

Office of the City Manager

City of Richland Hills, Texas

Memorandum

To: Honorable Mayor Bill Agan and members of the Richland Hills City Council.
From: Eric Strong, City Manager
Date: July 7, 2015
Subject: Compensation Study

Council Action: Consider authorizing the City Manager to enter into an agreement for a Compensation Study.

Background Information:

One of the priorities that the City Council has identified for several years in a row is making sure we adequately take care of employees as it relates to compensation. While we have done pay raises for the past several years, we have not done a full compensation study in some time. We did conduct one about five or six years ago, but it was done in house.

We are nearing a time where it would be beneficial to understand where we stand in the market as it relates to pay. As such, I solicited three quotes for a compensation study. The three quotes received were from: CPS HR Consulting, Public Sector Compensation Consultants and Whitney Smith. The pricing came back as follows:

CPS HR Consulting: **\$17,000** for the base study. \$1,200 for a benefits analysis

Public Sector Compensation Consultants: **\$17,000** for the base study. \$2,000 for a benefits analysis.

Whitney Smith: Proposed Several methods of pricing, which ranged from **\$27,000-\$42,000**.

Each of these companies would compare up to 40 different positions (we have more than 40 employees, but the total types of positions are right at 40) to 10 benchmark cities that we identify. The potential cities we have chosen are listed below. All are in the DFW metroplex, and they were chosen either for their similarity in budget, number of employees, demographics, or geographic proximity to us. There are more than 10 cities listed, so we will need to narrow this list down and decide which cities to compare ourselves to. I would like

some council feedback on this list, and if you would like us to add a city not listed, I would like to know that as well.

CITY	POPULATION	GENERAL FUND	EMPLOYEES
Celina	5,200	6,800,000	58
Roanoke	5,962	16,500,000	119
Sanger	6,950	5,700,000	64
Kennedale	7,236	6,700,000	69
Fairview	7,248	6,500,000	53
River Oaks	7,619	4,500,000	60
Trophy Club	8,000	8,000,000	73
Richland Hills	8,350	6,100,000	77
Azle	11,334	7,600,000	110
Forest Hill	12,700	6,900,000	84
Saginaw	21,250	12,750,000	140
Haltom City	43,580	24,200,000	267
NRH	67,317	43,000,000	553

Staff's recommendation is to move forward with CPS HR Consulting. They are the most affordable option and have a wide breadth of experience in this type of work.

Board/Citizen Input: N/A

Financial Impact: \$17,000

Staff Contacts:

Eric Strong, City Manager

817-616-3807

estrong@richlandhills.com

Attachments: Compensation Proposals

PROPOSAL

City of Richland Hills

Base Salary Study

June 26, 2015

SUBMITTED BY:

JOSHUA SMITH

Principal HR Consultant

CPS HR Consulting
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Austin, TX 78701
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Your Path to Performance

June 26, 2015

Eric Strong
City of Richland Hills
3200 Diana Drive
Richland Hills, Texas 76118

Submitted via e-mail: estrong@richlandhills.com

Dear Mr. Strong:

CPS HR Consulting (CPS HR) is pleased to submit this proposal to the City of Richland Hills (City) to provide compensation consulting services. With a rich history of assisting government agencies with their compensation needs, we at CPS HR are confident that we can provide expert solutions to meet the City's needs.

We possess a number of important strengths to assist the City in accomplishing the goals for this assignment:

- ***In-depth understanding of all local government operations, programs, and services.*** CPS HR has been assisting public agencies meet their human resource needs for more than 25 years.
- ***Depth of experience preparing compensation and staffing studies.*** CPS HR has conducted more than 75 compensation related studies for cities, counties, courts, special districts, and higher education institution within the last few years.
- ***Use of best practices.*** CPS HR applies best practices and utilizes proved compensation principles in all of our engagements.
- ***Quality and tailored services.*** CPS HR delivers quality and tailored compensation services to better meet each client's unique study goals and objectives.
- ***Our commitment to maintaining open communications.*** Our project team will focus on maintaining open communication with the City's HR staff to ensure that every project preserves its focus and adheres to the timeline and budget.

Thank you for this opportunity; we very much look forward to working with the City of Richland Hills. Should you have any questions, please do not hesitate to contact our proposed Project Manager, Tameka Usher. **You can reach Ms. Usher by email at tusher@cpshr.us or by phone at (916) 471-3483.**

Sincerely,



Geralyn Gorshing, Director

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Our Understanding of the Scope of Work

The City of Richland Hills (City) is seeking the services of a professional consulting firm to conduct a base salary study of forty (40) classifications (including police and fire) within ten (10) labor market agencies as identified by the City with an option of conducting a study on medical benefits. The City has not conducted a compensation study in six (6) years and would like to assess the City's labor market positions to determine the competitiveness of their salaries. It is the understanding of CPS HR Consulting (CPS HR) that some, but not all, of the City's job descriptions are current. Therefore, before initiating this study, CPS HR recommends that the City have all employees review and provide feedback regarding the duties and knowledge, skills, and abilities of their positions. This information will be helpful to ensure comparability between the City's classifications and those of the labor market agencies.

CPS HR's Consulting Approach

Our approach to consulting can be summarized in the following four statements:

- CPS HR believes that building a solid foundation for human resource management will best support an organization's efforts to achieve its mission and goals. We view the human resources function as a systems model that integrates success factors and best practices across the human resources span of control, while aligning with the external and internal factors that support its solid foundation. The use of this systems approach eliminates or mitigates the unintended consequences of making decisions which place human resources programs in silos, rather than on a continuum.
- CPS HR fully understands that classification and compensation studies require an iterative, collaborative and flexible approach, rather than an approach based on imposing change, and our work plans are designed to be inclusionary and collaborative with all City stakeholders.
- Classification and compensation systems should be designed to serve as a foundation for an organization over many years, through both good and bad economic times. We believe our greatest strength is our ability to work with our clients to develop well thought out systems which will withstand changing operational and economic conditions.
- We view our clients as our business partners; our goal is to form strong and collaborative partnerships with our clients to assist them in achieving their missions. It is through such partnerships that CPS HR achieves our own mission of transforming human resources management in the public sector.

Project Tasks

The compensation work plan outlined in this section is intended to define all tasks within a compensation study from the initial kick-off meeting to final reports, and the types of deliverables associated with certain tasks.

Task #1 – Review the City’s Background Materials. Upon contract execution, CPS HR will request background information from the City in order to ensure the Project Manager is prepared for the initial meeting. Typical material requests for compensation studies include salary schedules classification specifications, and any other documents relevant to the study.

Task #2 – Initial Project Meeting and Benchmark Selection. The CPS HR Project Manager will meet with the City’s Internal Project Manager and stakeholders to discuss the study methodologies, deliverables, timelines, communication, and data collection methods. During this same on-site visit, the CPS HR Project Manager will conduct a workshop with these key stakeholders to further explain the purpose of the study, methodology, job matching, the timeline, respond to any questions or concerns, and review the compensation policy elements noted below.

- Labor market position (i.e., median, mean, or other percentile)
- Benchmark classifications to be selected based on the following criteria:
 - They should be classifications for which counterparts can readily be found in surveyed employers so that sufficient compensation data can be gathered. Classifications, which have a large number of comparables from other agencies, are generally selected as benchmark classifications.
 - Benchmark classifications should have significant relationships to other classifications in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classifications within their occupational groups.

CPS HR believes this level of communication is useful in managing expectations, especially in cases where employees have had limited or no exposure with compensation studies.

Task 2 Deliverable: Draft Labor Market Agency and Benchmark Survey Classifications Recommendations

Task #3 – Design, Develop, and Distribute the Survey Instrument. The CPS HR Project Team will develop a comprehensive survey instrument to ensure the effective collection of salary information from each of the survey agencies. The survey instrument will include a brief description of each of the survey classifications with a request for the minimum and maximum monthly salary for each. CPS HR’s survey instrument is designed to be completed electronically or, if need be, in hard copy.

