

**City of Maricopa, AZ**

## **Proposal for a Compensation & Classification Analysis Study**

**RFQ # 17-HR0130201730**

Due Date: March 8, 2017

**Contact:**

Ruth Ann Eledge, SPHR

Vice President

214.930.7291

[reledge@segalco.com](mailto:reledge@segalco.com)

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**City of Maricopa, AZ**

*RFQ # 17-HRM01302017 Compensation & Classification Analysis Study*

March 8, 2017

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# 1. Offer Sheet



39700 W. Civic Center Plaza  
Maricopa, AZ 85138  
Ph: 520.568.9098  
Fx: 520.568.9120  
www.maricopa-az.gov

## REQUEST FOR QUOTATION (RFQ) # 17-HRM01302017 COMPENSATION & CLASSIFICATION ANALYSIS STUDY CITY OF MARICOPA, ARIZONA

### INTRODUCTION

The City of Maricopa "City" will accept competitive sealed proposals from qualified firms or individuals to conduct a limited Classification Study, and a Market-Based Compensation Study at the address, or physical location, time, and date detailed below. Proposals shall be delivered to the location listed below and shall be in the actual possession of the City on or prior to the exact date and time indicated below. Late proposals will not be considered.

**Proposals shall be submitted in a sealed package with "RFQ #17-HRM01302017 Compensation & Classification Analysis Study" Services and the Offeror's name and address clearly indicated on the front of the package.** All proposals shall be completed in ink or typewritten. Offerors are strongly encouraged to carefully read the **entire** Request for Quotation (RFQ).

|                           |                                                               |
|---------------------------|---------------------------------------------------------------|
| Proposal Due Date:        | March 8, 2017                                                 |
| Proposal Time:            | 2:00:00 PM (Arizona Time)                                     |
| Number of Qualifications: | 1 unbound original and 4 bound copies (please label original) |
| Contact:                  | Kathleen M. Shipman, BSBA, CPPB, Purchasing Manager           |
| E-Mail:                   | kathleen.Shipman@maricopa-az.gov                              |
| Mailing Address:          | 39700 W. Civic Center Plaza, Maricopa, Arizona 85138          |
| Location:                 | 39700 W. Civic Center Plaza, Maricopa, Arizona 85138          |

### OFFER

To the City of Maricopa: The undersigned on behalf of the entity, firm, company, partnership, or other legal entity listed below offers on its behalf to the City a proposal that contains all terms, conditions, specifications and amendments in the Notice of Request for Quotation issued by the City. Any exception to the terms contained in the Notice of Request for Quotation must be specifically indicated in writing and are subject to the approval of the City prior to acceptance. The signature below certifies your understanding and compliance with the Terms and Conditions contained in the Request for Quotation package issued by the City.

|                                                                                    |                                                            |
|------------------------------------------------------------------------------------|------------------------------------------------------------|
| <b>OFFEROR CONTACT INFORMATION - For clarification of this offer contact:</b>      |                                                            |
| Name: <u>Ruth Ann Eledge</u>                                                       | Email: <u>reledge@segalco.com</u>                          |
| Federal Employer Identification Number: <u>94-1503999</u>                          | Authorizing Offeror Signature: <u>R. Eledge</u>            |
| The Segal Company (Western States) Inc.<br>Segal Waters Consulting<br>Company Name | Ruth Ann Eledge<br>Printed Name                            |
| 1230 West Washington Street<br>Suite 501<br>Address                                | Vice President<br>Title                                    |
| Tempe, AZ 85281-1248<br>City State Zip Code                                        | Telephone: <u>214.930.7291</u><br>Fax: <u>214.481.0460</u> |

## 2. Letter of Transmittal

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### Segal Waters Consulting

THE SEGAL COMPANY (WESTERN STATES) INC.  
SEGAL WATERS CONSULTING  
1230 West Washington Street, Suite 501, Tempe, AZ 85281-1248  
T 602.565.0447 F 214.481.0460 [www.segalco.com](http://www.segalco.com)

March 8, 2017

Ms. Kathleen Shipman, BSBA, CPPB  
Purchasing Manager  
City of Maricopa  
39700 W. Civic Center Plaza  
Maricopa, AZ 85138

**Re: RFQ # 17-HRM01302017 Compensation & Classification Analysis Study**

Dear Ms. Shipman:

Thank you for the opportunity to submit this proposal for a compensation and Classification Analysis Study for the City of Maricopa (City).

Through our extensive experience providing human resources advice to public sector clients locally and nationwide, we think Segal Waters is best qualified to assist you with this project. We have conducted similar projects for the City of Glendale, the City of Goodyear, the City of Prescott, the City of Avondale, Yavapai College, Valley Metro, and Central Arizona Project.

It is our understanding that the City is seeking a Consultant to conduct a limited Classification Study and a Market-Based compensation study for one hundred (100) classifications and three hundred fifty (350) employees. Our proposal will detail our methodology to conduct both projects for the City.

Our consulting philosophy is to work closely and collaboratively with our clients to develop customized approaches to their specific needs. We do not use "off-the-shelf" systems. The primary theme of our consulting approach is to work closely with the City in order to meet its needs. This is crucial to a successful outcome.

As an officer of the firm, I am the principal contact person authorized to execute the contract. Our official name, address, phone number and fax number are as follows:

The Segal Company (Western States) Inc.  
Segal Waters Consulting  
1230 West Washington Street, Suite 501  
Tempe, AZ 85281-1248  
T 214.466.2450 F 214.481.0460 [reledge@segalco.com](mailto:reledge@segalco.com)  
[www.segalco.com](http://www.segalco.com)

Sincerely,

Ruth Ann Eledge  
Vice President/Senior Consultant/Project Manager  
[reledge@segalco.com](mailto:reledge@segalco.com)

### 3. Firm Overview

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The Segal Group ([www.segalco.com](http://www.segalco.com)) has been a leading, independent firm of benefit, compensation, and human resources consultants since its founding in 1939. Our clients include corporations, non-profit organizations, higher education institutions, professional service firms, and public sector entities, and jointly trusted benefit funds.

Segal is an independent, employee-owned organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs. Our firm is headquartered in New York and has more than 970 employees working in the following offices throughout the U.S. and Canada.

|               |                 |                             |
|---------------|-----------------|-----------------------------|
| Atlanta, GA   | Glendale, CA    | Philadelphia, PA            |
| Boston, MA    | Hartford, CT    | <a href="#">Phoenix, AZ</a> |
| Chicago, IL   | Houston, TX     | Princeton, NJ               |
| Cleveland, OH | Los Angeles, CA | Raleigh, NC                 |
| Dallas, TX    | Minneapolis, MN | San Francisco, CA           |
| Denver, CO    | Montreal, QC    | Toronto, ON                 |
| Detroit, MI   | New Orleans, LA | Washington, DC              |
| Edmonton, AB  | New York, NY    |                             |

For more than 75 years, we have developed cutting-edge total rewards approaches that provide quality health care, secure retirement, and competitive compensation programs for our clients' employees. Offering comprehensive total compensation and benefits packages requires governments to continually search for cost efficiencies and innovations. Many widely accepted benefit practice and cost containment solutions were originally designed by Segal.

#### Company History and Staff

The Segal Group was founded as the Martin E. Segal Company in October 1939, early in the development of employee benefit plans in American industry. From the beginning, Segal has been involved in developing health and retirement programs that meet the needs of employees and employers. In 2014, The Segal Group acquired the Human Resources Consulting Division of Waters Consulting and combined it with Segal's Public Sector Compensation and Bargaining Practice. The combined entity, Segal Waters Consulting, provides compensation and human resources consulting solutions to public sector entities.

The Segal Group is a private corporation owned by its active officers, with no shareholder owning more than 5% of the common stock. Our firm's chief officers are:

- Howard Fluhr – Chairman
- J. Tim Biddle – Vice Chair
- David Blumenstein – President and Chief Executive Officer
- Ricardo DiBartolo – Senior Vice President, Chief Financial Officer and Treasurer
- Margery Sinder Friedman, Esq. – Secretary and General Counsel

## Summary of Segal Services

Segal is a completely independent organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs. Visit us at [www.segalco.com](http://www.segalco.com).

Our comprehensive array of results-driven consulting and actuarial services includes strategic planning and program designs that align human resources strategies with staffing needs. Segal serves three distinct markets—Public Sector, Corporate and Multiemployer—with services, staff and expertise available to consult on the full range of health, retirement, and compensation issues in each of these markets.

- Human Resources Consulting
- Health and Welfare Plan Consulting
- Retirement Plan Consulting
- Compliance Consulting
- Claims Audit Consulting
- Communications Consulting
- Administrative and Technology Consulting
- Investment Consulting (through our SEC-registered affiliate, Segal Rogerscasey)

## Segal Waters Consulting

Segal Waters Consulting has offered consulting services dedicated to our public sector and collectively bargained clients, since 1997, including:

- Human Resources Functional Assessments
- Total compensation market studies
- Total compensation system design and implementation
- Job classification analyses
- Job evaluation system design and implementation
- Performance management system design and implementation
- Employee opinion surveys
- Cost modeling

## Certificate of Good Standing for State of Arizona

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <div>STATE OF ARIZONA</div> <div></div> <div>Office of the<br/>CORPORATION COMMISSION</div> <div>CERTIFICATE OF GOOD STANDING</div> <div>To all to whom these presents shall come, greeting:</div> <div>I, Jodi A. Jerich, Executive Director of the Arizona Corporation Commission, do hereby<br/>certify that</div> <div>***THE SEGAL COMPANY (WESTERN STATES), INC.***</div> <div>a foreign corporation organized under the laws of Maryland did obtain authority to transact<br/>business in the State of Arizona on the 24th day of January 1980.</div> <div>I further certify that according to the records of the Arizona Corporation Commission, as<br/>of the date set forth hereunder, the said corporation has not had its authority revoked for<br/>failure to comply with the provisions of the Arizona Business Corporation Act; and that its<br/>most recent Annual Report, subject to the provisions of A.R.S. sections 10-122, 10-123, 10-<br/>125 &amp; 10-1622, has been delivered to the Arizona Corporation Commission for filing; and<br/>that the said corporation has not filed an Application for Withdrawal as of the date of this<br/>certificate.</div> <div>This certificate relates only to the legal authority of the above named entity as of the date<br/>issued. This certificate is not to be construed as an endorsement, recommendation, or<br/>notice of approval of the entity's condition or business activities and practices.</div> <div>IN WITNESS WHEREOF, I have hereunto set my hand and affixed<br/>the official seal of the Arizona Corporation Commission. Done at<br/>Phoenix, the Capital, this 15th day of July, 2015, A. D.</div> <div></div> <div><div>Jodi A. Jerich</div><div>Jodi A. Jerich, Executive Director</div><div>By: 1263997</div></div> |  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|

## 4. Bonds

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Not Applicable.



## 5. Detail Responses to the Evaluation Criteria

### a. Relevant experience in similar sized entities

Segal Waters has extensive experience conducting classification and compensation studies for similar sized entities as demonstrated by our list of references below.

|                                               |                                                 |                                            |
|-----------------------------------------------|-------------------------------------------------|--------------------------------------------|
| <b>Federal Government</b>                     | Laramie County (WY)                             | City of Middletown (CT)                    |
| Administrative Office of the U.S.             | Laramie County Library System (WY)              | City of New Bedford (MA)                   |
| Courts                                        | Las Vegas – Clark County Library District (NV)  | City of North Kansas City (MO)             |
| U.S. Office of Personnel Management           | Lexington County (SC)                           | City of Palo Alto (CA)                     |
| <b>State Governments</b>                      | Los Alamos County (NM)                          | City of Phoenix (AZ)                       |
| Government of the District of Columbia        | Loudoun County (VA)                             | City of Prescott (AZ)                      |
| State of Alabama                              | Minnehaha County (SD)                           | City of Raleigh (NC)                       |
| State of Alaska                               | Mohave County (AZ)                              | City of Salem (VA)                         |
| State of Arizona                              | Oakland County (MI)                             | City of San Diego (CA)                     |
| State of Colorado                             | Pinal County (AZ)                               | City of San Marcos (CA)                    |
| State of Georgia, Dept of Audits & Accounts   | Prince George's County (MD)                     | City of San Marcos (TX)                    |
| State of Georgia, Merit System                | Spotsylvania County (VA)                        | City of Santa Cruz (CA)                    |
| State of Iowa                                 | Waukesha County (WI)                            | City of Seattle (WA)                       |
| State of Maryland Dept of Budget & Management | <b>Municipalities</b>                           | City of Sedona (AZ)                        |
| State of Maryland Dept of Mental Health       | City of Albuquerque (NM)                        | City of Sierra Vista (AZ)                  |
| State of Maryland Judiciary                   | City of Alexandria (VA) – Dept of Mental Health | City of Sioux Falls (SD)                   |
| State of Massachusetts Dept of Transportation | City of Asheville (NC)                          | City of Solon (OH)                         |
| State of Minnesota Judiciary                  | City of Baltimore (MD)                          | City of Surprise (AZ)                      |
| State of New Jersey Judiciary                 | City of Boston (MA)                             | City of Wilmington (DE)                    |
| State of Rhode Island                         | City of Bowie (MD)                              | City of Wylie (TX)                         |
| State of Washington                           | City of Bristol (CT)                            | Terrebonne Parish (LA)                     |
| <b>Counties</b>                               | City of Bryan (TX)                              | Town of Acton (MA)                         |
| Albemarle County (VA)                         | City of Cape Coral (FL)                         | Town of Buckeye (AZ)                       |
| Arlington County (VA)                         | City of Carlsbad (CA)                           | Town of Ocean City (MD)                    |
| Barry County (MI)                             | City of Carrollton (TX)                         | <b>Public School Systems</b>               |
| Boulder County (CO)                           | City of Chandler (AZ)                           | ABC Unified School District (CA)           |
| City/County of Denver (CO)                    | City of College Station (TX)                    | Adams 12 Five Star School District (CO)    |
| Coconino County (AZ)                          | City of Fort Worth (TX)                         | Arlington Public Schools (VA)              |
| Fairfax County (VA)                           | City of Gaithersburg (MD)                       | Boulder Valley School District (CO)        |
| Forsyth County (GA)                           | City of Goleta (CA)                             | Denver Public Schools (CO)                 |
| Harris County Appraisal District (TX)         | City of Greenville (NC)                         | East Baton Rouge Parish School System      |
| Isabella County (MI)                          | City of Henderson (NV)                          | Fairfax County Public Schools (VA)         |
| Jackson County (TX)                           | City of Houston (TX)                            | Lafayette Parish School System (LA)        |
| Johnson County (TX)                           | City of Knoxville (TN)                          | Prince George's County Public Schools (MD) |
| Kenosha County (WI)                           | City of Las Vegas (NV)                          | Spokane Public Schools (WA)                |
| <b>Transportation Systems</b>                 | City of Livermore (CA)                          | Springfield Public Schools (MA)            |
| Alaska Railroad Corporation                   | City of Manassas (VA)                           |                                            |
| Ben Franklin Transit (WA)                     | <b>Other Public Authorities</b>                 | <b>Public Sector Higher Education</b>      |
|                                               | Birmingham Water Works Board (AL)               | Central Piedmont Community College (NC)    |
|                                               | Castaic Lake Water Authority (CA)               |                                            |

