✴ Segal Waters
Consulting

Johnson County, Texas

Proposal for Compensation Consulting Services for a Salary Survey

Due Date: April 1, 2014

Contact:
Ruth Ann Eledge, SPHR
214-930-7291
reledge@segalco.com

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April 1, 2014

Ms. Kelli Davis
Purchasing Agent
Johnson County
1102 East Kilpatrick Street, Suite B
Cleburne, Texas 76031
Submitted via email to: kdavis@johnsoncountytx.org

Re: Consulting Services for Salary Study

Dear Ms. Davis:

Thank you for the opportunity to submit this proposal for a salary survey study for the County.

Through our extensive experience providing human resources advice to public sector clients nationwide, we think Segal Waters is best qualified to assist you with this project. We have conducted similar projects in Texas for Tarrant County 9-1-1, Comal County, Gillespie County, Cedar Hill, Granbury, and Crowley, to name a few.

We appreciate your consideration for this assignment and welcome the opportunity to meet with you to answer any questions you have. Please feel free to call me at 214.930.7291.

Sincerely,

Ruth Ann Eledge, SPHR
(via electronic signature)
Vice President

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Consulting Services for a Salary Study
Johnson County, Texas
April 1, 2014

Executive Summary

We understand the County seeks the assistance of a consultant to perform a salary survey study which affects about 575 full and part-time employees covered by 126 job titles.

Specifically, we understand the scope of this study will include:

1. Identify benchmark positions and peer organizations to be surveyed
2. Conduct job analysis
3. Create a custom salary survey
4. Prepare job descriptions
5. Conduct market analysis and make recommendations

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 County'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 County's current classification structures, as well as the reasons for this project

> Finalize the timeline and specific dates for deliverables

> Clarify Segal Waters' and the County'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 County.

Conduct Stakeholder Interviews

In addition to the initial meeting with the County'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 up to two consecutive days of stakeholder interviews.

Employee Communication Plan

Segal Waters' consulting philosophy is rooted in the notion that employee communication is crucial to the success of any change to the classification and compensation systems. Although the County's RFP does not specifically request employee communications services, our price proposal assumes that we will assist the Project Team with developing a communication strategy and plan for the study. Should the County wish to involve us in any further activities related to developing communications pieces or tools, we would be happy to provide an additional price proposal for these services.

Step 2: Classification Analysis

We understand the County would like to assess the current classification structure. In order to accomplish these goals we propose to perform the following steps:

1. Develop a Job Analysis Questionnaire
2. Conduct Employee Presentations (optional)
3. Analyze the Jobs
4. Conduct Employee Interviews (optional)
5. Develop and Document a Recommended Classification Structure
6. Recommend Individual Position Assignments to Classifications
7. Design and Document a Job Evaluation (Internal Equity) Approach
8. Develop Job Descriptions

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

1. Develop Job Analysis Questionnaires

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

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

> **Essential duties and responsibilities**, including approximate percentage of time associated with each duty or responsibility.

> The **technology and tools** used and **knowledge, skills, and abilities** associated with each essential duty or responsibility.

> **Supervisory** or work leadership duties.

> **Other responsibilities**, such as program management and/or financial, budgetary, or administrative oversight.

> **Minimum requirements** for new employees in the job, such as education, experience, and certifications/licenses.

> **Computer skills** necessary to perform the essential functions of the job, including level of skill related to specific software, programming languages, or systems.

> Level of **decision making** on the job.

> **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 Analysis Questionnaires 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 County's Project Team carefully review the questions and content of the draft JAQ to determine whether it meets your expectations for these outcomes.

2. Conduct Employee Presentations (optional)

Once the JAQ content is finalized, we typically conduct employee presentations to introduce the project and to explain the JAQ process. Although the County's 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 – as an optional task - 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 County'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 JAQs, 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 up to 100 employees in 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 JAQs have been submitted, we will perform a detailed analysis of the County's jobs. We will review each JAQ 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 County
> Level of discretion and judgment exercised
> Complexity of tasks, decisions, and actions
> Results of actions
> Other distinguishing characteristics that are relevant to the County

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4. Conduct Employee Interviews (optional)

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

> Validate and clarify information contained in the JAQs

> 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 up to two (2) consecutive days of on-site interviews. Given the size of the County's workforce, we think that a good representation of job titles could be included in the interview process in this amount of time.