Task 3 Deliverable: Survey Instrument

Task #4 – Review, Analyze, and Validate Labor Market Survey Data. To ensure the City receives the most accurate data for this study, CPS HR will not solely rely on the completed surveys received from the labor market agencies without checking the validity of each submission. Thus, in conjunction with the survey instrument received from each labor market agency, the Project Team will review any additional survey agency background materials such as copies of classification specifications, organization charts, staffing information, and other useful materials to substantiate the accuracy of the comparability of the matches. It is critical that the Project Team review such documents since titles alone can often be misleading and should not be relied upon. Further, CPS HR is committed to attaining full participation from the labor market agencies, either through obtaining each agency’s agreement to complete the survey, and/or by the Project Team’s completion of surveys, as needed. Once the Project Team has completed their survey analysis tasks, the Project Manager will audit the final data as part of our quality review process.

In order to determine whether a match from a labor market agency is comparable to the City’s benchmark, CPS HR utilizes a whole job analysis methodology; this commonly used methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications to determine whether the classification is comparable enough to be utilized as a match. The methodology recognizes slight differences in duties assigned to matches from other labor market agencies, which do not impact the type, nature and level of work performed. Matches should not be so broad that they include classifications performing dissimilar work, or work done at a higher or lower level but they also should not be so narrow that they exclude matches doing comparable work, with slight differences in work that do not change the level and nature of work.

Task #5 – Design and Develop Data Spreadsheets. CPS HR will develop an individual data sheets for each survey classification that presents the comparable classification used in each agency with the relevant data associated with that classification, such as the salary range minimum and maximum. The labor market data analyses will be conducted based upon the labor market position affirmed within the City’s compensation philosophy (e.g., median, mean, or other percentile). Each comparable match for each survey classification is reported in the relevant data sheet (a sample is provided in **Appendix A**) for full disclosure and review by others. We find this level of transparency in matching provides for a better understanding and acceptance of study results.

Task 5 Deliverable: Individual Data Sheets for Each Survey Classification

Task #6 – Prepare Draft Compensation Report. The Project Team will develop a Draft Compensation Report detailing the results of the labor market survey. This draft report will comprise the following:

- Scope of the study

- Labor market agencies, including the methodology utilized to identify the recommended agencies
- Study benchmarks, including the methodology utilized to identify benchmarks.
- Labor market data analysis/methodologies
- Results of the base salary survey

The CPS HR Project Manager will meet with the City's Internal Project Manager and key stakeholders to discuss the Draft Compensation Report and to respond to any questions, comments, or concerns.

Task 7 Deliverable: Draft Compensation Report

Task #8 – Prepare and Present the Final Compensation Report. Based upon the City's review of the Draft Compensation Report, the Project Team will follow-up and resolve any outstanding compensation issues. Hard and electronic copies of the Final Compensation Report will be delivered to the City, and if requested, the CPS HR Project Manager will present the study results to identified stakeholders.

Task 8 Deliverable: Final Compensation Report

Task #9 (Optional). The project team will conduct a market study of the medical benefits among benchmark organizations, which will include the following information:

- Percentage of premium subsidized for individual employees and dependents
- Deductible amounts for most utilized plan

Ongoing Technical Support

When the project is concluded, we continue to work for you. Should you have any questions or concerns on issues that arose during the course of the study or on study outcomes, *at no additional cost*, we make ourselves available to you via telephone and email to respond to any such questions for **one year** after the final report has been issued.

Revised Project Cost

Professional Fixed Fee

The professional fixed fee to complete the City's compensation study, assuming a review of all forty (40) classifications (to include police and fire) and a maximum of ten (10) labor market agencies identified by the City, is **\$15,177 and \$1,200 for the optional medical benefit survey.**

Our professional fixed fee for both options includes the following trips*:

- Trip #1: Initial project meetings/compensation workshop.
- Trip #2: Present Draft or Final Compensation Report. The City can decide how they would like to use this on-site visit.

*Should additional on-site visits be requested by the City, we will be happy to discuss changes to schedule and/or cost estimate.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, printing/copying, binding, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses. We estimate a total of **\$1,823.00** for expenses.

CPS HR will bill professional service fees and any incurred expenses as a direct pass-through on a monthly basis.

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with the City which may in turn change the proposed cost of the project. As described in this proposal, the methods, approach, timelines, as well as the proposed fee, have been prepared as accurately as possible based upon the services requested and study objectives described in the information provided to CPS HR. If changes or additional services are required, we will be happy to discuss changes to the project tasks and/or schedule.

Rates for Additional Services

A rate schedule is presented for any additional work desired by the City that is not specified in the work plan prepared for this proposal.

Schedule of CPS HR Billing Rates	
Project Staffing Category	Hourly Rate
Project Manager	\$120
Project Consultant	\$105
Project Technician	\$60

Consulting Team

CPS HR is committed to meeting the highest professional standards of quality and our consultants have been selected for their relevant experience in dealing with projects of this nature. CPS HR proposes Ms. Tameka Usher as the Project Manager with support from Project Consultant team members Monica Garrison- Reusch, Susan Meibaum, and Gwen Brew. Resumes for all proposed consultants are presented in **Appendix B**.

PROPOSED CPS HR TEAM—STAFF EXPERTISE AT A GLANCE			
CPS HR Consultant Name/Role	Years of Experience	Classification	Compensation
Tameka Usher, MS, IPMA-CP, Project Manager	18+	✓	✓
Joshua Smith, MA, IPMA-CP, Project Consultant	11+	✓	✓
Monica Garrison Reusch, MBA, Project Consultant	10+	✓	✓
Susan Meibaum, BS, Project Consultant	20+	✓	✓
Gwen Brew, BBA, Project Consultant	25+	✓	✓
Sara Beckham, MA, Project Consultant	8+	✓	✓

About CPS HR Consulting

CPS HR is an innovative, client-centered human resources and management consulting firm specializing in solving the unique problems and challenges faced by government and non-profit agencies. CPS HR was formed as a JPA public agency in 1985. As a self-supporting public agency, we understand the needs of public sector clients and have served as a trusted advisor to our clients for more than 25 years. The distinctive mission of CPS HR is to transform human resource management in the public sector.

With more than 90 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that dramatically transform public sector organizations to positively impact the communities they serve. CPS HR is headquartered in Sacramento, California, with regional offices in Rockville, Maryland; Atlanta, Georgia; Littleton, Colorado; and Austin, Texas.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet the City's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of classification and compensation, organizational strategy, recruitment and selection, and training and development.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a JPA, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

