as a whole and by position, allowing them to make sound compensation decisions. Compensation Analysis will consist of the following:

*A market survey is developed specific to the City’s positions. We believe that collecting fresh market data establishes a more accurate look of the current market. We do not utilize third-party market surveys unless requested or discussed with the client in advance.*

- ❖ **The City and consulting team will cooperatively identify Comparable Organizations as the labor market.** The City will have input into the list and must approve prior to starting the external market survey.
- ❖ McGrath consultants will prepare and conduct a tailored compensation survey specific to the City’s positions to **collect external market data** in real-time.
- ❖ The consultants will **analyze salary data**. The market survey collects minimum, midpoint, maximum, and incumbent salary information for each benchmark position; and other data points as needed. A statistical analysis is conducted on each dataset to ensure consistent and objective analysis. The outcome is then calculated into a ratio between the market and the City to measure the City’s alignment against the market.
- ❖ The consultants will examine the status of your current compensation systems including **structural analysis, special pay analysis, compression analysis, and incumbent pay analysis** to give guidance to the consultants for compensation and implementation recommendations and will also **provide information to the City regarding overtime, promotional and retention opportunities, internal equity, and how multiple pay plans are working together**.
- ❖ The consultants will **review your compensation-related policies** for compliance and best practices. We will make recommendations for policy updates or considerations that impact the City.



The consultants will also gather and analyze external and internal demographic data and workforce metrics to define:

- Employee’s tenure within the organization as well as tenure in current position.
- Turnover rate for the organization.
- Local geographic and economic factors impacting the attraction and retention of employees.

*Understanding your employee demographics and external challenges allows for the development of strategic recommendations.*

The outcome of this portion of the project is very important because it identifies current trends and future predictors. This information guides the consulting team in developing strategy options and recommendations for the City’s current and future needs.

### 5. Benefits and Rewards Analysis

When data is received through the benefits and Rewards survey to the identified labor market, the Consultants will analyze the findings and identify any trends and/or areas of concern as compared with the Market. A Benefits and Reward Analysis identifies the City’s position in the market for the offering of insurance, retirement, paid leave, holiday, and other benefits and rewards identified in a Total Rewards Inventory conducted with the City.

*Wages alone do not make up total compensation. A review of benefits in conjunction with wages allows the organization to see the total compensation picture.*

### 6. McGrath 360Comp™ Integration

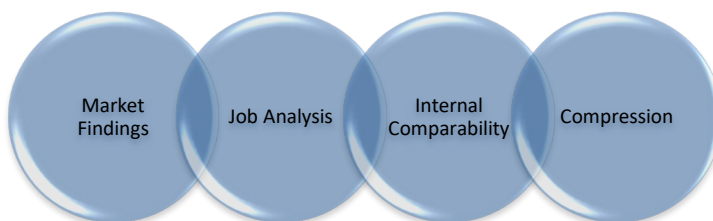
Upon completion of the compensation analysis and job analysis, etc. the consultants will engage the City to:

- ❖ Confirm the recommended compensation philosophy.
- ❖ Discuss the data obtained and share summary findings and trends found in the analysis as it compares to the current Compensation System.
- ❖ Discuss the tie between the compensation system, performance, and tenure, and provide recommendations to strengthen the City’s desired compensation model.

*Our philosophy is to help the City understand the full picture between the job analysis, compensation analysis, and summary market findings, which allows the City and consulting team to have a meaningful dialogue to confirm the desired place in the market, desired compensation system model, and other compensation solutions identified.*

### 7. System Update/Development and City Review

The Compensation System(s) will be updated with the following



*Allowing City leaders and department directors the opportunity to review our recommendations in advance of finalization provides an opportunity for dialogue and sound quality control.*

information:



The consultants will develop a **detailed fiscal impact** of the Compensation System(s) and will present implementation strategy options that fit the fiscal needs, culture, and compensation strategy of the City. While some entities can fully implement the compensation system immediately, some clients have utilized a phased approach. We will work with the City to ensure that any phased approach fits with best practices and your fiscal realities. The proposed price includes up to three (3) salary schedule and costing iterations.

