MEMORANDUM OF AGREEMENT

This agreement is made and entered into as of the date of execution, by and between the **Town of Tyrone, Georgia** party of the first part, hereinafter called the COOPERATOR, and The University of Georgia Research Foundation, Inc., (UGARF) hereinafter called the FOUNDATION to fund this project to be performed at the University of Georgia (UGA). It is agreed and understood that UGARF has the authority to contract for performance of this project that will be subcontracted to UGA. Under subcontract from UGARF, UGA via the FOUNDATION will perform all obligations of UGARF under this agreement.

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

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

Section I

The FOUNDATION will:

a. Carry on the cooperative service in the FOUNDATION substantially as set forth in the attached outline marked "Exhibit A" and made a part of this agreement.

b. Preserve all of its records bearing upon the amounts payable under this agreement, and further agrees that any specifically authorized representative of the COOPERATOR shall, until the expiration of three years after final payment under this agreement, have access to and the

right to examine any directly pertinent books, documents, papers, and records of the FOUNDATION involving transactions related to this agreement.

c. Expend monies received under Section II, below, for the object of the service in a manner to be determined by said FOUNDATION. The FOUNDATION is authorized to transfer funds between various budget categories without specific and separate approval by the COOPERATOR. This is a **fixed fee** contract.

Section II

COOPERATOR will pay the FOUNDATION a fixed fee of. $20,233. No federal dollars are involved in this Memorandum of Agreement. An invoice for $20,233 will be sent on May 31, 2027, and being due within thirty days of receipt. The invoice will be sent to: Brandon Perkins, Town Manager, Town of Tyrone, 950 Senoia Road, Tyrone, Georgia 30290 Phone: 770.487.4038 ext. 101 Email: brandon.perkins@tyronega.gov

Section III

The term of this agreement shall be from September 1, 2026, to May 31, 2027. However, it may be terminated by either party by written notice of such intent submitted 90 days in advance. In the event of such termination the COOPERATOR will pay the FOUNDATION a prorated portion of the upcoming installment consistent with the revised termination date and will pay the FOUNDATION for all non-cancellable and outstanding obligations related to this contract. The FOUNDATION will continue to work on the project until the revised termination date and will provide to the COOPERATOR interim findings and summary notes that reflect the status of the project at the time of revised termination.

Section IV

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

Section V

This agreement may be renewed annually if the COOPERATOR wishes to expand the scope of the project and extend its time frame and the FOUNDATION agrees to do so. If the agreement is renewed without other substantive modification, such renewal may be evidenced by letter of agreement signed by the first party and by the official(s) authorized to execute the agreement on behalf of the second party.

Section VI

Neither party to this agreement will discriminate against any employee or applicant for employment or against any applicant for enrollment at any school or college or against any student in his/her course of study or training because of race, color, sex, creed, national origin, age, religion, veteran status, or disability.

Section VII

Should the parties to this agreement decide that it would be advantageous to publish the results of this cooperative undertaking, either party can do so without consulting the other. Publication by either party shall give proper credit to the other party.

IN WITNESS WHEREOF, this agreement is entered into on the date of execution.

FOR THE UNIVERSITY OF GEORGIA RESEARCH FOUNDATION, INC.:

_____

Susie Weller, Grants Officer

_____

Date

FOR THE TOWN OF TYRONE, GEORGIA

_____

Eric Dial, Mayor

_____

Date

PROPOSAL FOR SERVICES

Town of Tyrone —Classification and Salary Study

June 24, 2026

Carl Vinson Institute of Government | University of Georgia

BACKGROUND AND PURPOSE

This proposal is responsive to the Town of Tyrone's request to have the University of Georgia Carl Vinson FOUNDATION complete a classification and salary study for the Town.

SCOPE OF WORK

The FOUNDATION faculty and staff will take several steps or phases to develop a new custom wage survey and pay plan for full-time and permanent part-time positions with the Town of Tyrone.

Elected Officials, contract, and temporary positions will not be included in the project.

FOUNDATION faculty and staff will provide the following services as part of this project:

- FOUNDATION faculty and staff will conduct video conference work plan meetings with the Town Manager from the Town of Tyrone. The work plan meetings will involve reviewing/discussing the Town's existing classification and compensation plan information, developing project strategies, and scheduling project activities.

- FOUNDATION faculty and staff will conduct remote meetings with administration staff, department directors, and select non-supervisory employees from the Town of Tyrone. The orientation meetings will describe in detail the activities required to successfully develop the classification and compensation plan for all positions covered under the Town's personnel plan.

- Orientation Meeting #1 – Videoconference Orientation meeting with Department Directors/Assistant Department Directors to review study information and documents.

- Orientation Meeting #2 – Videoconference Orientation meeting with employees and from each department in the Town of Tyrone to review study information and documents.