Central Ohio Transit Authority  
 C-TRAN (WA)  
 Denver Regional Transit District (CO)  
 Des Moines Area Regional Transit (IA)  
 Golden Gate Bridge and Highway  
 Transportation District (CA)  
 Harris County Transportation Authority  
 Hillsborough Area Regional Transit  
 Jacksonville Transportation Authority  
 Lehigh Northampton Airport Authority  
 Maryland Transit Administration  
 Massachusetts Bay Transportation  
 Authority  
 Massachusetts Department of  
 Transportation  
 Metro St. Louis (MO)  
 Metropolitan Atlanta Rapid Transit  
 Authority  
 Metropolitan Nashville Airport  
 Authority (TN)  
 New Jersey Turnpike Authority  
 Orange County Transportation  
 Authority (CA)  
 Port Authority of Allegheny County  
 (PA)  
 Port of Houston Authority (TX)  
 Raleigh-Durham Airport Authority (NC)  
 San Francisco Bay Area Rapid Transit  
 Transit Management of Southeast  
 Louisiana, Inc. (LA)  
 Transit Management of Washoe  
 County (NV)  
 Valley Metro/RPTA (AZ)  
 Virginia Railway Express (VA)  
 Washington Metropolitan Area Transit  
 Authority (DC)

Central Arizona Project (AZ)  
 City of Austin - Austin Energy (TX)  
 Coachella Valley Water District (CA)  
 Columbus Water Works (GA)  
 Cuyahoga Library District (OH)  
 Denver Water (CO)  
 Des Moines Water Works (IA)  
 District of Columbia Water & Sewer  
 Authority  
 Easton Utilities Commission (MD)  
 Fairfax Water (VA)  
 Greenville Utilities Commission (NC)  
 Guadalupe-Blanco River Authority (TX)  
 Loudoun Water (VA)  
 Metropolitan District Commission (CT)  
 Navajo Tribal Utility Authority (AZ)  
 New Braunfels Utilities (TX)  
 North Carolina Education Lottery (NC)  
 Northern Virginia Regional Park Authority  
 Orange County Utilities, (FL)  
 Platte River Power Authority (CO)  
 Prince William County Service Authority  
 Raleigh Public Utilities District (NC)  
 Texas Municipal Power Authority  
 Toho Water Authority (FL)  
 Upper Occoquan Service Authority (VA)

Central New Mexico Community College  
 Collin County Community College  
 District (TX)  
 Colorado Community College System  
 Community College of Philadelphia (PA)  
 George Mason University (VA)  
 Grand Rapids Community College (MI)  
 James Madison University (VA)  
 Morehead State University (KY)  
 Mott Community College (MI)  
 Northern Virginia Community College  
 Northern Wyoming Community College  
 Palomar College (CA)  
 Parkland College (IL)  
 Portland Community College (OR)  
 Radford University (VA)  
 Thomas Edison State College (NJ)  
 University of the District of Columbia  
 Virginia Community College System  
 Virginia Tech (VA)  
 Yavapai Community College (AZ)

## **b. Qualifications**

### **Segal Waters Consulting**

Segal Waters Consulting has offered consulting services dedicated to our public sector and collectively bargained clients, since 1997, including:

- Human Resources Functional Assessments
- Total compensation market studies
- Total compensation system design and implementation
- Job classification analyses
- Job evaluation system design and implementation
- Performance management system design and implementation
- Employee opinion surveys
- Cost modeling

Our consulting approach is based on customized solutions to meet specific needs. We do not use “off-the-shelf” systems. Our goal is to maximize the value of total rewards by encouraging employee participation in our engagements. This is crucial to a successful outcome.

#### **Human Resources Functional Assessments**

We conduct assessments of all activities that support human resources. This includes evaluation the staffing, effectiveness of payroll, compensation, benefits, classification, recruitment and selection, training, employee relations, civil service rules, regulations and procedures. Our approach identifies strengths and weaknesses that impact effective human resources management.

#### **Total Compensation Market Studies**

We conduct total compensation market analyses targeted to specific comparable employers. This process identifies benchmark positions that are representative of an employer’s workforce. The surveys capture information on pay ranges, maximum hiring pay rates, pay progression policies, performance-based reward systems, paid time off, health and welfare related benefits, and retirement benefits. As a routine part of any project, Segal Waters provides clients with all detailed source data received through our surveys.

#### **Total Compensation System Design and Implementation**

We design total reward systems by working with clients to develop compensation philosophies that support organizational strategic goals and compensation best practices. We frequently work with clients to transform longevity-based pay programs to performance-based systems. Additionally, we often work with our clients in a joint labor-management environment to facilitate and communicate reward system changes.

#### **Job Classification Analyses**

Classification studies include development and analysis of position questionnaires and employee interviews as the basis for evaluating and streamlining the classification structure. Additionally,

we can assist in developing customized job descriptions that are consistent with legislation such as FLSA and ADA.

### **Job Evaluation System Design and Implementation**

We develop a Point-Factor method of job evaluation for our clients that is easily understood and provides an internal hierarchy based on established factors common to jobs throughout the organization. This approach determines the eight specific compensable factors customized to support the operating environment and organizational structure of each client.

### **Performance Management**

Based on an organization's compensation strategy, we will develop a performance management approach that includes tools to measure individual and group performance as well as tie the performance management system to a pay delivery approach.

### **Employee Opinion Surveys**

As part of evaluating total compensation programs, we frequently design and implement opinion surveys to measure employees' preferences and priorities regarding all aspects of their rewards of work (direct compensation, paid leave, benefits programs, work environment, career opportunities, affiliation with the organization, and other aspects). Our analysis can include comparisons of demographic groups, highlighting differences by occupational categories, career stage, or other groupings. In addition, we often conduct employee engagement surveys to understand employees' level of motivation and morale, turnover potential, and other measurable aspects of commitment and engagement with the organization.

### **Cost Modeling**

Most reward system redesigns result in a fiscal impact to the employer. Our modeling approach not only identifies the immediate impact of implementation, but also provides a multi-year perspective to identify steady employer costs.

### c. Understanding of city-related issues and employee relations

For the past 20 years, our consultants and analysts have assisted state, local, and federal governmental entities nationwide with evaluating and implementing improvements to their compensation and classification programs. Our work has involved performing detailed and comprehensive analysis of policies, procedures, programs and practices, with an emphasis on identifying prevailing and best practices among public sector and private sector organizations.

We compile our analysis, findings, and results into written reports and presentations designed to share information in an easily understandable manner to facilitate our clients' decision-making processes. Our consultants frequently present our findings to senior management and elected officials, with the goal of communicating data and recommendations in non-technical language, tailored to the organization's specific history and situation.

In addition, since our staff's sole focus is public sector compensation, we maintain significant knowledge of prevailing, best, and emerging trends through working with our clients and conducting research on their behalf.

Segal Waters Consulting has 15 professional staff members, all of whom are experts in compensation and classification with a variety of professional designations in the field, as shown below. The staff who have not yet obtained a CCP designation are actively working toward the certification through annual courses and examinations.

Our Consultants and Analysts are active members of human resources professional associations, such as WorldatWork, SHRM and IPMA-HR. Through these organizations, we keep abreast of current best practice trends through publications, webinars, conferences, and resources available to members.

The two senior members of our project team have substantial experience and background as top level human resource practitioners in local government:

- Prior to joining Segal, Elliot R. Susseles worked for the District of Columbia Government, Washington Metropolitan Area Transit Authority, New York City Transit Authority and New York City Department of Transportation
- Ruth Ann Eledge was the City of Austin's Director of Human Resources and Civil Service

| Name and Certifications            | Title                               | Highest Degree Earned | Years of Experience in Compensation and Classification |
|------------------------------------|-------------------------------------|-----------------------|--------------------------------------------------------|
| Elliot R. Susseles, CCP            | Sr. Vice President, Practice Leader | Masters               | 25                                                     |
| Heather Kazemi, CCP, SPHR          | Vice President, Senior Consultant   | Masters               | 21                                                     |
| Ruth Ann Eledge, SPHR              | Vice President, Senior Consultant   | Masters               | 20                                                     |
| Dr. Joseph Adler, SPHR, IPMA-CP    | Senior Compensation Consultant      | Doctorate             | 30+                                                    |
| Linda Wishard, CCP, SPHR, SHRM-SCP | Senior Compensation Consultant      | Masters               | 30+                                                    |
| Patrick Bracken, CCP               | Senior Compensation Consultant      | Masters               | 14                                                     |

| Name and Certifications    | Title                       | Highest Degree Earned | Years of Experience in Compensation and Classification |
|----------------------------|-----------------------------|-----------------------|--------------------------------------------------------|
| Elizabeth Murray-Rust, PHR | Senior Compensation Analyst | Masters               | 4                                                      |
| Cristy Reetz               | Senior Compensation Analyst | Bachelors             | 5                                                      |
| Joyce Powell, CCP          | Senior Compensation Analyst | Bachelors             | 30+                                                    |
| Patrice Glasthal           | Compensation Analyst        | Bachelors             | 7                                                      |
| Luis Gonzales              | Compensation Analyst        | Masters               | 3                                                      |
| Greg Saylor                | Compensation Analyst        | Bachelors             | 3                                                      |
| Holly Waggoner             | Compensation Analyst        | Bachelors             | 1                                                      |
| Derrick Williams           | Compensation Analyst        | Masters               | 1                                                      |
| Fredericka Ogbazi          | Compensation Analyst        | Masters               |                                                        |

CCP = Certified Compensation Professional, WorldatWork

IPMA-CP = Certified Professional, International Personnel Management Association (IPMA)

SPHR = Senior Professional in Human Resources, HR Certification Institute, SHRM

PHR = Professional in Human Resources, HR Certification Institute, SHRM

**d. Team compatibility, including the ability to work with city staff based on references and other supporting information**

We understand the City seeks the assistance of a consultant to perform a review of twenty-five (25) job classifications exempt from the Fair Labor Standards Act (FLSA) and conduct a market survey covering approximately one hundred (100) classifications and three hundred fifty (350) employees.

Specifically, we understand the consultant will:

1. Conduct a review of key classifications currently identified as exempt from the Fair Labor Standards Act (FLSA), and a review of select benchmark classifications to ensure they are properly categorized, and slotted in the appropriate pay range
2. Conduct a review job descriptions and recommend updates based on position questionnaires that are distributed and analyzed for benchmark classifications, as well as external and internal equity
3. Present classification plan recommendations to the City Manager, Mayor, and Council
4. Conduct comparison of its pay structure to other comparable towns and cities in Arizona to ensure it is competitive
5. Recommend appropriate internal relationships between pay ranges and within pay structures
6. Recommended adjustment factor when comparing its salaries to those of local cities that are substantially larger
7. Review current compensation policies and practices and recommend changes as necessary to hiring rates for new hires, performance-based increases, forms of incentive pay, promotion pay increases, special assignment pay, call-out pay, shift differential, temporary assignments, and any other special pay programs (i.e., one-time lump sum payout)
8. Review the City's Part-Time Pay Schedule in light of the changes to the state's minimum wage, review its current protocol for granting merit increases and recommend a new part-time pay structure
9. Provide a draft recommended Compensation & Classification Plan, including any recommended compensation policy changes or additions to the City's pay structure and policies
10. Final recommendation(s) may be presented to the City Manager/and or Council

Our proposed work plan for this assignment includes the following steps.

