

Item 2: Base Price Proposal

Staffing Category	Proposed Mark Up Fee (%)	Proposed Conversion Fee
Administrative/Clerical	34%	15%
Customer/Community Services	34%	15%
Finance/Accounting	34%	15%
General Labor/Maintenance	34%	15%
Planning/Program/Project Management	34%	15%
Professional/Management Services	34%	15%
Technical	34%	15%

Item 3: Market Basket Pricing Sheet

Position	Staffing Category	Base Staffing Rate
Administrative Assistant	Administrative/Clerical	\$29.00
Senior Administrative Assistant	Administrative/Clerical	\$32.00
Clerk	Administrative/Clerical	\$22.00
Receptionist	Administrative/Clerical	\$26.00
Secretary	Administrative/Clerical	\$29.00
Code Enforcement Officer	Customer Service/Community Service	\$56.00
Volunteer Coordinator	Customer Service/Community Service	\$41.00
Accounting Technician	Finance/Accounting	\$33.00
Accounts Payable	Finance/Accounting	\$29.00
Auditor	Finance/Accounting	\$39.00
Fiscal Analyst	Finance/Accounting	\$71.00
Payroll Administrator	Finance/Accounting	\$46.00
Senior Accountant	Finance/Accounting	\$46.00
Crewleader	General Labor/Maintenance	\$26.00
Custodian	General Labor/Maintenance	\$29.00
Heavy Equipment Operator	General Labor/Maintenance	\$29.00
Laborer	General Labor/Maintenance	\$23.00
Maintenance Worker - Parks	General Labor/Maintenance	\$23.00
Maintenance Worker - Streets	General Labor/Maintenance	\$23.00
Utilities Technician	General Labor/Maintenance	\$25.00
GIS Technician II	Technical	\$51.00
Network Administrator	Technical	\$71.00
Network Specialist	Technical	\$75.00
Web Developer	Technical	\$76.00

Item 4: Catalog of Services

Cat. 1	Administrative / Clerical Office support, executive assistance, records management, data entry, reception, and administrative coordination
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Position Title	Typical Duties & Scope	Key Skills / Requirements
Administrative Assistant	Provides general office support: scheduling, correspondence, filing, meeting coordination, and departmental support for managers and directors.	MS Office Suite, calendar management, business correspondence, filing, multi-line phone
Executive Assistant	Provides high-level support to senior officials: complex calendar management, drafting communications, coordinating executive meetings, handling confidential matters.	Advanced MS Office, discretion, executive communication, research, project coordination
Administrative Coordinator	Coordinates administrative functions across a department or program: tracking action items, maintaining records, preparing reports, liaising between departments.	MS Office, records management, cross-departmental coordination, reporting, project tracking
Office Manager	Manages day-to-day office operations, supervises administrative staff, maintains supplies and equipment, ensures efficient office workflow.	Office administration, staff supervision, budget oversight, vendor management
Receptionist	First point of contact for public and agency visitors. Manages front desk, directs calls, provides information to constituents and staff.	Multi-line phone, visitor management, professional demeanor, MS Office, customer service
Secretary / Stenographer	Prepares correspondence, takes minutes, maintains files, and supports departmental administrative needs. May handle dictation or transcription.	Typing 45+ WPM, MS Word, filing, minute taking, correspondence drafting
Data Entry Clerk	Accurately enters, updates, and maintains data in government systems and databases. Performs data verification, quality checks, and basic reporting.	Typing 40+ WPM, data accuracy, 10-key, database navigation, attention to detail

Records Clerk / File Clerk	Maintains physical and electronic records. Processes records requests, ensures proper filing, retrieval, and disposition per retention schedules.	Records management, filing systems, scanning, document imaging, attention to detail
HR Coordinator / HR Assistant	Supports HR functions: recruitment coordination, onboarding, benefits admin, HRIS data entry, and employee file maintenance.	HRIS systems, MS Office, employment law basics, confidentiality, organizational skills
Program Assistant / Coordinator	Coordinates meetings, tracks deliverables, prepares materials, and supports program reporting requirements.	MS Office, coordination, communication, scheduling, document management
Bilingual Administrative Assistant (Spanish/English)	Provides administrative support with full English/Spanish proficiency. Assists with translation and interpretation for constituent interactions.	Bilingual English/Spanish (read/write/speak) MS Office, constituent services

**Cat.
2**

Customer / Community Services

Constituent-facing, community engagement, case management, 9-1-1 operations, benefits counseling, language access