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 County. 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 – use titles from the prospect, if known.

In developing a new classification structure, we may recommend re-titling or re-classifying some of the County'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.

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 JAQs and the interviews. We will identify the most appropriate match between a position's individual responsibilities and the job responsibilities described in the classification matrices.

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

7. Design and Document a Job Evaluation Approach

Described below is the Point-Factor method of job evaluation that we have developed for clients.

Point-Factor Method: This approach determines the specific compensable factors (characteristics about jobs such as minimum qualifications and knowledge, skill, and ability requirements) and weights that will be used to establish the County's internal relationships. Compensable factors should be defensible, exist across departments, and be easily understood by employees. The following are priority validated factors that will use during this process and customized to support the operating environment and organizational structure of the County.

- Formal Education
- Experience
- Management/Supervision
- Human Collaboration
- Freedom to Act
- Technical Skills
- Fiscal Responsibility
- Working Conditions

Based on information in the County's existing job descriptions, the values for each compensable factor are determined. A Job Evaluation Team (JET), comprised of management-level employees, will be convened to review these draft scores, weighting and the initial placement of jobs within the new classification system. Once rating changes are entered, the final hierarchy will reflect both sound compensation practices and the County's collective organizational values. It is intended that this hierarchy will establish relative internal equity and that the compensation structure will be driven by market comparisons.

Once the Project Team has reviewed and approved the details of the job evaluation system (that is, factor definitions, level definitions, point values, etc., as applicable), we will then apply the approach to the jobs as they are defined in the new classification structure. The outcome will be a document and a spreadsheet that shows all job titles and our recommended level. It is our intention to provide the County with documentation and files that you can adapt, modify, and change in the future as jobs are added, removed, or changed.

8. Develop Job Descriptions

We understand that the County 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

GENERAL SUMMARY

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.

ESSENTIAL JOB FUNCTIONS

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.....

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.

MINIMUM JOB REQUIREMENTS

High school diploma (or GED) and at least two years of related experience.

WORK ENVIRONMENT AND PHYSICAL DEMANDS

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 Analysis 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 County's human resources staff

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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 County for this Step

Task/Step	Project Team Role
1. Develop JAQ	• Review drafts and approve final JAQ • Collect JAQs from managers and department directors • Sort JAQs by job title and send to Segal Waters
2. Conduct Employee Presentations (optional)	• Send invitations/announcements to employees • Reserve room and arrange for audio-visual media • Review and approve presentation language • Attend presentations
3. Analyze the Jobs	• 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 (optional)	• Assist with selecting employees to participate • Arrange for interview rooms • Facilitate scheduling and arrangements
5. Develop and Document a Recommended Classification Structure	• Review draft structure and provide comments • Approve final classification structure
6. Recommend Individual Position Assignments to Classifications	• Be available for questions and clarifications • Approve assignments
7. Design and Document a Job Evaluation Approach	• Provide information on current job evaluation approach, if applicable • Review draft and provide comments • Approve final job evaluation approach
8. Develop Job Descriptions	• Provide current job descriptions in Microsoft Word • Review and edit draft job descriptions, as applicable

Step 3: Salary Market Assessment

We understand the County 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 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 County'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 County's Project Team to clarify and finalize the market study methodology, including addressing some key questions, such as:

➤ Does the County 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 County want to learn about other employers' compensation policies, such as how salary increases and adjustments are determined?

➤ Are there particular issues related to certain occupational groups (e.g., public safety) that are important to consider in designing the market study?

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 County's compensation goals and will support the County's expectations.

For this project, we recommend conducting a custom-designed survey targeted to your public sector peer employers, while using published sources to represent private sector pay data. 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

2. Identify Benchmark Job Titles

We understand that this project covers approximately 126 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 County.