Step 1: Project Initiation

Step 2: Classification Analysis

Step 3: Salary Market Assessment

Step 4: Recommendations Development

Step 5: Present Final Results

We have described each project step in more detail on the following pages.

# Scope of Services

## Step 1: Project Initiation

### Initial Meeting

The first task of this project will be to meet with the City's Project Team and any other key advisors to the project. The purpose of the meeting is to:

- Confirm the goals and objectives of the study
- Discuss the City's current compensation and classification structures, as well as the reasons for this project
- Finalize the timeline and specific dates for deliverables
- Clarify Segal Waters' and the City's roles in each project phase
- Establish parameters and protocols for keeping the Project Team updated and informed
- Identify data or information needed to support the overall assignment

This meeting will help identify a clear project strategy that will facilitate a smooth and effective working relationship resulting in a successful outcome for the City.

### Conduct Stakeholder Interviews

In addition to the initial meeting with the City's Project Team, we propose to conduct confidential one-on-one interviews with key stakeholders, such as Department Directors and other senior staff. The purpose of these interviews is to understand the perspective and needs of senior managers, including their opinions regarding the effectiveness of the current compensation and classification policies with regard to meeting their operational needs and staffing requirements.

Although the RFP does not specifically request these interviews, we have found these one-on-one discussions to be a very valuable step in understanding the advantages and shortcomings of the current human resources policies, as well as to assist us with developing revised policies that the workforce are likely to be receptive of.

Individual interviews allow for flexibility in scheduling and encourage open and frank discussions about sensitive matters regarding leadership's expectations, frustrations, and suggestions for improvement.

For pricing purposes, we have assumed that we will conduct one (1) day of stakeholder interviews.



### *Our Expectations of the City for this Step*

For the initial meeting and stakeholder interviews, we ask the City to coordinate the schedules of those who will participate, as well as provide a meeting room.

In addition, we ask that the City provide the following information in electronic format:

- Salary structures
- Current personnel policy documents
- Current organization charts
- Up-to date job descriptions in Microsoft Word
- Current and accurate employee census data

Please note: if the information in the census file is inaccurate additional hourly fees may be charged for data correction and preparation.

## Step 2: Classification Analysis

We understand the City is requesting recommendations for changes to the classification structure. In order to accomplish these goals we propose to perform the following steps:

1. Develop a Job Description Questionnaire
2. Conduct Employee Presentations
3. Analyze the Jobs
4. Conduct Employee Interviews
5. Develop and Document a Recommended Classification Structure
6. Recommend Individual Position Assignments to Classifications
7. Conduct FLSA Exemption Analysis
8. Review and Update Job Descriptions as Needed

Each of these steps is described in detail below and on the following pages.

### 1. Develop Job Description Questionnaire

During this task, we will develop a customized questionnaire reflecting the needs of the City and the direction of the Project Team. The information elicited from employees and supervisors in the Job Description Questionnaire (JDQ) will provide the basis for job series distinctions, internal equity determinations, job descriptions, and FLSA determinations.

While we customize our Job Description Questionnaires to specific client projects, we anticipate that the JDQ will include questions concerning:

- **Essential duties and responsibilities**
- The **knowledge, skills, and abilities** associated with each essential duty or responsibility.
- **Supervisory** or work leadership duties including questions specific to FLSA exemption standards.
- **Minimum requirements** for new employees in the job, such as education, experience, and certifications/licenses.
- **Physical requirements** of the job (including frequency of specific physical activities and amount of lifting/moving).
- **Working environment**, including exposure to risks, hazardous situations, etc.
- **Supervisor's review**, which would include comments regarding the employee's answers, as well as opinions regarding the appropriateness of the current title, comparison to other jobs within a job series, and similar issues.

We will use the information collected through the Job Description Questionnaires and employee interviews to develop our recommended changes to the classification structure and develop job descriptions, as well as to define the differences among jobs for internal equity alignment. Consequently, it is important that the City's Project Team carefully review the questions and content of the draft JDQ to determine whether it meets your expectations for these outcomes.

## 2. Conduct Employee Presentations

Once the JDQ content is finalized, we typically conduct employee presentations to introduce the project and to explain the JDQ process. Although the City's RFP does not specifically request these presentations, we think they can be a critical aspect to ensure employees' active participation and facilitate effective and acceptable outcomes.

We propose to conduct one (1) day of on-site presentations to introduce the project and to describe everyone's role in the process. This will be an important time to explain the City's project objectives and answer questions so that employees' expectations and fears can be managed. For example, it is important that employees know we are not evaluating performance and that this study will not result in layoffs or salary reductions. At the same time, we will explain this study does not guarantee any pay raises or grade increases.

As a part of these presentations, we will distribute the JDQs, explain the intent and definitions associated with each section of the questionnaire, and provide examples.

Typically, Segal Waters conducts these presentations in a large auditorium with each session lasting about 1½ hours (including about 30 minutes for questions and answers). In addition, we recommend videotaping at least one of the presentations so that those employees who are not able to attend can watch a recording.

## 3. Job Analysis

Once the JDQs have been submitted, we will perform a detailed analysis of the City's jobs. We will review each JDQ within a job title and series and document distinguishing characteristics that define a particular job title within the job family. Such characteristics typically include the following:

- Typical tasks or duties
- Supervisory responsibilities
- Minimum education, experience, and certification requirements
- Ability to make decisions that affect a work group, department, and/or City
- Level of discretion and judgment exercised
- Complexity of tasks, decisions, and actions
- Results of actions
- Other distinguishing characteristics that are relevant to the City

## 4. Conduct Employee Interviews

After we have received and analyzed the completed JDQs, we recommend conducting employee interviews, either individually or in groups. The purpose of these interviews is to:

- Validate and clarify information contained in the JDQs
- Understand employees' views on the key distinguishing characteristics among jobs
- Provide an opportunity for employees to voice their opinions and perceptions of the current classification structure

We suggest that most interviews be conducted on a group basis, with employees in the same job series. That is, employees performing similar functions and responsibilities will be interviewed together. However, single-incumbent jobs or highly specialized functions may require one-on-one interviews.

We propose to conduct one (1) day of on-site interviews.

## 5. Develop and Document a Recommended Classification Structure

As the job analysis progresses, we will develop and document a recommended job classification structure for the City. This structure will contain at least the following:

- List of job titles, with titling guidelines (that is, standards for using terms such as “Coordinator,” “Manager,” or “Director” in job titles).
- Recommended minimum qualifications and requirements associated with each job title (such as education, experience, certifications, and licensing).
- Distinguishing characteristics among jobs within a job family or career path. For example, the key differences between a Secretary and an Administrative Assistant.

In developing a new classification structure, we may recommend re-titling or re-classifying some of the City’s jobs. For example, we anticipate recommending:

- Consolidation of class titles that have highly similar responsibilities and requirements.
- Development of new class titles for positions that reflect new or different roles, responsibilities, or requirements.
- Re-wording of class titles, based on standard occupational nomenclature or for clarity.

The outcome will be a recommended classification architecture that clearly defines and documents all classifications in order to facilitate both internal equity and external market comparisons.

### EXAMPLE OF JOB STRUCTURE RECOMMENDATIONS Administrative Support Family

| Recommended Title                | Current Titles        | Current Grades | Job Function and Distinctions                                                                                                                                                                         | Proposed Minimum Qualifications |
|----------------------------------|-----------------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Administrative Technician        | Admin Tech I and II   | A08, A09       | Entry-level office administration and customer service role.                                                                                                                                          | HS/GED; <1 year experience      |
| Senior Administrative Technician | Admin Tech III and IV | A10, A11       | Experienced-level office administration and customer service role. Assists with a wide variety of activities and programs. Requires significant knowledge of department/division work and activities. | HS/GED; 2 year's experience     |
| Office Supervisor                | Admin Tech V          | A12            | First line supervisor of at least 2 FTE permanent support staff.                                                                                                                                      | HS/GED; 5 year's experience     |

## 6. Recommend Individual Position Assignments to Classifications

Once the revised classification structure has been reviewed and finalized, we will recommend placement of each employee within the structure, based on information collected from the JDQs and the interviews. We will identify the most appropriate match between a position's individual responsibilities and the job responsibilities described in the classification architecture.

The outcome will be a spreadsheet (based on payroll information provided by the City's Human Resources staff) that identifies each position, the incumbent employee, his/her current classification title, and our recommended classification assignment.

## 7. Conduct FLSA Analysis

As you know, the Fair Labor Standards Act requires that employers provide overtime pay at time and one-half the regular rate of pay for all hours worked over 40 hours in a workweek.

However, Section 13(a)(1) of the FLSA provides an exemption from overtime pay for employees employed as bona fide executive, administrative, professional, and outside sales employees. The U.S. Department of Labor (DOL) Wage & Hour Division (WHD) is responsible for enforcing the FLSA and provides guidance to employers through fact sheets, opinion letters, administrator interpretations, and other documents.

The DOL guidance regarding overtime exemption includes information on the following exemption tests:

- Executive Exemption
- Administrative Exemption
- Learned Professional Exemption
- Creative Professional Exemption
- Computer Employee Exemption
- Outside Sales Exemption
- Highly Compensated Exemption

Segal Waters can assist the City to determine the appropriate exemption status of each classification under the Fair Labor Standards Act (FLSA) overtime regulations using the DOL's guidance.

The Job Description Questionnaire (JDQ) will contain targeted questions to gather detailed information on job duties that the Department of Labor has identified as key determinants of exemption status for white collar jobs, such as:

- Whether an employee "customarily and regularly exercises discretion and independent judgment."
- Whether an employee is responsible for direct supervision of others (or whose recommendations are given "particular weight" when making personnel decisions).
- Whether the job's primary duty meets any of the DOL's exemption tests.

Using this information, we will apply the Department of Labor's (DOL) "duties" tests and provide guidance to the City regarding:

1. Whether jobs should be classified as Exempt or Non-Exempt
2. If a job is Exempt, which test is applicable (Executive, Administrative, Learned Professional, Creative Professional, or Computer Professional)

We will deliver our recommendations to you in a written report that contains information on each job's current exemption status, our recommended exemption status, the applicable test(s) for those positions we think are exempt from the overtime regulations, as well as the rationale for our recommendations.

It is important to understand, however, that our recommendations regarding FLSA exemptions do not constitute a legal opinion. Our firm does not provide legal advice to our clients. You may wish to have our recommendations reviewed by independent legal counsel.

## 8. Review and Update Job Descriptions

We understand that the City would like the consultant to prepare updated job descriptions.

To accomplish this objective, we will first work with you to determine whether you wish to maintain or modify the current format. In general, we suggest that an organization should have a consistent format for all class specifications, with an easy to read and easy to update layout, such as the following:

| <b>[Organization Name]</b><br><b>Classification Specification</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |           |                |                               |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------------|-------------------------------|
| Classification Title: <b>Receptionist</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |           |                |                               |
| FLSA: NE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Grade: xx | Job Code: xxxx | Effective Date: December 2010 |
| <p><b>GENERAL SUMMARY</b></p> <p>Provides a variety of customer service and clerical duties at a department's reception desk. These duties may include answering and transferring phone calls; greeting, signing-in, and directing visitors; processing incoming and outgoing mail; maintaining files; and similar duties.</p> <p><b>ESSENTIAL JOB FUNCTIONS</b></p> <ol style="list-style-type: none"> <li>1. Screens and routes incoming telephone calls and messages to appropriate offices and individuals.</li> <li>2. Greets and receives visitors. Responsible for visitor sign in and sign out, including monitoring the security of the reception area. Provides answers to visitor questions. Directs visitors to the appropriate person or meeting room.</li> <li>3. Performs office support tasks such as opening and sorting mail, processing outgoing mail, accessing and updating Microsoft Word and Excel documents and Outlook calendars, copying, and other miscellaneous tasks as assigned.</li> <li>4. etc.....</li> </ol> <p><i>The intent of this position description is to provide a representative summary of the major duties and responsibilities performed by incumbents of this job. Incumbents may be requested to perform job-related tasks other than those specifically presented in this description.</i></p> <p><b>MINIMUM JOB REQUIREMENTS</b></p> <p>High school diploma (or GED) and at least two years of related experience.</p> <p><b>WORK ENVIRONMENT AND PHYSICAL DEMANDS</b></p> <ol style="list-style-type: none"> <li>1. No major sources of working conditions discomfort, i.e. standard work environment with possible minor inconveniences due to occasional noise, crowded working conditions, and/or minor heating, cooling or ventilation problems.</li> <li>2. The position is physically comfortable.</li> </ol> |           |                |                               |

Once you have approved the basic format, we will then update the current job descriptions for all job titles using the information in the Job Description Questionnaire and employee interviews. Naturally, we will develop new specifications for any new classes that have been added to the structure because of the classification analysis.

We will deliver draft job descriptions in Microsoft Word format so that department managers can review and edit the documents easily. In order to maintain a competitive price for the project, we have assumed that we will deliver draft documents and that the City's human resources staff will distribute the draft documents to department managers for their review and then human resources staff will make any edits or changes to the drafts based on this feedback.