- FOUNDATION faculty and staff will develop a detailed position description questionnaire to be distributed after the orientation sessions and to be completed by incumbents in full-time positions.

- FOUNDATION faculty and staff will determine the number of interviews and/or job audits that will need to be conducted to ensure adequate data for generating new position specifications and complete and validate job classifications. Approximately 20% of the Town's workforce will be interviewed for this phase of the project. The interviews will be conducted via telephone/video conference. The information collected from the interviews and the position description questionnaire will be utilized to generate a new job specification and job classification for each position.

- FOUNDATION faculty and staff will develop new class specifications for full-time and permanent part-time positions in the Town of Tyrone. Job class specifications will be developed by collecting employee job activity data through a detailed position questionnaire and employee interviews. Additionally, FOUNDATION faculty and staff will facilitate a verification process to confirm the accuracy and completeness of the developed position specifications.

- FOUNDATION faculty and staff will develop a new classification system for full-time positions covered under the Town's personnel plan. All of the classifications will be evaluated with a point factor comparison job evaluation system as a method to rank positions and measure differences in position content.

Salary Study

- Conduct a strategic planning meeting with appropriate staff to discuss the compensation philosophy and pay issues affecting the Town. At this meeting, we will work to develop general compensation philosophies and strategies to guide the process. Issues to be addressed include:
  - Market pricing versus job evaluation
  - Relative priority of internal versus external equity
  - Labor market selection
  - Overview of benchmark positions
  - Critical compensation and pay practices issues
  - Compression issues
  - Identifying hard-to-recruit positions
  - Identifying employee retention issues
  - Issues regarding associated policies
  - Issues regarding longevity and/or merit pay

-

- Work with the Town to identify benchmark positions representative of all job families, functions, and pay levels. Benchmark jobs usually include key or critical positions, often multi-incumbent, that span the current pay system and represent all major job families.

- Develop a comprehensive, individualized survey instrument and identify survey participants and benchmark positions. The survey instrument utilizes job summaries — not just titles — to ensure accurate job matching. The compensation survey will include questions about employee increases, movement through pay grades, and pay grade system information (minimum, midpoint, maximum). We will then perform statistical analyses and prepare reports summarizing our findings.

Additionally, FOUNDATION faculty and staff will:

- Send wage survey documents to benchmark organizations.
- Review internal pay data and compression issues.
- Gather survey data and conduct analysis.
- Review internal employee pay, years of service, and time in position to recommend pay adjustment(s) for compression.
- Develop recommendations for pay ranges based on survey data.
- Prepare and present a preliminary report with individual pay and total cost suggestions (not to include benefits costs).
- Produce recommendation(s) for new pay table(s).
- Present final report and provide data to survey participants.

The FOUNDATION will conduct a full analysis of all data collected in the survey and present detailed report findings. At a minimum, our analysis will include:

- Average actual salaries for all benchmark positions.
- Average salary range data (minimum, midpoint, maximum) for all benchmarked positions
- Compa-ratio of each employee's salary (ratio to midpoints and market).
- Establish the current pay line (current overall pay practice) and the market pay line.
- Design pay structure(s) in line with the compensation philosophy.
- Compare individual job placement with marketplace and identify general appropriateness and individual problem areas; make recommendations for correction.
- Determine if compression exists within the organization's pay structure and address through compensation administration strategies if needed.
- Perform cost analyses.
- Develop alternative plans for consideration.
- Present preliminary results for review, discussion, and revision if appropriate.
- Provide a best practice policy and procedure for the continuing administration of the plan.

PROJECT TIMELINE

Milestone	Details

Project Kickoff	September 1, 2026 – Commence activities. Conduct orientation meetings with department directors/assistant department directors, and select non-supervisory employees from the Town of Tyrone.
Data Collection	Administration staff from the Town of Tyrone will distribute position description questionnaires. Department directors will be responsible for collecting and submitting completed materials.
Interviews & Analysis	Meetings and interviews with administration staff, department directors and select employees to review completed questionnaires and discuss classification and compensation information.
Classification & Survey	Develop new class specifications, evaluate positions, collect and analyze salary survey data, and develop a new classification and compensation plan.
Preliminary Report	February 28, 2027 - Preliminary pay plan cost estimate and report submitted for review by the Town Manager.
Final Report	March 31, 2027 – Final report submitted.
Implementation Support	Through May 31, 2027 – FOUNDATION faculty and staff remain available to assist with implementation and training related to study findings.

DELIVERABLES

- A written report outlining the findings of the salary study.
- A written summary analysis of the salary surveys conducted for the project.
- A written report outlining compensation administration strategies to address organizational pay issues.
- Presentation of project findings to the Town Manager, Finance and Human Resources Manager, other appropriate staff, and the Town Council.