We anticipate that up to 50 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.).

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 County 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 County in terms of size, scope, population, or other characteristics.

At this time, we anticipate that the following public sector employers may be included in the market study.

➤ Cities of Cedar Hill, Granbury, Crowley

➤ Counties of Gillespie, Tarrant, Ellis, Hood and Parker

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 12 public sector entities.

4. Collect the Market Data

We will also design a survey instrument for collecting the market information, which we will distribute in either hard copy or electronic format, as necessary. Typically, we include questions regarding the following:

➤ 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 bonuses, etc.)

➤ Other relevant pay policies (such as hiring salary practices)

We will also draft brief job summaries for each benchmark title based on the results of the classification analysis 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.

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 County upon completion of this project for your future analyses. We will populate the database with the information collected from the surveys, and will also include any private sector data from published data sources, as applicable.

We will then analyze the survey data to determine the County'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 County'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
COUNTY MARKET POSITION BY SECTOR—PAY ONLY

| Market Sector | County Pay Ranges as a Percent of the Market Average | | |
	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector	106%	101%	97%
Overall	**100%**	**95%**	**90%**

EXAMPLE TABLE 2
COUNTY MARKET POSITION BY DATA SOURCE—PAY ONLY

| Public Sector Peer Employer | # of Job Matches | County as a Percent of the Average | | |
		Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
City of peer name	46	97%	98%	99%
City of peer name	55	100%	99%	99%
City of peer name	57	102%	99%	97%
County of peer name	58	116%	108%	102%
County of peer name	59	97%	98%	98%
County of peer name	48	124%	104%	93%
County of peer name	56	101%	95%	90%
City of peer name	30	113%	107%	103%
City of peer name	54	90%	89%	88%
City of peer name	46	121%	116%	112%
Overall		**100%**	**95%**	**90%**

Job Family and Benchmark Title	# of Matches	County as a % of the Overall Market Average		
		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%
Accounting Services Manager	16	104%	99%	95%
Buildings and Facilities				
Maintenance Mechanic II	13	94%	91%	88%
Building Operations Manager	13	116%	109%	102%
Fleet Maintenance				
Mechanic	12	100%	93%	87%
Fleet Manager	9	112%	104%	98%
Health Care				
Registered Nurse	11	102%	102%	101%
Director Health/Human Services	9	90%	80%	74%
Human Resources				
Human Resources Assistant	13	95%	94%	92%
Human Resources Analyst	13	91%	87%	82%
Human Services				
Social Worker	14	99%	100%	100%
Information Technology				
Applications Analyst Programmer	14	90%	95%	98%
Information Technology Manager	15	97%	89%	83%
Legal				
Senior Attorney	15	99%	86%	79%
Office Support				
Administrative Assistant	13	99%	92%	87%
Office Services Coordinator	13	100%	96%	91%
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.

Accounting Technician
Local

Respondent	Matching Job Title	FLSA Status	Minimum Base Salary	Midpoint Base Salary	Maximum Base Salary	Average Salary
Public Sector						
[Name of Peer a]	Accounting Technician	NE	$33,488	$44,065	$54,642	NA
[Name of Peer b]	Accounting Technician	NE	$25,624	$34,374	$43,124	$27,343
[Name of Peer c]	Accounting Technician	NE	$22,509	$28,021	$33,533	$49,987
[Name of Peer d]	Accounts Payable Technician	NE	$30,129	$38,419	$46,709	$33,824
[Name of Peer e]	Accounting Technician	NE	$28,695	$36,765	$44,835	NA
[Name of Peer f]	Fiscal Support Technician	NE	$29,711	$37,880	$46,049	$31,871
[Sample City]			$29,678	$37,098	$44,518	$33,403
Public Sector Market Average			$28,359	$36,587	$44,815	$35,756
[Sample City] As a % of Public Sector Market Average			105%	101%	99%	93%
Private Sector						
[Data Source a]	417.00 Accounting Clerk - Level 2	NA	$27,532	$34,884	$42,116	$34,865
[Data Source b]	Accounting Technician Level 2	NA	$33,387	$39,875	$48,136	$40,521
[Data Source c]	0320 Accounting Clerk Level 2	NA	$27,713	$31,880	$38,469	$32,268
[Sample City]			$29,678	$37,098	$44,518	$33,403
Private Sector Market Average			$29,544	$35,546	$42,907	$35,884
[Sample City] As a % of Private Sector Market Average			100%	104%	104%	93%
[Sample City]		NE	$29,678	$37,098	$44,518	$33,403
Overall Market Average			$28,754	$36,240	$44,179	$35,811
[Sample City] As a % of Overall Market Average			103%	102%	101%	93%