Position Title	Typical Duties & Scope	Key Skills / Requirements
Customer Service Representative	Handles constituent inquiries, complaints, and service requests via phone, email, in-person, and online channels. Maintains interaction records and escalates issues.	Communication, CRM systems, conflict resolution, MS Office, professionalism
9-1-1 Dispatcher / Communications Operator	Receives and processes emergency and non-emergency calls. Dispatches appropriate responders and maintains radio communications with field personnel.	CAD systems, multi-tasking, composure under pressure, verbal clarity, TCOLE compliance
9-1-1 Quality Assurance Analyst	Reviews and evaluations recorded 9-1-1 calls and dispatcher performance. Provides feedback, identifies training needs, and maintains QA records.	QA methodologies, CAD systems, written communication, attention to detail, coaching
Case Manager	Assesses client needs, develops service plans, coordinates referrals to community resources, and monitors client progress across social or workforce programs.	Case management software, active listening, resource coordination, documentation
Benefits Counselor / Eligibility Specialist	Determines constituent eligibility for government benefit programs. Assists with applications and ensures compliance with federal/state guidelines.	Regulatory knowledge, data systems, communication, attention to detail, empathy
Community Outreach Coordinator	Plans and executes community engagement activities. Build relationships with community organizations and represent the agency at public events.	Public speaking, event coordination, relationship building, bilingual preferred, MS Office
Language Interpreter / Translator (Spanish/English)	Provides oral interpretation and written translation for constituent interactions, documents, public hearings, and agency communications.	Language fluency (certified preferred), government terminology, professional ethics

Public Information / Constituent Services Specialist	Responds to public records requests, provides program information, and coordinates responses to constituent inquiries across multiple channels.	Research, FOIA/records requests, clear writing, MS Office, constituent relations
Call Center Agent / Customer Contact Specialist	Handles high-volume inbound/outbound calls. Manages call queues, follows protocols, and escalates issues per established procedures.	Telephone etiquette, call center software, MS Office, data entry, composure

Cat. 3	Finance / Accounting Budgeting, accounting, auditing, grants management, payroll, procurement, and fiscal analysis	
Position Title	Typical Duties & Scope	Key Skills / Requirements
Accountant I / II / III	Performs general accounting: journal entries, account reconciliation, financial statement prep, and month-end close. Level varies by complexity and supervision.	GAAP, government accounting (GASB preferred), Excel, ERP (SAP/Oracle/Tyler Munis)
Budget Analyst	Develops, monitors, and analyzes departmental budgets. Prepares budget reports, variance analysis, and forecasts for the annual budget process.	Budget systems, Excel, financial modeling, analytical writing, government budget process
Fiscal Analyst	Analyzes fiscal data, prepares financial reports, and ensures compliance with funding requirements. May support grant management and federal/state reporting.	Financial analysis, Excel, grant compliance, data reporting, government fiscal policy
Auditor / Internal Auditor	Conducts financial and compliance audits. Reviews internal controls, identifies risks, and prepares audit findings and recommendations.	Audit methodology, GAAS, risk assessment, report writing, CPA or CIA preferred
Payroll Administrator	Processes payroll for government employees and contractors. Manages deductions, tax filings, garnishments, and payroll reconciliation.	Payroll systems, tax compliance, Excel, attention to detail, confidentiality
Grants Coordinator / Grants Manager	Manages full grant lifecycle: application, award administration, reporting, compliance monitoring, and closeout.	Federal/state grant regs (2 CFR 200), grants management software, reporting, compliance
Procurement Specialist / Purchasing Agent	Manages procurement of goods and services in compliance with government purchasing regulations. Solicits bids, evaluates proposals, and administers contracts.	Procurement regulations, eProcurement systems, contract law basics, negotiation

Accounts Payable / AR Specialist	Processes vendor invoices, validates payments, manages AP workflows, or manages billing and collections for government receivables.	AP/AR systems, data entry, reconciliation, vendor communication, Excel
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Contract Administrator	Administers active contracts, monitors vendor compliance, processes modifications, and maintains contract documentation.	Contract law basics, MS Office, procurement systems, document management
Financial Analyst	Provides financial modeling, forecasting, and analytical support. Prepare management reports and dashboards.	Financial modeling, Excel/Power BI, data analysis, government finance principles