Once the System is updated, the consultants will meet with appropriate City personnel to **review the draft Compensation System(s)**. This visit will include meetings with the City's project designee and each Department Director to review placements to identify any concerns prior to finalization. This provides an opportunity to discuss any concerns in placement in the current system and/or ensure proper placement if the System(s) are redesigned.

## 8. Finalization

Up to two (2) Reports will be developed based upon the needs of the project. This could include the following:

*The City will receive the Compensation and Classification documents and cost estimates in editable format for the City to maintain/integrate.*

A **Compensation Policy/Procedure Manual**. This report details:

- a. Study methodology and summary findings.
- b. Recommended compensation structure modifications.
- c. Recommended position title, classification specification or career progression changes.
- d. Fiscal impact and implementation strategies.
- e. Policies and procedure modifications or to adopt to administer and maintain the system in-house going forward.

A **Final Report**. This report details:

- a. Executive Summary of methodology and visual summary finding graphs.
- b. Recommended compensation structure modifications.
- c. Recommended position title, classification specification or career progression changes.
- d. Fiscal impact and implementation strategies.
- e. Policies and procedure modifications or to adopt to administer and maintain the system in-house going forward.

These reports will first be provided to the Administration in draft form to allow for feedback before the reports are placed into final form and provided electronically.

## 9. Presentation and Communication

The Study includes a **presentation to the Common Council and employees, as determined by the City**.

*We stand behind our methodology and process, and recommendations. We are available to present findings.*

The consulting team will also be available to introduce the recommendations to employee groups to the depth, and in the manner, you prefer and offer suggestions and recommendations on how to best communicate this information. We prepare correspondence and notices tailored to our client, whether for written, verbal or electronic presentation.



## 10. Ongoing Support and Training

McGrath Human Resources Consultants will continue to work with your organization to **support implementation** of the compensation system at no additional cost.

*We will continue to assist the City through implementation and beyond.*

The City may also consider its future needs as follows:

- ❖ McGrath Human Resources believes in providing our clients with the tools to be able to manage their Compensation System independently, if the client desires. We offer to teach the Human Resources staff the point factor/position analysis process through an individualized instructional process.
- ❖ Alternatively, some clients prefer that McGrath Human Resources set current and future pay grade placements, position changes, and job description development rather than completing that in-house. This can be done for a nominal fee depending upon the time involved in the placement.

### Proposal Timeline

We acknowledge the City’s desire for a September 2024 completion date. However, with the current labor market conditions, it is important we take the time necessary to provide the City with a quality end product that will be successful for the City. The timeliness of the market data collection is heavily dependent upon the workload and staffing of the comparable organizations we are asking to participate, so additional time is built into the schedule for better comparable participation/timely responses to capture current data. Considering these factors, our proposed timeline is customarily a **4-month process** for the size of the City from the kickoff meetings. The completion date of the project will be heavily driven by the date the City starts the project among other factors.

We recommend the following schedule:

Activity	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Task 1</b> – Project orientation/scheduling and planning																
<b>Task 2</b> - Project Kickoff meetings with identified stakeholders for information meetings																
<b>Task 3</b> –Position Questionnaire and Job Analysis																
<b>Task 4 &amp; 5</b> - Market Data collection and analysis																
<b>Task 6</b> - Review Findings with City																
<b>Task 7</b> – Update Compensation and Classification Systems																
<b>Task 7</b> - Review Recommendations and Cost with City																
<b>Task 8</b> -Finalize changes. Provide Draft Reports for City review. Finalize Reports.																

This timeline will be adjusted based on the agreed upon Project Initiation date. There are factors that impact this schedule that may be out of the control of the consultants. The proposed time frame is contingent upon timely receipt of data from the City, timely participation from external comparable





organizations; and timely receipt of information and/or feedback from the City. This is monitored by the consulting team and communicated with the City on an ongoing basis.