NA = Data Not Available
All data have been 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 County'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 County for this Step

Task/Step	Project Team Role
1. Develop compensation strategy and market study methodology	• Meet with Segal Waters staff, provide direction on strategy and methodology
2. Identify benchmark jobs	• Review and approve list of benchmarks
3. Identify comparable employers	• Review and approve list of comparators
4. Design the survey document	• Review and approve survey document • Assist with contacting survey recipients, if necessary • Complete survey on behalf of the County
5. Develop a database	• County does not have role in this step
6. Prepare and deliver report	• 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 County. 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)

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 County'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 County. We will work with the County's Project Team to determine the most appropriate structure for your organization.

Our price proposal assumes that we will develop one pay schedule that will apply to all jobs covered by this study.

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 and job evaluation approach developed in Step 2. Our recommendations will be based on job content similarities and differences that were identified in the classification structure and job evaluation approach, 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.

Task/Step	Project Team Role
1. Design a Recommended Salary Schedule	• Discuss objectives/goals with Segal Waters team, provide direction and input • Review and approve pay schedule design
2. Recommend Pay Grade Assignments	• Provide information on current pay grade assignments • Be available for questions and discussion • Review and approve methodology and pay grade assignments

Step 5: Present Final Results to the County

We anticipate presenting the final results to the Board of Commissioners. 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 County's Project Team.

Project Timeline

Segal Waters is prepared to begin this project upon award of contract.

ELAPSED TIME IN MONTHS

Step	1		2		3		4		5	
Step 1: Initial Meeting and Interviews	■									
Step 2: Job Classification Analysis			■							
Step 3: Salary Market Study					■	■	■			
Step 4: Recommendations Development								■	■	
Step 5: Present Final Results										■

Segal Consulting Profile

About Our Company

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 trusteed 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 900 employees working in the following offices throughout the U.S. and Canada.

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

Segal has extensive experience in providing independent, results-driven consulting services to public sector entities throughout the country.

For 70 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 company was founded as the Martin E. Segal Company in October 1939. In 1965, the Martin E. Segal Company became part of Wertheim & Co. and in 1978 it again became independent when it was repurchased by company management. In 1991, the company name was officially changed to The Segal Company.

In 2001, Segal acquired Marjorie Gross & Company (MGC), a New York-based firm specializing in employee communications. Segal named its national practice Segal/MGC Communications in acknowledgement of the brand recognition of both the Segal and legacy MGC names and our pride in being members of the combined organization.

Early in 2002, Segal acquired Sibson Consulting, a human resources consulting firm dedicated to helping companies improve the return on human capital through talent strategies, effective organization practices, change management, rewards and compensation design, work/life programs and other solutions that help enhance employee performance.

In 2006, Segal acquired Irwin Tepper Associates, Inc., a consulting firm that specializes in asset/liability analysis for employee benefit programs and other organizations.

In 2010, Segal acquired Aon Consulting's multiemployer defined benefit plan and related consulting business in the United States.

In 2012, Segal's investment consulting affiliate, Segal Advisors, acquired Rogerscasey, a global investment-consulting firm. The combined entity, Segal Rogerscasey, has more than 350 clients with worldwide advisory assets approaching $400 billion.