Cat. 4	General Labor / Maintenance Facility maintenance, grounds keeping, custodial services, warehouse operations, skilled trades
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Position Title	Typical Duties & Scope	Key Skills / Requirements
General Laborer	Performs manual tasks including loading/unloading, moving materials, cleaning, and general site support as directed.	Physical fitness, reliability, ability to follow instructions, safety awareness
Maintenance Technician I / II	Performs routine maintenance and repair of facilities: plumbing, electrical, HVAC, carpentry, and painting at appropriate certification level.	Facility maintenance, hand tools, safety protocols, work order systems, trade basics
Custodial Worker / Janitorial Staff	Maintains cleanliness of government facilities: offices, restrooms, lobbies, and common areas. Operates cleaning equipment and handles waste disposal.	Cleaning procedures, chemical safety, reliability, physical stamina
Groundskeeper / Landscape Maintenance	Maintains government grounds, parks, and landscaping: mowing, trimming, planting, irrigation, seasonal maintenance.	Landscaping equipment, physical stamina, outdoor work, basic plant care, safety
Warehouse Worker / Material Handler	Receives, stores, and distributes materials at government warehouses. Operates warehouse equipment as certified.	Forklift cert. (if required), inventory system, physical stamina, reliability
Skilled Trades Worker (Electrician / Plumber / HVAC)	Performs skilled trade work at government facilities at journeyman level or above. Certification requirements set by member agency.	Trade-specific license/cert., safety compliance, blueprint reading, work order systems
Utility Worker	Performs range of maintenance, operational, or labor support tasks across government facilities as assigned.	Versatility, physical fitness, reliability, safety awareness, follow instructions
Fleet Maintenance Worker	Assists with maintenance and cleaning of government vehicles and fleet equipment. May support mechanics or perform basic vehicle service.	Vehicle maintenance basics, physical stamina, reliability, safety awareness

**Cat.
5**

Planning / Program / Project Management

Transportation planning, GIS coordination, program management, environmental planning, project engineering

Position Title	Typical Duties & Scope	Key Skills / Requirements
Transportation Planner I / II / III	Conducts transportation planning studies, travel demand modeling, corridor analysis, and multi-modal assessments. Prepare plans and reports.	Transportation modeling (Trans Modeler/VISUM/Cube), GIS, technical writing, public engagement
Air Quality Planner / Analyst	Analyzes transportation and land use impacts on regional air quality. Prepares conformity analyses, emissions inventories, and SIP documentation.	Air quality modeling, EPA/MOVES, GIS, technical writing, interagency coordination
GIS Project Coordinator / GIS Specialist	Develops and maintains GIS databases, creates spatial analyses and mapping products, supports planning and operations with geospatial data.	ArcGIS/ESRI, spatial analysis, data management, Python/SQL, geodatabase administration
Program Manager	Plans and oversee complex government programs. Manage scope, schedule, budget, and stakeholder relationships. Ensures compliance and reporting.	PMP preferred, MS Project, budget management, risk management, stakeholder communication
Project Manager I / II	Manages government projects from initiation through closeout. Coordinates teams, tracks milestones, manages risks, and reports status.	PM methodology, MS Project, budget tracking, team coordination, status reporting
Project Coordinator	Provides administrative and coordination support for project teams. Tracks action items, maintain project files, schedules meetings.	MS Office/Project, coordination, communication, scheduling, document management
Environmental Planner / Specialist	Assesses environmental impacts of government projects. Prepares NEPA documents and coordinates with regulatory agencies (TxDOT, FHWA, EPA).	NEPA process, environmental regs, GIS, technical writing, agency coordination

Land Use / Development Planner	Analyzes land use patterns, zoning regulations, and development proposals. Prepare recommendations for comprehensive plans and zoning amendments.	Zoning regulations, GIS, report writing, public engagement, planning software
Special Projects Supervisor	Oversee special initiatives and cross-functional projects. Manages staff, coordinates interagency activities, and reports to senior leadership.	Leadership, project management, budget oversight, cross-agency coordination
Program Analyst	Analyzes program performance data, prepares program evaluations, and supports continuous improvement initiatives.	Data analysis, Excel/Power BI, report writing, performance metrics, program evaluation

**Cat.
6**

Professional / Management Services

HR management, communications, policy analysis, public affairs, legal support, quality assurance, program direction

Position Title	Typical Duties & Scope	Key Skills / Requirements
HR Manager / HR Business Partner	Manages employee relations, performance management, policy administration, and compliance with employment law for government agencies.	Employment law, HRIS, employee relations, performance management, PHR/SPHR preferred
HR Specialist / HR Generalist	Provides operational HR support: recruiting coordination, benefits administration, onboarding, employee files, and policy guidance.	HRIS systems, MS Office, employment regulations, confidentiality, communication
Communications Manager / Public Information Officer	Manages internal and external communications: press releases, media relations, social media, and public information activities.	Public relations, media relations, writing/editing, social media, crisis communications
Communications Specialist	Supports communications programs: content development, website maintenance, social media, newsletter production, event coordination.	Writing/editing, social media, CMS, graphic tools (Adobe/Canva), MS Office
Policy Analyst	Researches and analyzes policy issues, prepares policy briefs and legislative summaries. Supports policy development and stakeholder engagement.	Policy research, analytical writing, legislative process, data analysis, stakeholder engagement
Public Affairs Director / Specialist	Manages government relations, legislative affairs, and stakeholder engagement. Coordinates testimony and represents the agency at forums.	Government relations, legislative process, written/verbal communication, political acumen
Quality Assurance Manager / QA Specialist	Develop and administer quality management programs. Conducts audits, reviews processes, and ensures compliance with standards.	QA methodologies, ISO 9001 preferred, audit skills, process improvement, documentation