Appendix A: Sample Data Sheet

CPS HR CONSULTING

Human Resources Analyst

Surveyed Agency	Classification Title	Monthly Min.	Monthly Max.	Longevity Pay	Deferred Comp.	Retirement Pickup	Total Base Plus Cash	Health	Dental	Vision	Life	Disability	Total Base/Cash/Health	Retirement	Social Security	Monthly Total Compensation
<i>Client Name</i>	<i>Human Resources Analyst</i>	\$3,814	\$4,767		\$125	\$334	\$5,226	\$1,130	\$125	\$25	\$20	\$21	\$6,547	\$482	\$69	\$7,098
Agency A	Human Resources Analyst	\$3,737	\$4,562		\$42	\$228	\$4,832	\$1,400					\$6,232	\$707	\$66	\$7,005
Agency B	Human Resources Analyst II	\$4,264	\$5,756		\$100	\$403	\$6,259	\$800	\$25		\$11		\$7,095	\$602	\$83	\$7,780
Agency C	Human Resources Analyst	\$3,947	\$5,493		\$110	\$395	\$5,987	\$917		\$32			\$6,936	\$554	\$80	\$7,570
Agency D	Human Resources Analyst	\$4,373	\$5,313		\$200	\$425	\$5,938	\$820	\$78		\$18		\$6,854	\$1,049	\$77	\$7,980
Agency E	Senior Human Resources Analyst	\$3,994	\$5,113	\$128	\$50	\$256	\$5,546	\$924					\$6,470	\$386	\$74	\$6,931
Agency F	No Comparable Class															
Agency G	Human Resources Analyst	\$4,735	\$6,211			\$435	\$6,646	\$1,109	\$145	\$29	\$22	\$17	\$7,968	\$678	\$475	\$9,121
Agency H	Human Resources Analyst	\$4,309	\$5,499		\$42	\$440	\$5,981	\$904	\$149	\$22	\$19	\$16	\$7,090	\$470	\$421	\$7,982
Agency I	Personnel Analyst II	\$4,470	\$5,446			\$381	\$5,827	\$1,315			\$20	\$28	\$7,191	\$509	\$417	\$8,116
Agency J	Human Resources Analyst [Journey Level]	\$3,854	\$5,482		\$55	\$384	\$5,921	\$1,567	\$120	\$32	\$66	\$15	\$7,720	\$578	\$79	\$8,377
Agency K	Human Resources Analyst	\$4,400	\$5,466	\$55		\$383	\$5,903	\$976	\$145		\$5	\$12	\$7,041	\$330	\$79	\$7,450
Agency L	Management Analyst III	\$3,791	\$4,987		\$224	\$349	\$5,561	\$889	\$161	\$22	\$20	\$4	\$6,656	\$582	\$72	\$7,310
Agency M	Human Resources Analyst	\$5,403	\$6,753			\$236	\$6,989	\$1,458	\$121	\$29	\$14	\$45	\$8,656	\$1,000	\$98	\$9,754
Agency N	Human Resources Analyst	\$3,782	\$5,297			\$159	\$5,456	\$963	\$136	\$35	\$27	\$16	\$6,632	\$405	\$77	\$7,114
Agency O	Human Resources Analyst II	\$4,179	\$5,484			\$394	\$5,868	\$1,167	\$145		\$68	\$26	\$7,294	\$997	\$420	\$8,710
Agency P	Senior Human Resources Analyst	\$4,677	\$6,173			\$494	\$6,667	\$1,482	\$167	\$19	\$34	\$27	\$8,396	\$150	\$90	\$8,635
Agency Q	Human Resources Analyst	\$4,588	\$6,170		\$79	\$432	\$6,681	\$921	\$187	\$35	\$9	\$23	\$7,855	\$838	\$472	\$9,165

Base Salary Median	\$5,483	Total Cash Median	\$5,929
Base Salary Mean	\$5,575	Total Cash Mean	\$6,004
Percentage Above or Below Median	-15.02%	Percentage Above or Below Median	-13.46%
Percentage Above or Below Mean	-16.96%	Percentage Above or Below Mean	-14.89%

Total Base/Cash/Health Median	\$7,093	Total Comp Median	\$7,981
Total Base/Cash/Health Mean	\$7,255	Total Comp Mean	\$8,063
Percentage Above or Below Median	-8.34%	Percentage Above or Below Median	-12.43%
Percentage Above or Below Mean	-10.83%	Percentage Above or Below Mean	-13.59%

8/13/2012

Appendix B: Resumes

Tameka Usher, MS, IPMA-CP

Profile

Ms. Usher has more than 15 years of experience in the field of public sector human resources. She is highly skilled in the areas of classification, compensation, recruitment and selection, training, and project management. She has held a variety of positions in the public sector including Personnel Management Specialist, Employee Development Specialist, Senior Personnel Analyst, and Principal Consultant. She is currently the Manager of Products of Services (Classification and Compensation and Merit System Services (MSS) Divisions) with CPS HR. Within the classification and compensation division, she regularly oversees and performs a multitude of classification and compensation studies for clients. Additionally, within the MSS division, she manages a team that functions as the human resources department for 29 California County Departments of Social Services and Child Support Services and audits human resources practices for the remaining 29 California counties.

Employment History

- Manager of Products and Services, CPS HR Consulting
- Principal Consultant, CPS HR Consulting
- Senior Consultant, CPS HR Consulting
- Senior Personnel Analyst, Sacramento Employment and Training Agency
- Employee Development Specialist, Federal Government
- Personnel Management Specialist, Federal Government

Professional Experience

- Serves as project manager for base salary or total compensation studies for state and local government agencies including cities, counties, transit agencies, state governments, utilities, school districts and special districts. Project management responsibilities include labor market selection; the design and development of survey tools; the audit of analyzed compensation and benefits data; compensation report writing and review; and presentation of study results to key stakeholders including employees, management, bargaining unit representatives and governing boards.
- Serves as project manager for comprehensive classification studies for state and local government agencies including cities, counties, transit agencies, state governments, utilities, school districts and special districts. Project management responsibilities include conducting employee briefings, developing classification concepts and individual employee allocation recommendations; reviewing/preparing classification specifications

and the presentation of study results to key stakeholders including employees, management, bargaining unit representatives and governing boards.

- Serves as program manager for the Merit System Services (MSS) contract with the California Department of Human Resources; MSS serves as the human resources department for 29 IMS (Inter-Agency Merit Systems) California county Departments of Social Services and Child Support Services, providing all recruitment/selection and classification services to these departments, and managing the system's overall classification structure. The contract also includes the provision of auditing the human resources practice of the remaining 29 California counties who have Approved Local Merit Systems (ALMS) status to ensure ongoing compliance with federal merit principles.
- Serves as Instructor for training classes such as sexual harassment, classification and compensation, HR fundamentals and increasing human effectiveness. Training and facilitation experience includes developing training materials and training public employees at varying level on topics such as sexual harassment, employment law, supervision, etc.; working with management, supervisor and employees to identify long and short range training needs; facilitating focus groups.
- Has provided employee relation services including informal and formal fact-finding, investigation, and providing advice in areas of discipline, adverse action, and grievance and performance management.

Education

- MS, Human Resource Management, Golden Gate University, CA
- BA, Human Relations (Human Resources), Golden Gate University, CA

Joshua D. Smith

Profile

Mr. Smith is a Principal HR Consultant with CPS HR Consulting. He has more than 11 years of experience in all aspects of the human resource functions in both the public and private sector. He has direct experience in the areas of recruiting and staffing, compensation and benefits administration, executive coaching, health and wellness, safety and risk management, performance management, organizational planning and development, employee relations and training, and worker's compensation and policy administration.

Employment History

- Principal HR Consultant, CPS HR Consulting
- HR Director, City of Schertz
- HR Director, City of Marble Falls
- HR Supervisor, ASMO Manufacturing
- HR Generalist, Schlumberger
- HR Specialist, ICT

Professional Experience

- Work with clients and prospective clients to outline the scope of HR work, project timelines and cost estimates.
- Develop and deliver HR consulting services to clients primarily in the areas of recruiting, executive search, classification, compensation, and training.
- Review RFPs, prepare scopes of work, timelines, cost estimates, and assist in finalizing bids and proposals for the Texas market.
- Team facilitator in City initiative to construct automated work flow processes and instruct others on the creation of work flow processes. We upgraded existing document management and retention systems, which allow the City to take advantage of advanced built-in techniques for document and process workflow. With management ownership, we created a team of employees from different departments to be trained as City-wide subject matter experts on the system. This group received training in project and workflow management and is tasked with working as a team with various departments to streamline operations, introduce paperless information management technologies, and build a platform that meets the individual department needs as well as meeting the state's data retention and disposal requirements.
- Leverage existing professional relationships and networks within Texas to contact potential clients, engage in informational gathering meetings and describe the services offered by CPS HR and identify revenue opportunities for CPS HR.

- Retooled Performance Management system, designed to replace dated paper-driven employee evaluation program with customizable job-specific online evaluation processes. The project started with an open source application and then modified the system with specific, job-specific measurables to meet the City's specific requirements using in-house and contracted resources.
- Completed a total compensation survey; structured pay grades and competency-based job descriptions.
- Established an objective and measurable merit pay system tied to performance management criteria.
- Developed benefits insurance trust to save the City a minimum of \$15,000 annually.
- Decreased claim losses by 40-50% and saved \$12,000 in year two by introducing a Health Savings Account option, incurring 25% workforce participation in its first year and 33% in its second year.
- Established formal health and wellness programs, including health fairs, screenings, seminars, risk assessments fitness reimbursement programs and wellness challenges to promote employee health.
- Developed a professional Assessment Center to hire a new Police Chief
- Created professional promotional testing materials and assessment centers for public safety personnel, allowing for more objective and standardized testing of future public safety leadership.
- Assisted in developing and implementing a city-wide employee engagement and satisfaction survey in partnership with the University of Texas Institute for Organizational Excellence and the University of St. Mary's Industrial/Organizational Psychology program to identify areas of overall organizational improvement.
- Formed a common drive with the assistance of IT to standardize, access and control common documents.
- Created an on-line job application with electronic submission capability, increasing number of applications by 40%; 85% of applications are now submitted electronically, which reduced paper waste, cut cycle time by a matter of days and reduced administrative processing. This has reduced time to staff by 25%.