In 2014, Segal acquired the Human Resources Consulting Division of Waters Consulting and combined it with Segal's Public Sector Compensation and Bargaining Practice. The combined entity, now known as Segal Waters Consulting, provides compensation and human resources consulting solutions to public sector entities.

Today, Segal provides employee benefits and human resource consulting that serves three distinct markets—private sector, public sector and multiemployer—with services, staff and expertise available to consult on the full range of health and welfare, retirement and human resource-related issues in each of these markets.
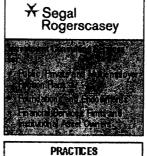
Company Organization Chart

✴ Segal Group

CEO and Senior Management Team

✴ Segal Consulting	✴ Segal Waters Consulting	✴ Segal Rogerscasey	✴ Segal Select Insurance
			Insurance Brokerage Services for: • Multiemployer Funds • Public Sector Entities • Private Sector Employers

Segal Consulting

PRACTICES

Administration and Technology Consulting/Claims Auditing	Organization and Talent
	Performance and Rewards
Communications	Public Sector Compensation and Human Resources
Compliance	
Health	Retirement
HR Technology and Automation	Sales Force Effectiveness

OFFICES

Atlanta	Detroit	Minneapolis	Princeton
Boston	Edmonton	Montreal	Raleigh
Chicago	Glendale	New Orleans	San Francisco
Cleveland	Hartford	New York	Toronto
Dallas	Houston	Philadelphia	Washington, D.C.
Denver	Los Angeles	Phoenix	

Our legislative expertise and research functions are headquartered in the Washington, D.C. office.

Segal Rogerscasey

PRACTICES

Investment Consulting

Implemented Investment Solutions

Defined Contribution Consulting

Advisor Solutions Group

OFFICES

Atlanta
Boston
Chicago
Cleveland
Darien
Dublin
Los Angeles
New York
Toronto

Segal Select Insurance

PRACTICES

Fiduciary Liability

Employment Practice Liability

Cyber Liability

Fidelity Bonds

OFFICES

Chicago
New York
Phoenix

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.

> **Compensation and Collective Bargaining Consulting**
> - Total compensation philosophy development
> - Total rewards system design and implementation
> - Customized compensation market assessments and cost modeling
> - Classification studies and job description development
> - Job evaluation and internal equity analyses
> - Employee opinion surveys to support reward system design
> - Collective bargaining support

> **Health and Welfare Plan Consulting**
> - Medical, dental, disability, prescription drug and vision benefits plan design
> - Valuation of retiree health plan liabilities and obligations according to GASB (Governmental Accounting Standards Board)
> - Cost management strategies
> - Financial forecasting and trend analysis
> - Plan trend and industry benchmarking
> - Plan administration and compliance strategies
> - Vendor selection, contracting, and management services
> - Quality performance standards

> **Retirement Plan Consulting**
> - Defined benefit and defined contribution consulting
> - Actuarial valuations and audits
> - Supplemental savings plans 457, 403(b), 401(k)
> - Deferred Retirement Option Plans and Partial Lump Sum Plans

> **Compliance Consulting**
> - Preparation and review of plan documents, enrollment information, and participant correspondence
> - Internal Revenue Code, state and local law, and GASB compliance
> - HIPAA assessment, compliance and training programs
> - SPD (Summary Plan Descriptions) review, drafting, and redesign

> **Claims Audit Consulting**
> - Analysis of medical, dental, disability, vision, and/or prescription drug claims administration and transaction processes
> - Assurance of financial and procedural accuracy in compliance with plan provisions and timeliness of claims adjudication
> - Review of insurance carriers, third party administrators, and self-administered plans

> **Communications Consulting**
> - Communications assessments, employee research, strategic planning
> - Organizational change communications
> - Compensation and performance management
> - communications
> - Personalized communications and benefit statements
> - Web site content development and design

> **Administrative and Technology Consulting**
> - Review of strategic initiatives and business objectives
> - Assessment of administrative processes, organizational structure, and operational technology
> - Feasibility studies of administrative alternatives
> - Process re-engineering
> - Technology assessment, acquisition, and
> - Implementation