### Project Progress Communication

Since we work closely with our clients, open communication and collaboration between the consulting team and project designee is critical for the project to be most successful. Because of that, we will develop a communication plan at the onset of the project so the Firm can provide routine updates on progress as well as discuss any issues that may result in a delay or a challenge within the project. Our designated project manager coordinates meetings, data sharing, and ensures the work plan is progressing according to the designed work plan so the deliverables are met within the scope and timeline of the project.

### References

McGrath Consulting is proud to list over 570 clients in 40 states. Below are a few compensation studies either within the region and/or are similar to your project ***Additional client names, projects and locations are viewable on our website at [www.mcgrathhumanresources.com](http://www.mcgrathhumanresources.com)*** and their contact information will be provided upon request.

Client Name	Description
City of Marshfield, WI Contact: Steve Barg Title: City Administrator Phone: 715-486-2003 Email: Steve.Barg@ci.marshfield.wi.us	Comprehensive compensation schedule was developed in 2018. Ongoing services and market update completed in 2024.
Village of Mount Pleasant, WI Contact: Maureen Murphy Title: Village Administrator Phone: 262-664-7838 Email: mmurphy@mtpleasant.wi.gov	Comprehensive compensation schedule was updated in 2019 based upon market updates and organizational restructuring resulting in significant position adjustments. Job Descriptions were also developed in 2019. Market update in 2022 and 2024
City of West Bend, WI Contact: Michelle Hoey Title: HR Director Phone: 262-335-5107 Email: hoeym@ci.west-bend.wi.us	Comprehensive compensation schedule was developed in 2022. Ongoing services.
Green County, WI Contact: Delores Merrick Title: Human Resources Director Phone: 608-328-9655 Email: dmerrick@greencountywi.org	Comprehensive classification and compensation schedule was completed in June 2024 for all classifications. Implementation is scheduled for July 2024.
Juneau County, WI Contact: Mechelle Thompson Title: Human Resources Director Phone: 608-847-9344 Email: mthompson@juneaucountywi.gov	Comprehensive classification and compensation schedule was completed in March 2024 for non-union classifications. Implementation is scheduled for July 2024.



<p>Sauk County, WI  Contact: Anna Cooke  Title: Human Resources Director  Phone: 608-355-3271  Email: anna.cooke@sauikcountywi.org</p>	<p>Comprehensive classification and compensation schedule was developed in 2023 for non-union job classifications, inclusive of a skilled nursing facility.</p>
<p>Monroe County, WI  Contact: Ed Smudde  Title: Human Resources Director  Phone: 608-269-8719  Email: ed.smudde@co.monroe.wi.us</p>	<p>Comprehensive classification and compensation schedule was developed in 2022 with benefit recommendations for non-union job classifications, inclusive of a skilled nursing facility. Project also included job description updates. Services ongoing.</p>
<p>Dodge County, WI  Contact: Tonia Mindemann  Title: Human Resources Director  Phone: 920-386-3691  Email: tmindemann@co.dodge.wi.us</p>	<p>Comprehensive classification and compensation schedule was developed with benefit recommendations for 250+ non-union job classifications, inclusive of a skilled nursing facility. Implementation in 2021 due to COVID delays. Project also included job description updates and performance evaluation process. Services ongoing.</p>
<p>Portage County, WI  Contact: Laura Belanger-Tess  Title: Human Resources Director  Phone: 715-346-1369  Email: belangl@co.portage.wi.us</p>	<p>Comprehensive compensation schedule was developed with benefit recommendations for non-union job classifications, inclusive of a skilled nursing facility. Services ongoing. Market update in 2022.</p>
<p>Marathon County, WI  Contact: Molly Adzic  Title: Human Resources Director  Phone: 715-261-1406  Email: molly.adzic@marathon.wi.us</p>	<p>Comprehensive classification and compensation schedule was developed in 2022 for non-union job classifications, inclusive of regionalized IT and ADRC departments. Services ongoing.</p>
<p>Barron County, WI  Contact: Rachel Richie  Title: Human Resources Director  Phone: 715-537-6825  Email: rachael.richie@co.barron.wi.us</p>	<p>Conducted Performance Evaluation training for supervisors in 2016. Rehired in 2017 to develop new compensation system for approximately 300 job titles. Rehired in 2019 to complete job description updates and develop point factoring process. Compression analysis occurred in 2021. Market update in 2024.</p>
<p>Burnett County, WI  Contact: Nathan Ehalt  Title: County Administrator  Phone: 715-349-2181  Email: nehalt@burnettcounty.org</p>	<p>Comprehensive compensation schedule was updated in 2019 based upon market updates and implemented new internal comparability indicators into existing Schedule. Adoption of updates occurred in 2020. Market update in 2022.</p>