Education

- M.A., Industrial/Organizational Psychology, Middle Tennessee State University
- B.S., Psychology/Minor in Sociology, Texas State University

Certifications and Other

- Senior Professional in Human Resources (SPHR)
- Certified Public Manager (CPM)

- International Public Management Association - Certified Professional (IPMA-CP)
- Certified Six Sigma Black Belt – American Society for Quality (CSSBB - ASQ)
- Texas City Management Association (TCMA)
- Society for Human Resources Management (SHRM)
- San Antonio Human Resources Management Association (SAHRMA)
- International Public Management Association-HR (IPMA-HR)
- Texas Municipal Human Resources Association (TMHRA)
- American Society for Quality (ASQ)
- American Psychological Association (APA)
- Society for Industrial/Organizational Psychology (SIOP)
- Society for Human Resources Management – Senior Certified Professional (SHRM-SCP)
- Served as the Awards Committee Chair for TMHRA in 2014 and participated in the committee since 2013
- Central Texas Municipal HR Roundtable Group

Monica Garrison Reusch, MBA

Profile

Ms. Garrison Reusch has more than 11 years of human resources program experience, all of which have been spent serving as either a team consultant or Project Manager on projects working with public sector agencies. Ms. Garrison Reusch's primary professional focus over the last several years has been on classification and compensation practices. Examples of large scale studies done include the County of Bernalillo, the Eastern Municipal Water District, Imperial Irrigation District, and the California State Department of Personnel Administration. Examples of smaller specialized studies include the Sacramento Municipal Utilities District, the Los Angeles Department of Water and Power, Orange County, and the City of Bell.

Employment History

- Project Consultant, CPS HR Consulting
- Consultant, CPS HR Consulting
- Administrative Analyst, CPS HR Consulting

Professional Experience

- Provides a broad range of human resources services to public agencies as Project Consultant for CPS HR Consulting; has conducted projects for various jurisdictions, primarily classification and compensation studies.
- Serves as project consultant, lead or manages small-, medium- and large-scale compensation projects for public sector agencies including, state agencies, counties, cities and special districts. Ms. Garrison Reusch specializes in compensation projects focusing on both base salary and total compensation analysis studies. Ms. Garrison Reusch has participated on project teams for both large and small scale compensation studies, including recent large studies performed for the following agencies: Los Angeles Department of Water and Power, CA Department of Water Resources, CA Department of Food and Ag, and the City of Bell. Ms. Garrison Reusch has also served as lead consultant on several studies including recent work done for Bernalillo County, NM and past large statewide total compensation studies performed for the State of California.
- Serves as a project consultant performing classification studies and organizational analysis; performs participant and management briefings; distribute, collect and analyze questionnaires; conduct employee and staff audits; prepare recommendation reports and respond to study appeals; conduct in depth survey and analysis of organizational structure and past organizational practices.
- Provides training and facilitation experience includes developing training materials and training public employees at varying levels on classification and compensation topics.

Education

- MBA, Golden Gate University, Sacramento, CA.
- BS, University of Southern California, Los Angeles, CA

Susan Meibaum

Profile

Ms. Meibaum is a Project Consultant with CPS HR Consulting. She has more than 20 years of compensation and classification experience. She has worked for medium and large U.S. and global organizations as well as local government and a non-profit agencies. She has extensive experience in designing merit, incentive, and bonus programs; compensation market benchmarking; data analysis; and position classification. She is a seasoned project manager, who is able to manage complex projects with long timeframes (six to 12 months).

Employment History

- Project Consultant, CPS HR Consulting
- Classification & Compensation Contracting Consultant, City of Carlsbad, California
- Senior Manager, Global Compensation and Benefits, Gemological Institute of America (GIA)
- Compensation Manager, WilmerHale, Washington DC
- Compensation Contract Work, Cincinnati
- International Compensation and Benefits Consultant, Convergys, Cincinnati
- Senior Compensation Analyst, American International Group, New York
- Hess Corporation, Senior Compensation Advisor, London and New York

Professional Experience

- Served as a Classification and Compensation Consultant on a project basis for the City of Carlsbad; wrote project plans with timelines and hours required; completed six main projects using the City of Carlsbad Position Information Questionnaire and compensation tables; plus self-generated templates for the reports, project plans and analysis.
- Conducted a management market data study and review of existing salary ranges for the City of Carlsbad; compiled data from agency websites and the IEDA Compensation Survey Database; conducted a utilities compensation market study including base salary and total compensation analysis; three section re-organizations involving focus groups, classifications with individual position reports (interviewing incumbents, completing FLSA audits), presentations to project sponsors (including the City Manager) and key stakeholders; and a report with conclusions and recommendations.
- Introduced a revised process for FLSA classification; served as project manager for a compensation initiative working with colleagues in HR, the business and consultants at GIA. Gained agreement on a compensation philosophy, a new pay structure, grading and titling that could work for the entire Corporation; worked with HRIS colleagues to implement the changes within the PeopleSoft system; sourcing survey data for each location/business (Mercer, TowersWatson, Hay and local surveys depending on location size and best data source).

- Provided compensation expertise to the U.S. HR colleagues and management while at WilmerHale including market pricings, re-organizations, new manager training and FLSA administration; administered the global compensation planning process (promotions, market adjustments, merit and bonuses); completed survey data analysis, market intelligence reports, and presentations, made recommendations, prepared spreadsheets, and analyzed data and costs; managed the global recognition programs. Supervised two HR staff in the London offices, and two shared US resources.
- Recommended and got agreement for a process for the distribution of market adjustment money to ensure the retention of the WilmerHale's top talent; managed a job evaluation and titling project with team members from HR and Towers Watson; worked with London HR on the design of a new performance management process; undertook a C&B benchmark study of the International offices, worked closely with Benefits, local office colleagues, and Aon Consulting
- Served as a consultant at Comair and completed three temporary contracts lasting from three to nine months. Work included: general compensation assistance (job evaluations and job description preparation), a survey market benchmark study, and a performance management project. A large part of the role included ensuring knowledge transfer within the HR department, in order to ensure ongoing implementation and continuity.
- Served as interim cover as the C&B Senior Manager (EMEA and LATAM) at Convergys. Communicated with HR colleagues in Europe and Brazil to understand and resolve their C&B issues and to answer questions; kept compensation colleagues apprised of EMEA and LATAM initiatives, presenting recommended changes, attending global C&B meetings, and providing support to the global C&B VP; worked on a five-month Convergys (Employee Care Division) contract in the International HR Outsourcing unit.
- Provided advice to HR and compensation colleagues in Convergys' head office and Singapore, India, UK, and Israel; also worked with Hungary, Russia, Mexico, Thailand, Brazil, Philippines and China. Coordinated salary review, stock option grant, and incentives for all countries outside of North America; project managed an initiative to develop a global compensation and benefits philosophy; gathered market intelligence for countries and completed analysis of the data, worked with HR colleagues in-country to evaluate jobs and introduce salary ranges, ensuring consistency worldwide; completed a full benefits review for UK and Israel and recommended changes to existing programs; recommended benefits packages for new countries, including Mexico and Hungary.
- Served as a compensation expert providing market data analysis and compensation support and advice to compensation and HR Managers in the Global Investment group, Legal, and subsidiary companies of American International Group; worked closely with the Global Investment Group to agree a new format for market data analysis for the U.S., Japan, Hong Kong, UK, and other countries; analyzed data looking at individual, summary

data and 3-year trends; assisted in documentation for the Compensation Committee Group meeting and executive market data.