### *Our Expectations of the City for this Step*

| Task/Step                                                       | Project Team Role                                                                                                                                                                                                                      |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Develop JDQ                                                  | <ul style="list-style-type: none"> <li>Review drafts and approve final JDQ</li> <li>Collect JDQs from managers and department directors</li> <li>Sort JDQs by job title and send to Segal Waters</li> </ul>                            |
| 2. Conduct Employee Presentations                               | <ul style="list-style-type: none"> <li>Send invitations/announcements to employees</li> <li>Reserve room and arrange for audio-visual media</li> <li>Review and approve presentation language</li> <li>Attend presentations</li> </ul> |
| 3. Analyze the Jobs                                             | <ul style="list-style-type: none"> <li>Provide employee census data and information on the current job title structure in electronic format</li> <li>Be available for questions and clarification</li> </ul>                           |
| 4. Conduct Employee Interviews                                  | <ul style="list-style-type: none"> <li>Assist with selecting employees to participate</li> <li>Arrange for interview rooms</li> <li>Facilitate scheduling and arrangements</li> </ul>                                                  |
| 5. Develop and Document a Recommended Classification Structure  | <ul style="list-style-type: none"> <li>Review draft structure and provide comments</li> <li>Approve final classification structure</li> </ul>                                                                                          |
| 6. Recommend Individual Position Assignments to Classifications | <ul style="list-style-type: none"> <li>Be available for questions and clarifications</li> <li>Approve assignments</li> </ul>                                                                                                           |
| 7. Conduct FLSA Analysis                                        | <ul style="list-style-type: none"> <li>Provide information on current FLSA status</li> </ul>                                                                                                                                           |
| 8. Review and Update Job Descriptions                           | <ul style="list-style-type: none"> <li>Provide current job descriptions in Microsoft Word</li> <li>Review and edit draft job descriptions, as applicable</li> </ul>                                                                    |
| 9. Develop Classification Manual                                | <ul style="list-style-type: none"> <li>Review and finalize Classification Manual</li> </ul>                                                                                                                                            |

### Step 3: Salary Market Assessment

We understand the City is requesting a salary market study. To conduct a valid, reliable, and useful market study, we propose to take the following steps:

1. Develop a market study methodology
2. Identify benchmark job titles
3. Identify comparable employers and other data sources
4. Collect and analyze the market data
5. Prepare and deliver a report to you detailing our findings

These steps are described in more detail below and on the following pages.

#### 1. Develop a Study Methodology

We think that it is important for Segal Waters and the Project Team to gain consensus on the City's overall goals and strategy regarding total compensation, as well as to develop a strategy for conducting the market study that is consistent with the desired goals and strategy.

We will work with the City's Project Team to clarify and finalize the market study methodology, including addressing some key questions, such as:

- Does the City compete for employees in both the public and private sectors? Who are the primary competitors for talent? That is, where do new employees come from and where do they go?
- Does the City want to learn about other employers' compensation policies, such as how salary increases and adjustments are determined?

Our goal is to have a common understanding of the various options for conducting the market study, as well as an understanding of the implications on subsequent design of new salary structures and pay policies. This understanding will allow us to develop and conduct a market study that is consistent with the City's compensation goals and will support the City's expectations.

For this project, we recommend conducting a custom-designed survey targeted to your public sector peer employers. We recommend this for the following reasons:

- Custom surveys provide the most currently available data
- Custom surveys allow you to target specific geographic markets, employers, and specific jobs
- Custom surveys allow you to collect information that is not usually available in published data sources, such as scheduled salary ranges, pay supplements, compensation policies, union status, benefits, etc.



## 2. Identify Benchmark Job Titles

We understand that this project covers approximately 100 job classification titles. Since it is not practical to collect market data on all job titles, we will develop a recommended list of benchmark jobs to include in the market study that captures a broad array of occupational groups, departments, and pay levels throughout the City.

We anticipate that up to 60 job titles will be identified as benchmarks for the market study. In general, we suggest that the list of benchmark job titles should include those that are representative of the distribution of the work force (pay grades, departments, etc.).

In general, we suggest identifying no more than 100 benchmark titles. We have found that once the list is greater than 100, surveyed organizations becoming increasingly reluctant to participate in the survey process.

## 3. Identify Comparable Employers to Survey

The next step will be to determine the comparable employers to include in the study. Typically, these employers include public sector entities that are geographically proximate to the City and are likely to have matching jobs. In addition, it might also include public sector employers outside of the immediate commuting area, but that are similar to the City in terms of size, scope, population, or other characteristics.

Naturally, we will discuss this list with the Project Team and make modifications as necessary. For pricing purposes, we have assumed the custom market study will be distributed to up to 10 public sector entities.

## 4. Collect the Market Data

We will also design a survey instrument for collecting the market information, which we typically develop in MS Excel. The types of information we anticipate collecting through the survey include:

- Benchmark job base pay ranges (minimum and maximum annual pay rates)
- Policies regarding pay progression (that is, how employees move through a pay range)
- Policies regarding adjustments to the pay schedule
- Supplemental pay practices (such as additions for special skills, bilingual pay, performance-based increases, forms of incentive pay, promotion pay increases, special assignment pay, call-out pay, shift differential, temporary assignments, and any other special pay programs, i.e., one-time lump sum payout)
- Other relevant pay policies (such as hiring salary practices)

We will also draft brief job summaries for each benchmark title based on current job descriptions to assist the survey participants with matching jobs consistently and appropriately.

Once the Project Team has reviewed and approved the survey document, we will distribute the survey to the approved group of comparable employers. We make many efforts to achieve the goal of 100% participation from each invited employer, yet we cannot guarantee that we will obtain good data from each of the employers invited to participate and for all of the jobs requested. If we do not receive an adequate response from peer organizations, Segal Waters will populate surveys, at an additional cost, utilizing available data from the organization's website.

Respondents will return completed surveys and supplementary materials (e.g., salary structures and policy descriptions) directly to Segal Waters. We will review and validate each survey response for completeness and reasonability, and then follow up with survey participants as necessary to clarify any incomplete or inconsistent responses.

## 5. Analyze the Market Data

Segal Waters will design a database in Microsoft Access to support our analysis. This database will become the property of the City upon completion of this project for your future analyses. We will populate the database with the information collected from the surveys.

We will then analyze the survey data to determine the City's market position relative to the market average minimum, midpoint, and maximum pay rate for each benchmark job title. We then compare these averages to the City's pay ranges to determine the market position for each job title and occupational group. To the extent that different employer groups or industry sectors are included in the study, we will segment our findings accordingly. In addition, if applicable, we will geographically adjust market data for respondents outside of the metro area, using current cost of labor differentials from ERI Geographic Assessor.

Our report will include summary tables, such as the tables shown below.

**EXAMPLE TABLE 1**  
**CLIENT MARKET POSITION BY SECTOR—PAY ONLY**

| Market Sector | Client Pay Ranges as a Percent of the Market Average |                    |                   |
|---------------|------------------------------------------------------|--------------------|-------------------|
|               | Pay Range Minimum                                    | Pay Range Midpoint | Pay Range Maximum |
| Public Sector | 106%                                                 | 101%               | 97%               |

Figures shown in **red** are below market (less than 95% of the market average)  
 Figures shown in **black** within the market range (95% to 105% of the market average)  
 Figures shown in **blue** are above market (more than 105% of the market average)

**EXAMPLE TABLE 2**  
**CLIENT MARKET POSITION BY DATA SOURCE—PAY ONLY**

| Public Sector Peer Employer | # of Job Matches | Client as a Percent of the Average |                    |                   |
|-----------------------------|------------------|------------------------------------|--------------------|-------------------|
|                             |                  | Pay Range Minimum                  | Pay Range Midpoint | Pay Range Maximum |
| Organization of Peer Name   | 46               | 97%                                | 98%                | 99%               |
| Organization of Peer Name   | 55               | 100%                               | 99%                | 99%               |
| Organization of Peer Name   | 57               | 102%                               | 99%                | 97%               |
| Organization of Peer Name   | 58               | 116%                               | 108%               | 102%              |
| Organization of Peer Name   | 59               | 97%                                | 98%                | 98%               |
| Organization of Peer Name   | 48               | 124%                               | 104%               | 93%               |
| Organization of Peer Name   | 56               | 101%                               | 95%                | 90%               |
| Organization of Peer Name   | 30               | 113%                               | 107%               | 103%              |
| Organization of Peer Name   | 54               | 90%                                | 89%                | 88%               |
| Organization of Peer Name   | 46               | 121%                               | 116%               | 112%              |
| <b>Overall</b>              |                  | <b>100%</b>                        | <b>95%</b>         | <b>90%</b>        |

Figures shown in **red** are below market (less than 95% of the market average)  
Figures shown in **black** within the market range (95% to 105% of the market average)  
Figures shown in **blue** are above market (more than 105% of the market average)

**EXAMPLE TABLE 3**  
**CLIENT OVERALL MARKET POSITION—PAY ONLY**

|                                    |              | Client as a % of the Overall Market Average |                    |                   |
|------------------------------------|--------------|---------------------------------------------|--------------------|-------------------|
| Job Family and Benchmark Title     | # of Matches | Pay Range Minimum                           | Pay Range Midpoint | Pay Range Maximum |
| <b>Accounting/Finance/Business</b> |              |                                             |                    |                   |
| Account Clerk II                   | 12           | 92%                                         | 88%                | 85%               |
| Payroll Coordinator                | 12           | 113%                                        | 103%               | 96%               |
| Senior Buyer                       | 13           | 113%                                        | 110%               | 107%              |
| Senior Financial Analyst           | 12           | 102%                                        | 97%                | 93%               |
| Accounting Services Manager        | 16           | 104%                                        | 99%                | 95%               |
| <b>Buildings and Facilities</b>    |              |                                             |                    |                   |
| Maintenance Mechanic II            | 13           | 94%                                         | 91%                | 88%               |
| Building Operations Supervisor     | 13           | 114%                                        | 110%               | 106%              |
| Building Operations Manager        | 13           | 116%                                        | 109%               | 102%              |
| <b>Emergency Communications</b>    |              |                                             |                    |                   |
| Telecommunicator                   | 8            | 115%                                        | 103%               | 94%               |
| Communications Center Supervisor   | 8            | 107%                                        | 98%                | 91%               |
| Radio Communications Technician    | 8            | 106%                                        | 104%               | 102%              |
| <b>Engineering</b>                 |              |                                             |                    |                   |
| Senior Engineering Technician      | 11           | 102%                                        | 100%               | 98%               |
| Senior Civil Engineer              | 12           | 96%                                         | 91%                | 87%               |
| Engineering Services Manager       | 13           | 95%                                         | 88%                | 82%               |
| <b>Fleet Maintenance</b>           |              |                                             |                    |                   |
| Mechanic                           | 12           | 100%                                        | 93%                | 87%               |
| Fleet Manager                      | 9            | 112%                                        | 104%               | 98%               |
| <b>Health Care</b>                 |              |                                             |                    |                   |
| Psychiatric Technician             | 4            | 101%                                        | 103%               | 103%              |
| Registered Dietetic Technician     | 9            | 101%                                        | 101%               | 101%              |
| Registered Nurse                   | 11           | 102%                                        | 102%               | 101%              |
| Epidemiologist                     | 9            | 112%                                        | 103%               | 97%               |
| Registered Nurse Supervisor        | 10           | 113%                                        | 108%               | 102%              |
| Senior Clinical Psychologist       | 5            | 103%                                        | 93%                | 79%               |
| Director Health/Human Services     | 9            | 90%                                         | 80%                | 74%               |
| <b>Human Resources</b>             |              |                                             |                    |                   |
| Human Resources Assistant          | 13           | 95%                                         | 94%                | 92%               |
| Human Resources Analyst            | 13           | 91%                                         | 87%                | 82%               |

|                                  |              | Client as a % of the Overall Market Average |                    |                   |
|----------------------------------|--------------|---------------------------------------------|--------------------|-------------------|
| Benchmark Title                  | # of Matches | Pay Range Minimum                           | Pay Range Midpoint | Pay Range Maximum |
| <b>Human Services</b>            |              |                                             |                    |                   |
| Economic Support Specialist      | 7            | 96%                                         | 86%                | 79%               |
| Social Worker                    | 14           | 99%                                         | 100%               | 100%              |
| Economic Support Supervisor      | 6            | 116%                                        | 109%               | 105%              |
| <b>Information Technology</b>    |              |                                             |                    |                   |
| Applications Analyst Programmer  | 14           | 90%                                         | 95%                | 98%               |
| Senior Business Analyst          | 12           | 90%                                         | 97%                | 100%              |
| Senior Network Analyst           | 13           | 89%                                         | 93%                | 96%               |
| Principal Database Administrator | 12           | 101%                                        | 100%               | 98%               |
| Information Technology Manager   | 15           | 97%                                         | 89%                | 83%               |
| <b>Law Enforcement</b>           |              |                                             |                    |                   |
| Lieutenant                       | 11           | 101%                                        | 99%                | 97%               |
| Captain                          | 11           | 105%                                        | 99%                | 95%               |
| <b>Legal</b>                     |              |                                             |                    |                   |
| Senior Attorney                  | 15           | 99%                                         | 86%                | 79%               |
| <b>Office Support</b>            |              |                                             |                    |                   |
| Administrative Assistant         | 13           | 99%                                         | 92%                | 87%               |
| Legal Clerk                      | 14           | 86%                                         | 81%                | 77%               |
| Office Services Coordinator      | 13           | 100%                                        | 96%                | 91%               |
| <b>Parks</b>                     |              |                                             |                    |                   |
| Park Maintenance Worker          | 9            | 99%                                         | 97%                | 95%               |
| Golf Course Superintendent       | 5            | 81%                                         | 73%                | 67%               |
| Senior Landscape Architect       | 7            | 123%                                        | 116%               | 111%              |
| Parks Supervisor                 | 9            | 141%                                        | 132%               | 126%              |
| <b>Streets and Highways</b>      |              |                                             |                    |                   |
| Street Maintenance Worker        | 13           | 85%                                         | 88%                | 91%               |
| Street Maintenance Supervisor    | 11           | 94%                                         | 89%                | 85%               |

In addition, our report will include detailed data showing each comparator's job match, salary range, and other information for each benchmark title, as shown below.