## Fee Proposal

McGrath Human Resources does not identify, or bill based on the number of hours needed to complete a project, as the Firm will work the project based on the scope of work. Instead, McGrath sets project fees based on the total project, which ensures the project comes in at the budgeted amount. Therefore, the fees listed below include all consulting professional fees, and administrative costs, excluding travel.



Compensation Study (estimated 30 titles)	\$18,958
Benefits Add-on	\$ 4,500
<u>Travel – Not to exceed based upon actual expenses**</u>	<u>\$ 3,000</u>
Project Not to Exceed Amount	\$26,458

\*\*Travel: In-person site visits may not be needed nor desired. Travel expenses will be billed only if incurred and based on actual expenses, not to exceed the price listed. This would be limited to airfare, mileage/car rental, hotel and dinner. All in person site visits will be determined with the City in advance and based upon the needs of the project.

## Terms of Payment

Payment for the Project will be made in three (3) installments (\$18,958):

\$ 4,000 upon completion of the signed contract;  
 \$ 11,958 upon submission of the draft report; and  
 \$ 3,000 upon submission of the final report plus any incurred travel expenses, and the benefits add-on, if selected.

All invoices are due within 30 days of receipt. The proposal cost is good for a minimum of 90 days from June 24, 2024. Dr. Victoria McGrath is the individual with the authority to negotiate and contractually bind McGrath Human Resources in any type of negotiations and contracts.

## Optional Services

In most compensation studies, there are areas that must be addressed that are not planned for. In the 24 years McGrath Consulting Group, Inc., has been in business, it has never increased the agreed upon price and will address these areas. In the event the work is beyond the scope of the original project, the Consultant will work with the City to either bill the service at an hourly rate, plus travel fees; or determine a fixed price. However, no work will begin until an agreement with the City has been approved.

## Additional Services

McGrath Human Resources Group offers a wide spectrum of additional services to our public-sector clients, which can be quoted with an understanding of the scope of service, including:

- ❖ Assessment Center Testing
- ❖ Employee Handbook development
- ❖ Executive Recruitment
- ❖ FLSA Studies
- ❖ Human Resource Policy Development
- ❖ Human Resources Audits
- ❖ Job Description Development
- ❖ Performance Management Program Development

A full listing is available on our website: [www.mcgrathhumanresources.com](http://www.mcgrathhumanresources.com).



## **Kenneth Ruggles**

### **Chief of Police**

**Phone: 920-893-6541 Fax: 920-892-6143 Web: [www.plymouthgov.com](http://www.plymouthgov.com)**

**128 Smith Street P.O. Box 218 Plymouth, WI 53073-0218**



TO: Personnel and Finance Committee

FROM: Ken Ruggles, Chief of Police

DATE: 3 July 2024

RE: In-car and Body Worn Camera project.

The Plymouth Police Department has been using Digital Ally in-car and body-worn cameras (BWC) for at least a decade. All of our hardware has reached “end of support” from the company. In the last year we have experienced problems with the equipment downloading video files and difficulty keeping cameras working. Replacement parts will become difficult to find now that the company is ending support for these systems. In addition, our redaction software is difficult to work with and comes from a third-party vendor, so is not supported by the camera company.

The technology behind these devices has also changed over the past 5-10 years. Cameras have better resolution; redaction software is easier to use and cloud-based storage is now the standard in this industry. Most companies now offer camera systems “as a service” with multiple year contracts that include pre-planned hardware and software updates.