Legal Support Specialist / Paralegal	Provides legal research and administrative support to government legal departments. Drafts documents and maintains case files.	Legal research, document drafting, case management software, confidentiality
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Training Coordinator / Instructional Designer	Develops and delivers training for government employees. Designs e-learning content, facilitates workshops, and maintains training records.	Training design (ADDIE), LMS platforms, facilitation, MS Office, technical writing
Management Analyst / Business Analyst	Analyzes government operations, identifies inefficiencies, develops recommendations for process improvement. Prepare business cases.	Process analysis, data analysis, report writing, MS Office, project management basics
Procurement & Facility Coordinator	Coordinates procurement activities and facility management. Supports contract administration, space planning, and facility operations.	Procurement regulations, facility management, vendor coordination, contract administration

Cat.
7

Technical

IT systems administration, GIS analysis, network engineering, web development, data analytics, cybersecurity, cloud, AI

Position Title	Typical Duties & Scope	Key Skills / Requirements
GIS Technician I / II / III	Develops/maintains GIS data, creates mapping products, performs spatial analysis, and supports GIS database administration. Level varies by complexity.	ArcGIS/ESRI suite, geodatabase management, spatial analysis, Python, field data collection
Network Administrator / Engineer	Designs and manages government network infrastructure: LAN/WAN, switches, routers, firewalls, VPN. Monitors performance and resolve issues.	Cisco/Juniper, TCP/IP, BGP, OSPF, firewalls, network monitoring, CCNA preferred
Systems Administrator (Windows / Linux)	Manage server infrastructure, Active Directory, user accounts, group policies, and system patches. Ensures uptime and security compliance.	Windows Server, Active Directory, Linux, VMware/Hyper-V, PowerShell, patch management
IT Help Desk Technician I / II	Provides Tier 1/2 technical support. Resolves hardware, software, and connectivity issues via phone, remote tools, and in-person.	Windows, MS 365, Active Directory, ServiceNow/Jira, troubleshooting, customer service
Web Developer (Front/Back/Full Stack)	Designs and develops government websites and web applications. Ensures Section 508/WCAG 2.1 accessibility and security compliance.	HTML/CSS/JavaScript, React/Angular, SQL, REST APIs, Section 508, CMS platforms
Data Analyst / BI Analyst	Analyzes government data, builds dashboards and reports, provides insights to support decision-making.	SQL, Power BI/Tableau, Excel, Python/R, data visualization, statistical analysis
Database Administrator	Manages government databases: installation, performance tuning, backup/recovery, security, and data integrity.	SQL Server/Oracle/PostgreSQL, database design, query optimization, backup/recovery

IT Project Manager	Manages IT projects from requirements through deployment. Coordinates vendors, stakeholders, and internal teams.	PMP preferred, MS Project, Agile/Scrum, risk management, budget tracking
Cybersecurity Analyst / Information Security Officer	Identifies and mitigates cybersecurity risks. Conducts security assessments, monitors threats, ensures NIST/FISMA/CJIS compliance.	SIEM, vulnerability assessment, NIST, CJIS, incident response, CISSP/CISM preferred
IT Applications Manager / Applications Analyst	Manages government enterprise applications: ERP, CRM, and line-of-business systems. Coordinates upgrades, integrations, and support.	Tyler Munis/SAP/Oracle, application lifecycle management, SQL, vendor coordination
Cloud Engineer / Cloud Architect	Designs and manage cloud infrastructure for government. Ensures security, compliance, and cost optimization.	AWS/Azure/GCP, cloud architecture, Terraform/Ansible, security compliance, DevOps
AI / Machine Learning Specialist	Develops and implements AI/ML solutions for government: predictive analytics, NLP, process automation, and GenAI applications.	Python, TensorFlow/PyTorch, data science, model deployment, public-sector AI ethics
Data Applications Manager	Oversees government data platforms, data warehouses, ETL pipelines, and data governance programs.	Data warehouse architecture, ETL tools, SQL, data governance, Power BI/Tableau, cloud