**EXAMPLE TABLE 4**  
**APPENDIX B – DETAILED MARKET DATA (ADJUSTED)**

| Client Name<br>APPENDIX B - Detailed Market Data (Adjusted) |                          |             |                               |                                |                               |
|-------------------------------------------------------------|--------------------------|-------------|-------------------------------|--------------------------------|-------------------------------|
| Account Clerk I<br>Accounting/Finance/Business              |                          |             |                               |                                |                               |
| Respondent                                                  | Matching Job Title       | FLSA Status | Pay Range Minimum Base Salary | Pay Range Midpoint Base Salary | Pay Range Maximum Base Salary |
| <i>Public Sector Data Sources</i>                           |                          |             |                               |                                |                               |
| Peer 1                                                      | Account Clerk I          |             | \$40,702                      | \$42,492                       | \$44,282                      |
| Peer 10                                                     | Accounting Specialist    | NE          | \$31,784                      | \$36,158                       | \$40,532                      |
| Peer 11                                                     | Fiscal Technician        | NE          | \$28,729                      | \$37,707                       | \$46,684                      |
| Peer 12                                                     | Accounting Support I     | NE          | \$31,013                      | \$41,350                       | \$51,687                      |
| Peer 2                                                      | No Match                 |             | NA                            | NA                             | NA                            |
| Peer 3                                                      | Account Clerk I          | NE          | \$32,475                      | \$34,384                       | \$36,292                      |
| Peer 4                                                      | Account Clerk I          | NE          | \$39,204                      | \$41,476                       | \$43,749                      |
| Peer 5                                                      | Accounting Assistant I   | NE          | \$35,363                      | \$37,163                       | \$38,963                      |
| Peer 6                                                      | Accounting Clerk         | NE          | \$32,490                      | \$39,033                       | \$45,575                      |
| Peer 7                                                      | Account Clerk            | NE          | \$22,637                      | \$30,184                       | \$37,730                      |
| Peer 8                                                      | Account Clerk            | NE          | \$36,426                      | \$41,943                       | \$47,460                      |
| Peer 9                                                      | Accounting Assistant I   | NE          | \$28,899                      | \$32,854                       | \$36,808                      |
| Client Name                                                 |                          | NE          | \$32,819                      | \$34,889                       | \$36,959                      |
| <i>Public Sector Market Average</i>                         |                          |             | \$32,702                      | \$37,704                       | \$42,706                      |
| <i>Client Name As a % of Public Sector Market Average</i>   |                          |             | 100%                          | 93%                            | 87%                           |
| <i>Private Sector Data Sources</i>                          |                          |             |                               |                                |                               |
| Published Data Source 1                                     | Accounting Clerk 2       |             | \$32,248                      | \$34,640                       | \$37,662                      |
| Published Data Source 2                                     | Accounting Clerk Level 2 |             | \$32,997                      | \$34,755                       | \$38,376                      |
| Published Data Source 3                                     | No Match                 |             | NA                            | NA                             | NA                            |
| Published Data Source 4                                     | No Match                 |             | NA                            | NA                             | NA                            |
| Client Name                                                 |                          | NE          | \$32,819                      | \$34,889                       | \$36,959                      |
| <i>Private Sector Market Average</i>                        |                          |             | \$32,622                      | \$34,698                       | \$38,019                      |
| <i>Client Name As a % of Private Sector Market Average</i>  |                          |             | 101%                          | 101%                           | 97%                           |
| Client Name                                                 |                          | NE          | \$32,819                      | \$34,889                       | \$36,959                      |
| <i>Overall Comparator Market Average</i>                    |                          |             | \$32,690                      | \$37,241                       | \$41,985                      |
| <i>Client Name As a % of Overall Market Average</i>         |                          |             | 100%                          | 94%                            | 88%                           |

NA = Data Not Available

All data is adjusted based on geographic differences in the cost of labor, effective date of published data, and/or differences in workweek definition, as applicable

## 6. Prepare a Report of Our Findings

Once all data have been collected, reviewed, and analyzed, we will prepare a report detailing our methodology and findings. The report will include at least the following items:

- An Executive Summary, briefly describing our key findings
- A description of the study objectives and methodology
- The City's competitive market position for pay, applicable to each benchmark job title and job family
- The prevailing policies regarding pay progression, supplemental pay, and other compensation-related practices collected in the survey
- Appendices showing detailed information collected for the market study

### *Expectations of the City for this Step*

| Task/Step                                                     | Project Team Role                                                                                                                                                                                     |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Develop compensation strategy and market study methodology | <ul style="list-style-type: none"><li>• Meet with Segal Waters staff, provide direction on strategy and methodology</li></ul>                                                                         |
| 2. Identify benchmark jobs                                    | <ul style="list-style-type: none"><li>• Review and approve list of benchmarks</li></ul>                                                                                                               |
| 3. Identify comparable employers                              | <ul style="list-style-type: none"><li>• Review and approve list of comparators</li></ul>                                                                                                              |
| 4. Design the survey document                                 | <ul style="list-style-type: none"><li>• Review and approve survey document</li><li>• Assist with contacting survey recipients, if necessary</li><li>• Complete survey on behalf of the City</li></ul> |
| 5. Develop a database                                         | <ul style="list-style-type: none"><li>• City does not have role in this step</li></ul>                                                                                                                |
| 6. Prepare and deliver report                                 | <ul style="list-style-type: none"><li>• Review draft report, provide feedback, and approve final report</li></ul>                                                                                     |

## Step 4: Recommendations Development

Based on the findings of the market study and with the guidance of the Project Team, we will then develop revised salary schedules for the City. For this step in the project, we propose the following steps:

1. Design a Recommended Salary Schedule
2. Recommend Placement of Each Job on the Salary Schedule (i.e., assign jobs to pay grades)
3. Develop Recommended Pay Policies

### 1. Design a Recommended Salary Schedule

Once the market study report has been finalized, we will develop recommended new salary structures that are consistent with the market findings and the City's pay philosophy.

We anticipate that the pay schedule will consist of pay grades with minimum, midpoint, and maximum pay rates. Typically, we construct pay schedules to have consistent intervals between grades (usually 5% to 10%) as well as consistent range widths (typically 40% to 60%). The pay structure may include either steps or open ranges depending on the pay philosophy of the City. We will work with the City's Project Team to determine the most appropriate structure for your organization.

### 2. Recommend Pay Grade Assignments

We will then recommend grade assignments for all jobs covered by the study.

First, we will recommend grade assignments for benchmark jobs based on the market study findings. Typically, our goal is to identify the grade that is within 5% of the market average at the midpoint.

Next, we will recommend grade assignments for non-benchmark jobs using the results of the classification analysis. Our recommendations will be based on job content similarities and differences that were identified in the classification structure, such as minimum qualifications, scope of responsibilities, supervisory role, and other considerations.

Last, we will review the grade assignments with the Project Team, highlighting situations that represent significant change from the current pay relationships. Once you have had an opportunity to review and internally vet the recommendations, we will finalize the grade assignments as part of our final recommendations.

Our goal will be to ensure the new system 1) is market based, 2) considers the comparable worth based on job duties and competencies, and 3) is easily understood and used by managers and employees.



### 3. Develop Recommended Pay Policies

We will also work with you to develop compensation policies that are appropriate for the City and consistent with market practices. These may include the following:

- **Pay progression policies:** how employees progress from the minimum to the maximum of the pay range
- **Performance-based pay:** whether base salary adjustments can occur based on performance, whether bonuses can be awarded based on individual or group performance, etc.
- **Pay schedule adjustment policies:** how and when adjustments are made to the pay schedule, and whether/how these adjustments affect employees' individual pay
- **Hiring salary practices and policies:** to what extent new employees can be hired above the minimum of the pay range, criteria for setting hiring salaries, and determinations regarding approval levels
- **Pay supplements and additions to base pay:** such as pay for special skills or competencies, shift differentials, on-call or call-back pay, etc.
- **Other related policies:** such as promotional guarantees, reclassifications, etc.

We will review the City's current compensation policies and—after discussion with the Project Team regarding the advantages, disadvantages, and implications of each—will draft revised policy language that reflects our recommendations for changes. We will deliver our recommendations to you in Microsoft Word so that you can make any edits or changes based on your needs.

#### *Our Expectations of the City for this Step*

| Task/Step                               | Project Team Role                                                                                                                                                                                                             |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Design a Recommended Salary Schedule | <ul style="list-style-type: none"><li>• Discuss objectives/goals with Segal Waters team, provide direction and input</li><li>• Review and approve pay schedule design</li></ul>                                               |
| 2. Recommend Pay Grade Assignments      | <ul style="list-style-type: none"><li>• Provide information on current pay grade assignments</li><li>• Be available for questions and discussion</li><li>• Review and approve methodology and pay grade assignments</li></ul> |
| 3. Develop Recommended Pay Policies     | <ul style="list-style-type: none"><li>• Provide information on current pay policies</li><li>• Discuss potential options for policies with Segal Waters team</li><li>• Review and approve pay policy language</li></ul>        |

## Step 5: Present Final Results to the City

We anticipate presenting the final results to the City Manager/and or Council. While it is difficult to anticipate at this time the exact nature of this presentation, our price proposal assumes we will develop and deliver one on-site presentation that will contain at least the following elements:

- Background and reasons for the project
- Objectives and goals of the project
- Methodology used to conduct our analysis
- Key findings and outcomes
- Our recommendations, including potential implications of those recommendations

We will draft the presentation for the Project Team's review, and then will finalize the document based on your comments and input. We anticipate that a senior member of Segal Waters' Team will deliver the presentation, in conjunction with a senior member of the City's Project Team.

## Project Timeline

We understand that the City anticipates beginning this project upon award of contract. Our proposed timeline will be finalized with the City's Project Team during the Project Initiation Meeting.

### ANTICIPATED TIMELINE IN MONTHS

| Step                                | 1 | 2 | 3 | 4 | 5 |
|-------------------------------------|---|---|---|---|---|
| Step 1: Project Initiation          |   |   |   |   |   |
| Step 2: Classification Analysis     |   |   |   |   |   |
| Step 3: Salary Market Assessment    |   |   |   |   |   |
| Step 4: Recommendations Development |   |   |   |   |   |
| Step 5: Present Final Results       |   |   |   |   |   |

## Segal Waters' Project Team

We bring to this project an excellent combination of skills and experience in public sector compensation, classification and performance management analysis and design.

The project team consists of experienced consultants who worked together on multiple projects and are dedicated to meeting the needs of the City in a manner that is cost efficient, timely, and of high quality.

| Staff Member                       | Role                                               |
|------------------------------------|----------------------------------------------------|
| Elliot R. Susseles, CCP            | Senior Vice President & National Practice Leader   |
| Ruth Ann Eledge, SPHR              | Vice President, Senior Consultant, Project Manager |
| Linda Wishard, CCP, SPHR, SHRM-SCP | Senior Consultant                                  |
| Joyce Powell, CCP                  | Senior Analyst                                     |
| Cristy Reetz                       | Senior Analyst                                     |
| Fredericka Ogbazi                  | Analyst                                            |
| Holly Waggoner                     | Analyst                                            |
| Derrick Williams                   | Analyst                                            |

We invite you to review the resume of each team member on the following pages.

## Expertise

Mr. Susseles joined the firm in 1992. He serves as Segal's National Practice Leader for Segal Waters Consulting. As a member of Segal's Public Sector Leadership Group, Mr. Susseles collaborates with benefits related Practice Leaders to shape Segal's total rewards consulting philosophy.