We began discussions with three vendors in the fall of 2023 to develop a replacement option for our camera systems. The three vendors selected were: Digital Ally, Axon and Motorola. We also held meetings with the City’s IT Director to understand the technology trends and needs of these systems. We conducted demonstration trials on both Axon and Motorola as we were not familiar with their equipment. We determined that all three companies could provide the technology, equipment and software to meet our department’s needs. Quotes were obtained from each vendor and options were selected to make the quotes as comparable as possible given the differences in software and hardware.

The quotes obtained are summarized on the attached spreadsheet. Each quote represents a 5-year contract which includes: in-car cameras, body-worn cameras, hardware (docks, batteries and accessories), management software, cloud-based storage of data, and redaction capabilities. Each quote includes a refresh of cameras and hardware within the 5-year term.

While investigating these systems, we learned the majority of police departments within Sheboygan County are currently using Motorola camera systems. This includes the Sheboygan County Sheriff, and Sheboygan Police Department. Feedback from these agencies indicated that competitive pricing and support from the company were key factors in their decision process.

It is our recommendation to enter into a 5-year contract with Motorola Solutions to provide a new camera system for the Police Department as part of our 2025 Capital Improvement Budget.

## BODY CAMERA / IN-CAR CAMERA CONTRACT COMPARISON

### AXON FLEET/BODY CAMERA QUOTE + TASER

YEAR	SQUAD CAMS	BODY CAMS	SOFTWARE	INSTALLATION	OTHER FEES	YEARLY TOTAL
2025	\$11,614.68	\$4,413.12	\$12,784.64			\$28,812.44
2026	\$11,614.68	\$4,413.12	\$12,784.63			\$28,812.43
2027	\$11,614.68	\$4,413.12	\$12,784.63			\$28,812.43
2028	\$11,614.68	\$4,413.12	\$12,784.63			\$28,812.43
2029	\$11,614.68	\$4,413.12	\$12,784.63			\$28,812.43
	\$58,073.40	\$22,065.60	\$63,923.16	\$0.00	\$0.00	\$144,062.16

Includes one hardware refresh during 5-year contract with "no-questions" warranty on all cameras and hardware.

### MOTOROLA FLEET/BODY CAMERA QUOTE

YEAR	SQUAD CAMS	BODY CAMS	SOFTWARE	INSTALLATION	OTHER FEES	YEARLY TOTAL
2025	\$16,100.00	\$5,652.00	\$421.88	\$17,215.56	\$420.00	\$39,809.44
2026	\$16,100.00	\$5,652.00	\$421.88		\$420.00	\$22,593.88
2027	\$16,100.00	\$5,652.00	\$421.88		\$420.00	\$22,593.88
2028	\$16,100.00	\$5,652.00	\$421.88		\$420.00	\$22,593.88
2029	\$16,100.00	\$5,652.00	\$421.88		\$420.00	\$22,593.88
	\$80,500.00	\$28,260.00	\$2,109.40	\$17,215.56	\$2,100.00	\$130,184.96

Includes one hardware refresh of body cameras.  
No refresh of in-car cameras during contract.  
Warranty on all cameras.

### DIGITAL ALLY FLEET/BODY CAMERA QUOTE

YEAR	SQUAD CAMS	BODY CAMS	SOFTWARE	INSTALLATION	OTHER FEES	YEARLY TOTAL
2025	\$17,371.20	\$6,198.72	\$789.60	\$2,976.00	\$579.00	\$27,914.52
2026	\$17,371.20	\$6,198.72	\$789.60		\$69.00	\$24,428.52
2027	\$17,371.20	\$6,198.72	\$789.60		\$69.00	\$24,428.52
2028	\$17,371.20	\$6,198.72	\$789.60		\$69.00	\$24,428.52
2029	\$17,371.20	\$6,198.72	\$789.60		\$69.00	\$24,428.52
	\$86,856.00	\$30,993.60	\$3,948.00			\$125,628.60

Digital Ally will give us \$2,600 off on final price if we trade in our outdated hardware. Quote includes full warranty.

\$123,028.60