

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

Table of Contents

City of Maricopa, AZ

RFQ # 17-HRM01302017 Compensation & Classification Analysis Study

March 8, 2017

1. Offer Sheet	1
2. Letter of Transmittal	2
3. Firm Overview	3
Company History and Staff.....	3
Summary of Segal Services	4
Segal Waters Consulting	4
4. Bonds	6
5. Detail Responses to the Evaluation Criteria	7
Segal Waters Consulting	9
Scope of Services	14
Step 1: Project Initiation.....	14
Step 2: Classification Analysis	16
Step 3: Salary Market Assessment.....	22
Step 4: Recommendations Development.....	30
Step 5: Present Final Results to the City	32
Project Timeline.....	32
Segal Waters' Project Team	32
6. References	48
7. Disclosures of Conflict of Interest.....	49
8. Substitute W-9 Form.....	50
9. Cost Schedule - Proposed Fees/Compensation.....	52

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.

OFFEROR CONTACT INFORMATION - For clarification of this offer contact:	
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. Segal Waters Consulting Company Name	Ruth Ann Eledge Printed Name
1230 West Washington Street Suite 501 Address	Vice President Title
Tempe, AZ 85281-1248 City State Zip Code	Telephone: <u>214.930.7291</u> Fax: <u>214.481.0460</u>

2. Letter of Transmittal



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

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
www.segalco.com

Sincerely,

Ruth Ann Eledge
Vice President/Senior Consultant/Project Manager
reledge@segalco.com

3. Firm Overview

The Segal Group (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	Phoenix, AZ
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.

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 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 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 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 of the date set forth hereunder, the said corporation has not had its authority revoked for failure to comply with the provisions of the Arizona Business Corporation Act; and that its most recent Annual Report, subject to the provisions of A.R.S. sections 10-122, 10-123, 10- 125 & 10-1622, has been delivered to the Arizona Corporation Commission for filing; and that the said corporation has not filed an Application for Withdrawal as of the date of this certificate.</div> <div>This certificate relates only to the legal authority of the above named entity as of the date issued. This certificate is not to be construed as an endorsement, recommendation, or 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 the official seal of the Arizona Corporation Commission. Done at 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

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.

Federal Government

Administrative Office of the U.S.
Courts
U.S. Office of Personnel Management

State Governments

Government of the District of Columbia
State of Alabama
State of Alaska
State of Arizona
State of Colorado
State of Georgia, Dept of Audits & Accounts
State of Georgia, Merit System
State of Iowa
State of Maryland Dept of Budget & Management
State of Maryland Dept of Mental Health
State of Maryland Judiciary
State of Massachusetts Dept of Transportation
State of Minnesota Judiciary
State of New Jersey Judiciary
State of Rhode Island
State of Washington

Counties

Albemarle County (VA)
Arlington County (VA)
Barry County (MI)
Boulder County (CO)
City/County of Denver (CO)
Coconino County (AZ)
Fairfax County (VA)
Forsyth County (GA)
Harris County Appraisal District (TX)
Isabella County (MI)
Jackson County (TX)
Johnson County (TX)
Kenosha County (WI)

Transportation Systems

Alaska Railroad Corporation
Ben Franklin Transit (WA)

Laramie County (WY)
Laramie County Library System (WY)
Las Vegas – Clark County Library District (NV)
Lexington County (SC)
Los Alamos County (NM)
Loudoun County (VA)
Minnehaha County (SD)
Mohave County (AZ)
Oakland County (MI)
Pinal County (AZ)
Prince George's County (MD)
Spotsylvania County (VA)
Waukesha County (WI)

Municipalities

City of Albuquerque (NM)
City of Alexandria (VA) – Dept of Mental Health
City of Asheville (NC)
City of Baltimore (MD)
City of Boston (MA)
City of Bowie (MD)
City of Bristol (CT)
City of Bryan (TX)
City of Cape Coral (FL)
City of Carlsbad (CA)
City of Carrollton (TX)
City of Chandler (AZ)
City of College Station (TX)
City of Fort Worth (TX)
City of Gaithersburg (MD)
City of Goleta (CA)
City of Greenville (NC)
City of Henderson (NV)
City of Houston (TX)
City of Knoxville (TN)
City of Las Vegas (NV)
City of Livermore (CA)
City of Manassas (VA)

Other Public Authorities

Birmingham Water Works Board (AL)
Castaic Lake Water Authority (CA)

City of Middletown (CT)
City of New Bedford (MA)
City of North Kansas City (MO)
City of Palo Alto (CA)
City of Phoenix (AZ)
City of Prescott (AZ)
City of Raleigh (NC)
City of Salem (VA)
City of San Diego (CA)
City of San Marcos (CA)
City of San Marcos (TX)
City of Santa Cruz (CA)
City of Seattle (WA)
City of Sedona (AZ)
City of Sierra Vista (AZ)
City of Sioux Falls (SD)
City of Solon (OH)
City of Surprise (AZ)
City of Wilmington (DE)
City of Wylie (TX)
Terrebonne Parish (LA)
Town of Acton (MA)
Town of Buckeye (AZ)
Town of Ocean City (MD)

Public School Systems

ABC Unified School District (CA)
Adams 12 Five Star School District (CO)
Arlington Public Schools (VA)
Boulder Valley School District (CO)
Denver Public Schools (CO)
East Baton Rouge Parish School System
Fairfax County Public Schools (VA)
Lafayette Parish School System (LA)
Prince George's County Public Schools (MD)
Spokane Public Schools (WA)
Springfield Public Schools (MA)

Public Sector Higher Education

Central Piedmont Community College (NC)

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:

[Organization Name] Classification Specification			
Classification Title: Receptionist			
FLSA: NE	Grade: xx	Job Code: xxxx	Effective Date: December 2010
<p>GENERAL SUMMARY</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>ESSENTIAL JOB FUNCTIONS</p> <ol style="list-style-type: none"> 1. Screens and routes incoming telephone calls and messages to appropriate offices and individuals. 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. 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. 4. etc..... <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>MINIMUM JOB REQUIREMENTS</p> <p>High school diploma (or GED) and at least two years of related experience.</p> <p>WORK ENVIRONMENT AND PHYSICAL DEMANDS</p> <ol style="list-style-type: none"> 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. 2. The position is physically comfortable. 			