- Supported the NY Corporate Office Executive Compensation process, including Restricted Stock and Stock Options, market data (using regression analysis), and bonuses. Coordinated the annual salary planning process for the entire Company, attended compensation oil industry groups, and worked closely with consultants; In the UK, responsible for HRIS compensation development, and expatriate benefits programs; negotiated the change of UK medical provider from PPP to BUPA. Managed two junior members of staff; in the UK, managed the ongoing review and changes to the compensation and benefits package to ensure it remained aligned to and supportive of the Company's current and future goals. Projects included implementing a company and then individual bonus, and changing the car scheme to cash only.

Certifications and Other

- WorldatWork (ACA)

Education

- BS in Business Administration, University of Bath
- Institute of Personnel Management Stage 2, Graduate of the MCIPD, South West London College

Gwen Brew

Profile

Ms. Brew is a Project Consultant with CPS HR Consulting. She has more than 25 years of experience in all aspects of the human resource functions in both the public and private sector with 1000+ employees, both union and non-union. She has experience as an administrator of compensation, benefit, retirement, as well as health and wellness programs.

Employment History

- Consultant, CPS HR consulting
- HR Manager, City of Wasilla
- Compensation & Benefits Manager, General Communication Corp.
- Pension & Benefits Analyst, Municipality of Anchorage

Professional Experience

- Conducts and evaluates salary and benefit surveys, evaluate opportunities, current program effectiveness and cost containment and make recommendations to senior management.
- Directs the process of organizational planning, evaluate structure, job design and manpower forecasting throughout the company.
- Participates in the RIF planning and implementation process; analyzing composition of affected work force, determining layoff criteria, layoff alternatives, constructing timelines, preparing communication materials, severance documents and planning outplacement services.
- Establishes and maintains position control, writes job descriptions and classifies positions.
- Conducts and evaluates salary and benefit surveys, evaluates opportunities, current program effectiveness and cost containment and makes recommendations to senior management.
- Negotiated labor contracts, mediated and resolved labor relations issues in union and non-union environments.
- Recruited, interviewed, performed reference checks, selected and hired all staff levels.
- Established wage and salary structure, pay policies and performance appraisal programs; administered bonus, incentive and success sharing programs for all executive, exempt and non-exempt staff.
- Administered compensation, benefit, retirement and health and wellness programs (including, but not limited to, group health, life, disability, FSA, CDHP, defined benefit and defined contribution benefits); analyze program costs, utilization and participation; identify discrepancies or deficiencies and recommend changes or corrective actions.

- Negotiated and administer contracts with all benefit carriers and write and evaluate RFP's and ITB's.
- Identified legal requirements and government reporting regulations affecting Human Resource functions (e.g. EEO, ERISA, FLSA, FMLA, ADA, EEO, COBRA, HIPAA and SOX). Monitor exposure of the company and prepare the information requested or required for compliance.
- Conducted employee training, benefits counseling and retirement workshops.
- Established, maintained and updated personnel policy and procedure manuals.
- Published employee newsletters.
- Built and maintained HR/Payroll in both the Peoplesoft (Municipality of Anchorage) and Oracle (GCI) HRIS systems.

Certifications and Other

- Senior Professional Human Resources (SPHR)
- Certified Compensation Professional

Education

- BBA, Business Management, University of Alaska, Anchorage, AK

Sara K. Beckham, MA

Profile

Ms. Beckham is a Project Consultant with CPS HR Consulting. She has more than 8 years of experience in all aspects of the human resource functions in both the public and private sector. She is experienced at building strategic partnerships to create human capital solutions and drive human resource initiatives. She has the ability to maintain global focus and understand multi-cultural needs in order to establish professional credibility across organizational levels and locations.

Employment History

- Project Consultant, CPS HR Consulting
- Position Management & Compensation Consultant, University of Colorado Boulder
- Job Analyst, State of Colorado
- Human Resources Consultant, The Growth Company
- Project Manager(Selection & Assessment), TELETECH
- Consultant, APT METRICS

Professional Experience

- Serve as compensation subject matter expert on during organizational re-structuring and change management initiatives.
- Provide compensation analysis and labor market research and administration of University's current compensation plan as well as determine appropriate classification and FLSA designation for State Classified and University positions. Assist departments in organizational analysis, structuring, and workforce planning.
- Reviewed and modified existing job descriptions to ensure adequate representation of the job duties by partnering with subject matter experts, managed selection and assessment processes for vacant and reallocated jobs, and conducted job analyses to define job requirements and essential KSAOs.
- Conducted job analyses for 1000+ jobs for a Fortune 50 company undergoing organizational restructuring, developed job descriptions and performance appraisals, and managed client communication, conducted focus groups, drafted technical reports, developed recommendations for project implementation.
- Created employee and leadership development programs (e.g. coaching, facilitation, feedback) and led change management initiatives

Certifications and Other

- American Psychological Association (APA)
- Society for Industrial Organizational Psychologists (SIOP)

Education

- MA, Industrial/Organizational Psychology, University of Waikato, Hamilton, N.Z.
- BA, Psychology, William Jewell College, Liberty, Missouri
- Institute of European Studies, Milan, Italy (Semester Abroad)



Request For Proposal (Compensation Study)

INTRODUCTION

WhitneySmith Company (WSC) would be very interested in assisting the City of Richland Hills (City) with a compensation study. The various components of the project are outlined in this proposal along with the estimated time involved in each component.

PROPOSAL OUTLINE

Based on the information provided by the City, there are 80 full-time equivalent employees and approximately 40 individual jobs that would be part of this study. The actual time spent in evaluating and pricing jobs will vary based upon the actual number of different jobs included in the study.

I. Planning & Design Phase

A meeting and/or conference calls with the appropriate City staff and WSC compensation consulting staff will be held to facilitate the project. WSC staff will obtain from the City staff any necessary or additional materials and documents for conducting the study including organizational charts, job listings, job descriptions, compensation surveys, etc. The City's compensation philosophy will be a driving factor in the market analysis; therefore, a discussion will take place regarding the City's compensation philosophy including internal equity, external parity, market position, peer group, and other organizational considerations. ***The estimated time involved in this process is 1 to 2 hours.***

II. Market Data & Survey Analysis

Job descriptions for approximately 40 jobs within the City will be provided to our firm for use in this study. Other organizational data will be analyzed to determine the internal worth of the jobs. Market studies will be conducted to ascertain market levels and trends and base salary analysis will be conducted for each position. Numerous surveys will be utilized during the external analysis including WSC surveys and City surveys if available. ***The estimated time involved in the market data and survey analysis is 80-120 hours.***

III. Development of Salary Structure

Salary groupings and ranges will be updated based on the results of the market study for the jobs included in the study. The existing Pay Scales will be updated and jobs will be positioned within the salary grades based upon the results of the market study. ***The estimated time involved in the development of the salary structure is 15 to 25 hours.***



IV. Communication of Compensation Structure to City of Richland Hills

The results of the market study will be provided to the City through emails, personal meetings, and/or conference calls. Other presentations can occur at the request of the City. ***The estimated time involved in the communication of the compensation structure to the City is 1 to 3 hours.***

PROJECT PRICING

There are three applicable methods of pricing used by our firm 1) non-retainer, 2) retainer, and 3) advance purchase. The services outlined in this proposal are presented under all three fee schedules for you to determine which fee structure works best for your organization. A fee schedule is also attached for your information.

Non-retainer fee schedule:

- Hourly non-retainer fee equals \$280.
- ***Total estimated fee for the project would range from \$27,160 (97 hours) to \$42,000 (150 hours).***

Retainer fee schedule:

- Hourly fee is discounted to \$200.
- A minimum six month commitment is required. As illustrated on our firm's fee schedule, the monthly minimum fee for organizations with 1 - 100 employees is \$600 and provides 3 hours of our service each month.
- Any time utilized in excess of the 3 hours each month would be billed at the discounted retainer rate of \$200 per hour in 15 minute increments.
- The project outlined in this proposal can be spread out over a period of up to six months if you desire or can be completed within the first three to four months of a retainer agreement. Any remaining months of the retainer agreement could be utilized in other areas that our firm provides services (e.g., human resources audit, employee handbook, training, etc.).
- ***Total estimated fee for the development of the compensation structure would range from \$19,400 (97 hours) to \$30,000 (150 hours).***

Advance purchase agreement:

- A block of hours is purchased in advance at the discounted rate of \$200 per hour.
- The fee is based on the same schedule utilized to determine the minimum monthly retainer fee, multiplied by nine months.
- Allows you to use the prepaid hours at your convenience over a 12-month period.
- The advance purchase fee for the City of Richland Hills would be \$4,000, which would provide your organization with 20 billing hours to be used over 12 months. Under the advance purchase plan, a maximum of 25% of the total hours purchased may be used in



any one month, which in your case would be 5.00 hours. Any hours utilized in excess of the 5.00 would be billed at the discounted rate of \$200 per hour.