## Clients

Administrative Office of the U.S. Courts  
U.S. Office of Personnel Management  
State of Alabama  
State of Alaska  
State of Arizona  
State of Colorado  
State of Colorado Judiciary  
State of Georgia, Dept. of Audits & Accounts  
State of Iowa  
State of Maine Judiciary  
State of Maryland, Dept. of Budget & Management  
State of Maryland Judiciary  
State of Massachusetts Department of Transportation  
State of Massachusetts Office of the Treasury  
State of Minnesota Judiciary  
State of New Jersey Judiciary  
State of North Carolina  
State of Rhode Island  
State of Tennessee  
State of Washington  
Government of the District of Columbia  
Arlington County (VA)  
Barry County (MI)  
City/County of Denver (CO)  
Fairfax County (VA)  
Forsyth County (GA)  
Kenosha County (WI)  
Isabella County (MI)  
Minnehaha County (SD)  
Mohave County (AZ)  
Pinal County (AZ)  
Spotsylvania County (VA)  
City of Baltimore (MD)  
City of Bristol (CT)

City of Sioux Falls (SD)  
City of Seattle (WA)  
City of Sedona (AZ)  
City of Sioux Falls (SD)  
City of Solon (OH)  
City of Wilmington (DE)  
Ohio Public Employees Retirement System  
Adams 12 School District (CO)  
Arlington Public Schools (VA)  
Boulder Valley Public Schools (CO)  
Denver Public Schools (CO)  
East Baton Rouge Parish School System (LA)  
Jefferson County Public Schools (CO)  
Lafayette Parish School System (LA)  
Prince George's County Public Schools (MD)  
Cuyahoga Library District (OH)  
Parkland College (IL)  
Central Ohio Transit Authority  
Des Moines Area Regional Transit (IA)  
Hillsborough Area Regional Transit Authority (FL)  
Jacksonville Transportation Authority (FL)  
Lehigh Northampton Airport Authority (PA)  
Massachusetts Bay Transportation Authority  
Massachusetts Department of Transportation  
Metro St. Louis (MO)  
New Jersey Turnpike Authority  
Orange County Transportation Authority (CA)  
Port Authority of Allegheny County (PA)  
Port of Houston Authority (TX)  
Regional Transit District (CO)  
San Francisco Bay Area Rapid Transit (CA)  
Southeast Louisiana Transit Authority  
Virginia Railway Express (VA)  
Washington Metro Area Transit Authority (DC)

City of Carrollton (TX)  
City of Gaithersburg (MD)  
City of Grand Rapids (MI)  
City of Houston (TX)  
City of Knoxville (TN)  
City of Phoenix (AZ)  
City of North Kansas City (MO)  
City of Raleigh (NC)  
City of San Marcos (TX)

Birmingham Water Works Board (AL)  
Des Moines Water Works (IA)  
Denver Water (CO)  
DC Water & Sewer Authority  
Easton Utilities Commission (MD)  
Metropolitan District Commission (CT)  
Prince William County Service Authority (VA)  
Las Vegas – Clark County Library District

## Professional Background

Prior to joining Segal, Mr. Susseles served as Associate Director of Labor Relations for the District of Columbia where he was responsible for the District's labor economics program. He has extensive experience in government finance and human resources, including roles with the Washington Metropolitan Area Transit Authority as a labor economist and with the New York City Transit Authority as Chief of the Office of Labor and Cost Analysis. Mr. Susseles served as Assistant Director of Research and Negotiations with a major public employee union.

Mr. Susseles has served on the adjunct faculty of the City University of New York, The New School University, USDA Graduate School, Kingsborough Community College, and Prince Georges Community College.

## Education/Professional Designations

Mr. Susseles graduated from Hofstra University with a B.A. in Economics and from New York University with an M.A. in Economics. He is a member of WorldatWork and the International Personnel Management Association – Human Resources (IPMA-HR). He is a Certified Compensation Professional (CCP).

## Published Works/Speeches

- “Total Compensation, Cost Versus Value”, IPMA-HR 2015 National Conference
- “How to Plan a Successful RIF to Meet Restructured Services,” Total Rewards in Government, 2010.
- “Maintaining competitiveness in Tough Economic Times,” NASPE 2010 National Conference
- “Managing through Fiscal Stress,” IPMA-HR 2009 Training Conference.
- “How Employees Value the Rewards of Their Work: Results from Segal’s 2007 Public Sector Rewards of WorkSM,” IPMA-HR Conference, October 2007.
- “It’s Not Just About Pay,” IPMA-HR News, June 2006.
- “The Key Role of Labor-Management Committees in Achieving Successful Negotiations,” *IPMA-HR News*, August 2003.

## Expertise

Ruth Ann Eledge is a Vice President of Segal Waters Consulting. In this role, she leads and oversees many of our Human Resources studies and compensation projects and works closely with the entire consulting team to ensure on-time delivery while meeting the quality requirements of our clients.

## Clients

|                                                |                                           |
|------------------------------------------------|-------------------------------------------|
| Anderson Public Library (IN)                   | College of the Mainland (TX)              |
| Austin Employee Retirement System (TX)         | Collin County Community College (TX)      |
| Austin Energy (TX)                             | Colorado Springs Utilities                |
| Bandera County Appraisal District (TX)         | Columbus Water Works (GA)                 |
| Capital District Transit Authority (CDTA) (NY) | Comal County (TX)                         |
| City of Addison (TX)                           | C-TRAN (WA)                               |
| City of Auburn (AL)                            | El Paso City Employees' Pension Fund (TX) |
| City of Beeville (TX)                          | Fire and Police Pension Association of    |
| City of Bryan (TX)                             | Colorado                                  |
| City of Cedar Hill (TX)                        | Floresville Electric (TX)                 |
| City of Chandler (AZ)                          | Gillespie County (TX)                     |
| City of Chapel Hill (NC)                       | Greenville Utilities Commission (NC)      |
| City of Charlotte (NC)                         | Guadalupe Brazos River Authority (TX)     |
| City of Charlotte (NC) - Airport Authority     | Harford Community College (MD)            |
| City of Cibolo (TX)                            | Harris County Appraisal District (TX)     |
| City of College Station (TX)                   | Howard County (MD)                        |
| City of Colorado Springs (CO)                  | Indianapolis-Marion County Library        |
| City of Crowley (TX)                           | System (IN)                               |
| City of Danville (VA)                          | Jackson County (TX)                       |
| City of Edinburg (TX)                          | Jacksonville Port Authority (JAXPORT)     |
| City of Farmers Branch (TX)                    | (FL)                                      |
| City of Fort Worth (TX)                        | Jefferson County (CO)                     |
| City of Fountain (CO)                          | Kansas City, Kansas Housing Authority     |
| City of Goleta (CA)                            | Karnes Electric Cooperative, Inc. (TX)    |
| City of Granbury (TX)                          | Lake County (IL)                          |
| City of Greenville (NC)                        | Lamar University (TX)                     |
| City of Greenville (SC)                        | Lincoln County (SD)                       |
| City of Groves (TX)                            | McKinley County (NM)                      |
| City of Gun Barrel City (TX)                   | Metropolitan Nashville Airport Authority  |
| City of Hondo (TX)                             | (TN)                                      |
| City of Houston (TX)                           | Montgomery County 911 (TX)                |
| City of Leon Valley (TX)                       | Montrose County (CO)                      |
| City of Liberty (TX)                           | New Braunfels Utilities (TX)              |
| City of Lufkin (TX)                            | Niagara Frontier Transit Authority (NFTA) |
| City of Lynnwood (WA)                          | (NY)                                      |

City of Mandeville (LA)  
 City of Marana (AZ)  
 City of Mesquite (TX)  
 City of Missouri City (TX)  
 City of Mont Belvieu (TX)  
 City of Morgantown (WV)  
 City of Oklahoma City (OK)  
 City of Oro Valley (AZ)  
 City of Overland Park (KS)  
 City of Palo Alto (CA)  
 City of Pecos City (TX)  
 City of Peoria (IL)  
 City of Portland (TX)  
 City of Round Rock (TX)  
 City of San Marcos (CA)  
 City of Sierra Vista (AZ)  
 City of Simpsonville (SC)  
 City of Sugar Land (TX)  
 City of Thibodaux (LA)  
 City of Thornton (CO)  
 City of Tyler (TX)  
 City of Upper Arlington (OH)  
 City of Victoria (TX)  
 City of West University Place (TX)  
 City of Wylie (TX)  
 City of York (PA)

North Carolina Education Lottery  
 North Little Rock, Arkansas Housing  
 Authority  
 Northeast Community College (NE)  
 Orange Water and Sewer District (NC)  
 Pointe Coupee Parish (LA)  
 Port of Houston Authority (TX)  
 Raleigh-Durham Airport Authority (NC)  
 Recreation & Park Commission for the  
 Parish of East Baton Rouge (LA)  
 Sacramento Regional Transit District (CA)  
 San Miguel Electric Cooperative, Inc. (TX)  
 State Universities Retirement System of  
 Illinois (SURS)  
 Tarrant County 9-1-1 (TX)  
 Teacher's Retirement System of Illinois  
 (TRS)  
 Terrebonne Parish (LA)  
 Texas A & M University – Libraries  
 Texas Association of Public Employee  
 Retirement Systems (TEXPERS)  
 Texas Municipal Power Agency (TX)  
 Toho Water Authority (FL)  
 Town of Highland Park (TX)  
 Village of Winnetka (IL)  
 Career Source of Palm Beach County (FL)

## Professional Background

Prior to joining Segal, Ms. Eledge worked at The Waters Consulting Group, one of the most experienced firms in public sector human resources and compensation consulting, which was acquired by Segal in 2014. Before joining Waters Consulting Group in 2000, Ms. Eledge served as the City of Austin's Director of Human Resources and Civil Service. Under her leadership, the City received an A+ rating from Governing Magazine for having a top Human Resource Department in 2000, an honor given only to two cities nationwide. Ms. Eledge has worked closely with various boards and commissions for the City of Austin, Texas, including the Civil Service Commission, Human Rights Commission, Mayor's Committee for Persons with Disabilities, and the City Council Affirmative Action Subcommittee.

## Education/Professional Designations

Ruth Ann received her Master's degree (MPA) from Southwest Texas State University and her Bachelor's degree from the University of Texas at Austin.

## Expertise

Linda G. Wishard serves as a Senior Consultant with Segal Waters Consulting. Ms. Wishard has extensive experience in the areas of compensation and benefits design, organizational design, Human Resources metrics, executive talent acquisition, employee relations, and performance management. Ms. Wishard is a strategic thinker and exceptional communicator, skilled in negotiations, staff coaching and development, as well as a strong administrator ensuring compliance with all applicable legal and governmental requirements.

## Clients

|                                             |                                                                       |
|---------------------------------------------|-----------------------------------------------------------------------|
| City of Asheville (NC)                      | Hillsborough Area Regional Transit Authority (FL)                     |
| City of Chandler (AZ)                       | Howard City (MD)                                                      |
| City of Charlotte (NC)                      | Jackson City (TX)                                                     |
| City of Cibolo (TX)                         | Johnson City (TX)                                                     |
| City of Cleburne (TX)                       | Karnes Electric Cooperative, Inc. (TX)                                |
| City of Edinburg (TX)                       | Kenosha City (WI)                                                     |
| City of Greenville (NC)                     | Lexington City (SC)                                                   |
| City of Leon Valley (TX)                    | Lincoln City (SD)                                                     |
| City of Manassas (VA)                       | McKinley City (NM)                                                    |
| City of Marana (AZ)                         | Niagara Frontier Transit Authority (NY)                               |
| City of Missoula (MT)                       | North Carolina Education Lottery (NC)                                 |
| City of Portland (TX)                       | North Little Rock, Arkansas Housing Authority (AR)                    |
| City of Round Rock (TX)                     | Recreation & Park Commission for the Parish of East Baton Rouge (LA)  |
| City of San Marcos (TX)                     | Sacramento Regional Transit District (CA)                             |
| City of Sierra Vista (AZ)                   | Teacher's Retirement System of Illinois (IL)                          |
| City of Wylie (TX)                          | Texas A & M University – Libraries (TX)                               |
| Coachella Valley Water District (CA)        | Town of Pecos City (TX)                                               |
| Collin City Community College District (TX) | Career Source of Palm Beach City (previously Workforce Alliance) (FL) |
| Columbus Water Works (GA)                   |                                                                       |
| Denton City Transportation Authority (TX)   |                                                                       |
| Floresville Electric (TX)                   |                                                                       |
| Greenville Utilities Commission (NC)        |                                                                       |
| Harris City Appraisal District (TX)         |                                                                       |

## Professional Background

Ms. Wishard is a dynamic executive leader with more than 30 years' experience in delivering highly effective Human Resource solutions to both, private and public sector. Prior to joining Segal, Ms. Wishard worked at The Waters Consulting Group, one of the most experienced firms in public sector human resources and compensation consulting, which was acquired by Segal in 2014. Before joining The Waters Consulting Group in 2010, Ms. Wishard's career includes a number of senior executive positions including Vice President of Human Resources of the National Western Life Insurance Company, Director of Human Resources with the Financial



Industries Corporation, Vice President People at La Petite Academy, Inc., VP Human Resources at Taco Cabana, a multi-state restaurant chain with annual sales of \$150M. In addition, Ms. Wishard has held a number of senior positions in non-profit and public sector organizations, including the Lakeway Church and the Lakeway Municipal Utilities District.

### Education/Professional Designations

Ms. Wishard has been recognized by Notable American Women, Who's Who in the South and Southwest. Her certifications include SPHR certification, CCP certification, SHRM-SCP certification, IAML Employment Law certification, ACS, PCS and ALMI designations (LOMA), American Society of Training and Development. Linda received her Bachelor's degree from the University of Texas and her Master's degree from the University of Southern California.

### Speeches

- "The Boss Will See You Now: Transforming Your Culture by Training Better Leaders", American Public Power Association (APPA) Annual Conference, September, 2015.

## Expertise

Joyce C. Powell is a Senior Compensation Analyst in with more than 20 years of hands-on compensation experience, ten of which have been in the public sector. Her expertise includes conducting market analyses; designing pay structure; conducting FLSA classification reviews and internal equity reviews; developing and costing pay plan implementation scenarios; writing job descriptions; developing custom survey documents, and developing affirmative action plans. She is also experienced in job analysis and job evaluation.