> **Investment Consulting** (through our SEC-registered affiliate, Segal Rogerscasey)
> - Asset Allocation and Investment Strategies
> - Asset/Liability Modeling (ALM)
> - Manager Searches
> - Performance Measurement
> - Alternative Investment Research
> - Fiduciary Services
> - Model Portfolios
> - MasterManagerSM
> - Strategy-Specific Hedge Fund Portfolios
> - Retire Funds
> - Defined Contribution Services and Vendor Searches

Segal Waters Consulting Services

Since 1997, Segal Waters Consulting Services offers consulting services dedicated to our public sector and collectively bargained clients including:

> Total compensation market studies
> Total compensation system design and implementation
> Job classification analyses
> Performance management system design and implementation
> Employee opinion surveys
> Cost modeling

Our consulting philosophy is to work closely 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 maximize the value of total rewards by encouraging employee participation in the projects. This is crucial to a successful outcome.

Total Compensation Market Studies

We conduct total compensation surveys targeted to specific comparable employers. These surveys identify benchmark positions that are representative of an employer's workforce. They 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 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.

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

We use employee opinion surveys as the basis for evaluating workforce total compensation preferences and priorities. These surveys identify key workforce demographics and highlight the relative importance of the elements of total compensation among different workforce groups. We use the results from these surveys to tailor reward system designs.

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.

Segal's 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 are dedicated to meeting the needs of the County in a manner that is cost efficient, timely, and of high quality.

Staff Member	Role
Elliot R. Susseles	National Practice Leader
Linda Wishard	Project Manager, Senior Consultant
Joyce Powell	Senior Compensation Analyst

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

✶ Segal Waters Consulting

ELLIOT R. SUSSELES, CCP
Senior Vice President, Public Sector Compensation
and Bargaining Practice Leader, Washington, DC

Expertise

Mr. Susseles is a Senior Vice President and serves as Segal's National Practice Leader for the Segal Waters Consulting, which he joined in 1992. He is a member of Segal's Public Sector Leadership Group. Mr. Susseles serves as Client Relationship Manager for major projects, including interacting with clients, managing staff, and providing direction to the project team in the form of project objectives and goals.

Clients

Administrative Office of the U.S. Courts
U.S. Office of Personnel Management
State of Alabama
State of Arizona
State of Colorado
State of Georgia, Dept. of Audits & Accounts
State of Iowa
State of Maryland, Dept. of Budget & Management
State of Massachusetts Department of Transportation
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)
Fairfax County (VA)
Forsyth County (GA)
Minnehaha County (SD)
Mohave County (AZ)
Pinal County (AZ)
Spotsylvania County (VA)
City of Baltimore (MD)
City of Bristol (CT)
City of Carrollton (TX)
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)
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
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)
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 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) and is currently pursuing Certified Benefit Professional (CBP) designation from WorldatWork.

Published Works/Speeches

> "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.

> "Eight Steps to Instituting a Successful Reduction in Force, and One Interesting Alternative," IPMA-HR News, February 2009.

> "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

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 Chandler, Arizona	Lincoln County, South Dakota
City of Charlotte, North Carolina	McKinley County, New Mexico
City of Cibolo, Texas	Niagara Frontier Transit Authority, New York
City of Edinburg, Texas	
City of Leon Valley, Texas	North Carolina Education Lottery
City of Marana, Arizona	North Little Rock, Arkansas Housing
City of Pecos City, Texas	Authority
City of Portland, Texas	Recreation & Park Commission for the
City of San Marcos, Texas	Parish of East Baton Rouge, Louisiana
City of Wylie, Texas	Sacramento Regional Transit District,
Floresville Electric, Texas	California
Howard County, Maryland	Teacher's Retirement System of Illinois
Jackson County, Texas	Texas A & M University - Libraries
Karnes Electric Cooperative, Inc., Texas	Workforce Alliance, Florida

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. 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, 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.