- ***Total estimated fee for the base pay project would be the same cost estimate as provided under the retainer agreement. Again, the cost would range from \$19,400 (97 hours) to \$30,000 (150 hours). An advance purchase amount of \$4,000 would be required up front, and any hours billed in excess of 5.00 hours in a given month would be billed at \$200 per hour. The compensation study could be completed over a four month period if you desire so that 25% of the advance purchased hours can be fully utilized each month on the compensation project.***

Billing for Services and Expenses

- Travel time is billed separately (no travel expenses anticipated due to close proximity).
- Invoices are submitted to our clients by the 5th day of each month and are based upon all work performed during the previous month.

CLOSING SUMMARY

This proposal is based upon our understanding of the project. WhitneySmith Company would be pleased to answer any questions regarding this proposal or provide additional information if requested. Questions should be directed to Cheryl J. Lopez at (817) 877-3836. Thank you for your consideration. We would be honored to provide this service to the City of Richland Hills.

A handwritten signature in cursive script that reads 'Cheryl J. Lopez'.

Cheryl J. Lopez
Vice President



WhitneySmith company

HUMAN RESOURCES CONSULTING FEES

HOURLY RATE	PLAN	PLAN TERMS
\$200/hour	RETAINER AGREEMENT	<ul style="list-style-type: none"> The minimum monthly fee and minimum monthly hours are determined by the number of full-time employees. A one-month deposit is due at the beginning of the agreement period and will be credited on the invoice due for the sixth month. This agreement is for a minimum of six months and will continue until cancelled with a 60-day written notice. Time utilized in excess of the monthly minimum hours is billed in quarter-hour increments at the retainer hourly rate. Unused hours are forfeited at the end of each month.
\$200/hour	ADVANCE PURCHASE AGREEMENT	<ul style="list-style-type: none"> A block of hours is purchased in advance and used at the client's convenience over a 12-month agreement period. The number of hours purchased in advance is determined by the number of full-time employees. A maximum of 25% of the total hours purchased is allowed to be used each month from the block purchased. Time utilized in excess of the 25% maximum is billed in quarter-hour increments at the advance purchase hourly rate. Unused hours are forfeited at the end of the 12 months.

RETAINER AGREEMENT

Number of Full-Time Employees	Minimum Monthly Retainer Hours	Minimum Monthly Retainer Fee
1—100	3	\$600
101-250	4	\$800
251-500	5	\$1,000
501-750	6	\$1,200
751-1,000	7	\$1,400
Over 1,000	8	\$1,600

ADVANCE PURCHASE AGREEMENT

Number of Full-Time Employees	Total Hours Purchased in Advance	Total Advance Purchase Fee
1—100	20	\$4,000
101-250	30	\$6,000
251-500	40	\$8,000
501-750	50	\$10,000
751-1,000	60	\$12,000
Over 1,000	70	\$14,000

HOURLY RATE	PLAN	PLAN TERMS
\$240/hour	1 HOUR RETAINER AGREEMENT	<ul style="list-style-type: none"> One hour is purchased each month for a minimum of 12 months until cancelled with a 60-day written notice. A one-month deposit is due at the beginning of the agreement period and is credited on the invoice due for the 12th month. Unused hours are accumulated each month to be used during the 12-month agreement period. Time used in excess of the accumulated hours is billed in quarter-hour increments. Unused accumulated hours are forfeited at the end of the 12 month agreement period.
\$280/hour	NONRETAINER AGREEMENT	<ul style="list-style-type: none"> Time is billed in quarter-hour increments at the nonretainer rate. A minimal deposit is required based upon the size of the project. The hourly rate is not guaranteed beyond the scope of the nonretainer project.

RECRUITING FEES

CONTINGENCY SEARCH—Contingency search services are available at 30% of the recruited employee's annual compensation, payable upon completion of the search.

RETAINED SEARCH—Retained search services are available at 25% of the recruited employee's annual compensation, plus expenses. This fee will be billed as either:

- One-half of the estimated fee at the initiation of the search and the balance of the fee upon completion of the search; or
- One-third of the fee at the initiation of the search, the second one-third of the fee thirty days after the initiation of the search, and the balance of the fee upon completion of the search.

Fees/Pricing Effective January 1, 2015

July 7, 2015

5A - 33

**PUBLIC
SECTOR**
PERSONNEL
CONSULTANTS

June 1, 2015

Mr. Eric Strong
City Manager
City of Richland Hills
3200 Diana Drive
Richland Hills, TX 76118

Via Email: estrong@richlandhills.com

Dear Mr. Strong,

Pursuant to your request, we are pleased to provide you with a brief summary of services, cost estimates, and qualifications to assist the City with a compensation project. We specialize in these services, and have implemented classification and compensation plans for more than 1,000 public employers nationwide, including more than 325 municipal employers and more than 50 Texas public employers.

Current and recently completed projects in Texas include the Cities of The Colony, Allen, Carrollton, Prosper, Fairview, Grand Prairie, Waco, Belton, Brownwood, Killeen and Galveston.

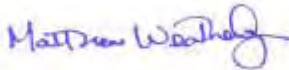
Enclosed for your consideration please find:

- History and Facts About Our Firm
- Listing of Texas Employers Served
- Sample Client References
- Summary of Services Available and Cost Estimates
- Resumes of Project Team Members

We estimate that we could begin project kick-off activities in July, 2015.

Thank you for your interest in our firm's services. If we can provide any additional information, such as samples of recent similar studies, or if you would like to visit further or in person about the City's project needs, please contact me at any time.

Sincerely,



Matthew Weatherly, President
(888) 522-7772
mweatherly@compensationconsulting.com

HISTORY AND FACTS ABOUT OUR FIRM

- **HISTORY OF OUR FIRM**

Public Sector Personnel Consultants (PSPC) originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. PSPC was established as an independent firm in 1982. We are a single-owner, debt-free subchapter-S corporation.

- **REGIONAL STAFF**

We have regional offices or affiliates in Austin, TX, Dallas, TX, Santa Fe, NM, Columbus, OH, Chicago, IL, Denver, CO, Kansas City, MO, Los Angeles, CA, Sacramento, CA, St. Paul, MN, San Diego, CA, Seattle, WA, and Tempe, AZ.

- **SPECIALIZED IN COMPENSATION SERVICES**

We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. **Over 98% of our classification and compensation studies have been successfully implemented by our clients.**

- **SPECIALIZED IN PUBLIC SECTOR CLIENTS**

We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, airport authorities, school districts, higher education, and tribal governments.

- **SPECIALIZED COMPENSATION STAFF**

Our staff is comprised of eight (8) full time and an additional five (5) part time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- **OVER 1,000 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,000 public and 200 private employers throughout the U.S.

- **AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDATEWORK)**

Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- **SPECIALIZED COMPENSATION AND RELATED RESOURCES**

We utilize our **EZ COMP™** salary survey and plan program, modified **FES** point-factor job evaluation system, **AEP™** performance evaluation plan, and **SNAP™** staffing needs analysis program.