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

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%
Overall		100%	95%	90%

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
Accounting/Finance/Business				
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%
Buildings and Facilities				
Maintenance Mechanic II	13	94%	91%	88%
Building Operations Supervisor	13	114%	110%	106%
Building Operations Manager	13	116%	109%	102%
Emergency Communications				
Telecommunicator	8	115%	103%	94%
Communications Center Supervisor	8	107%	98%	91%
Radio Communications Technician	8	106%	104%	102%
Engineering				
Senior Engineering Technician	11	102%	100%	98%
Senior Civil Engineer	12	96%	91%	87%
Engineering Services Manager	13	95%	88%	82%
Fleet Maintenance				
Mechanic	12	100%	93%	87%
Fleet Manager	9	112%	104%	98%
Health Care				
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%
Human Resources				
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
Human Services				
Economic Support Specialist	7	96%	86%	79%
Social Worker	14	99%	100%	100%
Economic Support Supervisor	6	116%	109%	105%
Information Technology				
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%
Law Enforcement				
Lieutenant	11	101%	99%	97%
Captain	11	105%	99%	95%
Legal				
Senior Attorney	15	99%	86%	79%
Office Support				
Administrative Assistant	13	99%	92%	87%
Legal Clerk	14	86%	81%	77%
Office Services Coordinator	13	100%	96%	91%
Parks				
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%
Streets and Highways				
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 APPENDIX B - Detailed Market Data (Adjusted)					
Account Clerk I 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">• Meet with Segal Waters staff, provide direction on strategy and methodology
2. Identify benchmark jobs	<ul style="list-style-type: none">• Review and approve list of benchmarks
3. Identify comparable employers	<ul style="list-style-type: none">• Review and approve list of comparators
4. Design the survey document	<ul style="list-style-type: none">• Review and approve survey document• Assist with contacting survey recipients, if necessary• Complete survey on behalf of the City
5. Develop a database	<ul style="list-style-type: none">• City does not have role in this step
6. Prepare and deliver report	<ul style="list-style-type: none">• Review draft report, provide feedback, and approve final report

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

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

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

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

City of Goodyear (AZ)

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

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

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

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

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

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

Central Arizona Project

23636 N. Seventh St.
Phoenix, AZ 85024
Ms. Mary Ann Ruzich
(623) 869-2371
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

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 <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Partnership <input type="checkbox"/> Other: _____	<input type="checkbox"/> Limited Liability Company* *Choose the tax classification <input type="checkbox"/> Disregarded Entity <input type="checkbox"/> Corporation <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 <input type="checkbox"/> Manufacturer <input type="checkbox"/> Retail dealer <input checked="" type="checkbox"/> Consultant	<input type="checkbox"/> Jobber <input type="checkbox"/> Authorized distributor <input type="checkbox"/> Contractor <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)

 _____

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) Step 5: Present Final Results to the City Assumes we develop and deliver one on-site presentation to the City Manager/and or Council	\$ 5,000
TOTAL	\$ 75,000

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
Step 1: Project Initiation 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
Step 2: Job Classification Analysis Assumes the following: <ul style="list-style-type: none"> • Develop one customized Job Description Questionnaire • Analyze up to twenty-five (25) current job titles • Conduct up to one day of employee presentations • Conduct up to one day of employee interviews • Develop a recommended classification structure (one draft, one final) • Recommend assignments of individual positions to job titles • Recommend FLSA exemption status of all titles • Draft updated job descriptions for all recommended job titles 	\$25,000
Step 3: Salary Market Assessment Assumes the following: <ul style="list-style-type: none"> • 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 • One draft and one final report of the market study findings 	\$30,000
Step 4: Recommendations Development Assumes the following: <ul style="list-style-type: none"> • Develop pay schedule(s) to cover all jobs covered by the study • Recommend grade assignments for all job titles covered by the study • Draft language for recommended compensation policies 	\$10,000
Step 5: Present Final Results to the City Assumes we develop and deliver one on-site presentation to the City Manager/and or Council	\$5,000
TOTAL FIXED FEE	\$75,000

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.

Staff Member	Title/Role	2017 Standard Hourly Rate
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



	Participation if Boycott of Israel	
	Solicitation No.: RFP#17-FIN081016	Description: Transaction Privilege Tax (TPT) Auditor Services for the City of Maricopa
PAGE 1 OF 1		State of Arizona State Procurement Office 100 N. 15th Ave., Suite 201 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, association, corporation, 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. *[Signature]*
 Company Name: The Segal Company (Western States) Inc.
 Address: 1230 West Washington St. St. 501
 City: Tempe, AZ
 State: AZ
 Zip: 85281
 Title: Vice President
 Printed Name: Ruth Ann Eubank
 Signature of Person Authorized to Sign: *[Signature]*