## Clients

|                                                |                                                 |
|------------------------------------------------|-------------------------------------------------|
| Capital District Transit Authority (CDTA) (NY) | College of the Mainland (TX)                    |
| City of Addison (TX)                           | Colorado Springs Utilities                      |
| City of Auburn (AL)                            | Comal City (TX)                                 |
| City of Beeville (TX)                          | Fire and Police Pension Association of Colorado |
| City of Cedar Hill (TX)                        | Gillespie City (TX)                             |
| City of Chapel Hill (NC)                       | Guadalupe Brazos River Authority (TX)           |
| City of Charlotte (NC) - Airport Authority     | Harford Community College (MD)                  |
| City of Cibolo (TX)                            | Indianapolis-Marion City Library System (IN)    |
| City of Colorado Springs (CO)                  | Jacksonville Port Authority (JAXPORT) (FL)      |
| City of Crowley (TX)                           | Jefferson City (CO)                             |
| City of Danville (VA)                          | Kansas City, Kansas Housing Authority           |
| City of Farmers Branch (TX)                    | Lake City (IL)                                  |
| City of Fountain (CO)                          | Lamar University (TX)                           |
| City of Greenville (NC)                        | McKinley City (NM)                              |
| City of Greenville (SC)                        | Metropolitan Nashville Airport Authority (TN)   |
| City of Hondo (TX)                             | Montgomery City 911 (TX)                        |
| City of Leon Valley (TX)                       | Montrose City (CO)                              |
| City of Liberty (TX)                           | New Braunfels Utilities (TX)                    |
| City of Lufkin (TX)                            | Niagara Frontier Transit Authority (NFTA) (NY)  |
| City of Lynnwood (WA)                          | North Carolina Education Lottery                |
| City of Marana (AZ)                            | North Little Rock, Arkansas Housing Authority   |
| City of Mesquite (TX)                          | Northeast Community College (NE)                |
| City of Missouri City (TX)                     | Orange Water and Sewer District (NC)            |
| City of Morgantown (WV)                        | Pointe Coupee Parish (LA)                       |
| City of Oklahoma City (OK)                     | Sacramento Regional Transit District (CA)       |
| City of Oro Valley (AZ)                        | San Miguel Electric Cooperative, Inc. (TX)      |
| City of Overland Park (KS)                     | State Universities Retirement System of         |
| City of Peoria (IL)                            |                                                 |
| City of Portland (TX)                          |                                                 |
| City of Round Rock (TX)                        |                                                 |
| City of San Marcos (CA)                        |                                                 |
| City of Sierra Vista (AZ)                      |                                                 |
| City of Simpsonville (SC)                      |                                                 |

City of Sugar Land (TX)  
City of Thibodaux (LA)  
City of Thornton (CO)  
City of Upper Arlington (OH)  
City of Victoria (TX)  
City of West University Place (TX)  
City of York (PA)

Illinois (SURS)  
Tarrant City 9-1-1 (TX)  
Teacher's Retirement System of Illinois (TRS)  
Texas Municipal Power Agency (TX)  
Town of Highland Park (TX)  
Village of Winnetka (IL)  
Career Source of Palm Beach City (FL)

## Professional Background

Prior to joining Segal, Ms. Powell served as an independent consultant working for private and public sector organizations in a variety of industries including energy and oil, health care, information services, defense, insurance, transportation, and higher education. Prior to consulting, she served as the Supervisor of Compensation and EEO for a subsidiary of a Fortune 500 company.

## Education/Professional Designations

Ms. Powell attended West Texas A&M University in Canyon, Texas. She has been a Certified Compensation Professional since 1990 and is an active member of WorldatWork and the North Texas Compensation Association. She is also an active member of the Society for Human Resource Management and the Dallas Human Resources Management Association.

## Speeches and Published Works

Ms. Powell has co-authored articles in ICMA's The Municipal Year Book: "Salaries of Municipal Officials, 2008"; "Salaries of Municipal Officials, 2009;" and "Salaries of Municipal Officials, 2010."

## Expertise

Cristy Reetz serves as a Senior Compensation Analyst at Segal Waters Consulting. She develops custom compensation programs to meet our client's strategic goals and philosophy. In her time with Segal Waters, Cristy has worked on numerous cases involving classification, compensation, job evaluation, FLSA, organizational, and staffing analyses.

## Clients

|                                            |                                          |
|--------------------------------------------|------------------------------------------|
| Anderson Public Library (IN)               | Collin City Community College            |
| Arlington Public Schools (VA)              | (TX)Colorado Springs Utilities           |
| Barry City (MI)                            | Columbus Waters Works (GA)               |
| Boulder City (CO)                          | Deschutes City (OR)                      |
| Career Source of Palm Beach City (FL)      | Denver Water (CO)                        |
| City of Addison (TX)                       | Floresville Electric (TX)                |
| City of Auburn (AL)                        | Harris City Appraisal District (TX)      |
| City of Avondale (AZ)                      | Hillsborough Area Regional Transit       |
| City of Bryan (TX)                         | Authority (FL)                           |
| City of Charlotte (NC)                     | Isabella City (MI)                       |
| City of Charlotte (NC) - Airport Authority | Jackson City (TX)                        |
| City of College Station (TX)               | Lake City (IL)                           |
| City of Colorado Springs (CO)              | Lexington City (SC)                      |
| City of Concord (NC)                       | Lincoln City (SD)                        |
| City of Durham (NC)                        | Maine Judicial Branch (ME)               |
| City of Edinburg (TX)                      | McKinley City (NM)                       |
| City of Goleta (CA)                        | Metropolitan Nashville Airport Authority |
| City of Goodyear (AZ)                      | (TN)                                     |
| City of Granbury (TX)                      | Minnesota Judicial Branch (MN)           |
| City of Grand Rapids (MI)                  | Niagara Frontier Transit Authority (NY)  |
| City of Gun Barrel City (TX)               | North Carolina Education Lottery         |
| City of Lynnwood (WA)                      | North Little Rock Housing Authority (AK) |
| City of Mandeville (LA)                    | Port of Houston Authority (TX)           |
| City of Marana (AZ)                        | Raleigh-Durham Airport Authority (NC)    |
| City of Missoula (MT)                      | Recreation & Park Commission for the     |
| City of Missouri City (TX)                 | Parish of East Baton Rouge (LA)          |
| City of Pecos City (TX)                    | Santa Barbara City (CA)                  |
| City of Peoria (IL)                        | State of Minnesota Judicial Branch       |
| City of Poway (CA)                         | State of Washington                      |
| City of Prescott (AZ)                      | Texas Association of Public Employee     |
| City of Round Rock (TX)                    | Retirement Systems                       |
| City of Santa Cruz (CA)                    | Teacher's Retirement System of Illinois  |
| City of Wylie (TX)                         | Texas A & M University - Libraries       |
| Bandera City Appraisal District (TX)       | Toho Water Authority (FL)                |
| Coconino City (AZ)                         |                                          |

## Professional Background

Cristy's background includes a logistics position on a U.S. Senate campaign, assisting a former St. Paul, MN mayor and performing multiple administrative and project related duties for The League of Women Voters Minnesota, whose work focuses on public interest lobbying and voter service.

## Education/Professional Designations

Cristy Reetz received her B.A. in Social Science from Metropolitan State University in St. Paul, MN. Her major emphasis being research methodologies in Political Science, including successful completion of a capstone project involving Comparative Politics and Employment Legislation. Cristy is a member of WorldatWork and is in process of attaining her Certified Compensation Professional (CCP) designation.

## Expertise

Mrs. Ogbazi joined Segal Waters Consulting in January 2016. As a Compensation Analyst, Fredericka performs analytical work for total compensation market studies and job classification analysis.

## Clients

City of Goodyear (AZ)  
City of Grand Rapids (MI)  
City of Santa Barbara (CA)  
Deschutes City (OR)  
Toho Water Authority (FL)

## Professional Background

Before joining Segal Waters, Fredericka worked as proposal assistant developing proposals and the production process relating to responses to government and commercial Requests for Proposals (RFPs) and various types of procurement requests.

## Education

Fredericka earned a Bachelor's degree from the University of Illinois at Chicago and a Master's degree in Education (M.Ed.) from DePaul University. Fredericka is currently working towards earning her Master in Public Affairs (MPA) at the University of Texas at Dallas.

*The remainder of this page is left blank intentionally.*

## Expertise

Mr. Williams joined Segal Waters Consulting in July 2016 as a Compensation Analyst. He performs analytical work for total compensation market studies and job classification analysis.

## Clients

Deschutes City (OR)

City of Avondale (AZ)

## Professional Background

Before joining Segal Waters, Derrick worked as a Humans Resources Consultant for Grismer Tire, Big Sky Environmental, and Buckeye Health where he performed budgetary and staffing analyses to identify methods of improving efficiency and effectiveness throughout the companies' offices and functions. His role involved facilitating strategic, administrative, and organizational change to better his clients' strategic vision, scope, and mission.

Prior to his work as a Consultant, Mr. Williams served in the United States Navy for twenty years, including duty as a Combat System Coordinator and Petty Officer First Class in the Combat Systems and Engineering Departments.

## Education

Derrick earned a Bachelor's degree from Park University and a Master's degree in Public Administration (MPA) from American Public University in Charles Towne, West Virginia. Derrick has also achieved the Senior Professional in Human Resources (SPHR) certification from the Human Resources Certification Institute.

## Expertise

Holly joined Segal Waters Consulting in August 2016 as a Compensation Analyst. She performs analytical work for total compensation market studies and job classification analysis.

## Clients

City of Fort Lauderdale (FL)

Orange City Utilities (FL)

Shelby City Government (TN)

## Professional Background

Before joining Segal Waters, Holly worked as a Compensation Analyst for Tenet Healthcare, a multinational healthcare services company based in Dallas, where she provided analytical support to multiple hospital and related entities across the United States in the design, implementation, and monitoring of compensation programs for union and non-union employee groups.

Prior to her work with Tenet Healthcare, Ms. Waggoner served as an Associate within KPMG's Advisory Services practice focusing on banking and energy-services clients. While there, she assisted a variety of Fortune 500 firms in addressing functional challenges through strategy revisions, reconsidered business models, and remediation efforts.

## Education

Holly earned a Bachelor's degree from Indiana University in Bloomington.

*The remainder of this page is left blank intentionally.*



**e. Unique resources the firm or individual may bring regarding approach, innovative analysis techniques**

We place a high value on sustaining client communication and high quality project management. To ensure successful project processes and outcomes for market studies, we typically take the following steps:

1. Establish a **Project Manager** who is responsible for the overall quality and timeliness of the project, as well as the primary client contact
2. Conduct regularly scheduled **Meetings and Discussions** with clients
3. Develop a **Communication Plan** used to engage various stakeholders (e.g., management, employees, legislative bodies) in the survey process
4. Collaboratively develop a **Study Methodology** customized to the client's needs and designed to meet the project objectives
5. Identify **Benchmark Job Titles** that adequately represent the diversity of classifications, career paths, departments, and pay grades of the State
6. Identify appropriate specific **Comparable Employers** to include in the study, as well as any sources of published data if necessary
7. Design a customized **Survey Document Tool** to collect the necessary information
8. Develop a **Database** to analyze the survey results (we typically design these databases in Microsoft Access), which becomes the client's property at the end of the project
9. Determine the client's **Market Position** for pay (and for benefits, if desired)
10. Prepare and deliver a **Report** to you detailing our findings, as well as a **Participant Report**
11. Provide our clients with **All Data** collected at the conclusion of the project, as well as all materials and analytic tools developed for the project
12. Conduct follow-up discussions with clients to identify **Lessons Learned** and any approaches for improvement

**f. The Professional reputation of the firm.**

Client satisfaction based on the delivery of high quality, client-focused consulting services is the backbone of our business. We place a premium value on our relationships with clients. Segal's commitment to clients is evidenced by the loyalty of our clients, many of whom have maintained long-standing relationships with us spanning over 50 years.

Our references in Section 6 will attest to our professional reputation.

## 6. References

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**City of Prescott (AZ)**

201 S. Cortez Street  
Prescott, AZ 86303  
Ms. Melissa Fousek  
Human Resources Analyst  
(928) 777-1315  
[melissa.fousek@prescott-az.gov](mailto:melissa.fousek@prescott-az.gov)

- Conducted a classification and total compensation study for approximately 180 current job titles covering approximately 500 employees; Dates of Service: 2015 - 2016

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**City of Goodyear (AZ)**

190 N. Litchfield Road  
Goodyear, AZ 85338  
Ms. Jeanni Ruddy  
Total Compensation Administrator  
(623) 882-7751  
[jeanni.ruddy@goodyearaz.gov](mailto:jeanni.ruddy@goodyearaz.gov)

- Conducted a salary market assessment and pay structure update; Dates of Service: 2016

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**City of Avondale (AZ)**

11465 West Civic Center Drive  
Avondale, AZ 85323  
Ms. Cherlene R. Penilla  
Director of Human Resources  
(623) 333-2218  
[cpenilla@avondale.org](mailto:cpenilla@avondale.org)

- Conducted a comprehensive classification and compensation study; Dates of Service: 2016

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**Valley Metro/Regional Public Transportation Authority (AZ)**

101 North First Avenue, Suite 1100  
Phoenix, AZ 85003  
Ms. Penny Lynch  
Human Resources Manager  
(602) 523-6024  
[plynch@valleymetro.org](mailto:plynch@valleymetro.org)

- Conducted a full classification study for ~ 100 employees and a total compensation labor market survey; Dates of Services: 2005 – 2015

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**Central Arizona Project**

23636 N. Seventh St.  
Phoenix, AZ 85024  
Ms. Mary Ann Ruzich  
(623) 869-2371  
[mruzich@cap-az.com](mailto:mruzich@cap-az.com)

- Conducted a market study covering crafts and trades, administrative, technical and professional and engineering and an executive compensation study; Dates of Services: 2007, 2012 and 2013, 2016, 2017
-

## 7. Disclosures of Conflict of Interest

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No conflicts of interest exist as defined by Arizona Revised Statutes, Title 38, Chapter 3, Article 8.