- **FIRST YEAR IMPLEMENTATION WARRANTY**

We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

TEXAS EMPLOYERS SERVED BY MEMBERS OF OUR STAFF

Allen, City of	Houston Housing Authority *
Alice, City of	Jefferson County *
Austin Community College	Jefferson County Appraisal District
Austin Housing Authority	Lakeway, City of *
Balcones Heights, City of	Lamar University
Baylor University	League City, City of *
Baytown, City of *	Longview, City of *
Bee Cave, Village of	Midland, City of
Benbrook, City of	Nederland, City of
Carrizo Springs, City of	New Braunfels, City of
Carrollton, City of	Odessa, City of
Cedar Park, City of	Palestine, City of
Colleyville, City of	Pearland, City of *
Community Assoc. of the Woodlands	Port Lavaca, City of
Corinth, City of	Port Neches, City of
Dallas County	Prosper, Town of *
Dallas Housing Authority	Rockwall, City of
Eagle Pass, City of *	Rowlett, City of
El Paso County	San Angelo, City of *
El Paso, City of *	San Jacinto College District
Fairview, Town of	San Marcos, City of
Frisco, City of *	Schertz, City of
Galveston, Port of	South Padre Island, Town of
Georgetown, City of	State Bar of Texas
Grayson, County of	Texas Department of Banking
Grapevine, City of *	Texas Department of Transportation
Grand Prairie, City of	Texas Office of Attorney General
Haltom City, City of	Texas Water Development Board
Harrison County	Tomball, City of
Hays County	Webster, City of
Horseshoe Bay, City of * (Lake LBJ MUD)	

Active 2015 include Waco, Galveston, Brownwood, Sealy, Katy, Longview

PUBLIC SECTOR PERSONNEL CONSULTANTS

SHORT LIST - REPRESENTATIVE PROJECT REFERENCES

Following is a listing of agencies which are representative of more than 1,000 employers, for whom members of our firm have services similar to those requested by the City.

BENBROOK, CITY OF, TX

Mr. Andy Wayman, City Manager
911 Winscott Road
Benbrook, TX 76126
(817) 249-3000
AWayman@cityofbenbrook.com

Salary Survey and FY 2009 Salary Plan

GRAND PRAIRIE, CITY OF, TX

Ms. Lisa Norris, HR Director
318 West Main Street
Grand Prairie, TX 75050
(972) 237-8071
Lnorris@GPTX.org

FY 2013 Salary Survey and Compensation Plan

FRISCO, CITY OF, TX

Ms. Lauren Safranek, HR Director
6101 Frisco Square Boulevard
Frisco, TX 75034
(972) 292-5210
lsafranek@friscotexas.gov

2014 Survey; Annual Salary Survey Update Support;
Position Classification and FY 2002 Salary Plan

WACO, CITY OF, TX

Mr. Gary Johnson, Director of HR
300 Austin Avenue
Waco, TX 76701
(254) 750-5740
garyj@wacotx.gov

FY 2016 Class and Compensation Study

CARROLLTON, CITY OF, TX

Ms. Erin Rinehart, Assistant City Manager
1945 E. Jackson Rd.
Carrollton, TX 75006
(972) 466-3093
Erin.Rinehart@cityofcarrollton.com

FY 2013 Salary Survey and Compensation Plan

KILLEEN, CITY OF, TX

Dr. Ann Farris, Assistant City Manager
101 N College Street
Killeen, TX 76541
(254) 616-3230
afarris@killeentexas.gov

FY 2015 Survey and Compensation Plan

AVAILABLE SERVICES FOR THE CITY OF RICHLAND HILLS

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to conduct a compensation study.

Project Planning and Communication

1. Project planning and scheduling meeting with City Staff and project designee(s) (phone)
2. Policy input and project direction meeting and briefing with Council, City Manager and designee(s)
3. Project briefing presentation for all employees, Council, City officials, City's project leaders (option)
4. Management and employee communication, progress reports throughout all project phases

Custom and Comprehensive Market Compensation Surveys

1. Occupational familiarization by review of City's current job descriptions and compensation plans
2. Organizational familiarization by review of City organization charts, budgets, and annual reports
3. Identification of City's competitive employment areas for compensation surveys, for City approval
4. Identification of City occupations to utilize as survey benchmark job classifications – (ex. 30+ titles)
5. Solicitation of comparator employers and agencies for participation in external compensation survey
6. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
7. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
8. Computation of extent City's compensation offerings vary from external prevailing rates and practices
9. Review of competitiveness analysis with City Officials and City's project designees

Compensation Plan Development

10. Construction of optional salary range structures for review and selection by City's project leaders
11. Assignment of job classes to salary ranges by internal equity and external competitiveness
12. Assistance with City Council identification of desired, affordable salary competitiveness policy
13. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
14. Review and critique of draft salary and implementation plans with City project leaders

Communication of Results and Implementation Strategies

15. Preparation and presentation of a final project reports for the City Council, staff, and City Officials
16. Development of a plan for the implementation of City's updated compensation plan
17. Uploading of **EZ COMP™** program files on a City computer, staff training
18. Development and provision of process for ongoing plan maintenance and subsequent plan updates
19. Assistance with communicating the City's updated plans for all City officials and employees
20. One year classification and compensation plan maintenance assistance **at no cost to the City**

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the City's objectives for the conduct of a compensation study.

A. OBJECTIVES OF THE PROJECT

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of City's values
- Reflective of prevailing "best practices"

B. SCOPE OF THE PROJECT

The project could include: a management and employee communication plan; partnership with the City Manager, Council, and project designee(s); occupational, organizational, and operational familiarization; internal equity and external competitiveness evaluation; base compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates and multiple implementation scenarios; updated compensation plan and one year of classification and compensation plan implementation support.

C. PROJECT METHODOLOGY

1. Quality Assurance

To ensure a high quality project, we have built in several layers of procedural and statistical controls, in addition to those already in **EZ COMP™**. Internally, we follow a prescribed series of steps in each project phase, which are reviewed by our Project Director. We request that the City's Project Manager(s) review our work to minimize the chance of errors and to ensure that it reflects the City's organizational values.

2. Project Planning Meetings and Communication Plan Development

We will consult with City Officials or representatives on a communication strategy, plan, and materials, beginning prior to the project and extending to the post-project information meetings. We can conduct group optional pre-project meetings for all City officials and employees where we will discuss the project's scope and answer questions.

D. COMPREHENSIVE AND SUSTAINABLE COMPENSATION PLAN

1. City Involvement in Compensation Plan Development

We will obtain policy direction from the City Council and/or City Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Job Evaluation Method-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Total Compensation Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

We do not subscribe to or recommend the use of databases or data warehouses used or hosted by other firms! We will collect the complete pay plans from each of the City's comparators and build a custom survey database to ensure accuracy and completeness, unique to the City's job classifications.

- a. **Data Collection Protocol** will be developed in consultation with the City's project leaders to determine which salary data elements to include, such as:

Base Salary Information

- Salary grade/step or open range salary plan structure
- Salary range structure Minimum, Midpoint, and Maximum
- Method of salary administration – longevity, performance, or skill

Additional Compensation Information (options)

- Supplemental pay items for special qualifications/certifications
- Individual or group incentive plans, bonus, awards, stipends
- Any additional add-pay or benefits items at City's direction

- b. **Benchmark Job Selection** will be made by identifying City job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.

- c. **Comparator Employers Identification** will be made in consultation with the City's Project Manager(s) or City Council. Criteria include their degree of competition to the City in obtaining and retaining high quality staff, their location in the City's traditional recruitment areas, and their organizational size and complexity.

- d. **Compensation Data Collection** will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the City's compensation survey(s)
- Extraction from the pay plans of designated public employers.
- Customized salary and additional (optional) total compensation and benefits survey requests for local governments and other public and private employers, distributed by mail, fax, and e-mail.
- As desired, additional data extraction from established salary surveys and commercial survey sources such as Watson Wyatt, ERI, AWWA, etc.

- e. **Data Quality Control** includes editing data for accuracy and proper matching to the City's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources, enter the information into the **EZ COMP™** program, and compute the prevailing rates, inclusive of cost of living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the City's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the City with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the City's offerings vary from the prevailing rates and practices of other relevant employers.