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), New York
City of Addison, Texas
City of Auburn, Alabama
City of Beeville, Texas
City of Cedar Hill, Texas
City of Chapel Hill, North Carolina
City of Charlotte, North Carolina - Airport Authority
City of Cibolo, Texas
City of Colorado Springs, Colorado
City of Crowley, Texas
City of Danville, Virginia
City of Farmers Branch, Texas
City of Fountain, Colorado
City of Greenville, North Carolina
City of Greenville, South Carolina
City of Hondo, Texas
City of Leon Valley, Texas
City of Liberty, Texas
City of Lufkin, Texas
City of Lynnwood, Washington
City of Marana, Arizona
City of Mesquite, Texas
City of Missouri City, Texas
City of Morgantown, West Virginia
City of Oklahoma City, Oklahoma
City of Oro Valley, Arizona
City of Overland Park, Kansas
City of Peoria, Illinois
City of Portland, Texas
City of Round Rock, Texas
City of San Marcos, California

City of Sierra Vista, Arizona
City of Simpsonville, South Carolina
City of Sugar Land, Texas
City of Thibodaux, Louisiana
City of Thornton, Colorado
City of Upper Arlington, Ohio
City of Victoria, Texas
City of West University Place, Texas
City of York, Pennsylvania
College of the Mainland, Texas
Colorado Springs Utilities
Comal County, Texas
Fire and Police Pension Association of Colorado
Gillespie County, Texas
Guadalupe Brazos River Authority, Texas
Harford Community College, Maryland
Indianapolis-Marion County Library System, Indiana
Jacksonville Port Authority (JAXPORT), Florida
Jefferson County, Colorado
Kansas City, Kansas Housing Authority
Lake County, Illinois
Lamar University, Texas
McKinley County, New Mexico
Metropolitan Nashville Airport Authority, Tennessee
Montgomery County 911, Texas
Montrose County, Colorado
New Braunfels Utilities, Texas
Niagara Frontier Transit Authority (NFTA), New York

North Carolina Education Lottery
North Little Rock, Arkansas Housing Authority
Northeast Community College, Nebraska
Orange Water and Sewer District, North Carolina
Pointe Coupee Parish, Louisiana
Sacramento Regional Transit District, California
San Miguel Electric Cooperative, Inc., Texas

State Universities Retirement System of Illinois (SURS)
Tarrant County 9-1-1, Texas
Teacher's Retirement System of Illinois (TRS)
Texas Municipal Power Agency, Texas
Town of Highland Park, Texas
Village of Winnetka, Illinois
Workforce Alliance, Florida

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."

References

Comal County, Texas
150 North Sequin
New Braunfels, TX 78130
(830) 643-5859
hrsrjg@co.comal.tx.us
Mr. Robert Grazioli, Human Resources Director
Project: Job Evaluation and Market Survey.

City of Portland, Texas
1900 Billy G. Webb
Portland, TX 78374
(361) 777-4590
Michel.weaver@portlandtx.com
Ms. Michel Weaver, Assistant to the City Manager
Project: Classification and Compensation Study and Development of a Performance Management System.

City of Cedar Park, Texas
600 N. Bell Ave.
Cedar Park, TX 78613
(512) 401-5254
Miguel.ozuna@cedarparktx.us
Mr. Miguel Ozuna, Human Resources Director
Project: Multiple classification and compensation studies, including a total compensation review and market updates.

City of West University Place, Texas
3800 University Boulevard
West University Place, TX 77005
wstandorf@westutx.gov
(713) 662-5820
Ms. Wendy Standorf, Human Resources/Risk Director
Project: Joint study with the City of Bellaire to conduct comprehensive review of the Cities' Compensation, Recruitment, Retention programs. Annual maintenance of Job Evaluation System and Position Updates.