PROJECT SCHEDULE

FOUNDATION faculty and staff will commence activities related to the salary study on September 1, 2026. Initial activities include virtual orientation sessions with department directors and assistant department directors, during which project methodology and timeline will be discussed. Institute faculty and staff will also meet individually with Town management and department heads to discuss compensation-related issues.

The project will then involve the collection and analysis of salary survey data and the development of a new compensation plan. Final steps will include reviewing preliminary results with the Town Manager and appropriate staff. The final report may be presented to the Town Council if requested.

Preliminary cost estimate for the pay plan and report: February 28, 2027
Final report: March 30, 2027
Implementation assistance available through: May 31, 2027

> *Please note: The timeline presented in this proposal is subject to timely response in each project phase. The client's timely responses to information requests and scheduling of project meetings are essential to project progression. The final timeline, including start date, will be confirmed at the time of a signed agreement.*

COST

A fixed fee of $20,233 would be required to fund the project. The FOUNDATION is willing to adjust the scope of work and costs accordingly to meet the Town's needs.

This proposal will be valid for 60 days from the date of issuance (June 18, 2026) and honored upon acceptance within that timeframe pursuant to execution of a contract.

Upon receipt of invoices, the Town of Tyrone will pay the University of Georgia FOUNDATION a fixed fee of $20,233 due May 31, 2027. Invoices will be directed to:

Brandon Perkins
Town Manager
Town of Tyrone

Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

950 Senoia Road
Tyrone, Georgia 30290
Phone: 770.487.4038 ext. 101
Email: brandon.perkins@tyronega.gov

BIOGRAPHIES OF ASSIGNED STAFF

Sam Trager
Project Manager

Mr. Trager will serve as project manager for this assignment. His responsibilities include assisting governments with Compensation and Classification studies, working with cities, counties, and various agencies to ensure pay plans are internally equitable and externally competitive in order to aid in the recruitment and retention of employees. Additionally, Sam assists with a variety of human resources-related projects.

Sam has over 30 years of local government human resources experience. Prior to joining the FOUNDATION, Sam served as Human Resources Director for the City of Milton, Georgia with full responsibility for Compensation and Benefits, Recruitment and Retention, Employee Relations, Payroll and HRIS, and Safety and Risk Management. Sam has also served as the Director of Human Resources for Hall County, GA and Compensation and Benefits Manager for both Athens-Clarke County and Gainesville-Hall County, GA, and has worked in public sector executive search for several years.

Martina Tryman
Research Professional

As a Research Professional, Ms. Tryman assists with various projects within the Government Services & Research unit. Martina supports the research, design, and implementation of classification and compensation studies for state and local government agencies, including research, development, implementation, and evaluation of job analysis, employee interviews, salary surveys, writing job descriptions, and data management and analysis support.

Prior to her current role, Martina worked within the Talent Insights Unit as a Program Coordinator. Before joining the Carl Vinson FOUNDATION, she provided support to the

executive director and the UGA Alumni Association Board of Directors in the UGA Office of Alumni Relations. She has also worked at the John C. Stennis FOUNDATION at Mississippi State University on various research projects including salary and phone surveys. Martina is a member of the Society for Human Resource Management and holds a SHRM-CP certification.

Dan Lasseter
Talent Insights Unit Manager

Mr. Lasseter oversees the work of the Talent Insights Unit at the FOUNDATION. His work includes providing 360-degree leadership assessments for high-level management positions in governmental and nonprofit organizations, as well as executive searches for high-level leadership positions in public sector organizations — screening and vetting potential candidates and providing onsite consultation during the candidate interview process.

He is closely involved with employment testing for public safety agencies, including job analysis, job knowledge test development, and assessment center design and administration. Additionally, he manages the certification program for the Georgia Local Government Personnel Association. Dan is active in the American Society for Public Administration, serves on the society's national council representing the southeastern United States, and serves on the board of directors of the Southeastern Conference for Public Administration.

CAPABILITIES OF THE CARL VINSON FOUNDATION

The mission of the FOUNDATION is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute can call on the wide-ranging knowledge base of the University of Georgia as well as over 90 years of direct service experience providing technical assistance, training, research, and policy analysis to local and state governments in Georgia.

The FOUNDATION is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and existing government practice. The Institute has developed expertise in numerous areas of public policy, public management, training, and human services and resource development.

Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

Most importantly for the purposes of this proposal, the Institute's Government Services and Research (GSR) Division has tremendous experience assisting local governments with human resource management technical assistance projects, including position classification and compensation, job descriptions, salary and employee benefits surveys, executive searches, and general human resource management.

The FOUNDATION focuses on providing customized research projects based upon the unique and specific needs of each local government. We have several experts in this field who can be called upon to provide additional technical support. We stand ready to meet your applied research and training needs.

CONTACT INFORMATION

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706.542.5437 (office) | 770.283.0732 (cell)

Martina Tryman, Research Professional
matryman@uga.edu