5. Compensation Competitiveness Policy

We will assist the City to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

6. Salary Plan Structure Development

We will review the City's current employee agreements and wage plans and **1)** utilize the City's current wage plan structures to identify internally equitable and externally competitive salary ranges for each City job class or **2)** prepare alternative salary range structures and schedules for the City to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- Open salary ranges for pay-for-performance or variable compensation plan
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements
- Remuneration for required special licenses, certifications and registrations
- Linkage of performance evaluations to performance increase opportunities

7. Salary Range Assignment Development

We will assign each job classification to a salary range in the City's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class
- its quantitative evaluated internal job worth value (job evaluation points)

8. Implementation Plan Development

We will consult with the City's Project Team on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, and estimates of required financial resources.

E. FINAL REPORTS AND PRESENTATIONS

1. Draft and Final Report Preparation

We will provide the City's project leader(s) with a draft of our report for review and critique, including the compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the City's updated compensation plans.

2. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the Council, City Officials, and employees.

3. EZ COMP™ Program Installation

We will install our **EZ COMP™** program and project files on one of the City's computers and provide training to key staff in the maintenance and update of the classification and compensation plan.

4. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, **at no cost to the City** for one year.

F. ENSURING THE CITY'S SELF-SUFFICIENCY

The City will be self-sufficient in all aspects of maintenance of the updated position classification and compensation plan through these services.

1. Procedure Manuals

- *PSPC Position Classification Procedure Guide*
- *PSPC Salary Administration Procedure Guide*
- *City of Richland Hills **EZ COMP™** Procedure Guide*

2. Training Workshop – for City staff in position classification, job evaluation, compensation surveys, and compensation plan design and administration.

3. EZ COMP™ – program and project files on one of the City's computers, a custom user's manual, and system training for key City staff.

4. Initial Year's Implementation Warranty Support – we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job classification, **at no cost to the City** for one year.

G. EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION

Very important factors for successful implementation of new or updated classification and compensation plans are **1)** extensive employee inclusion, and **2)** extensive employee communication. City officials and employees will participate in one or more of the following activities:

- Attending pre-project briefings and question and answer sessions
- Completing a Position Analysis Questionnaire (PAQ) describing their position (as needed)
- Elaborating on their jobs in individual or group job information interviews (option)
- Receiving information pamphlet/booklet describing the updated salary plan

H. MINIMAL CITY SUPPORT REQUIRED

We are completely self-sufficient in projects of this nature and do not require any substantive staff support from the City other than payroll data, and arrangements for group and individual meetings and interviews. We appreciate, but do not require, any office space, telephone, clerical assistance, computers, or office equipment. We will provide all data entry, data processing, duplicating, and related report preparation functions.

PROJECT RATES BY MAJOR TASK

A. PROJECT COST ESTIMATE

We estimate that the project's total cost, including all fees for professional services and reimbursement for out-of-pocket expenses, **will not exceed** the indicated amounts.

Major Project Components

- Base Pay Compensation Survey (target 30 salary survey benchmarks)	\$ 12,500
- From Base Pay Survey, Compensation Plan, Draft Reviews, Final Presentation(s)	<u>\$ 4,500</u>
Not-To-Exceed:	\$ 17,000

Additional Options or Variables

- Total Compensation / Add a Benefits Survey to Base Pay Survey (estimate)	~ \$ 2,000
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B. FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the City's needs and financial resources. We will provide the City with monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that the City pay the invoices within thirty (30) days of their receipt.

C. ESTIMATED TIMELINES

We estimate that a compensation study could be completed within 90 days of initial telephone planning meetings.

MATTHEW E. WEATHERLY, PRESIDENT

Mr. Weatherly has over 15 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his current and recently completed consulting projects are those for:

<i>Benbrook, City of, TX</i>	<i>Georgetown, City of, TX</i>	<i>Midland, City of, TX</i>
<i>Carrollton, City of, TX</i>	<i>Grapevine, City of, TX</i>	<i>Odessa, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Haltom City, City of, TX</i>	<i>Rockwall, City of, TX</i>
<i>Frisco, City of, TX</i>	<i>Killeen, City of, TX</i>	<i>San Angelo, City of, TX</i>

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University. He has been a featured speaker at TMHRA and regional City Manager and HR Regional meetings in Texas.

ELIZABETH J. TALAMONTI, CCP, VICE PRESIDENT

Ms. Talamonti has over 30 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

<i>Apache County, AZ</i>	<i>El Segundo, City of, CA</i>	<i>OKC Zoological Park</i>
<i>Austin Community College, TX</i>	<i>Huntington Beach, City of, CA</i>	<i>Sacramento, City of, CA</i>
<i>CA Family Health Council</i>	<i>Los Alamos County, NM</i>	<i>State Bar of Texas</i>
<i>El Paso, City of, TX</i>	<i>Norman, City of, OK</i>	<i>Texas Office of Attorney General</i>

Ms. Talamonti holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

KATHERINE TILZER, SPHR

Ms. Tilzer has more than 15 years of experience as a human resources manager and consultant, specializing in employee relations, compensation, and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare, Inc., and Director of Human Resources for American Baptist Homes.

<i>Aleutian Housing Authority, AK</i>	<i>El Paso, City of, TX</i>	<i>Pueblo West Metro Dist, CO</i>
<i>Boone County, MO</i>	<i>Huntington Beach, CA</i>	<i>Rowlett, City of, TX</i>
<i>Cochise College, AZ</i>	<i>Lake Tahoe College, CA</i>	<i>San Marcos, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Pinal County, AZ</i>	<i>Tomball, City of, TX</i>

She holds a BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.

JUDE WILLIAMS, SPHR

Ms. Williams has more than 25 years of experience as a human resources manager and consultant for public employers, specializing in employee development, classification, and compensation. She has served as Assistant Director of Human Resources for HS Healthcare, Regional Human Resources Manager for ManorCare Health Services, and Director of Human Resources for the City of Bettendorf, IA.

She has completed projects in job analysis, position classification, compensation surveys and plan development. Among her consulting projects are those for:

*Austin Community College, TX
Board of Public Utilities, WY
Cedar Falls Utilities, IA
Dallas Housing Authority, TX*

*Kansas City, MO (WSD)
Libertyville, Village of, IL
Longview, City of, TX
Muskego, City of, WI*

*Ogallala, City of, NE
Oklahoma City, OK (ZP)
Santa Cruz County, AZ
Waukee, City of, IA*

Ms. Williams holds a BS degree in Business Education from the University of Illinois and designation as Professional in Human Resources (PHR) from the Society for Human Resources Management.

WAYNE BREDE

Mr. Brede has over 30 years of experience working for the Minnesota Department of Transportation as a Workforce Planning Manager and Staffing Services Manager, and has served as a succession planning and career ladder consultant for nearly 50 public and private employers.

He has conducted projects in workforce development, succession planning, job analysis, position classification, job evaluation, compensation surveys, compensation plan development, employee relations, and recruitment. Among his recent client projects are those for:

*El Paso County, TX
Fresno, City of, CA
Grand Forks, City of, ND
Great Falls, City of, MT*

*Hamilton County, TN
Las Cruces, City of, NM
Minot, City of, ND
Northwest Tech College, MN*

*Red Lake Indian Reserv., MN
Rialto, City of, CA
San Angelo, City of, TX
San Jose, City of, CA*

Mr. Brede holds a BA degree in Mass Communications from the University of Minnesota and holds certificates in Public Sector Personnel Management and Industrial Relations.

SAMUEL HEINZ, MPA

Mr. Heinz has conducted projects in job analysis, position classification, job evaluation, compensation surveys, and compensation plan development. Among his recent client projects are those for:

*Addison, Town of, TX
Apache Junction, City of, AZ
Bismarck, City of, ND
Carrollton, City of, TX*

*DeSoto, City of, TX
Galveston, City of, TX
Midland, City of, TX
Odessa, City of, TX*

*Prosper, Town of, TX
Teton County, WY
The Colony, City of, TX
Williston, City of, ND*

Mr. Heinz holds a MA degree in Public Administration from Texas Tech

PUBLIC SECTOR PERSONNEL CONSULTANTS proposes to utilize only full time members of our firm to complete all of the project tasks and objectives. In order to maintain complete control of the project tasks and deadlines, we will not utilize subcontractors for the completion of the project.