Segal Waters Compensation Clients

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

State Governments
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 Massachusetts Dept of Transportation
State of Minnesota Judiciary
State of New Jersey Judiciary
State of Rhode Island
State of Tennessee
State of Washington
Government of the District of Columbia

Counties
Albemarle County (VA)
Arlington County (VA)
Fairfax County (VA)
Forsyth County (GA)
Laramie County Library System (WY)
Laramie County (WY)
Las Vegas – Clark County Library District
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 Baltimore (MD)
City of Boston (MA)
City of Bowie (MD)
City of Bristol (CT)
City of Carlsbad (CA)
City of Carrollton (TX)

City of Chandler (AZ)
City of Henderson (NV)
City of Houston (TX)
City of Knoxville (TN)
City of Las Vegas (NV)
City of Livermore (CA)
City of North Kansas City (MO)
City of Phoenix (AZ)
City of Raleigh (NC)
City of Salem (VA)
City of San Marcos (TX)
City of Sedona (AZ)
City of Sioux Falls (SD)
City of Solon (OH)
City of Surprise (AZ)
City of Wilmington (DE)
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
Lafayette Parish School System (LA)
Prince George's County Public Schools (MD)

Public Sector Higher Education
Central Piedmont Community College (NC)
Coconino Community College (AZ)
Colorado Community College System
Community College of Philadelphia (PA)
George Mason University (VA)
Grand Rapids Community College (MI)
Indiana State University
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 (DC)
Virginia Community College System
Virginia Tech (VA)
Yavapai Community College (AZ)

Transportation Systems
Ben Franklin Transit (WA)
C-TRAN (WA)
Central Ohio Transit Authority
Denver Regional Transit District (CO)
Golden Gate Bridge and Highway Transportation District (CA)
Jacksonville Transportation Authority (FL)
Lehigh Northampton Airport Authority (PA)
Maryland Transit Administration
Massachusetts Bay Transportation Authority
Massachusetts Department of Transportation
Metro St. Louis (MO)
Metropolitan Atlanta Rapid Transit Authority
New Jersey Turnpike Authority
Orange County Transportation Authority
Port Authority of Allegheny County (PA)
San Francisco Bay Area Rapid Transit (CA)
Transit Management of Southeast Louisiana, Inc.
Transit Management of Washoe County (NV)
Valley Metro/RPTA (AZ)
Virginia Railway Express (VA)
Washington Metropolitan Area Transit Authority (DC)

Other Public Authorities
Birmingham Water Works Board
Castaic Lake Water Authority (CA)
Central Arizona Project (AZ)
District of Columbia Water & Sewer Authority
Easton Utilities Commission (MD)
Fairfax Water (VA)
Metropolitan District Commission (CT)
Northern Virginia Regional Park Authority
Navajo Tribal Utility Authority (AZ)
Prince William County Service Authority
Upper Occoquan Service Authority (VA)
Cuyahoga Library District (OH)

Cost Proposal

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 County's objectives in the most cost-effective manner consistent with quality, accuracy, and timeliness.

Project Step	Fee
Step 1: Initial Meeting, Stakeholder Interviews, and Communication Plan Assumes we conduct one on-site meeting, two consecutive days of stakeholder interviews, as well as time associated with learning about the County's current classification structures, policies, and practices.	$5,000
Step 2: Classification Analysis Assumes the following: • Develop one customized Job Analysis Questionnaire • Analyze 126 current job titles covering approximately 570 employees/positions. • Conduct one (1) day of employee presentations • Conduct up to two (2) consecutive days of employee interviews • Develop a recommended classification structure (one draft, one final) • Recommend assignments of individual positions to job titles • Develop a job evaluation approach • Draft job descriptions for all recommended job titles	$50,000
Step 3: Salary Market Study Assumes the following: • 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: Pay Structure Development Assumes the following: • Develop one pay schedule to cover all jobs covered by the study • Recommend grade assignments for all job titles covered by the study	$5,000
Step 5: Present Final Results to the County Assumes we develop and deliver one on-site presentation to senior management or elected officials	$5,000
TOTAL	**$95,000**

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.

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 County 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	2014 Standard Hourly Rate
Elliot R. Susseles	National Practice Leader	$425
Linda Wishard	Project Manager, Senior Consultant	$275
Joyce Powell	Senior Compensation Analyst	$225