## 8. Substitute W-9 Form



39700 W. Civic Center Plaza  
Maricopa, AZ 85138  
Ph: 520.568.9098  
Fx: 520.568.9120  
www.maricopa-az.gov

### ATTACHMENT B SUBSTITUTE W-9 FORM

#### PART I: Company Information:

1. Name (as shown on Income Tax Return): The Segal Company (Western States) Inc.,  
Segal Waters Consulting
2. Business Name (if different than above): \_\_\_\_\_
3. DUNS #: \_\_\_\_\_
4. Federal employer identification number (or SSN): 94-1503999
5. Type of organization (check one):  

|                                                                                                                                                                                         |                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Individual/Sole Proprietor<br><input checked="" type="checkbox"/> Corporation<br><input type="checkbox"/> Partnership<br><input type="checkbox"/> Other: _____ | <input type="checkbox"/> Limited Liability Company*<br><b>*Choose the tax classification</b><br><input type="checkbox"/> Disregarded Entity<br><input type="checkbox"/> Corporation<br><input type="checkbox"/> Partnership |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
6. Order Address:  
1230 West Washington Street, Suite 501, Tempe, AZ 85281-1248  
 (Order address) (City) (State) (Zip code)
7. Remittance address (if different than above):  
The Segal Company, Church Street Station, PO Box 4070, New York, NY 10261-4070  
 (Remittance address) (City) (State) (Zip code)
8. Contact person for bid invitations: Patrice Glasthal, Marketing Associate
9. Phone Number: 202.833.6495 Fax Number: 202.330.5694
10. Email address of contact person: pglasthal@segalco.com
11. Applicant is a (check one):  

|                                                                                                                                                                                      |                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Factory Representative<br><input type="checkbox"/> Manufacturer<br><input type="checkbox"/> Retail dealer<br><input checked="" type="checkbox"/> Consultant | <input type="checkbox"/> Jobber<br><input type="checkbox"/> Authorized distributor<br><input type="checkbox"/> Contractor<br><input type="checkbox"/> Other: _____ |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
12. Indicate if the business is registered as a minority or woman-owned company.  

|                                         |                                      |                                                    |
|-----------------------------------------|--------------------------------------|----------------------------------------------------|
| <input type="checkbox"/> Minority-owned | <input type="checkbox"/> Woman-owned | <input checked="" type="checkbox"/> Not Applicable |
|-----------------------------------------|--------------------------------------|----------------------------------------------------|
13. How long has the company been in business? Incorporated in 1956 (NY)
14. Does applicant currently hold a valid business license issued by the City of Maricopa?  
 Yes ☐ No ☐ Upon award of contract Segal will obtain any licenses necessary to conduct this project for the City of Maricopa.

#### PART II: COMMODITY OR SERVICE DESCRIPTION

1. Commodity/Service description (this section must be completed):  
Human Resources Consulting Services

**ATTACHMENT B  
SUBSTITUTE W-9 FORM (CONT'D)**

**PART III: APPLICANT TERMS AND CERTIFICATION**

**Terms:**

**The City of Maricopa may take up to thirty (30) calendar days after the receipt of vendor's invoice to render payment unless other arrangements are made through a written contract. Applicant's signature below signifies acceptance of those terms.**

**Under Penalties of perjury, I certify that:**

1. The number shown on this form is my correct federal employer identification number.
2. I am not subject to backup withholding because of failure to report interest and dividend income.
3. I am a U.S. person (including a U.S. resident alien).  
(NOTE: You must cross out item 2. above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return).

4. The following business ownership classifications are applicable:

Disadvantaged Business Enterprise Ownership Classification (Select One Only):

- |                                                                              |                                                                          |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <input type="checkbox"/> 1 Non-Small/Non-Minority/Non-Disabled               | <input type="checkbox"/> 8 Small Business/Disabled Owner                 |
| <input type="checkbox"/> 2 Small Business (Per ARS §41-1001(20))             | <input type="checkbox"/> 9 Minority Woman Owned Business                 |
| <input type="checkbox"/> 3 Minority Owned Business [Per 15 CFR §1400.1(a)]   | <input type="checkbox"/> 10 Disabled-Minority Owned Business             |
| <input type="checkbox"/> 4 Woman Owned Business                              | <input type="checkbox"/> 11 Disabled-Woman Owned Business                |
| <input type="checkbox"/> 5 Owned By Disabled Individual (Per ARS §41-1492.5) | <input type="checkbox"/> 12 Small Business/Minority-Woman Owned          |
| <input type="checkbox"/> 6 Small Business/Minority Owned                     | <input type="checkbox"/> 13 Small Business/Disabled-Minority Owned       |
| <input type="checkbox"/> 7 Small Business/Woman Owned                        | <input type="checkbox"/> 14 Small Business/Disabled-Minority-Woman Owned |

"The Internal Revenue Service does not require your consent to any provision of this document other than the certifications required to avoid backup withholding."

Ruth Ann Eledge

**Name** (Please print)

*R Eledge*

**Signature**

Vice President

**Title** (Please print)

3/7/2017

**Date**

**INTERNAL USE ONLY**

CC# \_\_\_\_\_ AUTHORIZATION: \_\_\_\_\_  
FAX: \_\_\_\_\_ EMAIL: \_\_\_\_\_ PRINT: \_\_\_\_\_  
REQUESTED BY: \_\_\_\_\_

## 9. Cost Schedule - Proposed Fees/Compensation



### ATTACHMENT A COST SCHEDULE

39700 W. Civic Center Plaza  
Maricopa, AZ 85138  
Ph: 520.568.9098  
Fax: 520.568.9120  
www.maricopa-az.gov

Please give a detailed listing of charges for services.

| DESCRIPTION                                                                                                                                                           | COST             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Classification Study                                                                                                                                                  | \$ 30,000        |
| Compensation Study                                                                                                                                                    | \$ 40,000        |
| Other: (Please Specify)<br>Step 5: Present Final Results to the City<br>Assumes we develop and deliver one on-site<br>presentation to the City Manager/and or Council | \$ 5,000         |
| <b>TOTAL</b>                                                                                                                                                          | <b>\$ 75,000</b> |

Segal Waters is fully aware of the sensitivity of budget allocations for public sector employers. We believe that you will find our approach focused toward achieving the City's objectives in the most cost-effective manner consistent with quality, accuracy, and timeliness.

| Project Step                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Fixed Fee       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Step 1: Project Initiation</b><br>Assumes we conduct one on-site meeting, one day of stakeholder interviews, as well as time associated with learning about the City's current compensation and classification structures, policies, and practices.                                                                                                                                                                                                                                                                                                                                                                                                  | \$5,000         |
| <b>Step 2: Job Classification Analysis</b><br>Assumes the following: <ul style="list-style-type: none"> <li>• Develop one customized Job Description Questionnaire</li> <li>• Analyze up to twenty-five (25) current job titles</li> <li>• Conduct up to one day of employee presentations</li> <li>• Conduct up to one day of employee interviews</li> <li>• Develop a recommended classification structure (one draft, one final)</li> <li>• Recommend assignments of individual positions to job titles</li> <li>• Recommend FLSA exemption status of all titles</li> <li>• Draft updated job descriptions for all recommended job titles</li> </ul> | \$25,000        |
| <b>Step 3: Salary Market Assessment</b><br>Assumes the following: <ul style="list-style-type: none"> <li>• Develop a customized salary market survey document with up to 60 benchmark job titles, to be distributed to no more than 10 public sector peer employers</li> <li>• One draft and one final report of the market study findings</li> </ul>                                                                                                                                                                                                                                                                                                   | \$30,000        |
| <b>Step 4: Recommendations Development</b><br>Assumes the following: <ul style="list-style-type: none"> <li>• Develop pay schedule(s) to cover all jobs covered by the study</li> <li>• Recommend grade assignments for all job titles covered by the study</li> <li>• Draft language for recommended compensation policies</li> </ul>                                                                                                                                                                                                                                                                                                                  | \$10,000        |
| <b>Step 5: Present Final Results to the City</b><br>Assumes we develop and deliver one on-site presentation to the City Manager/and or Council                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$5,000         |
| <b>TOTAL FIXED FEE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>\$75,000</b> |

Our proposed fee includes charges for all professional, analytic, and administrative services, as well as all expenses associated with materials, supplies, overhead, and travel for all tasks outlined in this proposal except as otherwise noted. Our total fixed fee will be billed in 5 equal monthly invoices of \$15,000.

**Travel expenses for meetings scheduled less than one week in advance will be charged additionally. If a scheduled meeting is cancelled by the client, any non-refundable travel expenses will be billed to the client at cost.**

To the extent our proposed scope and fees differ from your needs or the level of effort described in other proposals you may receive, Segal Waters is prepared to discuss alternatives to the fees stipulated in our proposal.

Our proposed fee assumes only the services and on-site meetings described in the proposal. Should the City request additional services or additional on-site meetings, we would charge the hourly rates shown below, as well as for the time and expenses associated with travel.

| <b>Staff Member</b> | <b>Title/Role</b>                                  | <b>2017 Standard Hourly Rate</b> |
|---------------------|----------------------------------------------------|----------------------------------|
| Elliot R. Susseles  | Senior Vice President, Practice Leader             | \$465                            |
| Ruth Ann Eledge     | Vice President, Senior Consultant, Project Manager | \$375                            |
| Linda Wishard       | Senior Consultant                                  | \$325                            |
| Joyce Powell        | Senior Compensation Analyst                        | \$265                            |
| Cristy Reetz        | Senior Compensation Analyst                        | \$265                            |
| Fredericka Ogbazi   | Compensation Analyst                               | \$220                            |
| Holly Waggoner      | Compensation Analyst                               | \$220                            |
| Derrick Williams    | Compensation Analyst                               | \$220                            |



**ATTACHMENT C  
 PARTICIPATION IF BOYCOTT OF ISRAEL**

|                                                                                       |                                           |                                                                                                  |
|---------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------|
|  | <b>Participation if Boycott of Israel</b> |                                                                                                  |
|                                                                                       | Solicitation No.: RFP#17-FIN081016        | Description: Transaction Privilege Tax (TPT)<br>Auditor Services for the City of Maricopa        |
| PAGE 1 OF 1                                                                           |                                           | State of Arizona<br>State Procurement Office<br>100 N. 15th Ave., Suite 201<br>Phoenix, AZ 85007 |

All materials submitted as part of a response to a solicitation are subject to Arizona public records law and will be disclosed if there is an appropriate public records request at the time of or after the award of the contract. Recently legislation has been enacted to prohibit the state from contracting with companies currently engaged in a boycott of Israel. To ensure compliance with A.R.S. §35-393.01 This form must be completed and returned with the response to the solicitation and any supporting information to assist the State in making its determination of compliance.

As defined by A.R.S. §35-393.01:

- "Boycott" means engaging in a refusal to deal, terminating business activities or performing other actions that are intended to limit commercial relations with Israel or with persons or entities doing business in Israel or in territories controlled by Israel, if those actions are taken either:
  - In compliance with or adherence to calls for a boycott of Israel other than those boycotts to which 50 United States Code section 4607(c) applies.
  - In a manner that discriminates on the basis of nationality, national origin or religion and that is not based on a valid business reason.
- "Company" means a sole proprietorship, organization, corporation, association, partnership, joint venture, limited partnership, limited liability partnership, limited liability company or other entity or business association, and includes a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate.
- "Direct holdings" means all publicly traded securities of a company that are held directly by the state treasurer or a retirement system in an actively managed account or fund in which the retirement system owns all shares or interests.
- "Indirect holdings" means all securities of a company that are held in an account or fund, including a mutual fund, that is managed by one or more persons who are not employed by the state treasurer or a retirement system, if the state treasurer or retirement system owns shares or interests either:
  - Together with other investors that are not subject to this section.
  - That are held in an index fund.
- "Public entity" means this State, a political subdivision of this STATE or an agency, board, commission or department of this state or a political subdivision of this state.
- "Public fund" means the state treasurer or a retirement system.
- "Restricted companies" means companies that boycott Israel.
- "Retirement system" means a retirement plan or system that is established by or pursuant to title 38.

All offerors must select one of the following:

☒ My company does not participate in, and agrees not to participate in during the term of the contract a boycott of Israel in accordance with A.R.S. §35-393.01. I understand that my entire response will become public record in accordance with A.A.C. R2-7-0317.

☐ My company does participate in a boycott of Israel as defined by A.R.S. §35-393.01.

By submitting this response, proposer agrees to indemnify and hold the State, its agents and employees, harmless from any claims or causes of action relating to the State's action based upon reliance on the above representations, including the payment of all costs and attorney fees incurred by the State in defending such an action.

The Segal Company (Western States) Inc. *Legal Writing Consulting*  
 1230 West Washington St. St. 501  
 Address: Tempe, AZ 85281  
 City: State: Zip:

Signature of Person Authorized to Sign: *Ruth Ann Eudger*  
 Printed Name: Vice President  
 Title: