

Recorder's Office Cover Sheet

Recording Requested By:

Name Wendy Lang

Department: Human Resources



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KAREN ELLISON, RECORDER

Type of Document: (please select one)

- Agreement
- Contract
- Grant
- Change Order
- Easement
- Other specify: _____

FILED
NO. 2022.247
10/27/22
DATE
DOUGLAS COUNTY CLERK
MINDEN, NV
[Signature] DEPUTY

**CONTRACT FOR PROFESSIONAL SERVICES
FUNDED FROM FEDERAL FUNDS**

AN AGREEMENT BETWEEN

DOUGLAS COUNTY, NEVADA

AND

BAKER TILLY US, LLP

This Agreement ("Agreement") is entered into by and between Douglas County, 1594 Esmeralda Avenue, Minden, Nevada, 89423, a political subdivision of the State of Nevada (the "County"), and Baker Tilly US, LLP, 2500 Dallas Parkway, Suite 300, Plano, TX 75093, an Illinois limited liability partnership (the "Contractor"). The County and Contractor are at times collectively referred to hereinafter as the "Parties" or individually as the "Party."

WHEREAS, the County is permitted to use Federal funding the County has received to contract with Contractor to provide the professional services referenced herein; and

WHEREAS, the Contractor must comply with all applicable legal and regulatory requirements for the use of Federal funding, including all applicable compliance requirements and all applicable Uniform Administrative Requirements, Cost Principles; and

WHEREAS, the Douglas County Board of Commissioners has approved using Federal funding in accordance with the terms of this Agreement.

NOW, THEREFORE, in consideration of the mutual promises and covenants herein made, the County and Contractor mutually agree as follows:

1. TERM AND EFFECTIVE DATE OF CONTRACT. This Agreement is effective on the date signed by both parties and shall continue in effect until all services referenced in the Agreement are performed by Contractor, but in no event later than June 30, 2023, unless earlier terminated by either party in accordance with the terms of this Agreement.

2. SERVICES TO BE PERFORMED. The Parties agree that the services to be performed by Contractor are as follows:
Perform a comprehensive analysis of position classification and review of compensation as further detailed in the Contractor's Proposal attached hereto as Exhibit A and Exhibit B.

3. PAYMENT FOR SERVICES. Contractor agrees to provide the services set forth in Paragraph 2 for a total cost not to exceed one hundred and ten thousand dollars, \$110,000.00 payable by County to Contractor from Federal funding. Contractor agrees to submit invoices detailing the work completed within ten days of the end of the prior month for any services rendered. County will pay invoices it receives within 45 days after receipt. County reserves the right to withhold or reduce payment under this Agreement if County determines, in its sole discretion that Contractor has failed to comply with any applicable laws and regulations regarding the use of Federal funding.

Contractor shall be responsible for all costs and expenses incurred while performing any services under this Contract, including without limitation license fees, memberships and dues; automobile and other travel expenses; and all salary, expenses and other compensation paid to Contractor's employees or contract personnel Contractor hires to perform the services described by this Agreement.

4. INDEPENDENT CONTRACTOR STATUS. The Parties agree that Contractor, and all associates and employees shall have the status of independent contractors and that this contract, by explicit agreement of the parties, incorporates and applies the provisions of NRS 333.700, as necessarily adapted to the parties, including that Contractor is not a Douglas County employee and that there shall be no:

- (1) Withholding of income taxes by the County;
- (2) Industrial insurance coverage provided by the County;
- (3) Participation in group insurance plans which may be available to employees of the County;
- (4) Participation or contributions by either the independent contractor or the County to the public employees' retirement system;
- (5) Accumulation of vacation leave or sick leave;
- (6) Unemployment compensation coverage provided by the County if the requirements of NRS 612.085 for independent contractors are met.

Contractor and County agree to the following rights and obligations consistent with an independent contractor relationship between the Parties:

- a. Contractor has the right to perform services for others during the term of this Agreement.
- b. Contractor has the sole right to control and direct the means, manner and method by which the services required by this Agreement will be performed.
- c. Contractor shall not be assigned a work location on County premises.
- d. Contractor, at Contractor's sole expense, will furnish all equipment and materials used to provide the services required by this Agreement.
- e. Contractor, at Contractor's sole expense, has the right to hire assistants as subcontractors, or to use Contractor's employees to provide the services required by this Agreement.

- f. Contractor or Contractor's employees or contract personnel shall perform the services required by this Agreement, and Contractor agrees to the faithful performance and delivery of described services in accordance with the time frames contained herein; County shall not hire, supervise or pay any assistants to help Contractor.
- g. Neither Contractor nor contractor's employees or contract personnel shall receive any training from County in the skills necessary to perform the services required by this Agreement.
- h. County shall not require Contractor or Contractor's employees or contract personnel to devote full time to performing the services required by this Agreement.
- i. Contractor understands that Contractor is solely responsible to pay any federal and state taxes and/or any social security or related payments applicable to money received for services provided under the terms of this contract. Contractor understands that an IRS Form 1099 will be filed by County for all payments County makes to Contractor.
- j. Contractor shall have no authority to bind County to any third-party agreement.
- k. Though the services may include Contractor's advice and recommendations, all decisions regarding the implementation of such advice or recommendations shall be the responsibility of, and made by, County.

5. INDUSTRIAL INSURANCE. Contractor shall, as a precondition to the performance of any work under this Contract and as a precondition to any obligation of the County to make any payment under this Contract, provide the County with a work certificate and/or a certificate issued by a qualified insurer in accordance with NRS 616B.627. Contractor also shall, prior to commencing any work under the contract, complete and provide the following written request to a qualified insurer:

Baker Tilly US, LLP has entered into a contract with Douglas County to perform work from October 21, 2022 through June 30, 2023, and requests that the insurer provide to Douglas County a certificate of coverage issued pursuant to NRS 616B.627 . The certificate should be mailed to:

Douglas County Manager
Post Office Box 218
Minden, Nevada 89423

Contractor agrees to maintain required workers compensation coverage throughout the entire term of the Contract. If Contractor does not maintain coverage throughout the entire term of the Contract, Contractor agrees that County may, at any time the coverage is not maintained by Contractor, order the Contractor to stop work, suspend the Contract, or terminate the Contract. Upon request of the County, Contractor agrees to provide another written request to a qualified insurer for the provision of a certificate. If Contractor does not make the request or

does not provide the certificate, Contractor agrees that County may order the Contractor to stop work, suspend the Contract, or terminate the Contract.

Contractor's insurers shall provide at least thirty (30) days prior written notice to Contractor in the event of cancellation, non-renewal, or a materially change to any insurance policy, except for ten (10) days notice of cancellation due to nonpayment of premium. Contractor shall provide notice to County as soon as reasonably possible after receipt of notice from carrier.

6. COMPLIANCE WITH APPLICABLE LAWS AND REGULATIONS. Contractor shall comply with all applicable federal, state, and local laws, regulations, and ordinances, including, without limitation, all federal requirements regarding the expenditure of Federal funds that are in effect as of the effective date of this Agreement, and that may later be enacted or promulgated, including, without limitation, 31 CFR Part 35 and 2 CFR Part 200. Pursuant to 2 CFR §200.316 any real property, equipment, and intangible property, that are acquired or improved with a Federal funds must be held in trust by the non-Federal entity as trustee for the beneficiaries of the project or program under which the property was acquired or improved.

7. ADMINISTRATION OF AGREEMENT. The individuals listed below shall administer this Agreement on behalf of the parties. All communications between Contractor and County and notices required under this Agreement shall be sent to the individuals listed below:

County: Douglas County, Nevada
Attn. Wendy Lang
1594 Esmeralda Avenue
PO Box 218
Minden, NV 89423

Contractor: Name: Baker Tilly US, LLP
Attn: Kate Crowley
Address: 4807 Innovate Ln, Madison, WI, 53718
Contact Number: 1 (608) 240 6718
Email: kate.crowley@bakertilly.com

8. AUDIT AND INSPECTION OF CONTRACTOR RECORDS. Upon request of the County, Contractor shall make available to the County for examination all of Contractor's records pertinent to the services provided, payment and invoicing under this Agreement and will permit the County to audit, examine and make excerpts or transcripts from such records. Contractor shall maintain such records in an accessible location and condition for a period of not less than six years following the termination of this Agreement, unless County agrees in writing to an earlier disposition.

11. TERMINATION OF AGREEMENT. Either Party may terminate this Agreement in whole or in part, for any reason, upon 30 days advance written notice to the other Party. In the

event of termination, Contractor shall be paid for all services rendered to County up to the effective date of termination.

12. SUSPENSION AND DEBARMENT CERTIFICATION. In accordance with Federal Executive Order 12549 and 2 CFR Part 1400 regarding Debarment and Suspension, Contractor certifies that neither it, nor its principals, are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any federal department or agency; and, that the Contractor shall not knowingly enter into any lower tier contract, or other covered transaction, with a person who is similarly debarred or suspended from participating in this covered transaction. By signing this Agreement, Contractor certifies that he/she/it has not been suspended or debarred from federal projects, and is fully eligible to receive federal funding.

13. CIVIL RIGHTS REQUIREMENTS. The following requirements apply to the underlying Agreement:

(1) Nondiscrimination -In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, Section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, Section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and 49 U.S.C. § 5332, the Contractor agrees that it will not discriminate against any employee or applicant for employment because of race, color, creed, national origin, sex, age, or disability. In addition, the Contractor agrees to comply with applicable Federal implementing regulations and other implementing requirements issued.

(2) Equal Employment Opportunity -The following equal employment opportunity requirements apply to the underlying Agreement:

(a) Race, Color, Creed, National Origin, Sex, Age -In accordance with Title VII of the Civil Rights Act, as amended, 42 U.S.C. § 2000e, and Federal transit laws at 49 U.S.C. § 5332, the Contractor agrees to comply with all applicable equal employment opportunity requirements of U.S. Department of Labor (U.S. DOL) regulations, "Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor," 41 C.F.R. Parts 60 et seq., (which implement Executive Order No. 11246, "Equal Employment Opportunity," as amended by Executive Order No. 11375, "Amending Executive Order 11246 Relating to Equal Employment Opportunity," 42 U.S.C. § 2000e note), and with any applicable Federal statutes, executive orders, regulations, and Federal policies that may in the future activities undertaken in the course of the work under this Agreement. The Contractor agrees to take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. In addition, the Contractor agrees to comply with any implementing requirements issued.

(b) Age - In accordance with Section 4 of the Age Discrimination in Employment Act of 1967, as amended, 29 U.S.C. § § 623, the Contractor agrees to refrain from discrimination against present and prospective employees for reason of age. In addition, the Contractor agrees to comply with any implementing requirements issued.

(c) **Disabilities** - In accordance with Section 102 of the Americans with Disabilities Act, as amended, 42 U.S.C. § 12112, the Contractor agrees that it will comply with the requirements of U.S. Equal Employment Opportunity Commission, "Regulations to Implement the Equal Employment Provisions of the Americans with Disabilities Act," 29 C.F.R. Part 1630, pertaining to employment of persons with disabilities. In addition, the Contractor agrees to comply with any implementing requirements issued.

14. LOBBYING. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

15. PUBLIC RECORDS LAW. Contractor expressly understands and agrees that all documents submitted, filed, or deposited with the County by Contractor, unless designated as confidential by a specific statute of the State of Nevada, will be treated as public records pursuant to NRS Chapter 239 and shall be available for inspection and copying by any person, as defined in NRS 0.039, or any governmental entity.

16. INDEMNIFICATION OF COUNTY AND LIMITATION ON DAMAGES. To the fullest extent permitted by law, Contractor shall indemnify, hold harmless and defend County from and against all third party liability, claims, actions, damages, losses, and expenses, including, without limitation, reasonable attorneys' fees and costs, to the extent such third party claim is finally determined to be arising out of negligent or willful misconduct, acts, or omissions of Contractor, its officers, employees, agents, volunteers, or other representatives arising out of or related to Contractor's performance under this Agreement. Notwithstanding the obligation of Contractor to defend County as set forth in this paragraph, County may elect to participate in the defense of any claim brought against County because of the conduct of Contractor, its officers, employees and agents. Such participation shall be at County's own expense and County shall be responsible for the payment of its own attorney's fees it incurs in participating in its own defense.

Because of the importance of the information that County provides to Contractor with respect to Contractor's ability to perform the services, County hereby releases Contractor and its present and former partners, principals, agents and employees from any liability, damages, fees, expenses and costs, including attorney's fees, relating to the services, that arise from or relate to any information, including representations by management, provided by County, its personnel or agents, that is not complete, accurate or current, whether or not management knew or should have known that such information was not complete, accurate or current.

To the extent allowed under applicable law, the aggregate liability (including attorney's fees and all other costs) of either Party and its present or former partners, principals, agents or employees to the other Party related to the services performed under this Agreement shall not

exceed three (3) times the fees paid to Contractor for the portion of the work to which the claim relates, except to the extent finally determined to have resulted from the gross negligence, willful misconduct or fraudulent behavior of the at-fault Party. Additionally, in no event shall either Party be liable for any lost profits, lost business opportunity, lost data, consequential, special, incidental, exemplary or punitive damages, delays or interruptions arising out of or related to this Agreement even if the other Party has been advised of the possibility of such damages.

Each Party recognizes and agrees that the warranty disclaimers and liability and remedy limitations in this Agreement are material bargained for bases of this Agreement and that they have been taken into account and reflected in determining the consideration to be given by each Party under this Agreement and in the decision by each Party to enter into this Agreement.

The terms of this section shall apply regardless of the nature of any claim asserted (including, but not limited to, contract, tort or any form of negligence, whether of County, Contractor or others), but these terms shall not apply to the extent finally determined to be contrary to the applicable law or regulation. These terms shall also continue to apply after any termination of this Agreement.

17. CONSTRUCTION OF AGREEMENT. The Agreement will be construed and interpreted according to the laws of the State of Nevada. There will be no presumption for or against the drafter in interpreting or enforcing the Agreement. In the event a dispute arises between the Parties, the Parties promise and agree to first meet and confer to resolve any dispute. If such meeting does not resolve the dispute, then the Parties agree to mediate any dispute arising from or relating to the Agreement before an independent mediator mutually agreed to by the parties. The fee, rate or charge of the mediator will be shared equally by the Parties, who will otherwise be responsible for their own attorney's fees and costs. If mediation is unsuccessful, litigation may only proceed before a department of the Ninth Judicial Court of the State of Nevada in and for the County of Douglas that was not involved in the mediation process and attorney's fees and costs will be awarded to the prevailing party at the discretion of the court. The Parties mutually agree to not seek punitive damages against either Party.

18. FEDERAL CHANGES. The Contractor shall at all times comply with all applicable Federal regulations, policies, procedures and directives, including without limitation those listed directly or by reference in any funding documentation, as they may be amended or promulgated from time to time during the term of this Agreement. The Contractor's failure to so comply shall constitute a material breach of this Agreement.

19. MODIFICATION OF CONTRACT. This Agreement constitutes the entire agreement and understanding between the Parties. All other representations, oral or written, are superseded by this Agreement. This Agreement may only be modified by a written amendment signed by both of the Parties.

20. THIRD PARTY BENEFICIARY. Nothing contained in this Agreement is intended to convey any rights or to create a contractual relationship with any third party, or to otherwise allow a third party to assert a cause of action against either County or Contractor.

21. ASSIGNMENT. Contractor will neither assign, transfer nor delegate any rights, obligations or duties under this Agreement without the prior written consent of the County.

22. AUTHORITY. The Parties represent and warrant that they have the authority to enter into this Agreement.

23. COUNTERPARTS. This Agreement may be executed in counterparts, and each counterpart shall constitute one agreement binding on all parties hereto.

24. DATA PRIVACY AND SECURITY. To the extent the services require Contractor receive personal data or personal information from County, Contractor may process any personal data or personal information, as those terms are defined in applicable privacy laws, in accordance with the requirements of the applicable privacy law relevant to the processing in providing services hereunder. Applicable privacy laws may include any local, state, federal or international laws, standards, guidelines, policies or regulations governing the collection, use, disclosure, sharing or other processing of personal data or personal information with which Contractor or its clients must comply. Such privacy laws may include (i) the EU General Data Protection Regulation 2016/679 (GDPR); (ii) the California Consumer Privacy Act of 2018 (CCPA); and/or (iii) other laws regulating marketing communications, requiring security breach notification, imposing minimum security requirements, requiring the secure disposal of records, and other similar requirements applicable to the processing of personal data or personal information. Contractor is acting as a Service Provider/Data Processor in relation to County personal data and personal information, as those terms are defined respectively under the CCPA/GDPR. County represents and warrants it has all necessary authority (including any legally required consent from data subjects) to transfer such information and authorize Contractor to process such information in connection with the services described herein. County agrees that Contractor has the right to generate aggregated/de-identified data from the accounting and financial data provided by County to be used for Contractor business purposes and with the outputs owned by Contractor. For clarity, Contractor will only disclose aggregated/de-identified data in a form that does not identify County, County employees, or any other individual or business entity and that is stripped of all persistent identifiers. County is not responsible for Contractor's use of aggregated/de-identified data.


Contractor has established information security related operational requirements that support the achievement of its information security commitments, relevant information security related laws and regulations, and other information security related system requirements. Such requirements are communicated in Contractor's policies and procedures, system design documentation, and contracts with customers. Information security policies have been implemented that define Contractor's approach to how systems and data are protected. County is responsible for providing timely written notification to Contractor of any additions, changes or removals of access for County personnel to Contractor provided systems or applications. If County becomes

aware of any known or suspected information security or privacy related incidents or breaches related to this agreement, County should timely notify Contractor via email at dataprotectionofficer@bakertilly.com.

25. CONTRACTOR'S ENTITY. Baker Tilly US, LLP is an independent member of Baker Tilly International. Baker Tilly International Limited is an English company. Baker Tilly International provides no professional services to clients. Each member firm is a separate and independent legal entity and each describes itself as such. Baker Tilly US, LLP is not Baker Tilly International's agent and does not have the authority to bind Baker Tilly International or act on Baker Tilly International's behalf. None of Baker Tilly International, Baker Tilly US, LLP, nor any of the other member firms of Baker Tilly International has any liability for each other's acts or omissions. The name Baker Tilly and its associated logo is used under license from Baker Tilly International Limited.

IN WITNESS WHEREOF, the Parties hereto have caused the Agreement to be signed and intend to be legally bound thereby.

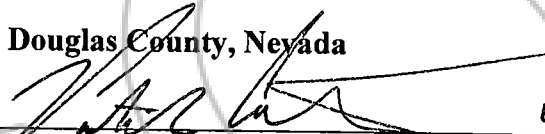
Baker Tilly US, LLP



By: Kate Crowley, Principal
(Name and Title)

10/21/2022
(Date)

Douglas County, Nevada

By: 
Patrick Cates, Douglas County Manager

10/26/22
(Date)

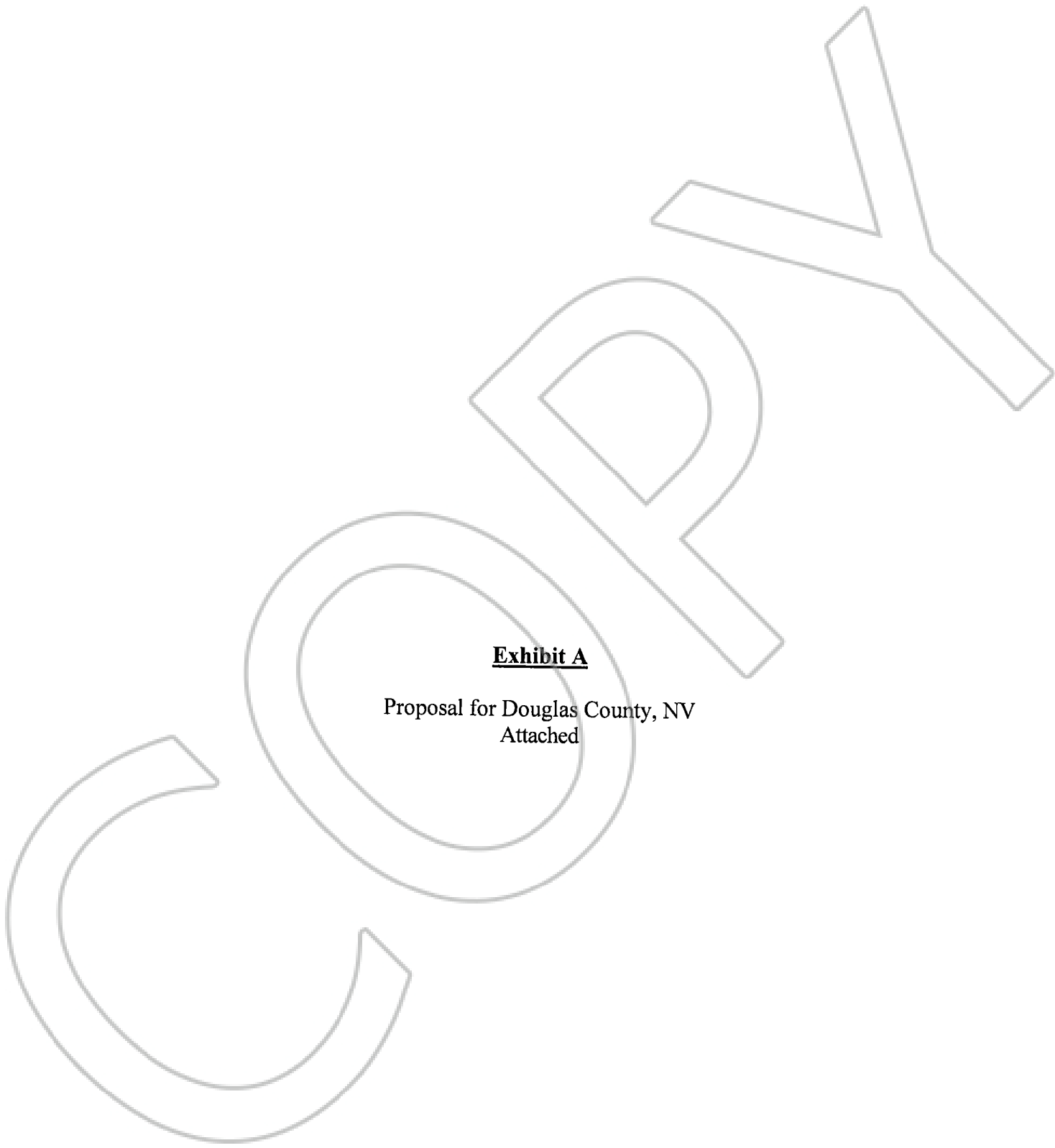


Exhibit A

Proposal for Douglas County, NV
Attached

EXHIBIT B

Proposal fees

*Value means more than simply checking boxes and meeting your requirements.
Value means services that lead to meaningful insights and that give
Douglas County and your citizens peace of mind.*

Delivering a professional fee estimate for Douglas County, NV

We are excited about the opportunity to work with Douglas County and have prepared the below fee estimate to meet Douglas County's needs and objectives. Our fees allow for thorough and insightful advice from experienced professionals without unnecessary add-on or startup charges.

Baker Tilly will perform all tasks as described in this proposal for a fixed professional fee of **\$90,300**. This fee is based upon conducting a comprehensive classification and compensation review of 258 positions for approximately 530 full time employees.

COSTING BREAKDOWN	PRICE
Project initiation, data collection. Planning meetings with the County's project team, data requests, <u>in-person</u> communication meetings with leadership and employees, distribution and collection of online PAQs.	\$12,900
Classification review. Utilizing employee submitted PAQs to review job titles and recommend adjustments, as necessary, conduct preliminary job evaluation of all positions, review and finalize job evaluation designations with the County's project team.	\$17,700
Market assessment. Custom market survey distributed to 8 public peer organizations requesting base pay information on 181 positions (70%). Published data from Bureau of Labor Statistics, Comp Analyst and Economic Research Institute will also be included.	\$30,500
Pay plan development. Development of new pay plans and position grade assignments with consideration to internal and external information verified through a regression analysis. Review of grade assignments with the County's project team and/or leadership group. Implementation costing analysis across three scenarios.	\$11,400
Project completion. Final report and <u>in-person</u> presentation of results to elected officials, senior leadership, employees or designated staff. Delivery of all project documentation and training with HR staff to maintain the new system.	\$11,600
Comprehensive FLSA analysis of all 258 positions	\$2,900
Pay policy review and recommendations	\$3,300
TOTAL	\$90,300

FEEES FOR VALUE ADDED SERVICES

Douglas County can expect services that lead to meaningful insights and that give you and your citizen's peace of mind

Payment schedule

Payment schedule Baker Tilly will invoice the County monthly based on project hours incurred.

Out-of-pocket expenses

Baker Tilly would charge Douglas County at cost for actual out-of-pocket expenses. Out-of-pocket expenses include, but are not limited to, travel and sustenance, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing costs. Direct out-of-pocket expenses are not expected to exceed **\$8,000** for the project and would include three onsite visits from the consulting team, if desired.

Additional work

Should Douglas County request and authorize additional work, we would invoice the County at an agreed-upon fee or our standard hourly fees.

STANDARD HOURLY RATES

Staff level	Hourly rate
Principal, partner, managing director	\$350
Director, senior manager	\$330
Manager	\$250
Senior associate	\$200
Associate	\$185

BAKER TILLY'S STANDARD HOURLY RATES

We will base additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and never perform additional work without approval.

Baker Tilly will invoice the client monthly based on project hours incurred.

Additional work would include work outside the agreed scope of services, including, but are not limited to:

- Additional peer organizations
- Additional benchmark positions
- Additional pay structures
- Additional implementation scenarios
- Additional position descriptions
- Additional job audits
- Additional on-site meetings
- Additional reports
- Work related to a special request

Best and final offer

Our experience has shown that the greatest risk in pricing a study of this nature is Douglas County's ability to conduct an "apples-to-apples" comparison of the services recommended by different vendors. Factors that impact the pricing proposed by responding firms range from variations in approaches to measuring internal equity, to quality control standards of market data and even perceived best practices in the design and implementation of a pay structure — then, how those aspects are priced by responding firms. The Baker Tilly team understands the impact these differences can have on project deliverables, including the overall ability to adopt results. We would welcome the opportunity to discuss the advantages and disadvantages of our approach to assist your organization in making an informed decision about its study.

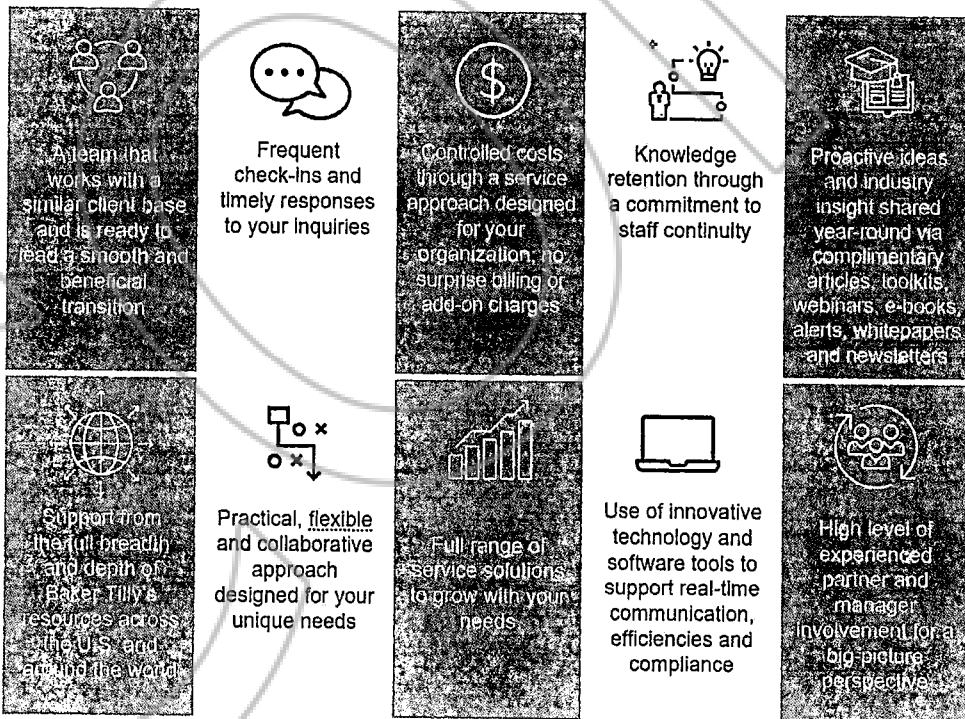
If Baker Tilly is identified as a provider of choice but our professional fees or timeline exceed those of other submittals, we would be pleased to review the competing scope of services and prepare a best and final offer relative to those modified deliverable expectation.

Negotiations

If selected, we will provide Douglas County with our standard engagement terms. Should the County wish to provide alternative terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

Supporting you with our value-for-fees approach

We will provide the highest quality service for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.



COMMITMENT TO VALUE FOR FEES

Douglas County can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

1. Title page



September 16, 2022

Douglas County, Nevada

Proposal to provide a classification and compensation study

Jada Kent, Practice Leader | Senior Manager

Baker Tilly US, LLP

2500 Dallas Parkway, Suite 300

Plano, TX 75093

T: +1 (940) 368 3033

F: +1 (214) 452 1165

bakertilly.com

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Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider Baker Tilly a leader among accounting and advisory firms.

Controller



Information provided is for informational purposes only and does not constitute an offer of any financial product or service. It is not intended to be used as a basis for investment decisions. Please consult your financial advisor for more information.

Baker Tilly LLP is a member firm of the Baker Tilly network of independent member firms affiliated with the Baker Tilly organization, a network of member firms affiliated with the Baker Tilly organization, a network of member firms affiliated with the Baker Tilly organization. Baker Tilly LLP is a member firm of the Baker Tilly network of independent member firms affiliated with the Baker Tilly organization, a network of member firms affiliated with the Baker Tilly organization, a network of member firms affiliated with the Baker Tilly organization.

3. Signed transmittal

Baker Tilly US, LLP
 2500 Dallas Parkway, Suite 300
 Plano, TX 75093
 T: +1 (972) 748 0300
 F: +1 (214) 452 1165
 bakertilly.com

September 16, 2022

Ms. Wendy Lang, Human Resource Director
 Douglas County
 1594 Esmeralda Avenue
 Minden, NV 89423

Dear Ms. Lang:

This proposal marks the beginning of a valuable relationship we plan to build with Douglas County. Based on what we have learned from you in your request for proposal (RFP) process, we are confident we are the right fit to serve you with forward-thinking human capital services so you can keep your focus where it belongs: serving your citizens. Our proposal meets your RFP requirements and describes our unique proposition to enhance and protect value while meeting your key objectives:

Baker Tilly is one of the largest independent public sector advisory firms in the United States. For more than 60 years we have collaborated with entities large and small on a variety of initiatives including classification and compensation studies, organizational improvement projects, strategic planning, internal audit, executive recruitment and more!

Benefits of working with Baker Tilly include:

The right firm
 The County will benefit from our best-of-both worlds solution that pairs the technical qualifications, technology tools, and expansive resources of a large firm with the responsive service, personalized attention and proactive communication of a smaller firm.

The right experience
 Our firm is structured around industry-specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of your industry, paired with targeted experience, will help you achieve your project objectives.

The right team
 Your proposed engagement team includes technical and industry-specialized team members who understand the requirements, challenges, and opportunities in conducting a classification and compensation study.

The right approach
 You will receive a tailored approach designed to meet your compensation philosophy and business needs. Our understanding of state and federal regulations and best practices allow us to provide you with high-quality compensation results that are fair and defensible.

Understanding your needs to help achieve your objectives

Douglas County is located 15 minutes south of Nevada's state capital, Reno. The County currently employs 530 full time employees and 270 part time employees in 258 classifications. The County seeks an independent consultant to conduct a full compensation and classification study to review position classifications, pay grades, compensation philosophy and evaluate the market for verification that no further adjustments to salaries are needed. The County's goal for the study is to continue to attract and retain high-quality public servants dedicated to providing exceptional service and building community confidence and to ensure the County's compensation philosophy is aligned with the organization's strategic objectives.

3. SIGNED TRANSMITTAL

The following table details our understanding of what we heard and how we plan to address your needs in a valuable way.

THE RESULTS DOUGLAS COUNTY IS LOOKING FOR	HOW WE WILL DELIVER
Internal equity	<ul style="list-style-type: none"> We will review all positions to ensure position titles adequately reflect the nature and level of work performed and provide recommendations for adjustments, as necessary. We will conduct SAFE job evaluations, which measure all jobs against nine compensable factors and results in a hierarchy reflective of your organization's internal equity.
External competitiveness	<ul style="list-style-type: none"> We will collaborate with your organization to identify competitive and comparative peer organizations and collect base pay information for benchmark positions. After conducting quality control assessments on the data, we will present the results to the project team to discuss the organization's desired position within the market.
Job descriptions	<ul style="list-style-type: none"> We can establish new job description drafts using employee submitted information about the work currently performed in their position. Drafts will be prepared on an approved template with the County's preferred formatting. Alternatively, we can update the County's current job descriptions based on position changes as a result of the study. This includes updates to titles, FLSA designations, education, experience, supervision, working conditions and physical demands.
Pay Structure	<ul style="list-style-type: none"> We will build a new pay structure that meets the County's compensation philosophy and business goals We will assign positions to the new pay structure with consideration to internal equity and external competitiveness. The relationship will be tested with a regression analysis to identify outliers. We will calculate the cost of three different scenarios for implementing the new classification and compensation system to provide the County with multiple options for adoption.
Final Report + Communication	<ul style="list-style-type: none"> We will provide a final report documenting the project methodology, findings and our recommendations. A presentation of the results can be conducted for elected officials, senior leadership, and/or employees After delivering all project documentation, we will provide training to the County's HR team to administer and maintain the new classification and compensation system going forward. This includes the use of our SAFE job evaluation process.

YOU RECEIVE MANY BENEFITS BY CHOOSING TO WORK WITH BAKER TILLY

We understand your needs and will meet your objectives with our ability to offer valuable resources, experience and solutions.

Project contacts and locations

AUTHORIZED REPRESENTATIVE	ENGAGEMENT TEAM LEADER
Kate Crowley, Principal 4807 Innovate Lane Madison, WI 53718 +1 (608) 240 6718 kate.crowley@bakertilly.com	Jada Kent, Senior Manager 2500 Dallas Parkway, Suite 300 Plano, TX 75093 +1 (940) 368 3033 jada.kent@bakertilly.com

Meeting deadlines and budget

Our team has the ability and availability to complete this project for Douglas County on time and on budget. We use a dynamic scheduling tool that ensures your project is staffed with the proper personnel. If we are awarded this project, the personnel listed in this proposal will be scheduled to meet the timelines established for the project. To ensure your objectives are met and to assist team members in managing their commitments, Baker Tilly employs the following scheduling and planning strategies and tools:

- **Dedicated teams with clearly defined roles and responsibilities.** The proposed team is structured to assure the County that we can escalate any issues quickly, be available to you when you need us and meet your needs creatively, without overburdening individual team members.
- **Staff scheduling tools and resources.** Using weekly availability reports, dedicated resource management coordinators help ensure our professionals' commitments do not exceed their capacity to deliver high-quality services for the County.
- **Project management software.** Baker Tilly uses Smartsheets to manage projects and assign tasks for each to be carried out by our team.

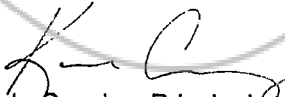
With professionals dedicated specifically to providing compensation consulting services to our public sector clients, your proposed team can cost-effectively access the breadth and depth of skills you need to meet your objectives, however much support you may require. Our deep bench of experienced consultants enables us to assign additional specialized consulting staff as needed to support the execution of project deliverables.


We are confident that, based on our existing schedules, commitments to clients and absolute adherence to our internal standards of service delivery, quality, integrity, efficiency, responsiveness and results, the proposed project director will be available to begin your classification and compensation study within 2 of receiving an official notice to proceed.

As your Value Architects™, we are determined to support you in achieving your mission to conduct a thorough analysis of the County's existing classifications and compensation plan. Thank you for the opportunity to serve you. Our team would be pleased to be counted among the firms you feel could effectively provide your classification and compensation study and would welcome the opportunity to discuss our qualifications and recommended approach in greater detail.

Sincerely,

Baker Tilly US, LLP


Kate Crowley, Principal


Jada Kent, CCP, Practice Leader | Senior Manager

4. Detailed proposal

Baker Tilly is uniquely positioned to assist Douglas County in reviewing and establishing an equitable, competitive classification and compensation system that supports your mission of competent, expeditious, courteous and cost-effective services.

Our proposed solution to achieve Douglas County's objectives

Baker Tilly possesses the requisite knowledge, skills and experience to provide the County with a tailored solution that will meet the County's classification and compensation goals. To facilitate an effective comparison between Baker Tilly's proposal and that of other respondents, we have outlined below key project phases, inclusive of deliverables.

1. Project initiation

- a. Planning meeting with County's project team, timeline established
- b. County information request and review
- c. Leadership and employee communication meetings
- d. Position Analysis Questionnaire (PAQ) distributed and collected
- e. Employee interviews and focus groups, if necessary

2. Classification review

- a. Title review and recommendations
- b. SAFE job evaluation
- c. Review and finalize internal equity with City's project team
- d. FLSA review - if included
- e. Job descriptions developed or existing JDs updated – if included

3. Market Assessment

- a. Public peer organizations and benchmark positions identified
- b. Custom market survey distributed to collect information
- c. Quality assurance review of market results
- d. Review and discuss the City's desired position in the market
- e. Benefits results compiled; comparison prepared – if included

4. Pay Plan Development, Implementation

- a. Pay structure(s) developed, grade assignments established
- b. Review and finalize results with City's project team
- c. Implementation costing scenarios calculated
- d. Pay policy review, compensation philosophy developed – if included

5. Final report

- a. Final report developed
- b. Final presentations conducted
- c. Training with HR staff
- d. Delivery of all project documentation

5. Contents of the proposal

Our extensive expertise, human capital consulting experience and collaborative approach positions Baker Tilly as an exceptional firm to serve your human capital needs.

a. Nevada Business License

Baker Tilly is registered to do business in the State of Nevada

Nevada Business Identification # NV20141705974
Expiration Date: 11/30/2022

b. Independence

Baker Tilly has no existing relationships that currently or prospectively may give rise to conflicts of interest and disqualification as governed by the codes or rules of professional responsibility and conduct.

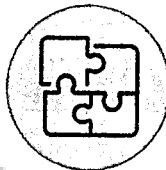
c. Firm qualifications and experience

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm. The County will receive an exceptional experience. Below are some key facts about our firm.



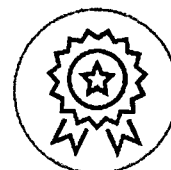
10th
largest accounting
and advisory firm
in the U.S.



400+
projects
since 2012



60+
office locations
across the U.S.



250+
workplace and
culture awards

COMPREHENSIVE EXPERIENCE TO SERVE YOU

Douglas County will receive support and guidance from a respected firm that continues to grow — as evidenced by INSIDE Public Accounting naming Baker Tilly as the 10th largest accounting firm in the United States on their 2022 IPA Top 100 list.

Celebrating more than 90 years serving our valued clients

As a future-looking firm, we celebrate more than 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still — and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better.



5. CONTENTS OF THE PROPOSAL

Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different business combinations, each with its own rich history, expanding our presence coast to coast and globally and expanding our scope across industries, services and areas of expertise. One thing has not changed over time: **our shared passion for enhancing and protecting our clients' value.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and adaptability, Baker Tilly will become more connected to our clients, our people, our communities and our profession.

Public sector specialization

Baker Tilly has served local governments since our establishment 91 years ago. We are one of the few professional services firms with a state and local government practice dedicated entirely to serving public sector clients.

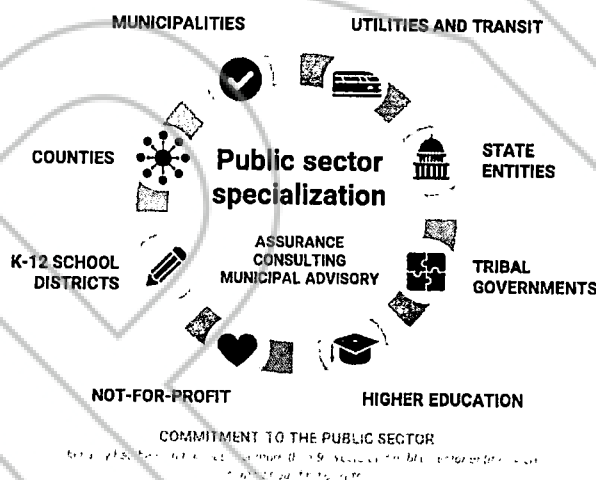
Unlike many of our contemporaries, Baker Tilly is **organized by industry, not service line.** What does this mean for Douglas County? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in compensation projects. The County will be collaborating with knowledgeable professionals who understand the specific challenges you face and provide innovative solutions to help you overcome them.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. Recognizing this complexity and eagerness to serve as a true **Value Architect™** to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 60 years ago.

More than 420 Baker Tilly professionals — including nearly 40 partners and principals — focus directly on serving state and local governments, providing hundreds of thousands of client service hours annually to the public sector. Nationwide, **our practice serves more than 3,100 state and local government entities,** including cities, counties, municipalities, school districts, public utilities and transit organizations. Your engagement team is ready to help you find solutions to the obstacles that stand between you and your goals.

Standing on our values

Our core values infuse our culture and drive the way we plan to work with Douglas County. They are what we believe and what we expect from each other. They guide our decisions, inspire our actions and gauge how we do business. They are shorthand for what we stand for — and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. Our core values are highlighted below.



5. CONTENTS OF THE PROPOSAL



BELONGING

We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.



COLLABORATION

We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.



INTEGRITY

We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.



PASSION

We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.



STEWARDSHIP

We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

Douglas County and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

For additional information on Baker Tilly's prioritization of Diversity, Inclusion and Belonging for Success (DIBS), please see **Appendix A**.

Providing exceptional service year round

Client trust and satisfaction are the foundation for any service relationship. We will work hard to gain your trust through meaningful conversations, responsiveness and forward-thinking services that solve your most pressing issues. Below is how we deliver on our commitment to exceptional service.



Identify your service expectations and what you value



Co-develop a client service plan tailored to your needs



Communicate proactively and collaborate year round



Open the door for continuous feedback and improvement activities



Initiate client satisfaction programs

PILLARS OF OUR EXCEPTIONAL SERVICE APPROACH

Relationships are the foundation of our firm. We will work hard to build a genuine relationship with Douglas County.

As evidence of our ability to deliver exceptional service, Baker Tilly received a 73 Net Promotor Score (NPS) score for fiscal year 2021. The 2021 Accounting Industry NPS Benchmark for U.S.-based firms is only 38 according to **ClearlyRated**. **This places Baker Tilly as a leading firm in delivering client satisfaction.**

Sample report of most recent classification and compensation analysis

A copy of a report of its most recent classification and compensation analysis is provided in **Appendix B**.

d. Partner, supervisory and staff qualifications and experience

Aligning key engagement team members with your goals

Douglas County will collaborate with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team's human capital experience and service knowledge translates into tangible results for the County.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm's national resources. We believe in strong personal relationships, and this means a personal interest in Douglas County from some of our most experienced team members. Engagement team members are introduced below, and complete resumes are available in **Appendix C**.

Your proposed project team includes experienced professionals who:

- Provide a range of expertise to cover the range of service requirements
- Provide input from a geographic, industry and subject matter standpoint
- Provide a national perspective of experience and institutional knowledge to achieve your objectives
- Represent the commitment to take personal and professional responsibility for your project

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR DOUGLAS COUNTY

Engagement Leadership



Kate Crowley – Managing Principal

4807 Innovate Lane, Madison, WI 53718
+1 (608) 240 6718 | kate.crowley@bakertilly.com

Kate leads Baker Tilly's public sector advisory practice and has spent her career serving local governments. She oversees a diverse and talented team of organizational workforce, economic development and process improvement consultants. Kate will provide general project oversight on Odessa's compensation and organizational design study and ensure your satisfaction with our services and deliverables.



Jada Kent, CCP, Senior Manager – PROJECT DIRECTOR

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0514 | jada.kent@bakertilly.com

Jada is a senior manager with Baker Tilly's public sector advisory practice and has a background in human capital consulting, including classification and compensation, organizational assessments and executive recruitment. Jada serves as the practice leader over the compensation consulting team and has been with the firm since 2015. She earned a Master of Public Administration from the University of Texas at Dallas, is a member of the North Texas Compensation Association (NTCA) and is a Certified Compensation Professional (CCP).



Brenda Turner, CCP, Manager – PROJECT MANAGER

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0522; | brenda.turner@bakertilly.com

Brenda is a human capital manager with a background serving in compensation and human resources. Prior to joining Baker Tilly, Brenda served most recently as the senior director of global compensation for a global technology company. She has also served in varying compensation, finance and accounting roles in the hospitality, travel and technology industries. Brenda is a CCP through World at Work and is also a member of

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR DOUGLAS COUNTY

the Society for Human Resource Management (SHRM). She earned a Master of Business Administration from the University of Texas.

Engagement Consultants



David Eisenlohr, Managing Director

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0514 | david.eisenlohr@bakertilly.com

David has actively supported state and local government performance improvement initiatives for more than 35 years, first as an operational manager and then as a highly regarded management consultant. An insightful analyst and skilled facilitator, David works closely with senior leadership teams and governing bodies in both the public and not-for-profit sectors to help them develop strategic clarity, establish priorities, improve organizational performance and streamline business processes and technologies.



Anne Lewis, Practice Leader | Director

8219 Leesburg Pike, Suite 800, Tysons, VA 22182
+1 (703) 923 8214 | anne.lewis@bakertilly.com

Anne leads Baker Tilly's public sector executive recruitment team. Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention & visitors bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs. She specializes in providing executive recruitment services to local governments and nonprofits. Anne holds a Master of Science as well as a Bachelor of Science from Shenandoah University.



Edward Williams, Ph.D., Director

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (214) 842 6478 | edward.williams@bakertilly.com

Edward has more than 20 years of collective experience in human resources and organizational development at various levels and across various disciplines including state and municipal government, community and educational institutions. His areas of expertise include human development, process improvement, workforce planning, executive recruiting, strategic planning, management and leadership development, classification, compensation, benefits administration, performance management, employee recognition, employee wellness and benefits administration. He has served as director of human resources and organizational development for the City of Missouri City, deputy personnel director, State of Missouri and training and performance consultant for the Metropolitan Community Colleges Business and Technology Center in Kansas City, Missouri. Edward holds a Ph.D. in educational leadership and policy analysis from the University of Missouri, an Educational Specialist degree in higher educational administration, Master of Higher Education Administration, and a Bachelor's in education from the University of Missouri. He is bilingual and proficient in Spanish.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR DOUGLAS COUNTY

Engagement support



Laura Linehan, Senior Consultant

30 East Seventh St, Suite 3025, St. Paul MN 55101
+1 (651) 223 3004 | laura.linehan@bakertilly.com

Laura is a Senior Consultant with a background in local government and human resources management. With 10 years of progressive experience in local government, she has worked for counties and municipalities in Minnesota and Illinois. Most recently, she served as the Assistant Administrator/Director of Human Resources for a northern Illinois municipality where she managed a number of areas, including human resources, communications, parks and recreation, and special projects. Laura has a Master of Public Administration from Northern Illinois University and is a certified Professional in Human Resources (PHR).



Diana Muriithi, Senior Consultant

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0174 | diana.muriithi@bakertilly.com

Diana is a senior consultant with a background in not-for-profit and local government organizations. Prior to joining Baker Tilly, Diana served most recently as the senior budget analyst for a North Dallas city. She served in various accounting, finance/budget and compensation roles. Diana has a Master of Public Administration from the University of Texas at Dallas and currently completing course work towards a CCP certification.



Samuel Oviedo, Analyst

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0361 | samuel.oviedo@bakertilly.com

Samuel is an analyst with a background in marketing, journalist and local government support. Prior to joining Baker Tilly, Samuel served as an outreach specialist, administrative assistant, and human resources assistant within the Planning, Code Compliance, and Parks & Recreation departments for the City of Dallas. Additionally, Samuel has served as a Marketing Manager responsible for developing and maintain media content. Samuel has a bachelor's in journalism from the University of North Texas.



Thomas Patton, Analyst

4601 DTC Boulevard, Suite 810, Denver, CO 80237
+1 (651) 223 3033 | thomas.patton@bakertilly.com

Thomas is an analyst with a background in human resources management and human resources development. He assists the team with data collection and job description writing. His focus is coordinating the data collection process and ensuring the team gathers quality information for the success of the project. In addition, he assists the team by crafting high-quality job descriptions that accurately reflect the essence of the position being analyzed. Prior to Thomas's current role, he supported the team as an administrative assistant. Thomas earned a Bachelor of Science in human resources development from the University of Minnesota — Twin Cities.



Lexi Scholten, Senior Consultant

225 S Sixth Street, Suite 2300, Minneapolis, MN 55402
+1 (612) 876-4573 | lexi.scholten@bakertilly.com

Lexi is a senior consultant whose background consists of municipality and county experience. She has more than six years' experience in Minnesota local government administration and human resources management. Prior to joining Baker Tilly, she

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR DOUGLAS COUNTY

severed as the central services/human resources director for a county in southern Minnesota. Her focus areas and core functions included administering, developing, and implementing all county personnel functions, acting as delegated authority for union contract relations, and coordinating all compensation functions. Lexi earned a Bachelor of Science degree in management with a focus in human resources from Minnesota State University, Mankato.



Sarah Towne, Senior Consultant

8626 N Himes Avenue, Tampa, FL 33614
+1 (813) 252 1433 | sarah.towne@bakertilly.com

Sarah is a senior consultant with a background in higher education, local government, and human resources management. Prior to joining Baker Tilly, Sarah served as an adjunct faculty and course coordinator for the online MPA program at the University of North Carolina's School of Government. She is a member of the Southeastern Conference for Public Administration and served on the board of the Section for Personnel Administration and Labor Relations (SPALR) for the American Society of Public Administration (ASPA). She earned a Master of Public Administration and graduate certificate in Women's Studies from Appalachian State University.

DOUGLAS COUNTY WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

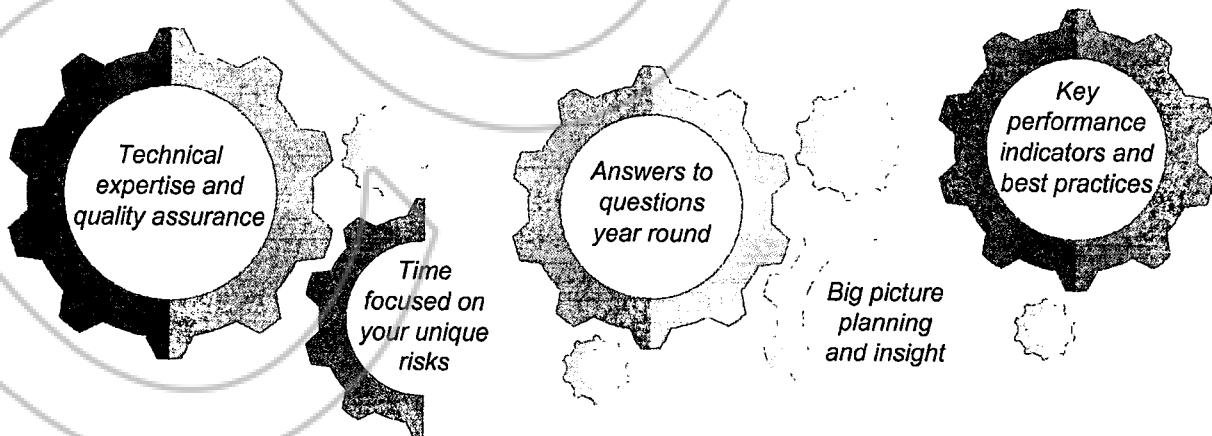
All engagement team members are committed to Douglas County's success. Their industry experience and service expertise translate into tangible results for the County.

Building trust and maximizing value with significant involvement

Douglas County will benefit from our unique approach to staffing, which emphasizes significant engagement team member involvement throughout the entire engagement process. You can expect to have an open line of communication with and access to your senior team leaders throughout your project. This promotes an efficient, effective service engagement.

We will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

The graphic below details how we will build trust and maximize value with the County.



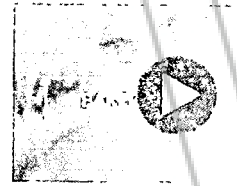
COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

Your engagement team will be deeply involved in the engagement to give them an in-depth working knowledge of your organization and processes to deliver value throughout the engagement.

Cultivating an engaging culture to offer a consistent team

You can expect to see the same engagement team members every year and avoid the time and cost commitments of onboarding a new team. We view our commitment to staff continuity as the cornerstone of building a lasting relationship with Douglas County.

Exceptional professionals thrive at Baker Tilly because we cultivate an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As a result, **we had our lowest firm turnover in a decade during fiscal year 2021**. We invite you to click on the video to the right to learn more about Baker Tilly's unique culture.



EMPHASIZING OUR CULTURE
What makes our firm special? The emphasis we put on our culture. We take care of our people so we can take care of our clients.

EVIDENCE OF OUR TEAM MEMBER FOCUSED CULTURE AND COMMITMENT TO EXCELLENCE

Ranked as the **10th largest accounting and advisory firm in the U.S.** according to INSIDE Public Accounting's 2022 Top 500 Firms list



Recognized as one of America's **Best Large Employers** in 2021 and 2022 by Forbes



Received **250+** culture awards and workplace recognitions firmwide



Ranked as a **top 10 accounting and advisory firm for workplace prestige and quality** on Vault Accounting's Accounting 50 list; **culture** is the number one reason that team members join our ranks and stay at our firm



For the seventh year in a row, Baker Tilly has been certified as a **Great Place to Work®**



BEST PLACES TO WORK



CULTIVATING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits the County through engaged team members and staff continuity.

5. CONTENTS OF THE PROPOSAL

e. Similar engagements with other government entities and references

Demonstrating successful relationships with similar clients

We are always happy to provide references because it is important for you to talk with the organizations we serve. Our similar client base equals experience-derived insights for Douglas County.

We encourage you to connect with the clients below to learn more about the value of their relationship with Baker Tilly. Each client will offer a unique perspective as you consider your own needs.

VICTORIA COUNTY, TEXAS

Name	Giani Cantu	Title	Chief of Staff
Phone	+1 (361) 582 5871	Email	rgcantu@vctx.org
Dates	2022 – present	Hours	Approx 780 hours
Services	The County has approximately 582 employees in 195 titles. The project is a comprehensive classification and compensation review, benefits comparison, FLSA assessment, pay policy review, and new job descriptions.		

GUADALUPE COUNTY, TEXAS

Name	Honorable Kyle Kutscher	Title	County Judge
Phone	+1 (830) 303 8867	Email	Kyle.Kutscher@co.guadalupe.tx.us
Dates	2022 – present	Hours	Approx 730 hours
Services	The County has approximately 900 employees in 360 titles. The project is a comprehensive classification and compensation review, benefits comparison, FLSA assessment, and pay policy review.		

SAGINAW COUNTY, MICHIGAN

Name	Jennifer Broadfoot	Title	Personnel Director
Phone	+1 (989) 790-5507	Email	jbroadfoot@saginawcounty.com
Dates	2019-2021	Hours	Approx 710 hours
Services	The County has approximately 368 employees in 150 job titles. The project included a comprehensive classification and compensation review, benefits comparison, and new job descriptions.		

CHISAGO COUNTY, MINNESOTA

Name	Chase Burnham	Title	County Administrator
Phone	+1 (651) 213 8877	Email	Chase.Burnham@chisagocountymn.gov
Dates	2021-present	Hours	Approx 515 hours
Services	The County has approximately 366 employees in 170 job titles. The project included a comprehensive classification and compensation review, benefits comparison, and update to job descriptions.		

5. CONTENTS OF THE PROPOSAL

POTTAWATTAMIE COUNTY, IOWA

Name	Jana Lemrick	Title	Human Resources Director
Phone	+1 (712) 328 4777	Email	Jana.lemrick@pottcounty-ia.gov
Dates	2019-2021	Hours	Approx. 480 hours
Services	The County has approximately 500 employees in 210 job titles. The project included a comprehensive classification and compensation review, benefits, comparison, development of 3 pay plans across collective bargaining groups, new job descriptions, and development of a formal compensation philosophy.		

PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

At Baker Tilly, relationships matter. Our Value Architects™ have a record of successfully enhancing and protecting similar clients' value — resulting in experience-based insights for Douglas County.

Similar client experience

Your proposed engagement team has conducted hundreds of similar studies nationwide, resulting in successful implementations in governments, large and small.

We focus our knowledge, skills and expertise on the public sector and have partnered with organizations all over the country to provide compensation related services.

430+ projects completed

Our engagement team has conducted more than 400 successful compensation projects since 2012.

- **Our SAFE job evaluation system is a fair, consistent, defensible and objective methodology for comparing position characteristics.** In today's environment, organizations need to know that their methods are proven and sound. SAFE gives you a tested methodology that distinguishes the value of your positions using nine compensable factors.
- **With Baker Tilly, you do not just get a study; you get a customized system.** When we perform a study for our clients, we train them to utilize and maintain it going forward. When we leave, you will have a completed study **and** a classification system to grow with you into the future. As positions evolve, new positions are created, and market conditions change, your human resources staff will be able to make the appropriate adjustments using the SAFE job evaluation system.
- **We know that a good study rests on quality data.** Our recommendations are data-based and our process follows best practices guidelines in the collection and analysis of that data. In working with public sector organizations, we know that the results we submit to you may become public record. Which means, our reputation stands on the quality of those results and the validity of our recommendations. Which is why we have quality assurance protocols in place to safeguard the quality of our data.
- **We will assign Certified Compensation Professionals to analyze your market data and build your new pay structures.** Our team understands that compensation analysis is both an art and science. We have a strong cadre of trained, experienced professionals working together to ensure appropriate and competitive pay structures are presented for consideration.

5. CONTENTS OF THE PROPOSAL

Listing our relevant experience

Following is a sample of organizations for whom Baker Tilly has provided classification and compensation services over the last few years. We realize the list is lengthy, but so is our experience in working with organizations very similar to and very different from yours. We hope you will trust that our length and depth of experience means we've seen and solved our share of challenges and can assist you and your organization through this study and any challenges you may also be facing.

SAMPLE OF SIMILAR PROJECTS: 2017 – PRESENT (39,000+ population)

Year	Client	State	Project	Pop. Served
Current	Bexar County	TX	Comp & perf management study	1,990,000
Current	Chisago County	MN	Class & comp study	53,916
Current	Clark County	WA	Class & comp study	481,950
Current	Fort Wayne	IN	Class & comp study	263,886
Current	Guadalupe County	TX	Class & comp study	163,030
Current	Harrisonburg	VA	Class & comp study	51,814
Current	Janesville	WI	Pay & class study	65,616
Current	Montgomery County	TX	Comp study	607,391
Current	North Las Vegas	NV	Class & comp study	247,248
Current	Pueblo Board of Water Works	CO	Market study	112,000
Current	Racine	WI	Benefits & comp study	77,081
Current	Roswell	NM	Pay & class study	47,941
Current	Victoria County	TX	Class & comp study	92,035
2022	Abilene	TX	Class & comp study	124,156
2022	Apex	NC	Class, comp & org study	51,370
2022	Appleton	WI	Class & comp study	75,644
2022	Bellingham	WA	E-team class & comp study	89,045
2022	Duplin County	NC	Comp study	58,967
2022	Evanston	IL	Pay & classification	78,110
2022	Isanti County	MN	Class & comp study	40,596
2022	Port Arthur	TX	Class & comp study	55,109
2022	Sherburne County	MN	Compensation study	97,238
2022	Vigo County	IN	Class & comp study	107,038
2022	Virgin Islands Water & Power Auth	US VI	Class, comp & org study	106,290
2021	Bellingham/Whatcom Co Housing Auth	WA	Pay equity study	224,538
2020	Jackson	MS	Comp study	164,422
2019	Bellingham	WA	Comp market study	89,045
2019	Council Bluffs	IA	Class & comp study	62,316
2019	Dallas Housing Authority	TX	Comp study	1,339,000
2019	Gastonia	NC	Class & comp study	75,536
2019	Iowa League of Cities, Des Moines	IA	Comp study	3,146,000
2019	King County Housing Authority	WA	HR management consulting	2,225,000
2019	Pittsylvania County	VA	Comp study	62,426

5. CONTENTS OF THE PROPOSAL

SAMPLE OF SIMILAR PROJECTS: 2017 – PRESENT (39,000+ population)

Year	Client	State	Project	Pop. Served
2019	Pottawattamie County	IA	Class & comp study	93,386
2019	Saginaw County	MI	Class & comp phase II	195,012
2019	Saginaw County	MI	Class & comp phase III	195,012
2019	Tyler	TX	Class & comp study	104,991
2019	Wheaton	IL	Market survey	53,373
2019	Wright County	MN	Class & comp study	131,311
2018	Battle Creek	MI	Comp study	51,833
2018	Blue Springs	MO	Pay plan design	53,294
2018	Burnsville	MN	Class & comp study	61,290
2018	Cleveland County	NC	Safe database	97,047
2018	Dallas Area Rapid Transit Authority	TX	Comp study	
2018	DeSoto	TX	Class & comp study	52,599
2018	Housing Authority of Durham	NC	Salary comparability study	263,016
2018	Johnson County	IA	Comp & class study	144,251
2018	Lakeville	MN	Class & comp study	58,562
2018	Minnehaha Creek Watershed Dist	MN	Pay equity report	1,124,000
2018	Minnetonka	MN	Class & comp study	51,638
2018	Person County	NC	Phase III C&C implementation services	39,276
2018	Scott County CDA	MN	Pay equity report	137,232
2018	Winston Salem	NC	Class & comp study-phase II	236,441
2017	Assn of County Commissioners of GA	GA	Class & comp study	10,100,000
2017	Cabarrus County	NC	Class & comp study	187,226
2017	Chapel Hill	NC	Comp study & FLSA rev	59,635
2017	Cleveland County	NC	Comp & benefits study	97,047
2017	Craven County	NC	Comp study	103,451
2017	Dunn County	WI	Market survey	44,122
2017	Fort Wayne City Utilities	IN	Class & comp study	263,886
2017	Harnett County	NC	Comp study	124,987
2017	Harrisburg	PA	Class & comp study	49,188
2017	Lee's Summit	MO	Comp & benefit study	93,184
2017	Person County	NC	Phase II implementation	39,276
2017	Richland	WA	Class & comp study	53,019
2017	Roanoke County	VA	Benefits survey	93,524
2017	Saginaw County	MI	Class & comp	195,012
2017	Sammamish	WA	Class & comp study	50,169
2017	Santa Fe	NM	Class & comp study	83,875
2017	Story County	IA	Class & comp study	92,406
2017	Upper Trinity Regional Water District	TX	Comp & class study	350,000
2017	Watauga County	NC	Class & comp study	52,372

f. Specific approach to the analysis

Delineated on the following pages is our methodology and proposed project scope for Douglas County's classification and compensation study. Baker Tilly's approach and project tools were developed by Certified Compensation Professionals on our team. We take pride in our ability to provide your organization with sound results and recommendations that, if implemented, are fair and defensible.

We are confident that you will find our assertions substantiated by the information presented in this proposal and the comments provided by our references. We look forward to a successful and lasting relationship.

Project initiation and data collection

Baker Tilly will begin by collect documentation from the County, such as: job descriptions, organization charts, pay plans, policy handbook, an employee census file, etc. Next, Baker Tilly will meet with the County's project team to establish working relationships, finalize a work plan and help ascertain major issues your organization seeks to address in your classification and compensation study. We recommend conducting 1-on-1's with your department heads to collect feedback directly from your leadership team about what issues or special circumstances they may be facing in their area, especially with regard to title and classification.

Next, Baker Tilly will conduct leadership and employee communication meetings which will introduce our team, the project process, answer questions about the project and review the position analysis questionnaire (PAQ) that employees will be asked to complete. The PAQ provides an opportunity for employees to provide input, in their own words, about the work that is completed in their position. Information collected from the PAQs serve as the foundation for the rest of the study and, therefore, will be reviewed by department heads and/or supervisors to ensure responses are accurate and complete. If necessary, Baker Tilly may also conduct individual or group interviews with employees.

Title review

Over time, position titles may become inconsistent, inaccurate or even inflated. An appropriate job title should reflect the nature and level of work performed in that job. Baker Tilly will review the County's position titles and provide recommendations for adjustments, consolidations, and reclassifications, as necessary. Title recommendations may also be made for the purpose of better aligning positions within job families and/or to establish or refine career ladders.

Standardizing formatting, spelling and use of abbreviations can significantly impact the administration of a classification system. These relatively minor adjustments can lend to easier recruiting and hiring as it takes the guessing out of searching through job postings. Additionally, standardizing job titles can help employees better understand their role within the organization as they come to better understand adjacent roles they interact with.

Job evaluation

Job evaluation is the process of comparing a job against other jobs within the organization to determine a relative value for each. Baker Tilly has a copyrighted job evaluation system known as the SAFE system, which was developed specifically for the evaluation of public sector positions. SAFE is a point factor evaluation tool which means each compensable factor has a numerical value, and the end result is a total score which is used to determine a hierarchy of jobs relative to internal equity. The nine compensable factors measured by the SAFE system include:

- | | | |
|------------------|--------------------------|--------------------------|
| 1. Education | 4. Physical demands | 7. Working conditions |
| 2. Experience | 5. Human relations | 8. Independence |
| 3. Level of work | 6. Supervision exercised | 9. Impact on end results |

FLSA analysis

Baker Tilly will conduct a review of Fair Labor Standard Act (FLSA) designation to assist the County with the application of exempt and nonexempt status. Our review will be based on existing documentation describing each position as well as new documentation (PAQs) to ensure a complete picture of the work performed is taken into consideration. If our recommendations depart from the existing exempt/nonexempt status, we will provide a rationale for our recommendation as it applies to the Department of Labor guidance for exemption tests.

Please note that Baker Tilly's recommendations on FLSA regulations are based on our staff's nonlegal interpretation of the Department of Labor guidance. Baker Tilly is not engaged in the practice of law and cannot provide legal guidance on FLSA matters. We recommend that clients obtain separate legal reviews of all positions vis-à-vis FLSA decisions.

Job descriptions

Baker Tilly will prepare draft job descriptions using our standard job description format for all titles included in the compensation study. Our descriptions will include a general summary, essential functions, minimum qualifications, physical demands and working conditions as they relate to the Americans with Disabilities Act (ADA). The description format and template can be modified to include additional information, formatting, logo and other such design elements, as desired for an additional fee.

General summary and essential functions sections will be developed using data captured by employee submitted PAQs. Therefore, we encourage employees and supervisors to ensure submitted information is complete and accurate. Drafts will include position updates made throughout the study, i.e., adjustments to position titles, minimum qualifications, supervision and ADA-related information. In order to maintain a competitive price for the project, we have assumed that we will deliver draft job descriptions and that the County's project team and human resources staff will distribute drafts to department directors for review and then human resources staff will assume responsibility for any edits or changes to the drafts based on this feedback.

Alternatively, Baker Tilly can update the County's existing job descriptions instead of developing brand new drafts. Updates would include position information that was adjusted as a result of the study, such as title adjustments, minimum qualifications, supervision, and ADA-related information. A cost breakdown for both scenarios will be provided for the County's consideration.

Market assessment

Baker Tilly will collaborate with the County to identify peer organizations that represent its comparable labor market. Selection of comparable peers should be based on similarity in size (number of employees, population served and revenue), geography, services provided, industry and competition (organizations you lose employees to or gain employees from). It's important to note that there may be different labor markets for different positions. Some positions may be recruited from the local area, while others are recruited regionally and nationally. The consulting team will work closely with the County to determine the appropriate labor market for your job families, if necessary. Additionally, Baker Tilly will apply a geographic differential to account for the cost of labor differences in those regions.

In selecting benchmark positions, we will include up to 80% of your titles in the market survey. These positions should closely resemble jobs performed across other organizations and industries. Additionally, they should:

- Be important in the County's internal hierarchy
- Represent as many levels or grades in the County's salary structure as is possible
- Match at least 70% of the job duties collected by the survey
- Generally, tend toward multiple incumbent jobs with the exception of management or executive-level jobs

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Baker Tilly will distribute a custom survey to identified peer organizations requesting base pay information for analogous positions. Data from published salary sources will be incorporated in the market data sample to serve as a private sector representative for those positions which have an appropriate private sector equivalent. Commonly utilized sources include Economic Research Institute, Bureau of Labor Statistics and Comp Analyst, but we are happy to consider published salary survey sources the County can provide to be included.

Once the results of the market assessment have been compiled and analyzed for quality assurance, Baker Tilly will conduct a review of the results with the County's project team by providing a snapshot of the market results for benchmark positions, as well as a comparison to existing pay. Additional market scenarios demonstrating above and below the market will also be prepared to allow the County to select their desired position within the marketplace.

Benefits comparison

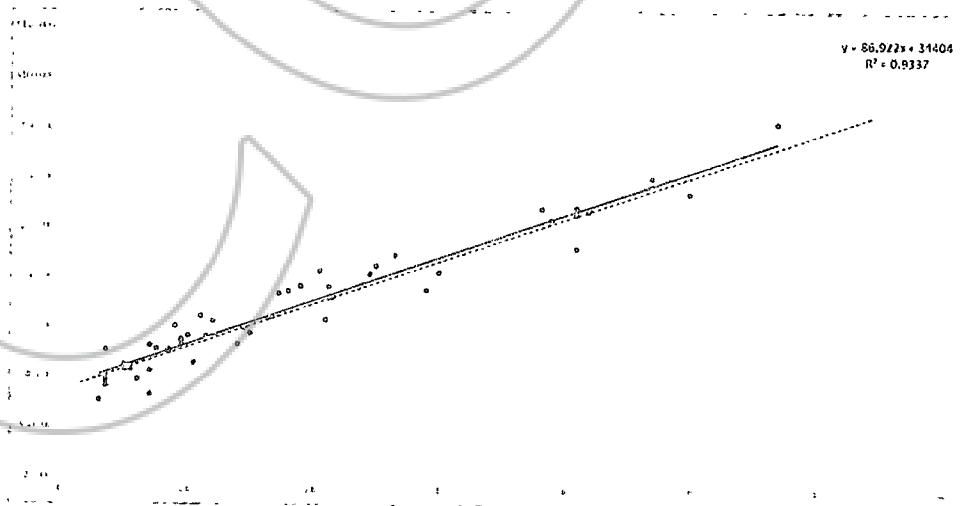
In addition to base pay, Baker Tilly's custom market survey will collect data on peer pay plans, pay policies and practices, health insurance, retirement and paid time off programs, supplemental pay and benefits programs (i.e., tuition assistance, bonus programs, flexible work schedules, etc.), top administrator benefits, and total compensation costs at the organizational level. The scope of the benefits survey can be reduced if the County is not interested in all categories listed (*this would reduce the cost for this milestone*).

Benefits results will be compiled and compared to your organization's fringe benefit offerings and will be included in the final report.

Pay plan development

Baker Tilly will facilitate discussions with the County's project team regarding pay plan design preferences and an approach for classifying positions to the pay plan. To that end, Baker Tilly will develop new pay structures, if necessary, which meet the County's stated goals and business needs. Positions will be classified to the new pay structure with consideration to internal and external results. More specifically, results of the SAFE job evaluation process and market assessment will be used in part or in whole to assign positions to an appropriate pay grade, and this relationship will be tested using regression analysis. In reviewing the proposed classification and compensation plan, Baker Tilly will work with the County to address outliers identified through the regression and finalize the new pay structure.

Sample regression analysis



Implementation and costing analysis

Baker Tilly will develop three scenarios for the County to consider in its adoption and implementation of the proposed pay plan(s), which will include a cost analysis for each scenario. Implementation scenarios can be tailored, for an additional fee, to account for unique pay policies or circumstances that may exist within the County. We can also prepare a multiyear implementation scenario if necessary. Otherwise, our standard scenarios include:

- Moving employees to the minimum of their proposed pay range if their existing salary is below the proposed minimum
- Providing an organization-wide increase, usually 2%
- Providing an increase (usually 0.5%) per year in the position. This scenario helps combat pay compression (and even pay equity) issues that may have developed over time

Pay policy recommendations

Changes to your classification and compensation system may impact existing pay policies and practices. Therefore, we will work with the County's project team to identify impacted policies and make recommendations for adjustments. These may include the following scenarios:

- **Compensation Philosophy.** What does the County believe about how its employees should be compensated? We will help you define your position and articulate the County's philosophy through its pay policies.
- **Hiring, promotion, reclassification.** Establishing guidelines for which employees can be paid above the starting minimum for the pay range
- **Supplemental pay.** Pay for special skills or competencies greater than the minimum requirements, shift differentials, on-call or call-back pay, etc.
- **Pay adjustments.** Language describing how and when increases and pay structure adjustments will take place

Project completion and communication

A final report will be prepared to explain the methodology followed, the results produced and recommendations to the County based on those results. More specifically, the report will document position title recommendations, market survey results (average minimum, midpoint and maximums), proposed pay structure(s), recommended grade assignments and implementation costing calculations for each scenario. This report **will not** document or publish employee-specific information.

We will proudly stand behind the results of your study through implementation to include a formal presentation to County leadership or elected officials. The County has made an important commitment to its staff in taking steps to undergo a classification and compensation study such as this one. Therefore, Baker Tilly highly recommends including a communication plan which will provide an explanation to employees about the results of the classification and compensation study.

Finally, Baker Tilly will provide training to human resources staff that will be responsible for administering and maintaining the new classification and compensation system into the future. Instruction manuals pertaining to the SAFE job evaluation system will also be provided.

Ongoing maintenance

While the County's team will be fully trained and able to maintain its new classification and compensation system, Baker Tilly often provides ongoing maintenance to clients after the completion of a study. Post-contract advisory and maintenance services include:

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- Pay structure updates (research and application) – Consolidation of existing positions
- Reclassification requests – New job descriptions
- FLSA status review – Formal appeals process
- Addition of new or revised positions

This is **not** included in the scope of this project but is recommended if the County might foresee a need to address any of the above listed tasks through an unaffiliated third party or if the human resources staff may not have the capacity to manage these requests internally.

Douglas County's responsibility

Data collection. Baker Tilly will prepare a detailed data request outlining what is necessary to perform these services. Data will be requested in a format compatible with Baker Tilly's computer system and project tools (being Microsoft Excel and Word). Upon receipt of the data, Baker Tilly will examine it for missing information and consistency.

Position analysis questionnaires. The price and scope of the project outlined assume the collection of online PAQs for all position titles included in the study. If there are vacancies, absences or employees unwilling or unable to participate, Baker Tilly will work with the County's project team to identify the appropriate alternative staff to submit documentation on behalf of those positions.

Salary and benefits data. Baker Tilly's ability to provide fair and defensible recommendations about pay and benefits is contingent upon the availability of that data. Baker Tilly may request the County's project team or leadership to contribute to outreach efforts in an attempt to collect necessary data from public peer organizations and keep the project on schedule.

Review of and feedback on preliminary results. Baker Tilly encourages clients to be involved in major decisions about preliminary results that will drive the final results of the study. However, we understand that your commitment to providing uninterrupted support and services to the community must come first and that the County's project team may not be as available as expected to review and approve information when provided. Baker Tilly is familiar with the ebb and flow of local government operations and will be flexible in coordinating with the County to keep the project on track as much as possible.

Serving Douglas County remotely or in person as needed



We are prepared to deliver an exceptional study entirely remotely if so desired. The County's engagement team has various tools enabling them to assist you from any location. Baker Tilly professionals each receive their own laptop and remote access credentials to connect to our internal network from outside the office. When Baker Tilly and the County are not able to meet in person, we utilize Microsoft Teams to quickly set up online meetings.

Technology plays a central role in maintaining open, clear lines of communication. Our client portal, **Huddle**, offers an easy way to access your documents, transfer data and exchange information with us on a 24/7 basis when it's convenient for you. This secure online collaborative workspace allows you to share content at any time.

huddle[™]

However, should the County desire in person meetings, we are equally prepared to do so. The most common milestones that our clients prefer to have as 'in-person' meetings are 1) in the beginning to kick off the project, 2) in the end to conclude the project, 3) and occasionally in the middle to review preliminary grade assignments with department heads.

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Co-developing a timeline to meet Douglas County's deadlines

Your time is valuable, and one significant way we will add value to your organization is by delivering our services on time or ahead of schedule.

Baker Tilly is prepared to initiate your classification and compensation study within two weeks after receiving the official notice to proceed. A detailed project schedule will be provided at the commencement of your study.* *There may be factors beyond the consulting team's control that impact the project schedule.*

DOUGLAS COUNTY, NEVADA CLASSIFICATION AND COMPENSATION STUDY

Activity	Dependency	Target dates
Project initiation: Project planning, data collection, leadership and employee communication sessions, PAQs collected	Authorization to proceed	October - November
Market assessment: market survey prepared and distributed, collected data compiled and analyzed, results reviewed	Peers identified, market reviewed, desired position within the market identified.	December - January
Position review, job evaluation: Title review, job evaluation	Feedback on title recommendations and SAFE designations	December - January
Pay plan development: pay plan(s) developed, grade assignments established, implementation calculated	Feedback on pay plan, grade assignments and implementation scenarios	January - February
Project completion: Draft final report prepared and approved, final presentations scheduled and conducted, staff training scheduled and conducted	Feedback on final report, final presentation scheduled	February - March

COMMITMENT TO SUCCESSFULLY DELIVER SERVICES TO MEET DOUGLAS COUNTY'S REQUIREMENTS
Douglas County's time is valuable. We will co-develop a timeline to provide the County's services on time or ahead of schedule.

Managing project conflicts

Baker Tilly has conducted many projects in which employee groups, management groups, elected groups, union groups, etc. did not have the same perspective about how their organization's classification and compensation program should be administered or updated.

Our process has been carefully constructed to follow federal and state regulations related to employment and compensation. We have been meticulous to ensure that best practices are observed and followed, especially as those best practices are influenced by new laws or trends in the industry. To that end, where employees, management, or other groups may continue to have differing opinions, we hope and expect that our dedication and integrity to provide fair and equitable results to your organization will be undeniable.

Your proposed compensation and classification study engagement team is committed to providing exceptional quality of service. We are confident that, despite any differences between parties, the final report we provide you with at the end of the study will give everyone clear and defensible results they can rely on.

Appendix A:

Prioritizing diversity, inclusion and
belonging for success

At Baker Tilly, DIBS is who we are rather than what we do. Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. When our contributions reflect our individual best, we achieve better results for Douglas County.

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.



**MEET SHANE LLOYD,
DIBS STRATEGY LEADER**
In his role as Head of Diversity, Inclusion and Belonging at Baker Tilly, Shane oversees our company's DIBS initiatives and serves on influential national diversity and inclusion boards

Throughout our firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences, including Shane Lloyd, who joined Baker Tilly as our DIBS strategy leader in 2021. Shane was named to the Washington Business Journal's 2022 "40 under 40," a prestigious list that recognizes individuals with impressive careers who demonstrate a strong commitment to philanthropy and community building.

Shane was also selected as Program Chair to The Conference Board's Diversity, Equity and Inclusion (DEI) Strategist 1 council, where he will strategize on key topics and trends to educate and connect other senior DEI leaders in the corporate space. Read more about the council [here](#).

We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities. [Watch this video](#) to learn more about the ways Baker Tilly celebrates diversity, inclusion and belonging and values the contributions of every team member across our firm.

DIBS steering committee

Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging.

A cross-section of leaders across our firm oversees our strategy – from inclusion-related communications to accountability measures for our key diversity goals and coordination of our signature initiatives described below and on the following pages.



WE EMBED DIBS INTO ALL ASPECTS OF OUR BUSINESS
From how we recruit, develop and promote team members, to the way we serve clients and treat each other. Day in, day out.



Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business. It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.

Supporting Opportunity, Advancement and Recognition (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent acquisition, advancement, education and awareness, and recognition.

NexGen: joining workforce generations



Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. With NexGen, we aim to empower the next generation of team members to collaboratively engage in our firm's progress while promoting an overall investment in our future. Key components of NexGen's vision involve discovering how different generations can build rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals, providing leadership and growth opportunities along the way.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace. This effort includes involvement, support, understanding and acceptance from colleagues across our firm.

Racial Equity Action Plan (ACTION) and focus on social justice



Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color and to create positive change in our communities and our profession. As initial steps in our plan, we convened our DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly respected consulting firm to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

Baker Tilly team members continue to take the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. We are committed to continuing on this learning journey and achieving tangible results together.

Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: We stand against racism and discrimination in any form. Our Baker Tilly Foundation's board of directors, with input from our team members, selected key racial justice organizations as recipients of direct financial support from our firm with a commitment to match team member donations. Additionally, our local SOAR committees support social justice causes across the United States through event sponsorship, fundraising initiatives and volunteer engagement.

Baker Tilly backs Human Rights Campaign initiatives and national associations for accountants of color. In May 2022, Baker Tilly signed on to the Human Rights Campaign's Business Statement Opposing Anti-LGBTQ State Legislation and Business Coalition for Equality Act taking a stand against legislation that would attempt to exclude LGBTQ+ people from full participation in daily life and promoting workplace equality.

Baker Tilly is also expanding our connections and alignment with key professional organizations. We are a Platinum Sponsor of the 2022 National Association of Black Accountants (NABA) National Convention and a participant in conferences for the Ascend Pan-Asian professional network and the Association of Latino Professionals in Finance and Accounting (ALPFA).

Tone from the top: CEO Action for Diversity & Inclusion

CEO **ACTION** FOR DIVERSITY & INCLUSION

Baker Tilly is a member of CEO Action for Diversity & Inclusion, a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for

Diversity & Inclusion is the most extensive alliance of business leaders openly committed to sharing successful diversity initiatives and lessons learned. As a member, Baker Tilly pledges to:

- Make our workplace a safe place to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices
- Create and share strategic inclusion and diversity plans with our board of partners



**BAKER TILLY RECOGNIZED WITH
PERFECT SCORE ON CORPORATE
EQUALITY INDEX**

The Human Rights Campaign awarded Baker Tilly 100 points out of 100 on the 2022 Corporate Equality Index (CEI), an industry-standard measure created to evaluate corporate policies, practices and benefits that support LGBTQ+ team members

As evidence of our commitment to DIBS, examples of public recognition received in recent years are listed below.

PUBLIC RECOGNITION AND AWARDS FROM INDEPENDENT PUBLICATIONS FOR OUR DIBS EFFORTS

Winner of the 2022 Human Rights Campaign Foundation's Best Places to Work

Business Wire and Inside Public Accounting articles on Shane Lloyd's appointment as Baker Tilly's Head of Diversity, Inclusion and Belonging

Podcast with Shane Lloyd on diversity

Host of 2020 "Diversity Well Beyond the Theory: The 'how' in recruitment, retention and inclusion" event in Tysons, Virginia

Recognition as 2018 Corporate Partner of the Year by the National Association of Black Accountants (NABA) Metropolitan Washington, D.C. Chapter

Winner of Corp! Magazine's "Salute to Diversity" Award

Journal of Accountancy article featuring Baker Tilly's diversity initiatives: "The business case for diversity and inclusion at CPA firms"

Pennsylvania Institute of Certified Public Accountants (PICPA) article by a Baker Tilly team member discussing her experience with diversity at our firm: "CPA Now - My Experience with a Diversity Initiative"

Twin Cities Business article highlighting Baker Tilly's commitment to our GROW initiative: "All In: Hiring Women Executives"

“

We do not view diversity, inclusion and belonging as a program or something we “have to do.” We genuinely believe this is who we are. This includes the way we recruit, how we develop and promote team members, how we serve clients and how we treat each other. This is not easy to do. It is much easier to roll out a program as “evidence” of our commitment. However, we are not interested in scratching the surface. We want to effect change for the long run – in our firm and in our profession.

Baker Tilly CEO, Alan Whitman

Appendix B:

Sample report

August 30, 2022



Dear [REDACTED]:

Baker Tilly US, LLP ("Baker Tilly") is pleased to provide the [REDACTED] ("[REDACTED]" or "the City") with results from the completed Classification and Compensation Study. This report documents the approach, findings, and recommendations resulting from the study.

We would like to thank you, as well as other City staff that aided us in bringing this study to its successful completion. We understand that your employees are your greatest asset and without a competitive pay program the City of [REDACTED] may struggle to attract qualified candidates and retain/reward experienced employees. We have created a classification and compensation system that, if implemented, will ensure that the City's positions are externally competitive and internally equitable.

It has been a pleasure working with the City of [REDACTED] and we hope to provide you with professional assistance in the future. Further, we would be happy to answer any questions or points of clarity to the findings and recommendations of this study.

Sincerely,

*Jada Kent*Jada Kent, CCP
Senior Manager*Brenda Turner*Brenda Turner, CCP
Manager

Project Methodology

Baker Tilly approached the classification and compensation study for the City of [REDACTED] by completing each of the following phases or milestones:

- **Data Collection** - Baker Tilly initiated the study by conducting a planning meeting with the City's project team to discuss the current classification and compensation system, goals for conducting the study, and to walk through each phase of the process. Next, Baker Tilly collected documentation from the City, to include job descriptions, organization charts, pay structure, personnel policies, and any other documentation describing how work is performed or compensated.

Finally, Baker Tilly facilitated communication meetings with department heads and employees to inform them about the study, answer questions, and review the position analysis questionnaire (PAQ) they were asked to complete. Once PAQ responses were compiled, the City's leadership was tasked with reviewing and providing feedback on employee PAQ responses, as necessary, to ensure accurate and complete responses were provided.

- **Position review** – Employee completed PAQs were the basis for a classification review in which Baker Tilly reviewed position titles and made recommendations, as necessary, to ensure titles appropriately reflected the nature and level of work performed. Next, Baker Tilly conducted job evaluation using our point factor evaluation tool, called SAFE, resulting in a hierarchy of jobs reflective of City's internal equity. FLSA designations were also reviewed.
- **Market Assessment** - Baker Tilly assisted the City in identifying appropriate and relevant peer organizations to collect market competitive values (base pay salaries) for benchmark positions from. The results were analyzed and reviewed with the City's project team to determine the organizations desired position within the market. Fringe benefits information was also collected and compared to the City's offerings.
- **Pay Plan Development** – Baker Tilly establish a new pay plan for the City and established grade assignments with consideration to internal and external equity. After grade assignments were finalized, implementation costs were calculated and reviewed with the City's project team.
- **Project Completion** - At the conclusion of the study, Baker Tilly prepared this final report documenting the methodology used throughout the classification and compensation study, findings and results of the study, as well as our recommendations based on those results. Going forward, Baker Tilly will provide training to [REDACTED] human resources team responsible for the maintenance and administration of the new classification and compensation system. This includes instructions for utilizing our SAFE Job Evaluation system going forward.

Position Review

Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization as a means for determining the relative value of each job. In other words, job evaluation is a tool for identifying the internal value within the organization.

The Systematic Analysis and Factor Evaluation (SAFE®) is a point factor evaluation process comprised of nine (9) compensable factors and was developed specifically for the measurement of local government positions. Job evaluation is often the preferred method for reviewing jobs internally because, as an approach, it tends to be systematic, objective, and – therefore – defensible. For that reason, job evaluation is often a tool used to comply with federal, state, local regulations related to the Equal Pay Act.

All positions were evaluated against the following compensable factors:

Education	Human interaction	Independence of actions
Experience	Working conditions	Impact on the organization
Level of work	Physical demands	Supervision exercised

In using a point factor job evaluation system, the result is a total score for each position which represents the internal value of that position. Collectively, these total scores establish a hierarchy across the organization. It's important to emphasize that job evaluation is a measurement of the position and not the person in the position. Baker Tilly established preliminary job evaluation designations based on employee completed PAQs. The City's project team reviewed and revised SAFE designations, as necessary, and worked with Baker Tilly to establish final scores for each position included in the study.

The following factors were not considered when evaluating positions with the SAFE methodology: employee performance, length of service with the organization, amount of time in the position, education or experience more than what is required by the position, current salary, or market rates.

FLSA Review

Baker Tilly conducted a review of the Fair Labor Standard Act (FLSA) designation to assist the City with the application of exempt and nonexempt status. The review was based on the City's existing documentation (job descriptions, organization charts, pay plans), as well as new documentation (employee completed position analysis questionnaire (PAQs) to ensure a holistic understanding of the nature and level of work performed by each position. *Baker Tilly recommends that the City obtains a legal review for any exempt/non-exempt status changes.*

Market Assessment

Public Peer Organizations

Understanding your labor market is key to selecting relevant peer organizations for a market study. Factors to consider include industry, organization size, geographic location, competition for talent, and published data available.

██████████ identified 14 public peer organizations to be included in the study and base pay information was collected from all 14 organizations, listed below.

- | | | |
|----------------------|------------------|----------------|
| 1. Arlington Heights | 6. Highland Park | 11. Oak Park |
| 2. Aurora | 7. Lake Forest | 12. Schaumburg |
| 3. Buffalo Grove | 8. Lincolnwood | 13. Skokie |
| 4. Chicago | 9. Naperville | 14. Wilmette |
| 5. Glenview | 10. Northbrook | |

Published Sources

Published salary data was used as a private sector benchmark in this assessment with data from the following sources included in the study:

- Comp Analyst is a salary data resource from Salary.com that is comprised of HR-reported pay data comprised of 800 million market data points from more than 25,000 organizations resulting in data across 15,000 unique job title, 225 industry breakouts, 27,000+ compensable factors, in 42,000+ geographies.
- Bureau of Labor Statistics (BLS). The Occupational Employment Statistics (OES) survey is a semiannual survey measuring wage rates by industry and is displayed nationally, by state, and/or metropolitan area. BLS data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range.
- Economic Research Institute (ERI) is a salary data resource reporting market data for more than 11,000 jobs in more than 9,000 different locations across more than 1,100 industry sectors. ERI data is updated quarterly. ERI data used in this survey was pulled at the 10th and 90th percentile to represent the minimum and maximum thresholds of a salary range

Data Adjustments

The market data obtained was adjusted, as necessary, to account for the following:

- Differences in work week. For example, reported salaries for a 37.5-hour work week was adjusted to reflect that wage for a 40-hour work week.
- If the market data obtained did not reflect the year in which this study was conducted, the data was aged using World at Work's Annual Salary Budget Survey results.
- Geographic adjustments were applied to account for cost-of-labor differences between the City of ██████████ and peer organizations. Baker Tilly uses cost-of-labor differentials reported by the ERI's Geographic Assessor tool. Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid. Cost of labor can be impacted by the cost of living, but also relates to the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

- o Geographic differentials applied for each peer and published source can be found in in the table below. The geographic cost of labor in [REDACTED] is 107.9 and data from each locality was adjusted by the number in the far-right column. For example, the geographic cost of labor in Aurora, IL is 0.2% higher than in [REDACTED] and their data was adjusted down 0.2% to neutralize those geographical differences.

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
6/23/2022	City of [REDACTED] IL	[REDACTED] IL	107.9	90,413

Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	Arlington Heights, IL	Arlington Heights, IL	107.7	0.2%
2	Aurora, IL	Aurora, IL	108.1	-0.2%
3	Buffalo Grove, IL	Buffalo Grove, IL	107.5	0.4%
4	Chicago, IL	Chicago, IL	111	-3.1%
5	Glenview, IL	Glenview, IL	107.7	0.2%
6	Highland Park, IL	Highland Park, IL	106.3	1.6%
7	Lake Forest, IL	Lake Forest, IL	106.2	1.7%
8	Lincolnwood, IL	Lincolnwood, IL	107.7	0.2%
9	Naperville, IL	Naperville, IL	107.9	0.0%
10	Northbrook, IL	Northbrook, IL	107.7	0.2%
11	Oak Park, IL	Oak Park, IL	107.9	0.0%
12	Schaumburg, IL	Schaumburg, IL	107.9	0.0%
13	Skokie, IL	Skokie, IL	108	-0.1%
14	Wilmette, IL	Wilmette, IL	107.6	0.3%
15	Bureau of Labor Statistics	Illinois State Average	103.7	4.2%
16	Comp Analyst	United States Average	100	7.9%
17	Economic Research Institute	Evanston, IL	107.9	0.0%

Quality Control

Baker Tilly prepared a summary of each benchmark position which included minimum education and experience requirements. Peer organizations were asked to match the position within their organization with at least a 75% overlap in duties and responsibilities. Baker Tilly reviewed peer responses and removed or replaced data that appeared to be an inappropriate match. Some organizations returned base pay information for Baker Tilly to match on their behalf.

Because market results are established by a calculation (such as an average of all midpoints), a bigger sample size tends to yield greater confidence in those results. Therefore, Baker Tilly required at least four matches per benchmark position to determine a market value. Positions that had insufficient data (less than four matches) are identified as such in the market results.

Market Results

Of [REDACTED] 223 positions, 181 were included in the survey as benchmark positions (81%). Baker Tilly requested pay ranges (minimum to maximum) and calculated for the midpoint of each collected range. Of the 181 benchmark positions, 35 received insufficient data and a market value was not calculated. Overall, market values were established for 65% of [REDACTED] positions.

Average minimum, midpoint, and maximum data results can be found in **Attachment 1**. The market average midpoint is commonly observed to reflect "the market" value for a given position. A calculated comparison of [REDACTED] control point against the market average midpoint for each benchmark position can be found in **Attachment 2**.

Benefits Comparison

Peer information on pay plans, pay policies, paid time off programs, health insurance, and retirement was also collected during the market study. A comparison to the City's offerings was prepared.

Pay Plan Development

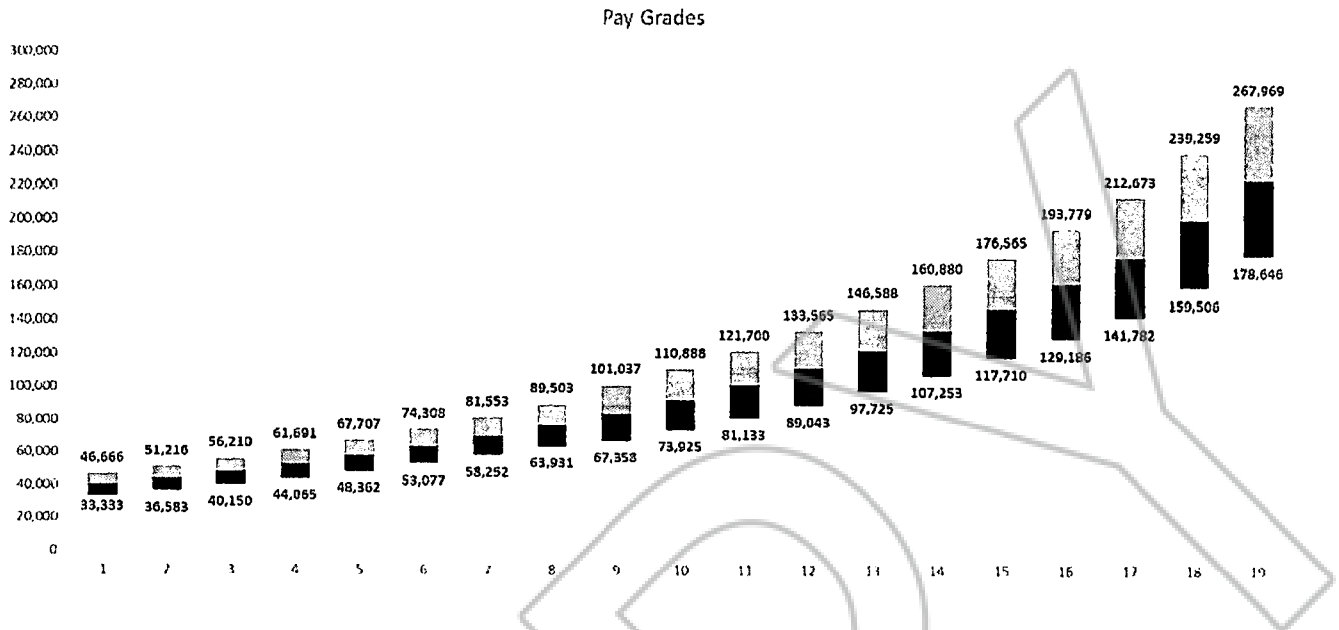
Upon reviewing the market survey results with the City's project team, Baker Tilly led a discussion with the organization regarding desired position within market, pay plan design preferences, and an approach for classifying positions to the pay plan.

Proposed Pay Plan

The proposed pay plan, shown below, is an open plan (Grades, no steps) with the midpoint set at the market midpoint for each grade. There are 19 grades with range spreads from 40% to 50% and midpoint differentials from 9.75 to 12.5%.

Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$33,333	\$40,000	\$46,666	40%	9.75%
2	\$36,583	\$43,900	\$51,216	40%	9.75%
3	\$40,150	\$48,180	\$56,210	40%	9.75%
4	\$44,065	\$52,878	\$61,691	40%	9.75%
5	\$48,362	\$58,034	\$67,707	40%	9.75%
6	\$53,077	\$63,692	\$74,308	40%	9.75%
7	\$58,252	\$69,902	\$81,553	40%	9.75%
8	\$63,931	\$76,717	\$89,503	40%	9.75%
9	\$67,358	\$84,197	\$101,037	50%	9.75%
10	\$73,925	\$92,406	\$110,888	50%	9.75%
11	\$81,133	\$101,416	\$121,700	50%	9.75%
12	\$89,043	\$111,304	\$133,565	50%	9.75%
13	\$97,725	\$122,156	\$146,588	50%	9.75%
14	\$107,253	\$134,066	\$160,880	50%	9.75%
15	\$117,710	\$147,137	\$176,565	50%	9.75%
16	\$129,186	\$161,483	\$193,779	50%	9.75%
17	\$141,782	\$177,228	\$212,673	50%	9.75%
18	\$159,506	\$199,382	\$239,259	50%	12.50%
19	\$178,646	\$223,308	\$267,969	50%	12.00%



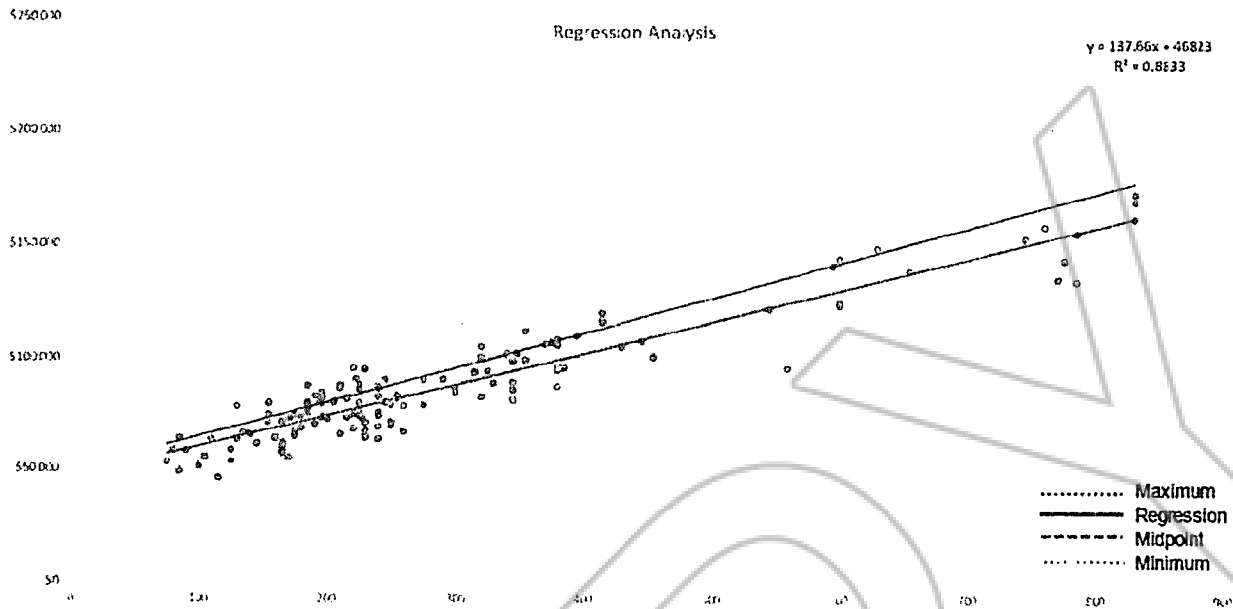
Grade assignments were established with consideration to internal and external data. More specifically, job evaluation results and market average midpoints were used as a guidepost to establish preliminary grade assignments. The Title & Grade Assignment can be found in **Attachment 3**.

Regression Analysis

In statistical modeling, a regression analysis is used to measure the relationships between data sets and even predict one variable based on another. Here, Baker Tilly used a regression analysis to compare internal data to external data. More specifically, SAFE scores were compared against market average midpoints.

On the chart above, each dot represents a benchmark position placed where the SAFE score and market value intersect. The blue line is the regression line influenced by the placement of all dots (benchmark positions). Ultimately, there is an 88.3% correlation between the internal and external values. Further, this chart depicts the proposed pay plan as it lays across the natural distribution of jobs. The orange dotted line representing the maximum, the solid green line representing the midpoint, and the gray dotted line representing the minimum.

Due to the high correlation in internal and external values, the City would be able to maintain the new classification and compensation system using our SAFE job evaluation process as a means for reclassifying positions that have changed over time, adding new positions, consolidating positions, etc. into the future.



Implementation Analysis

Baker Tilly developed 2 implementation scenarios for the City to consider. Implementation calculations represent base pay only.

1. Employees are moved to the minimum of their pay range if their current salary is less than the midpoint. This option is to get everyone onto the pay plan so the City can adopt it. All other employees would retain their current salary.

Option 1 - Move to Minimum					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$61,743,243.78	\$62,005,169.69	\$261,925.91	0.4%
Employees Below Minimum	69	\$2,533,047.48	\$2,794,973.39	\$261,925.91	10.3%
Employees Within Range	676	\$58,214,986.38	\$58,214,986.38	\$0.00	0.0%
Employees Above Maximum	17	\$995,209.92	\$995,209.92	\$0.00	0.0%

2. All employees receive a 2% pay increase. If an employee's salary is already "within" the range they would receive 2%. If an employee's current salary is below the minimum and moving them to the midpoint is less than 2%, they would instead receive the full 2% increase. Other employees that are below the minimum would receive whatever increase that gets them to the minimum of their pay range. Employees with a salary "above" their maximum are excluded from calculations.

Option 2 - Move to Minimum or 2% Increase					
	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	762	\$61,743,243.78	\$63,199,139.49	\$1,455,895.71	2.4%
Employees Below Minimum	69	\$2,533,047.48	\$2,845,990.62	\$312,943.14	12.4%
Employees Within Range	676	\$58,214,986.38	\$59,357,938.95	\$1,142,952.57	2.0%
Employees Above Maximum	17	\$995,209.92	\$995,209.92	\$0.00	0.0%

Compensation Philosophy / Pay Policy Review

A compensation philosophy is a statement of commitment by an organization to its employees, regarding how and why the compensation program exists, the goals for the program, and how it will be managed. Most typically it includes a commitment to pay equity along with the following components: definition of market, intending position within the market, total rewards provided by the organization, as well as administrative guidelines for achieving the compensation philosophy goal.

Baker Tilly met with the City's project team to discuss current pay policies and any challenges the City was facing with regards to the language and application of those policies. Next, Baker Tilly worked with the City to establish a compensation philosophy that describes the intention and expectation for administering the new classification and compensation system in a way that will help the City attract and retain qualified workers to continue providing high quality services to the community. The established compensation philosophy statement can be found in **Attachment 4**.

Additionally, Baker Tilly worked with the City to determine adjustments to existing pay policies as well as addition of new pay policies. These will assist the City in achieving its compensation philosophy.

Recommendations

The City of [REDACTED] is a service-oriented organization. The organization delivers services through its employees who are a major investment in the organization's infrastructure.

This report contains information which has been gathered from a variety of sources, objectively analyzed, and structured in a way that will provide a fair, defensible, and competitive system for the City to compensate its employees. It is our independent judgment that has resulted in the following recommendations.

We urge the City of [REDACTED] to:

- Approve the recommended position title and classification adjustments.
- Approve the proposed pay plan and position grade assignments.
- Approve an implementation scenario that addresses the City's compensation philosophy and/or business goals, and that is fiscally attainable and sustainable.
- Adopt recommended changes and/or additions to the City's pay policies to ensure the new classification and compensation system is administered in a way that achieves the City's compensation philosophy.
- Continue efforts to maintain the classification and compensation system by routinely reviewing positions, descriptions, and market rates. This includes adjustments to the pay structure annual to keep pace with the market as well as adoption of merit increases to reward employees and keep them moving through their pay ranges.

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
1	Administrative Services	Administrative Services Director	4	\$114,674.48	\$146,004.80	\$171,110.15	49%
2	Administrative Services	Facilities Maintenance Worker I	6	\$48,616.88	\$58,465.90	\$68,314.93	41%
3	Administrative Services	Facilities Maintenance Worker III	5	\$58,288.94	\$69,897.78	\$81,506.62	40%
4	Administrative Services	FFM Assistant	5	\$48,009.19	\$57,408.86	\$66,808.53	39%
5	Administrative Services	FFM Equipment Mechanic	9	\$68,061.35	\$81,575.01	\$94,215.66	38%
6	Administrative Services	FFM Lead Mechanic	10	\$73,643.18	\$88,001.40	\$101,137.06	37%
7	Administrative Services	FFM Manager	4	\$81,085.60	\$95,693.92	\$110,302.23	36%
8	Administrative Services	FFM Master Tradesman	0	Insufficient Data			
9	Administrative Services	FFM Supervisor	7	\$76,696.48	\$93,854.61	\$109,353.72	43%
10	Administrative Services	Benefits Coordinator	6	\$59,207.89	\$75,197.90	\$86,457.42	46%
11	Administrative Services	Human Resources Assistant	8	\$48,658.23	\$61,459.52	\$74,260.81	53%
12	Administrative Services	Human Resources Director	8	\$106,644.14	\$134,678.93	\$183,233.84	72%
13	Administrative Services	Human Resources Specialist	13	\$61,065.06	\$75,955.96	\$91,059.46	49%
14	Administrative Services	Safety & Workers' Comp Manager	6	\$80,757.85	\$99,556.97	\$118,356.10	47%
15	Administrative Services	Chief Information Security Officer	6	\$113,928.14	\$152,139.08	\$183,992.47	61%
16	Administrative Services	GIS Analyst	7	\$58,073.06	\$80,109.72	\$101,616.74	75%
17	Administrative Services	IT Service Delivery Manager	10	\$86,170.96	\$109,899.79	\$127,992.11	49%
18	Administrative Services	Network Engineer	10	\$78,728.90	\$93,526.38	\$117,280.59	49%
19	Administrative Services	Programmer Analyst	7	\$69,866.31	\$84,328.13	\$100,759.94	44%
20	Administrative Services	Public Safety Technology Coordinator	5	\$62,083.60	\$78,807.83	\$95,532.07	54%
21	Administrative Services	Systems Administrator	10	\$73,621.74	\$93,424.73	\$115,581.25	57%
22	Administrative Services	Tech Support Specialist I	13	\$59,810.17	\$71,065.55	\$85,904.55	44%
23	Administrative Services	Parking Division Manager	1	Insufficient Data			
24	Administrative Services	Parking Enforcement Officer	4	\$40,585.38	\$53,116.29	\$59,857.39	47%
25	Administrative Services	Parking Enforcement Supervisor	1	Insufficient Data			
26	Administrative Services	Parking Maintenance Worker	1	Insufficient Data			
27	Administrative Services	Payroll Manager	8	\$71,182.70	\$87,328.01	\$103,473.32	45%
28	Administrative Services	Payroll/Pension Administrator	8	\$50,033.06	\$67,037.19	\$81,428.55	63%
29	City Clerk's Office	City Clerk	3	\$71,113.83	\$86,620.39	\$94,785.72	33%
30	City Clerk's Office	Deputy City Clerk	7	\$60,438.34	\$73,518.34	\$87,346.83	45%
31	City Manager	Assistant to the City Manager	11	\$72,293.75	\$87,752.42	\$103,211.08	43%
32	City Manager	City Manager	5	\$176,002.30	\$222,084.09	\$281,618.11	60%
33	City Manager	Economic Development Manager	8	\$87,251.08	\$106,926.69	\$120,011.29	38%
34	City Manager	Economic Development Specialist	7	\$65,941.70	\$79,906.26	\$100,133.14	52%
35	City Manager	Accountant	14	\$60,078.89	\$75,019.04	\$89,745.46	49%
36	City Manager	Accounting Manager	9	\$77,980.43	\$96,109.58	\$114,685.00	47%
37	City Manager	Accounts Payable Coordinator	8	\$55,289.34	\$66,925.61	\$79,607.51	44%
38	City Manager	Chief Financial Officer / Treasurer	14	\$127,996.16	\$154,504.65	\$211,219.07	65%
39	City Manager	Financial Analyst	12	\$68,810.40	\$87,077.52	\$106,353.02	55%
40	City Manager	Purchasing Manager	8	\$85,196.66	\$105,572.11	\$123,311.86	45%
41	City Manager	Purchasing Specialist	7	\$54,946.64	\$72,585.04	\$91,646.78	67%
42	City Manager	Revenue/Tax Assessment Reviewer	3	\$49,525.98	\$71,471.57	\$93,417.16	89%
43	City Manager	Mayor's Assistant	8	\$54,171.91	\$69,277.93	\$78,442.03	45%
44	City Manager	Policy Coordinator	1	Insufficient Data			
45	City Manager	Broadcast Operations Coordinator	6	\$50,106.69	\$63,459.12	\$80,323.37	60%
46	City Manager	Communications Manager	12	\$80,078.11	\$108,103.97	\$130,372.30	45%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
47	City Manager	Revenue Supervisor	3	\$64,084.01	\$79,979.92	\$95,875.83	50%
48	City Manager	Sustainability & Resilience Coordinator	2	Insufficient Data			
49	Community Development	Building Construction Inspection Supervisor	8	\$66,999.08	\$82,616.42	\$99,789.35	49%
50	Community Development	Electrical Inspector II	7	\$64,022.32	\$81,227.59	\$96,686.22	51%
51	Community Development	Permit Services Specialist	9	\$48,319.75	\$60,348.06	\$72,376.38	50%
52	Community Development	Plumbing/Mechanical Inspector	8	\$69,853.46	\$84,648.29	\$98,060.74	40%
53	Community Development	Community Development Director	12	\$109,698.22	\$142,604.18	\$165,206.68	51%
54	Community Development	Transportation & Mobility Coordinator	4	\$62,461.13	\$79,347.88	\$96,234.63	54%
55	Community Development	Grants Compliance Specialist	4	\$64,795.08	\$78,516.44	\$92,237.81	42%
56	Community Development	Housing & Economic Development Analyst	5	\$61,936.08	\$83,383.62	\$93,863.19	52%
57	Community Development	Housing & Grants Manager	5	\$76,996.92	\$94,716.39	\$111,350.32	45%
58	Community Development	Neighborhood & Landuse Planner	7	\$72,862.35	\$88,305.10	\$105,901.65	45%
59	Community Development	Planner	11	\$65,449.43	\$79,933.41	\$98,282.28	50%
60	Community Development	Zoning Administrator	8	\$69,634.87	\$86,289.75	\$95,265.25	37%
61	Community Development	Property Maintenance Inspector	9	\$63,861.77	\$74,199.16	\$87,957.77	38%
62	Community Development	Property Maintenance Supervisor	6	\$75,850.40	\$90,275.70	\$104,844.26	38%
63	Fire	Fire Captain	5	\$100,386.36	\$116,050.79	\$121,550.30	21%
64	Fire	Fire Chief	12	\$125,500.13	\$161,135.65	\$186,547.71	49%
65	Fire	Fire Deputy Chief	11	\$110,910.69	\$138,193.93	\$154,040.35	39%
66	Fire	Fire Division Chief	2	Insufficient Data			
67	Fire	Fire Shift Chief	0	Insufficient Data			
68	Fire	Firefighter/Paramedic	11	\$77,530.13	\$95,651.37	\$111,667.71	44%
69	Fire	Administrative Assistant	11	\$48,014.29	\$58,867.20	\$69,413.25	45%
70	Health and Human Services	Community Health Specialist	3	\$53,786.03	\$65,170.81	\$76,555.59	42%
71	Health and Human Services	Human Services Advocate	5	\$55,140.40	\$74,085.55	\$82,099.67	49%
72	Health and Human Services	Human Services Manager	2	Insufficient Data			
73	Health and Human Services	Communicable Disease Surveillance Specialist	4	\$67,380.77	\$82,542.19	\$97,703.61	45%
74	Health and Human Services	Environmental Health Practitioner I	6	\$61,981.77	\$75,606.09	\$89,230.41	44%
75	Health and Human Services	Environmental Health Practitioner II	1	Insufficient Data			
76	Health and Human Services	Health Licensing Coordinator	1	Insufficient Data			
77	Health and Human Services	Public Health Manager	3	\$79,746.08	\$95,722.98	\$111,699.87	40%
78	Health and Human Services	Public Health Preparedness Specialist	5	\$62,243.04	\$77,538.13	\$92,833.22	49%
79	Health and Human Services	Health Director	6	\$116,182.78	\$133,219.83	\$161,723.26	39%
80	Health and Human Services	Community Services Manager	5	\$71,003.05	\$89,181.67	\$110,824.39	56%
81	Health and Human Services	Outreach Supervisor	0	Insufficient Data			
82	Health and Human Services	Outreach Worker	0	Insufficient Data			
83	Law	Assistant City Attorney	2	Insufficient Data			
84	Law	City Attorney	4	\$84,181.33	\$105,861.63	\$127,541.93	52%
85	Law	Deputy City Attorney	6	\$132,932.57	\$157,681.87	\$193,088.68	45%
86	Law	Paralegal	4	\$101,021.60	\$121,235.00	\$150,836.14	49%
87	Library	Access Manager	9	\$53,764.62	\$68,367.09	\$84,215.58	57%
88	Library	Assistant Circulation Manager	0	Insufficient Data			
89	Library	Collection Development Manager	0	Insufficient Data			
90	Library	Community Engagement Manager	0	Insufficient Data			
91	Library	Facilities Manager	0	Insufficient Data			
92	Library	Librarian I	4	\$75,764.85	\$104,900.86	\$134,036.87	77%
			4	\$45,723.97	\$64,314.82	\$82,905.67	81%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
93	Library	Librarian II	2	Insufficient Data			
94	Library	Library Assistant	4	\$35,819.23	\$46,224.89	\$56,630.54	58%
95	Library	Library Clerk	2	Insufficient Data			
96	Library	Library Director	2	Insufficient Data			
97	Library	Library Office Coordinator	0	Insufficient Data			
98	Library	Library Security Monitor	0	Insufficient Data			
99	Library	Library Services Coordinator	1	Insufficient Data			
100	Library	Library Supervisor	1	Insufficient Data			
101	Library	Teen Engagement Coordinator	1	Insufficient Data			
102	Multiple	Administrative Coordinator	7	\$48,717.89	\$61,906.74	\$72,959.47	50%
103	Multiple	Administrative Lead	6	\$52,281.04	\$65,732.15	\$80,169.76	53%
104	Multiple	Community Engagement Coordinator	5	\$57,280.74	\$70,947.45	\$92,707.76	62%
105	Multiple	Custodian I	5	\$47,878.70	\$58,283.69	\$69,294.70	45%
106	Multiple	Custodian II	4	\$52,881.10	\$64,010.73	\$75,140.36	42%
107	Multiple	Customer Service Representative	9	\$43,162.77	\$53,606.37	\$64,665.87	50%
108	Multiple	Management Analyst	12	\$63,970.76	\$78,908.73	\$96,814.50	51%
109	Non-Department/Risk Management	Administrative Secretary	7	\$46,643.81	\$57,736.57	\$68,762.04	47%
110	Parks, Rec & Comm Serv	Assistant Program Coordinator	0	Insufficient Data			
111	Parks, Rec & Comm Serv	Bus Driver	4	\$37,207.73	\$49,033.59	\$60,859.45	64%
112	Parks, Rec & Comm Serv	Clerk II	2	Insufficient Data			
113	Parks, Rec & Comm Serv	Clerk III	2	Insufficient Data			
114	Parks, Rec & Comm Serv	Facilities Supervisor	4	\$68,060.74	\$106,493.04	\$132,367.60	94%
115	Parks, Rec & Comm Serv	Office Assistant	3	\$39,241.27	\$51,198.06	\$68,269.52	48%
116	Parks, Rec & Comm Serv	Office Coordinator	3	\$49,648.72	\$68,748.48	\$77,125.80	55%
117	Parks, Rec & Comm Serv	Program Coordinator	3	\$54,620.18	\$67,723.42	\$80,826.65	48%
118	Parks, Rec & Comm Serv	Program Supervisor	4	\$58,390.36	\$70,712.73	\$83,035.10	42%
119	Parks, Rec & Comm Serv	Recreation Manager	3	\$75,010.09	\$89,088.80	\$103,167.51	38%
120	Parks, Rec & Comm Serv	Recreation Support Specialist	2	Insufficient Data			
121	Police	Assistant Communications Coordinator	4	\$78,361.48	\$95,061.31	\$111,007.21	42%
122	Police	Communications Coordinator	7	\$83,431.50	\$107,507.10	\$119,929.62	44%
123	Police	Crime Analyst	6	\$64,204.73	\$82,058.92	\$99,835.28	55%
124	Police	Deputy Chief	12	\$121,918.14	\$147,831.51	\$169,857.55	39%
125	Police	Finance Manager, Police	3	\$83,512.25	\$104,898.34	\$126,284.44	51%
126	Police	Police Chief	12	\$133,867.13	\$171,740.26	\$198,984.33	49%
127	Police	Police Commander	9	\$114,457.70	\$140,219.92	\$155,468.67	36%
128	Police	Police Officer	15	\$68,365.96	\$86,719.61	\$102,111.88	49%
129	Police	Police Sergeant	13	\$104,994.57	\$119,487.92	\$132,584.40	26%
130	Police	Property Officer	6	\$51,246.38	\$63,448.54	\$75,322.46	47%
131	Police	Records Coordinator	8	\$65,954.79	\$82,916.19	\$98,431.78	49%
132	Police	Review Officer	7	\$46,217.44	\$55,167.09	\$66,443.73	44%
133	Police	Service Desk Officer I	4	\$43,767.82	\$55,496.39	\$67,224.97	54%
134	Police	Service Desk Officer II	3	\$49,800.21	\$63,468.18	\$77,136.15	55%
135	Police	Telecommunicator	6	\$64,458.00	\$74,948.67	\$90,406.41	40%
136	Public Works Agency	Architect	3	\$65,603.56	\$90,548.37	\$115,493.19	76%
137	Public Works Agency	Capital Planning Bureau Chief	6	\$106,532.75	\$122,813.74	\$147,340.91	38%
138	Public Works Agency	Civil Engineer II	13	\$74,388.26	\$90,316.01	\$108,124.80	45%

Attachment 1 - Market Results

#	Department	Benchmark Position	Matches	Avg Minimum	Average Midpoint	Avg Maximum	% Range Spread
139	Public Works Agency	Civil Engineer III	6	\$84,373.41	\$102,078.06	\$119,782.71	42%
140	Public Works Agency	Engineering Associate	7	\$51,327.27	\$64,473.92	\$71,433.86	39%
141	Public Works Agency	Traffic Engineering Technician	7	\$64,969.95	\$79,730.54	\$90,723.00	40%
142	Public Works Agency	Environmental Services Coordinator	4	\$72,291.00	\$85,807.46	\$99,323.92	37%
143	Public Works Agency	Forestry Supervisor/Arborist	6	\$75,081.89	\$91,653.46	\$106,709.90	42%
144	Public Works Agency	Parks/Forestry Crew Leader	3	\$48,598.03	\$72,935.55	\$67,859.15	40%
145	Public Works Agency	Parks/Forestry Worker	6	\$60,797.12	\$71,136.57	\$81,476.01	34%
146	Public Works Agency	General Tradesman	0	Insufficient Data			
147	Public Works Agency	Greenway Supervisor	0	Insufficient Data			
148	Public Works Agency	Greenway Worker	3	\$34,012.65	\$47,950.01	\$47,058.05	38%
149	Public Works Agency	Greenways Crew Leader	1	Insufficient Data			
150	Public Works Agency	Equipment Operator I	4	\$55,528.24	\$65,707.22	\$77,509.16	40%
151	Public Works Agency	Equipment Operator II	3	\$65,771.04	\$74,709.32	\$89,703.47	36%
152	Public Works Agency	Equipment Operator III	3	\$61,428.78	\$79,804.62	\$98,678.31	61%
153	Public Works Agency	GIS / Engineering Technician	8	\$58,815.26	\$71,256.57	\$87,356.60	49%
154	Public Works Agency	Project Management Supervisor	4	\$88,310.11	\$98,709.09	\$116,196.92	32%
155	Public Works Agency	Public Works Crew Leader	5	\$78,907.18	\$90,885.91	\$107,894.37	37%
156	Public Works Agency	Public Works Maintenance Worker I	8	\$54,680.94	\$63,958.41	\$76,821.19	40%
157	Public Works Agency	Public Works Maintenance Worker II	6	\$60,745.66	\$72,977.50	\$85,209.34	40%
158	Public Works Agency	Public Works Maintenance Worker III	4	\$64,595.06	\$76,991.55	\$89,388.04	38%
159	Public Works Agency	Senior Project Manager	8	\$79,339.65	\$100,696.21	\$113,786.21	43%
160	Public Works Agency	Plumbing Inspector	5	\$66,616.28	\$80,192.78	\$93,769.29	41%
161	Public Works Agency	Public Works Director	11	\$128,382.90	\$168,189.99	\$185,033.91	44%
162	Public Works Agency	Sanitation Supervisor	4	\$86,545.31	\$101,877.35	\$117,209.39	35%
163	Public Works Agency	Senior Sewer Supervisor	5	\$91,045.97	\$111,933.92	\$124,677.31	37%
164	Public Works Agency	Solid Waste Coordinator	2	Insufficient Data			
165	Public Works Agency	Public Services Bureau Chief	4	\$101,959.18	\$124,624.87	\$140,711.35	38%
166	Public Works Agency	Streets Supervisor	6	\$88,553.06	\$104,956.60	\$125,723.90	42%
167	Public Works Agency	Traffic Electrician	4	\$56,312.55	\$61,680.26	\$80,981.95	44%
168	Public Works Agency	Traffic Operations Supervisor	5	\$64,812.58	\$98,964.94	\$111,899.04	73%
169	Public Works Agency	Chemist	7	\$60,520.53	\$81,094.40	\$97,614.85	62%
170	Public Works Agency	Customer Service/Water Bill Coordinator	9	\$51,697.87	\$64,010.08	\$72,383.72	40%
171	Public Works Agency	Microbiologist	4	\$58,668.03	\$73,721.79	\$101,080.10	72%
172	Public Works Agency	PW Division Chief, Filtration	2	Insufficient Data			
173	Public Works Agency	PW Division Chief, Pumping	0	Insufficient Data			
174	Public Works Agency	Water Distribution Supervisor	9	\$81,602.52	\$100,275.69	\$117,307.09	44%
175	Public Works Agency	Water Plant Operator	6	\$66,505.09	\$78,374.69	\$89,816.22	35%
176	Public Works Agency	Water Production Bureau Chief	3	\$104,423.40	\$143,382.66	\$143,830.27	38%
177	Public Works Agency	Water Worker I	5	\$51,527.39	\$66,594.46	\$81,995.62	59%
178	Public Works Agency	Water Worker III	5	\$60,111.81	\$73,542.11	\$84,073.65	40%
179	Public Works Agency	Water/Sewer Crew Leader	3	\$68,339.94	\$82,077.17	\$95,814.40	40%
180	Public Works Agency	Water/Sewer Mechanic	4	\$73,392.30	\$86,074.98	\$98,757.66	35%

Attachment 2 - Market Comparison

Department	Position Title	Current	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Administrative Services	Administrative Services Director	\$157,705.34	\$138,704.56	▼(12.0%)	\$146,004.80	▼(7.4%)	\$153,305.04	▼(2.8%)
Administrative Services	Facilities Maintenance Worker I	\$62,641.28	\$55,542.61	▼(11.3%)	\$58,465.90	▼(6.7%)	\$61,389.20	▼(2.0%)
Administrative Services	Facilities Maintenance Worker III	\$81,490.24	\$66,402.89	▼(18.5%)	\$69,897.78	▼(14.2%)	\$73,392.67	▼(9.9%)
Administrative Services	FFM Assistant	\$61,146.15	\$54,538.42	▼(10.8%)	\$57,408.86	▼(6.1%)	\$60,279.30	▼(1.4%)
Administrative Services	FFM Equipment Mechanic	\$73,963.76	\$77,496.26	▲4.8%	\$81,575.01	▲10.3%	\$85,653.76	▲15.8%
Administrative Services	FFM Lead Mechanic	\$79,643.20	\$83,601.33	▲5.0%	\$88,001.40	▲10.5%	\$92,401.47	▲16.0%
Administrative Services	FFM Manager	\$104,367.00	\$90,909.22	▼(12.9%)	\$95,693.92	▼(8.3%)	\$100,478.62	▼(3.7%)
Administrative Services	FFM Supervisor	\$82,238.86	Insufficient data					
Administrative Services	Benefits Coordinator	\$100,562.00	\$89,161.88	▼(11.3%)	\$93,854.61	▼(6.7%)	\$98,547.34	▼(2.0%)
Administrative Services	Human Resources Assistant	\$78,894.08	\$71,438.01	▼(9.5%)	\$75,197.90	▼(4.7%)	\$78,957.80	▲0.1%
Administrative Services	Human Resources Director	\$72,781.80	\$58,386.55	▼(19.8%)	\$61,458.52	▼(15.6%)	\$64,532.50	▼(11.3%)
Administrative Services	Human Resources Specialist	\$129,861.96	\$127,944.99	▼(1.5%)	\$134,678.93	▲3.7%	\$141,412.88	▲8.9%
Administrative Services	Safety & Workers' Comp Manager	\$75,678.53	\$72,158.16	▼(4.7%)	\$75,955.96	▲0.4%	\$79,753.75	▲5.4%
Administrative Services	Chief Information Security Officer	\$98,199.47	\$94,579.12	▼(3.7%)	\$99,556.97	▲1.4%	\$104,534.82	▲6.5%
Administrative Services	GIS Analyst	\$157,705.34	\$144,532.12	▼(8.4%)	\$152,138.08	▼(3.5%)	\$159,746.03	▲1.3%
Administrative Services	IT Service Delivery Manager	\$86,492.25	\$76,104.23	▼(12.0%)	\$80,109.72	▼(7.4%)	\$84,115.21	▼(2.7%)
Administrative Services	Network Engineer	\$98,199.47	\$104,404.80	▲6.3%	\$109,899.79	▲11.9%	\$115,394.78	▲17.5%
Administrative Services	Programmer Analyst	\$91,419.50	\$88,850.06	▼(2.8%)	\$93,526.38	▲2.3%	\$98,202.70	▲7.4%
Administrative Services	Public Safety Technology Coordinator	\$91,670.57	\$80,111.73	▼(12.6%)	\$84,328.13	▼(8.0%)	\$88,544.54	▼(3.4%)
Administrative Services	Systems Administrator	\$77,746.00	\$74,867.44	▼(3.7%)	\$78,807.83	▲1.4%	\$82,748.23	▲6.4%
Administrative Services	Tech Support Specialist I	\$84,878.73	\$88,753.50	▲4.6%	\$93,424.73	▼(1.5%)	\$98,095.97	▲3.4%
Administrative Services	Tech Support Specialist II	\$67,140.50	\$67,512.27	▲0.6%	\$71,065.55	▲5.8%	\$74,618.83	▲11.1%
Administrative Services	Parking Enforcement Officer	\$132,783.84	Insufficient data					
Administrative Services	Police Officer	\$55,569.92	\$50,460.48	▼(9.2%)	\$53,116.29	▼(19.0%)	\$55,772.11	▼(14.9%)
Administrative Services	Police Officer Supervisor	\$104,367.00	Insufficient data					
Administrative Services	Police Officer Supervisor	\$68,893.60	Insufficient data					
Administrative Services	Payroll Manager	\$104,640.01	\$82,961.61	▼(20.7%)	\$87,328.01	▼(16.5%)	\$91,694.41	▼(12.4%)
Administrative Services	Payroll/Pension Administrator	\$79,838.85	\$63,685.33	▼(20.2%)	\$67,037.19	▼(16.0%)	\$70,389.05	▼(11.8%)
City Clerk's Office	City Clerk	\$41,621.78	\$82,289.37	▲97.7%	\$86,620.39	▲108.1%	\$90,951.41	▲18.5%
City Clerk's Office	Deputy City Clerk	\$52,084.50	\$69,842.43	▲34.1%	\$73,518.34	▲41.2%	\$77,194.26	▲48.2%
City Manager	Assistant to the City Manager	\$77,183.92	\$83,364.80	▲8.0%	\$87,752.42	▲13.7%	\$92,140.04	▲19.4%
City Manager	City Manager	\$225,000.00	\$210,979.89	▼(6.2%)	\$222,084.09	▼(1.3%)	\$233,188.29	▲3.6%
City Manager	Economic Development Manager	\$102,136.25	\$101,580.36	▼(0.5%)	\$106,926.69	▲4.7%	\$112,273.03	▲9.9%
City Manager	Economic Development Specialist	\$69,741.75	\$75,910.95	▲8.8%	\$79,906.26	▲14.6%	\$83,901.58	▲20.3%
City Manager	Accountant	\$75,046.40	\$71,268.09	▼(5.0%)	\$75,019.04	▼(0.0%)	\$78,769.99	▲5.0%
City Manager	Accounts Payable Coordinator	\$97,252.50	\$91,304.10	▼(6.1%)	\$96,109.58	▼(1.2%)	\$100,915.05	▲3.8%
City Manager	Chief Financial Officer / Treasurer	\$76,885.98	\$63,579.33	▼(17.3%)	\$66,925.61	▼(13.0%)	\$70,271.89	▼(8.6%)
City Manager	Financial Analyst	\$146,954.50	\$146,779.42	▼(0.1%)	\$154,504.65	▲5.1%	\$162,229.88	▲10.4%
City Manager	Purchasing Manager	\$88,328.45	\$82,723.64	▼(6.3%)	\$87,077.52	▼(1.4%)	\$91,431.40	▲3.5%
City Manager	Purchasing Specialist	\$90,385.00	\$100,293.51	▲11.0%	\$105,572.11	▲16.8%	\$110,850.72	▲22.6%
City Manager	Revenue/Tax Assessment Reviewer	\$77,034.75	\$68,955.79	▼(10.5%)	\$72,585.04	▼(5.8%)	\$76,214.29	▼(1.1%)
City Manager	Mayor's Assistant	\$66,885.98	\$67,897.99	▲1.5%	\$71,471.57	▲6.9%	\$75,045.15	▲12.2%
City Manager	Mayor's Assistant	\$71,200.50	\$65,814.03	▼(7.6%)	\$69,277.93	▼(2.7%)	\$72,741.83	▲2.2%
City Manager	Police Captain	\$86,621.00	Insufficient data					
City Manager	Broadcast Operations Coordinator	\$75,367.50	\$60,286.16	▼(20.0%)	\$63,459.12	▼(15.8%)	\$66,632.07	▼(11.6%)
City Manager	Communications Manager	\$94,619.00	\$102,698.77	▲8.5%	\$108,103.97	▲14.3%	\$113,509.17	▲20.0%
City Manager	Revenue Supervisor	\$78,127.53	\$75,980.92	▼(2.7%)	\$79,979.92	▲2.4%	\$83,978.91	▲7.5%
City Manager	System Administrator	\$96,038.60	Insufficient data					
Community Development	Building Construction Inspection Supervisor	\$63,443.25	\$78,485.60	▲23.7%	\$82,616.42	▲30.2%	\$86,747.24	▲36.7%
Community Development	Electrical Inspector II	\$78,894.08	\$77,168.21	▼(2.2%)	\$81,227.59	▲3.0%	\$85,288.97	▲8.1%
Community Development	Community Development Specialist	\$67,782.00	\$60,348.66	▼(10.5%)	\$63,365.47	▼(6.5%)	\$66,382.87	▼(1.9%)
Community Development	Plumbing/Mechanical Inspector	\$72,761.80	\$80,415.87	▲10.5%	\$84,648.29	▲16.3%	\$88,880.70	▲22.1%
Community Development	Community Development Director	\$130,403.00	\$135,473.97	▲3.9%	\$142,604.18	▲9.4%	\$149,734.39	▲14.8%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt + / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt + / (-) Mkt
Community Development	Transportation & Mobility Coordinator	\$75,534.50	\$75,380.49 ▼(0.2%)	\$79,347.88	▲5.0%	\$83,315.28 ▲10.3%
Community Development	Grants Compliance Specialist	\$82,276.35	\$74,590.62 ▼(9.3%)	\$78,516.44	▼(4.6%)	\$82,442.27 ▲0.2%
Community Development	Housing & Economic Development Analyst	\$78,894.08	\$79,214.44 ▲0.4%	\$83,383.62	▲5.7%	\$87,552.80 ▲11.0%
Community Development	Housing & Grants Manager	\$104,367.01	\$89,980.57 ▼(13.8%)	\$84,716.39	▼(9.2%)	\$99,452.21 ▲(4.7%)
Community Development	Neighborhood & Landuse Planner	\$89,280.75	\$83,889.84 ▼(6.0%)	\$88,305.10	▼(1.1%)	\$92,720.35 ▲3.9%
Community Development	Planner	\$75,678.53	\$75,936.74 ▲0.3%	\$79,933.41	▲5.6%	\$83,930.08 ▲10.9%
Community Development	Zoning Administrator	\$96,566.93	\$81,975.26 ▼(15.1%)	\$86,289.75	▼(10.6%)	\$90,604.24 ▼(6.2%)
Community Development	Property Maintenance Inspector	\$72,781.80	\$70,489.21 ▼(3.1%)	\$74,199.16	▲1.9%	\$77,909.12 ▲7.0%
Community Development	Property Maintenance Supervisor	\$98,199.47	\$85,761.91 ▼(12.7%)	\$90,275.70	▼(8.1%)	\$94,789.48 ▼(3.5%)
Fire	Fire Captain	\$104,433.63	\$110,248.25 ▲5.6%	\$116,050.79	▲11.1%	\$121,853.33 ▲16.7%
Fire	Fire Chief	\$157,705.34	\$153,078.87 ▼(2.9%)	\$161,135.65	▲2.2%	\$168,192.43 ▲7.3%
Fire	Fire Deputy Chief	\$142,241.31	\$131,284.24 ▼(7.7%)	\$138,193.93	▼(2.8%)	\$145,103.63 ▲2.0%
Fire	Firefighter/Paramedic	\$120,729.74	Insufficient data			
Fire	Administrative Assistant	\$120,181.52	Insufficient data			
Health and Human Services	Community Health Specialist	\$82,969.81	\$90,868.80 ▲9.5%	\$95,651.37	▲15.3%	\$100,433.93 ▲21.0%
Health and Human Services	Human Services Advocate	\$65,705.25	\$55,923.84 ▼(14.9%)	\$58,867.20	▼(10.4%)	\$61,810.56 ▼(5.9%)
Health and Human Services	Human Services Advocate	\$79,885.40	\$61,912.27 ▼(22.5%)	\$65,170.81	▼(18.4%)	\$68,429.35 ▼(14.3%)
Health and Human Services	Communicable Disease Surveillance Specialist	\$104,367.01	\$70,381.27 ▼(32.6%)	\$74,085.55	▼(2.1%)	\$77,789.83 ▲2.8%
Health and Human Services	Environmental Health Practitioner I	\$73,825.05	Insufficient data			
Health and Human Services	Public Health Manager	\$82,276.38	\$78,415.08 ▼(4.7%)	\$82,542.19	▲11.8%	\$86,669.30 ▲17.4%
Health and Human Services	Public Health Preparedness Specialist	\$64,238.85	\$71,825.79 ▲11.3%	\$75,606.09	▲2.4%	\$79,386.40 ▲7.5%
Health and Human Services	Health Director	\$95,345.50	\$90,936.83 ▼(4.6%)	\$95,722.98	▲0.4%	\$100,509.13 ▲5.4%
Health and Human Services	Community Services Manager	\$74,439.50	\$73,661.22 ▼(1.0%)	\$77,538.13	▲4.2%	\$81,415.04 ▲9.4%
Health and Human Services	Assistant City Attorney	\$157,705.34	\$126,558.84 ▼(19.7%)	\$133,219.83	▼(15.5%)	\$139,880.82 ▼(11.3%)
Health and Human Services	City Attorney	\$98,199.47	\$94,722.59 ▼(3.5%)	\$89,181.67	▼(9.2%)	\$83,640.75 ▼(4.6%)
Health and Human Services	Deputy City Attorney	\$96,038.60	Insufficient data			
Health and Human Services	Paralegal	\$66,885.98	\$100,568.55 ▲50.3%	\$105,861.63	▲14.1%	\$111,154.71 ▲19.8%
Law	Facilities Manager	\$92,745.93	\$149,797.77 ▲62.1%	\$157,681.87	▲2.2%	\$165,565.96 ▲7.3%
Law	L brary I	\$154,235.05	\$115,173.25 ▼(25.3%)	\$121,235.00	▲0.0%	\$127,296.75 ▲5.0%
Law	L brary II	\$121,227.44	\$64,948.73 ▼(46.4%)	\$68,367.09	▼(2.6%)	\$71,785.44 ▲2.3%
L brary	Administrative Coordinator	\$70,166.85	Insufficient data			
L brary	Administrative Lead	\$91,670.57	Insufficient data			
L brary	Community Engagement Coordinator	\$61,147.13	Insufficient data			
L brary	Custodian I	\$91,670.57	Insufficient data			
L brary	Custodian II	\$107,724.00	Insufficient data			
L brary	Multiple	\$100,656.00	\$99,655.82 ▼(1.0%)	\$104,900.86	▲4.2%	\$110,145.90 ▲9.4%
L brary	Multiple	\$69,741.75	\$61,089.08 ▼(12.4%)	\$64,314.82	▼(7.8%)	\$67,530.56 ▼(3.2%)
L brary	Multiple	\$82,276.35	Insufficient data			
L brary	Multiple	\$50,349.00	\$43,913.64 ▼(12.8%)	\$46,224.89	▼(8.2%)	\$48,536.13 ▼(3.6%)
L brary	Multiple	\$34,884.53	Insufficient data			
L brary	Multiple	\$66,885.98	Insufficient data			
L brary	Multiple	\$69,742.73	Insufficient data			
L brary	Multiple	\$52,578.83	Insufficient data			
L brary	Multiple	\$79,671.57	Insufficient data			
L brary	Multiple	\$84,937.93	Insufficient data			
Multiple	Administrative Coordinator	\$82,790.93	\$58,811.40 ▼(28.9%)	\$61,906.74	▼(33.3%)	\$65,002.08 ▼(29.9%)
Multiple	Administrative Lead	\$70,356.00	\$62,445.54 ▼(11.2%)	\$65,732.15	▼(6.6%)	\$69,018.76 ▼(1.9%)
Multiple	Community Engagement Coordinator	\$89,524.50	\$67,400.08 ▼(24.7%)	\$70,947.45	▼(20.8%)	\$74,494.82 ▼(16.8%)
Multiple	Custodian I	\$62,641.28	\$55,369.50 ▼(11.6%)	\$58,283.69	▼(7.0%)	\$61,197.87 ▼(2.3%)
Multiple	Custodian II	\$85,569.92	\$60,810.20 ▼(29.3%)	\$64,010.73	▼(24.4%)	\$67,211.27 ▲2.5%

Attachment 2 - Market Comparison

Department	Position Title	Current	95% of Mkt	+ / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt	+ / (-) Mkt
Multiple	Customer Service Representative	\$59,280.98	\$50,926.06	▼ (14.1%)	\$53,606.37	▼ (9.6%)	\$56,286.69	▼ (5.1%)
Multiple	Management Analyst	\$89,653.37	\$74,963.30	▼ (16.4%)	\$78,908.73	▼ (12.0%)	\$82,854.17	▼ (7.6%)
Non-Department/Risk Management	Administrative Secretary	\$70,356.00	\$64,849.74	▼ (22.0%)	\$67,736.57	▼ (17.9%)	\$60,623.40	▼ (13.8%)
Parks, Rec & Comm Serv	Assistant Park and Recreation Director	\$65,694.53	Insufficient data					
Parks, Rec & Comm Serv	Bus Driver	\$39,366.84	\$46,581.91	▲ 18.3%	\$49,033.59	▲ 24.5%	\$51,485.27	▲ 30.7%
Parks, Rec & Comm Serv	Chief II	\$48,492.60	Insufficient data					
Parks, Rec & Comm Serv	Chief III	\$52,578.83	Insufficient data					
Parks, Rec & Comm Serv	Facilities Supervisor	\$42,896.10	\$101,168.39	▲ 135.8%	\$106,499.04	▲ 148.3%	\$111,817.69	▲ 160.7%
Parks, Rec & Comm Serv	Office Assistant	\$25,142.32	\$48,638.16	▲ 93.5%	\$51,198.06	▲ 103.6%	\$53,757.96	▲ 113.8%
Parks, Rec & Comm Serv	Office Coordinator	\$67,977.00	\$65,311.06	▼ (3.9%)	\$68,749.48	▲ 1.1%	\$72,185.90	▲ 6.2%
Parks, Rec & Comm Serv	Program Coordinator	\$71,855.24	\$64,337.25	▼ (10.5%)	\$67,723.42	▼ (5.8%)	\$71,109.59	▼ (1.0%)
Parks, Rec & Comm Serv	Program Supervisor	\$42,480.75	\$67,177.09	▲ 58.1%	\$70,712.73	▲ 66.5%	\$74,248.37	▲ 74.8%
Parks, Rec & Comm Serv	Recreation Manager	\$96,038.60	\$84,634.36	▼ (11.9%)	\$89,088.80	▼ (7.2%)	\$93,543.24	▼ (2.6%)
Parks, Rec & Comm Serv	Recreation Supervisor	\$80,739.75	Insufficient data					
Police	Assistant Communications Coordinator	\$96,038.60	\$90,308.25	▼ (6.0%)	\$95,061.31	▼ (1.0%)	\$99,814.38	▲ 3.9%
Police	Communications Coordinator	\$119,763.11	\$102,131.74	▼ (14.7%)	\$107,507.10	▼ (10.2%)	\$112,882.45	▼ (5.7%)
Police	Property Officer	\$69,741.75	\$60,276.11	▼ (13.6%)	\$63,448.54	▼ (9.0%)	\$66,620.97	▼ (4.5%)
Police	Review Officer	\$72,781.80	\$52,408.73	▼ (28.0%)	\$55,167.09	▼ (24.2%)	\$57,925.44	▼ (20.4%)
Police	Service Desk Officer I	\$52,793.50	\$52,721.57	▼ (0.1%)	\$55,496.39	▲ 5.1%	\$58,271.21	▲ 10.4%
Police	Service Desk Officer II	\$59,860.50	\$60,294.77	▲ 0.7%	\$63,468.18	▲ 6.0%	\$66,641.59	▲ 11.3%
Police	Telecommunicator	\$75,640.00	\$71,201.23	▼ (5.9%)	\$74,948.67	▼ (0.9%)	\$78,696.10	▲ 4.0%
Public Works Agency	Architect	\$85,421.50	\$86,020.96	▲ 0.7%	\$90,548.37	▲ 6.0%	\$95,075.79	▲ 11.3%
Public Works Agency	Capital Planning Bureau Chief	\$137,431.19	\$116,673.06	▼ (15.1%)	\$122,813.74	▼ (10.6%)	\$128,954.43	▼ (6.2%)
Public Works Agency	Civil Engineer I	\$89,280.45	\$85,800.21	▼ (3.9%)	\$90,316.01	▲ 1.2%	\$94,831.81	▲ 6.2%
Public Works Agency	Civil Engineer III	\$100,461.08	\$96,974.16	▼ (3.5%)	\$102,078.06	▲ 1.6%	\$107,181.96	▲ 6.2%
Public Works Agency	Engineering Associate	\$61,947.80	\$61,250.22	▼ (1.1%)	\$64,473.92	▲ 4.1%	\$67,697.61	▲ 9.3%
Public Works Agency	Traffic Engineering Technician	\$69,741.75	\$75,744.02	▲ 8.6%	\$79,730.54	▲ 14.3%	\$83,717.07	▲ 20.0%
Public Works Agency	Environmental Services Coordinator	\$91,505.50	\$81,517.09	▼ (10.9%)	\$85,807.46	▼ (6.2%)	\$90,097.93	▼ (1.5%)
Public Works Agency	Forestry Supervisor/Arborist	\$98,199.47	\$87,070.79	▼ (11.3%)	\$91,663.46	▼ (6.7%)	\$96,236.14	▼ (2.0%)
Public Works Agency	Parks/Forestry Crew Leader	\$74,247.68	\$69,288.77	▼ (6.7%)	\$72,935.55	▼ (1.8%)	\$76,582.32	▲ 3.1%
Public Works Agency	Parks/Forestry Worker	\$68,963.60	\$67,579.74	▼ (1.9%)	\$71,136.57	▲ 3.3%	\$74,693.40	▲ 8.5%
Public Works Agency	General Foreman	\$77,889.76	Insufficient data					
Public Works Agency	Greenway Supervisor	\$104,367.01	\$45,562.51	▲ 36.9%	\$47,950.01	▲ 44.1%	\$50,347.51	▲ 51.3%
Public Works Agency	Greenway Worker	\$33,280.00	Insufficient data					
Public Works Agency	Greenway Worker	\$73,963.76	Insufficient data					
Public Works Agency	Equipment Operator I	\$66,606.80	\$62,421.86	▼ (6.3%)	\$65,707.22	▼ (1.4%)	\$68,992.58	▲ 3.6%
Public Works Agency	Equipment Operator II	\$68,863.60	\$70,973.85	▲ 3.1%	\$74,709.32	▲ 8.5%	\$78,444.78	▲ 13.9%
Public Works Agency	Equipment Operator III	\$71,394.96	\$75,814.39	▲ 6.2%	\$79,804.62	▲ 11.8%	\$83,794.95	▲ 17.4%
Public Works Agency	GIS / Engineering Technician	\$79,879.80	\$67,693.74	▼ (15.3%)	\$71,256.57	▼ (10.8%)	\$74,819.40	▼ (6.3%)
Public Works Agency	Project Management Supervisor	\$105,642.56	\$93,773.63	▼ (11.2%)	\$98,709.09	▼ (6.6%)	\$103,644.54	▼ (1.9%)
Public Works Agency	Public Works Crew Leader	\$73,963.76	\$86,341.62	▲ 16.7%	\$90,885.91	▲ 22.9%	\$95,430.21	▲ 29.0%
Public Works Agency	Public Works Maintenance Worker I	\$64,878.64	\$60,760.49	▼ (6.1%)	\$63,958.41	▼ (1.1%)	\$67,156.33	▲ 3.8%
Public Works Agency	Public Works Maintenance Worker II	\$66,606.80	\$69,328.63	▲ 4.1%	\$72,977.50	▲ 9.6%	\$76,626.38	▲ 15.0%
Public Works Agency	Public Works Maintenance Worker III	\$68,963.60	\$73,141.97	▲ 6.2%	\$76,991.55	▲ 11.8%	\$80,841.12	▲ 17.4%
Public Works Agency	Senior Project Manager	\$123,955.06	\$95,661.40	▼ (22.8%)	\$100,696.21	▼ (18.8%)	\$105,731.02	▼ (14.7%)
Public Works Agency	Plumbing Inspector	\$72,781.80	\$76,183.15	▲ 4.7%	\$80,192.78	▲ 10.2%	\$84,202.42	▲ 15.7%
Public Works Agency	Public Works Director	\$157,780.34	\$159,780.49	▲ 1.3%	\$168,189.99	▲ 6.6%	\$176,599.49	▲ 12.0%
Public Works Agency	Sanitation Supervisor	\$104,367.01	\$96,783.48	▼ (7.3%)	\$101,877.35	▼ (2.4%)	\$106,971.22	▲ 2.5%
Public Works Agency	Senior Sewer Supervisor	\$102,136.50	\$106,337.22	▲ 4.1%	\$111,933.92	▲ 9.6%	\$117,530.62	▲ 15.1%
Public Works Agency	Senior Sewer Supervisor	\$98,199.47	Insufficient data					
Public Works Agency	Public Services Bureau Chief	\$137,431.19	\$118,393.62	▼ (13.9%)	\$124,624.87	▼ (9.3%)	\$130,856.11	▼ (4.8%)
Public Works Agency	Streets Supervisor	\$97,252.50	\$99,708.77	▲ 2.5%	\$104,956.60	▲ 7.9%	\$110,204.43	▲ 13.3%
Public Works Agency	Traffic Electrician	\$73,963.76	\$77,596.24	▲ 4.9%	\$81,680.26	▲ 10.4%	\$85,764.27	▲ 16.0%

Attachment 2 - Market Comparison

Department	Position Title	Current Midpoint	95% of Mkt + / (-) Mkt	Avg. Midpoint	+ / (-) Mkt	105% of Mkt + / (-) Mkt
Public Works Agency	Traffic Operations Supervisor	\$95,345.37	\$94,016.69 ▼(1.4%)	\$98,964.94 ▲3.8%	\$103,913.18 ▲9.0%	
Public Works Agency	Chemist	\$89,280.75	\$77,039.68 ▼(13.7%)	\$81,094.40 ▼(9.2%)	\$85,149.12 ▼(4.6%)	
Public Works Agency	Customer Service/Water Bill Coordinator	\$66,238.85	\$60,809.58 ▼(8.2%)	\$64,010.08 ▼(3.4%)	\$67,210.58 ▲1.5%	
Public Works Agency	Microbiologist	\$67,665.98	\$70,035.70 ▲3.5%	\$73,721.79 ▲8.9%	\$77,407.88 ▲14.4%	
Public Works Agency	PW Division Chief, Treatment	\$123,955.06	Insufficient data			
Public Works Agency	PW Division Chief at Pumping	\$111,800.27	Insufficient data			
Public Works Agency	Water Distribution Supervisor	\$77,889.76	\$95,261.91 ▼(14.8%)	\$100,275.69 ▼(10.3%)	\$105,289.47 ▼(5.8%)	
Public Works Agency	Water Plant Operator	\$137,431.19	\$74,455.95 ▼(4.4%)	\$78,374.69 ▲0.6%	\$82,293.42 ▲5.7%	
Public Works Agency	Water Production Bureau Chief	\$66,606.80	\$136,213.53 ▼(0.9%)	\$143,382.66 ▲4.3%	\$150,551.80 ▲9.5%	
Public Works Agency	Water Worker I	\$71,394.36	\$63,264.74 ▼(5.0%)	\$66,594.46 ▼(0.0%)	\$69,924.18 ▲5.0%	
Public Works Agency	Water Worker III	\$73,963.76	\$69,865.00 ▼(2.1%)	\$73,542.11 ▲3.0%	\$77,219.21 ▲8.2%	
Public Works Agency	Water/Sewer Crew Leader	\$85,444.32	\$77,973.31 ▼(4.3%)	\$82,077.17 ▲0.7%	\$86,181.02 ▲16.5%	
Public Works Agency	Water/Sewer Mechanic		\$81,771.23 ▼(4.3%)	\$86,074.98 ▲0.7%	\$90,378.73 ▲5.8%	
			AVERAGE ▼(2.3%)	AVERAGE ▲2.8%	AVERAGE ▲7.9%	

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Administrative Services	Administrative Services Director / CIO	16	\$129,186	\$161,483	\$193,779
Administrative Services	Human Resources Director	16	\$129,186	\$161,483	\$193,779
Administrative Services	Chief Information Security Officer	16	\$129,186	\$161,483	\$193,779
Administrative Services	Parking Division Manager	14	\$107,253	\$134,066	\$160,880
Administrative Services	FFM Division Manager	14	\$107,253	\$134,066	\$160,880
Administrative Services	Assistant Human Resources Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Payroll Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	IT Service Delivery Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Safety & Workers' Comp Manager	12	\$89,043	\$111,304	\$133,565
Administrative Services	Parking Enforcement Supervisor	11	\$81,133	\$101,416	\$121,700
Administrative Services	FFM Supervisor	11	\$81,133	\$101,416	\$121,700
Administrative Services	Civic Technology Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Safety Specialist	10	\$73,925	\$92,406	\$110,888
Administrative Services	Public Safety Technology Coordinator	10	\$73,925	\$92,406	\$110,888
Administrative Services	Master Tradesman	10	\$73,925	\$92,406	\$110,888
Administrative Services	Human Resources Specialist	10	\$73,925	\$92,406	\$110,888
Administrative Services	Systems Administrator	10	\$73,925	\$92,406	\$110,888
Administrative Services	Network Engineer	10	\$73,925	\$92,406	\$110,888
Administrative Services	GIS Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Programmer Analyst	10	\$73,925	\$92,406	\$110,888
Administrative Services	Payroll/Pension Administrator	10	\$73,925	\$92,406	\$110,888
Administrative Services	FFM Lead Mechanic	10	\$73,925	\$92,406	\$110,888
Administrative Services	Benefits Coordinator	9	\$67,358	\$84,197	\$101,037
Administrative Services	Facilities Maintenance Worker III	9	\$67,358	\$84,197	\$101,037
Administrative Services	FFM Equipment Mechanic	9	\$67,358	\$84,197	\$101,037
Administrative Services	Human Resources Assistant	8	\$63,931	\$76,717	\$89,503
Administrative Services	Tech Support Specialist I	8	\$63,931	\$76,717	\$89,503
Administrative Services	FFM Master Tradesman	8	\$63,931	\$76,717	\$89,503
Administrative Services	FFM Assistant	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Operations Specialist	7	\$58,252	\$69,902	\$81,553
Administrative Services	Facilities & Fleet Oper Coord	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Maintenance Worker	7	\$58,252	\$69,902	\$81,553
Administrative Services	Parking Enforcement Officer	6	\$53,077	\$63,692	\$74,308
Administrative Services	Facilities Maintenance Worker I	6	\$53,077	\$63,692	\$74,308
City Clerk	City Clerk	10	\$73,925	\$92,406	\$110,888
City Clerk	Deputy City Clerk	8	\$63,931	\$76,717	\$89,503

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
City Manager	City Manager	19	\$178,646	\$223,308	\$267,969
City Manager	Deputy City Manager	18	\$159,506	\$199,382	\$239,259
City Manager	Chief Financial Officer / Treasurer	16	\$129,186	\$161,483	\$193,779
City Manager	Economic Development Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Accounting Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Communications Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Purchasing Manager	12	\$89,043	\$111,304	\$133,565
City Manager	Sustainability & Resilience Coordinator	10	\$73,925	\$92,406	\$110,888
City Manager	Financial Analyst	10	\$73,925	\$92,406	\$110,888
City Manager	Purchasing Specialist	9	\$67,358	\$84,197	\$101,037
City Manager	Economic Development Specialist	9	\$67,358	\$84,197	\$101,037
City Manager	Broadcast Operations Coordinator	9	\$67,358	\$84,197	\$101,037
City Manager	Revenue Supervisor	9	\$67,358	\$84,197	\$101,037
City Manager	Mayor's Assistant	9	\$67,358	\$84,197	\$101,037
City Manager	Assistant to the City Manager	9	\$67,358	\$84,197	\$101,037
City Manager	Senior Accountant	9	\$67,358	\$84,197	\$101,037
City Manager	Policy Coordinator	9	\$67,358	\$84,197	\$101,037
City Manager	Accounts Payable Coordinator	8	\$63,931	\$76,717	\$89,503
City Manager	Accountant	8	\$63,931	\$76,717	\$89,503
City Manager	Revenue/Tax Assessment Reviewer	7	\$58,252	\$69,902	\$81,553
City Manager	Collections Coordinator	7	\$58,252	\$69,902	\$81,553
City Manager	Administrative Adjudication Aide	7	\$58,252	\$69,902	\$81,553
Community Development	Community Development Director	16	\$129,186	\$161,483	\$193,779
Community Development	Building & Inspection Services Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Planning Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Housing & Grants Manager	12	\$89,043	\$111,304	\$133,565
Community Development	Housing and Grants Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Permit Services Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Property Maintenance Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Zoning Administrator	11	\$81,133	\$101,416	\$121,700
Community Development	Building Construction Inspection Supervisor	11	\$81,133	\$101,416	\$121,700
Community Development	Community Development Management Analyst	10	\$73,925	\$92,406	\$110,888
Community Development	Neighborhood & Landuse Planner	10	\$73,925	\$92,406	\$110,888
Community Development	Planner	10	\$73,925	\$92,406	\$110,888
Community Development	Grants Compliance Specialist	10	\$73,925	\$92,406	\$110,888
Community Development	Housing & Economic Development Analyst	9	\$67,358	\$84,197	\$101,037

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Community Development	Plumbing/Mechanical Inspector	9	\$67,358	\$84,197	\$101,037
Community Development	Property Maintenance Inspector	9	\$67,358	\$84,197	\$101,037
Community Development	Financial Analyst, Grants	9	\$67,358	\$84,197	\$101,037
Community Development	Permit Services Specialist	8	\$63,931	\$76,717	\$89,503
Community Development	Electrical Inspector II	7	\$58,252	\$69,902	\$81,553
Community Development	Transportation & Mobility Coord	7	\$58,252	\$69,902	\$81,553
Community Development	Customer Service Coordinator	7	\$58,252	\$69,902	\$81,553
Community Development	Permit Services Representative	6	\$53,077	\$63,692	\$74,308
Fire	Fire Chief	17	\$141,782	\$177,228	\$212,673
Fire	Fire Deputy Chief	15	\$117,710	\$147,137	\$176,565
Fire	Fire Division Chief	14	\$107,253	\$134,066	\$160,880
Fire	Fire Shift Chief	13	\$97,725	\$122,156	\$146,588
Fire	Fire Captain	12	\$89,043	\$111,304	\$133,565
Fire	Fire Plan Reviewer	11	\$81,133	\$101,416	\$121,700
Fire	Firefighter/Paramedic	10	\$73,925	\$92,406	\$110,888
Health	Health Director	16	\$129,186	\$161,483	\$193,779
Health	Human Services Manager	12	\$89,043	\$111,304	\$133,565
Health	Community Services Manager	12	\$89,043	\$111,304	\$133,565
Health	Public Health Manager	12	\$89,043	\$111,304	\$133,565
Health	Outreach Supervisor	11	\$81,133	\$101,416	\$121,700
Health	Bus Workforce Compliance Coord	10	\$73,925	\$92,406	\$110,888
Health	Environmental Health Practitioner II	10	\$73,925	\$92,406	\$110,888
Health	Human Services Advocate	9	\$67,358	\$84,197	\$101,037
Health	Communicable Disease Surveillance Specialist	9	\$67,358	\$84,197	\$101,037
Health	Environmental Health Practitioner I	9	\$67,358	\$84,197	\$101,037
Health	Family Advocate	9	\$67,358	\$84,197	\$101,037
Health	Public Health Preparedness Specialist	8	\$63,931	\$76,717	\$89,503
Health	Community Health Specialist	8	\$63,931	\$76,717	\$89,503
Health	Administrative Lead	8	\$63,931	\$76,717	\$89,503
Health	Human Services Specialist	8	\$63,931	\$76,717	\$89,503
Health	Long-Term Care Ombudsman	8	\$63,931	\$76,717	\$89,503
Health	Youth and Family Program Coordinator	8	\$63,931	\$76,717	\$89,503
Health	Health Licensing Coordinator	7	\$58,252	\$69,902	\$81,553
Health	Senior Services Advocate	7	\$58,252	\$69,902	\$81,553
Health	Outreach Worker	7	\$58,252	\$69,902	\$81,553

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Law	City Attorney	16	\$129,186	\$161,483	\$193,779
Law	Deputy City Attorney	14	\$107,253	\$134,066	\$160,880
Law	Assistant City Attorney	11	\$81,133	\$101,416	\$121,700
Law	Paralegal	8	\$63,931	\$76,717	\$89,503
Library	Library Director	16	\$129,186	\$161,483	\$193,779
Library	Assistant Library Director	15	\$117,710	\$147,137	\$176,565
Library	Learning & Literacy Manager	14	\$107,253	\$134,066	\$160,880
Library	Facilities Manager	12	\$89,043	\$111,304	\$133,565
Library	Access Manager	11	\$81,133	\$101,416	\$121,700
Library	Security Supervisor	11	\$81,133	\$101,416	\$121,700
Library	Assistant Circulation Manager	10	\$73,925	\$92,406	\$110,888
Library	Community Engagement Manager	10	\$73,925	\$92,406	\$110,888
Library	Innovation & Digital Learning Manager	10	\$73,925	\$92,406	\$110,888
Library	Development Manager	10	\$73,925	\$92,406	\$110,888
Library	Collection Development Manager	10	\$73,925	\$92,406	\$110,888
Library	Early Learning & Literacy Manager	10	\$73,925	\$92,406	\$110,888
Library	Community Engagement Coordinator	10	\$73,925	\$92,406	\$110,888
Library	Youth Engagement Librarian II	9	\$67,358	\$84,197	\$101,037
Library	Librarian II	9	\$67,358	\$84,197	\$101,037
Library	Library Supervisor	9	\$67,358	\$84,197	\$101,037
Library	Virtual Services Librarian	9	\$67,358	\$84,197	\$101,037
Library	Librarian I	8	\$63,931	\$76,717	\$89,503
Library	Latino Engagement Librarian	8	\$63,931	\$76,717	\$89,503
Library	Teen Services Librarian I	8	\$63,931	\$76,717	\$89,503
Library	Library Office Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Teen Engagement Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Family Engagement Coordinator	7	\$58,252	\$69,902	\$81,553
Library	Development Associate	7	\$58,252	\$69,902	\$81,553
Library	Custodian II	6	\$53,077	\$63,692	\$74,308
Library	Library Services Coordinator	5	\$48,362	\$58,034	\$67,707
Library	Library Assistant	4	\$44,065	\$52,878	\$61,691
Library	Circulation	4	\$44,065	\$52,878	\$61,691
Library	Branch Assistant	4	\$44,065	\$52,878	\$61,691
Library	Technology Trainer	4	\$44,065	\$52,878	\$61,691
Library	Library Security Monitor	3	\$40,150	\$48,180	\$56,210
Library	Security Monitor	3	\$40,150	\$48,180	\$56,210
Library	Library Clerk	2	\$36,583	\$43,900	\$51,216

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Library	Shelver	1	\$33,333	\$40,000	\$46,666
MULTIPLE	Customer Service Representative	6	\$53,077	\$63,692	\$74,308
MULTIPLE	Administrative Secretary	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Parks & Recreation Director	17	\$141,782	\$177,228	\$212,673
Parks & Recreation	Parks & Recreation Assistant Director	14	\$107,253	\$134,066	\$160,880
Parks & Recreation	Recreation Manager	11	\$81,133	\$101,416	\$121,700
Parks & Recreation	Crown Operations Supervisor	10	\$73,925	\$92,406	\$110,888
Parks & Recreation	Recreation Support Specialist	9	\$67,358	\$84,197	\$101,037
Parks & Recreation	Program Coordinator	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Recreation Program Coordinator	8	\$63,931	\$76,717	\$89,503
Parks & Recreation	Office Coordinator	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Assistant Program Coordinator	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Facility Coordinator Crown	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Facilities Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Program Supervisor, Preschool	7	\$58,252	\$69,902	\$81,553
Parks & Recreation	Weekend/Evening Coordinator	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Fac Maint Worker/Cust II	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Secretary II	6	\$53,077	\$63,692	\$74,308
Parks & Recreation	Custodian I	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Program Instructor II	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Clerk III	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Preschool Instructor	5	\$48,362	\$58,034	\$67,707
Parks & Recreation	Program Supervisor	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Inclusion Aide	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Park Ranger	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Clerk II	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Facilities Supervisor	4	\$44,065	\$52,878	\$61,691
Parks & Recreation	Bus Driver	3	\$40,150	\$48,180	\$56,210
Parks & Recreation	Program Assistant	3	\$40,150	\$48,180	\$56,210
Parks & Recreation	Office Assistant	2	\$36,583	\$43,900	\$51,216
Police	Police Chief	17	\$141,782	\$177,228	\$212,673
Police	Deputy Chief	15	\$117,710	\$147,137	\$176,565
Police	Manager of Finance and Budget	14	\$107,253	\$134,066	\$160,880
Police	Police Commander	14	\$107,253	\$134,066	\$160,880
Police	Communications Coordinator	13	\$97,725	\$122,156	\$146,588

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Police	Police Sergeant	13	\$97,725	\$122,156	\$146,588
Police	Service Desk Manager	12	\$89,043	\$111,304	\$133,565
Police	Service Desk Assistant Supervisor	11	\$81,133	\$101,416	\$121,700
Police	Assistant Communications Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Records Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Administrative Coordinator	10	\$73,925	\$92,406	\$110,888
Police	Management Analyst	10	\$73,925	\$92,406	\$110,888
Police	Crime Analyst	10	\$73,925	\$92,406	\$110,888
Police	Police Officer	10	\$73,925	\$92,406	\$110,888
Police	Review Officer	8	\$63,931	\$76,717	\$89,503
Police	Telecommunicator	8	\$63,931	\$76,717	\$89,503
Police	Property Officer	7	\$58,252	\$69,902	\$81,553
Police	Administrative Assistant	7	\$58,252	\$69,902	\$81,553
Police	Animal Control Warden	7	\$58,252	\$69,902	\$81,553
Police	Service Desk Officer II	6	\$53,077	\$63,692	\$74,308
Police	Service Desk Officer I	5	\$48,362	\$58,034	\$67,707
Police	Records Input Operator	5	\$48,362	\$58,034	\$67,707
Public Works	Public Works Director	17	\$141,782	\$177,228	\$212,673
Public Works	Capital Planning Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	Water Production Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	Public Services Bureau Chief	15	\$117,710	\$147,137	\$176,565
Public Works	PW Division Chief, Filtration	14	\$107,253	\$134,066	\$160,880
Public Works	PW Division Chief, Pumping	14	\$107,253	\$134,066	\$160,880
Public Works	Senior Project Manager, Parks Facilities	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager, Construction	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager, Traffic	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager	13	\$97,725	\$122,156	\$146,588
Public Works	Senior Project Manager	13	\$97,725	\$122,156	\$146,588
Public Works	Arborist / Forestry Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Greenway Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Senior Sewer Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Water Distribution Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Project Management Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Streets Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Civil Engineer III	11	\$81,133	\$101,416	\$121,700
Public Works	Sanitation Supervisor	11	\$81,133	\$101,416	\$121,700
Public Works	Traffic Operations Supervisor	11	\$81,133	\$101,416	\$121,700

Attachment 3 - Title & Grade Assignment

Department	Project Title	Grade	Minimum	Midpoint	Maximum
Public Works	Environmental Services Coordinator	11	\$81,133	\$101,416	\$121,700
Public Works	Chemist	11	\$81,133	\$101,416	\$121,700
Public Works	Solid Waste Coordinator	10	\$73,925	\$92,406	\$110,888
Public Works	CMMS Analyst	10	\$73,925	\$92,406	\$110,888
Public Works	Civil Engineer II	10	\$73,925	\$92,406	\$110,888
Public Works	Architect	10	\$73,925	\$92,406	\$110,888
Public Works	Customer Service/Water Bill Coordinator	9	\$67,358	\$84,197	\$101,037
Public Works	GIS / Engineering Technician	9	\$67,358	\$84,197	\$101,037
Public Works	Water/Sewer Mechanic	9	\$67,358	\$84,197	\$101,037
Public Works	Plumbing Inspector	9	\$67,358	\$84,197	\$101,037
Public Works	Public Works Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Traffic Electrician	9	\$67,358	\$84,197	\$101,037
Public Works	Water/Sewer Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Parks/Forestry Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Project Manager, Capital Improvement	9	\$67,358	\$84,197	\$101,037
Public Works	Traffic Electrician Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Greenways Crew Leader	9	\$67,358	\$84,197	\$101,037
Public Works	Microbiologist	8	\$63,931	\$76,717	\$89,503
Public Works	Water Plant Operator	8	\$63,931	\$76,717	\$89,503
Public Works	Traffic Engineering Technician	8	\$63,931	\$76,717	\$89,503
Public Works	Water Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	Equipment Operator III	8	\$63,931	\$76,717	\$89,503
Public Works	Public Works Maintenance Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	General Tradesman	8	\$63,931	\$76,717	\$89,503
Public Works	Engineering Associate II	8	\$63,931	\$76,717	\$89,503
Public Works	Forestry Worker III	8	\$63,931	\$76,717	\$89,503
Public Works	Equipment Operator II	7	\$58,252	\$69,902	\$81,553
Public Works	Public Works Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Greenways PW Maintenance Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Water Worker II	7	\$58,252	\$69,902	\$81,553
Public Works	Equipment Operator I	6	\$53,077	\$63,692	\$74,308
Public Works	Water Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Public Works Maintenance Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Forestry Worker I	6	\$53,077	\$63,692	\$74,308
Public Works	Sign Inspector/Graffiti Technician	5	\$48,362	\$58,034	\$67,707
Public Works	Greenways Worker	5	\$48,362	\$58,034	\$67,707
Public Works	Clerk	4	\$44,065	\$52,878	\$61,691

Compensation Philosophy Statement

We have established our compensation philosophy so we may commit ourselves to reward team members in a fair and consistent manner:

Our philosophy statement: We target internally equitable and market competitive base pay, recognizing requirements of each role, individual experience, expertise and contributions to our organization, our citizens and the community we serve

- We align our pay program (pay structure and salary scales) to the internal value of positions and with the market average midpoint
- We evaluate our positions using an objective point factor job evaluation system
- We promote pay equity by offering consistent pay ranges for roles within the same level, and delivering pay programs that reward consistently based on the role and individual performance
- We conduct periodic market compensation studies and adjust our pay scales to reflect our target to the market average midpoint
- We periodically update our pay structure to reflect our market and cost of labor changes
- We hire based on demonstrated experience and expertise in the position being hired into, promoted or transferred into
- Our rewards include base salary and benefits
- Our base pay administration is governed by our pay philosophy



Appendix C:

Engagement team member resumes

PRINCIPAL

Kate Crowley

Kate Crowley, principal with Baker Tilly, has been with the firm since 2009.



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Education

Master of Urban Planning
University of Illinois at Urbana-
Champaign

Bachelor of Science in economics
University of Wisconsin – Madison

Registered Municipal Advisor with
the Securities
and Exchange Commission

Kate leads Baker Tilly's Public Sector Advisory practice and is a principal in the firm's project finance practice, providing comprehensive project finance solutions for public-private partnerships (P3) and economic development initiatives. These services include strategic planning and economic impact analysis, tax credit and incentives analysis and negotiation, and creative financing and funding solutions.

Specific experience

- Leads the firm's Public Sector Advisory practice, overseeing a diverse and talented team of financial, operational, risk and municipal advisory professionals
- Performs financial analysis of public-private partnerships (P3) and economic development initiatives to optimize available project financing options
- Structures incentives and tax credit programs that impact growth and development initiatives
- Provides application and feasibility reviews for federal and state tax credit, financing and funding programs
- Develops tax increment financing (TIF) strategies and projections, creates TIF districts and consults on redevelopment and TIF agreements
- Formerly served as an economic development consultant to public sector and not-for-profit agencies
- Formerly worked as a project manager for a private development firm

Industry involvement

- Industrial Asset Management Council
- Council of Development Finance Agencies
- Wisconsin Economic Development Association
- Financial Industry Regulatory Authority (FINRA) – Series 24, 63, 50, 54 and 79 Securities Licenses

SENIOR MANAGER

Jada Kent, CCP, MPA

Jada Kent, a senior manager in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2015.



Jada is a senior manager in the Plano, TX office experienced and is passionate about providing human capital and management consulting services to public sector clients. She has provided a variety of services related to job classification, compensation, executive recruitment and organizational management to local government organizations. Jada is the practice leader of the compensation consulting team within Baker Tilly's public sector advisory practice group.

Formerly, Jada served active duty as a Public Affairs Specialist with the 7th Mobile Public Affairs Detachment in the United States Army and with the 136th Airlift Wing in the Texas Air National Guard.

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Education

Master of Public Administration
University of Texas – Dallas
(Richardson, TX)

Bachelor of Arts in U.S. history
University of North Texas
(Denton, TX)

Certified Compensation
Professional (CCP)
World at Work

Specific experience

- Serves as a subject matter specialist in public sector compensation by providing guidance and advisory to clients regarding strategy, legal compliance and competitiveness.
- Utilizes industry best practices to provide salary gap analysis using data collected through a custom market survey. This includes assisting clients in defining their competitive labor market and identifying their desired position in the market.
- Provides client training and assistance in the development of a formal or informal compensation philosophy.
- Conducts compensation plan and pay policy reviews to ensure compliance with FLSA, ADA, EEOC, Pay Equity and more, to include state and local regulations.
- Assists clients with establishing/recalibrating internal equity by conducting job evaluation, this includes a review of job titles as well as the need for position consolidation or reclassification.
- Experienced in developing new base pay structure(s) and revising existing structures to ensure clients are competitive in attracting and retaining necessary talent.
- Collaborates with clients to establish creative classification and compensation plan implementation solutions, including scenarios which combat pay equity and/or pay compression issues as well as a costing analysis for budgeting purposes.

Jada Kent, CCP

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Experience providing compensation services to the following

- Cities, counties, state legislatures, judicial branches, libraries, housing authorities, metropolitan planning organizations (MPO), municipal associations, power agencies, public schools (K-12), toll/bridge authority, transportation authorities and commissions, utilities and water/wastewater authorities.

Industry/community involvement

- North Texas Compensation Association (NTCA)
- World at Work, Total Rewards Association
- Society for Human Resources Management (SHRM)
- International Public Management Association for Human Resources (IPMA-HR)

Thought leadership

- "Managing an Evolving Workforce," Crossroads of American Leadership Summit, June 2022
- "Don't Leave! Keeping Employees in a Tight Labor Market," IPMA-HR Central Region Conference, June 2022
- "Balancing Internal Equity & Market Competitiveness in the Public Sector," North Texas Compensation Association, Virtual Luncheon, April 2022
- "Proactively Gain Buy-In for a Classification and Compensation Study: Tips and Ideas," ElectriCities of North Carolina, Connection Summit 2022
- "Your organization's compensation philosophy: what is it, what should it contain and why is it important?" Accelerated Indiana Municipalities Ideas Summit 2021
- "Implementing a successful Classification and Compensation Study," Wisconsin GFOA Human Resources Conference, September 2021
- "In a World Competing for Hard-to-find Talent, Skill-Based Pay can be your Secret Weapon," Illinois County/County Management Association Newsletter, September 2021
- "Salary benchmarking: selecting peer organizations for comparison," bakertilly.com 2021
- Panelist on "Talent management in a post-pandemic world," Resiliency on the Rise: Baker Tilly Public Sector Virtual Summit, June 2021
- "Don't be a (title) creep," bakertilly.com 2021
- "Keeping classification and compensation up-to-date during COVID-19," CommuniTIES: A Baker Tilly public sector podcast, October 2020
- Panelist on "How to attract and retain talent in organizations," University of Texas at Dallas, Public & Nonprofit Management Program 2020

MANAGING DIRECTOR

David W. Eisenlohr

David Eisenlohr, a managing director at Baker Tilly, is a member of the firm's state and local government consulting practice.



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Education

Master of Public Administration
Edwin O. Stene Program
University of Kansas
(Lawrence, Kansas)

Bachelor of Arts, political science
Texas A&M University
(College Station, Texas)

David has actively supported state and local government performance improvement initiatives for more than 35 years, first as an operational manager and then as a highly regarded management consultant. An insightful analyst and skilled facilitator, David works closely with senior leadership teams and governing bodies in both the public and not-for-profit sectors to help them develop strategic clarity, establish priorities, improve organizational performance and streamline business processes and technologies.

David previously served in key leadership roles with the government services practices of two large professional services organizations, including Arthur Andersen LLP, where he directed the strategy, organization and change team within the firm's Southwest Region public sector practice and MAXIMUS, Inc., with responsibility for the company's local government management consulting team. He then founded The Azimuth Group, Inc., a boutique public sector consultancy.

Prior to his consulting career, David served in progressively responsible local government analytical and leadership roles. He was a Budget Analyst with the City of San Antonio, Texas and led the city's internal management and analysis and performance improvement team. He subsequently served as an assistant city manager in the City of Grand Prairie, Texas.

Specific experience

- Strategic, organizational, and operational improvement consulting for units of state and local government including cities, counties, water and sewer utilities, transit and transportation organizations and other special purpose districts and authorities
- Organizational and process analysis and redesign including planning and development services, building and code enforcement, procurement, human capital management, public works and utilities, public safety and courts, finance and accounting, parks and recreation and public information
- Experience with governing body, organization-wide and departmental strategic planning and goal setting programs

MANAGING DIRECTOR

David W. Eisenlohr

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Specific experience, continued

Provides human capital and talent management services including workforce compensation, employee performance management, employee engagement and culture assessment

Provides technology assessment and strategy, system requirements gathering and procurement support

Works with local governments on organizational change management

Industry involvement

International City/County Management Association (ICMA)

Texas City Management Association (TCMA)

Government Finance Officers Association of Texas (GFOAT)

Community involvement

Circle 10 Council, Boy Scouts of America, District Chairman

Troop 70, BSA, Assistant Scoutmaster for High Adventure Programs

United States Military Academy, Admissions Representative and Congressional District Coordinator,
Friend of West Point

West Point Parent's Club of North Texas, President, Treasurer, Webmaster

Dallas Summer Musicals, Board of Directors, Marketing Committee

PRACTICE LEADER | DIRECTOR

Anne Lewis

Anne Lewis leads Baker Tilly's public sector executive recruitment team and brings nearly 20 years of local management experience.



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Education

Bachelor of Science, business
administration and management
Shenandoah University
(Winchester, Virginia)

Master of Science, organizational
leadership and public
administration
Shenandoah University
(Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an assistant county administrator for a Virginia county, a deputy city manager and an assistant city manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an emergency management deputy director, public information officer, human resources manager, parking authority executive director, housing director, transit director and convention and visitors bureau executive director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task force on recruitment guidelines handbook
 - Task force on women in the profession
 - Task force on internship guidelines
- Government Finance Officers Association (GFOA)
- Virginia Local Government Management Association (VLGMA), former member of executive board
- Virginia women leading government

Community involvement

- Shenandoah University Alumni Association, executive committee
- Shenandoah Apple Blossom Festival®, board of directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

DIRECTOR

Edward G. Williams, Ph.D.

Edward Williams brings character, competence and expertise to every project.



Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

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Education

Bachelor of Arts, education
University of Missouri
(Kansas City, Missouri)

Master of Higher Education
Administration
University of Missouri
(Kansas City, Missouri)

Ph.D., Educational Leadership
and Policy Analysis
University of Missouri
(Kansas City, Missouri)

Languages

English
Spanish

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

SENIOR CONSULTANT

Laura Linehan

Laura Linehan, Senior Consultant with Baker Tilly, has been with the firm since 2022.



Laura is a Senior Consultant with a background in local government and human resources management. With 10 years of progressive experience in local government, she has worked for counties and municipalities in Minnesota and Illinois. Most recently she served as the Assistant Administrator/Director of Human Resources for a northern Illinois municipality where she managed a number of areas including human resources, communications, parks and recreation, and special projects. Laura has a Master of Public Administration from Northern Illinois University and is a certified Professional in Human Resources (PHR).

Specific experience

- Experience in directing and implementing local government human resources functions including market compensation analysis, job description review, FLSA analysis, recruitment, onboarding, internal investigations, benefits administration, state/federal law implementation, employee management, and collective bargaining
- Experience in local government internal and external communications including crisis management and brand management
- Development and implementation of local government strategic plans

Industry involvement

- Illinois City County Managers Association
- Illinois Association of Municipal Management Assistants
- The Legacy Project
- HR Certification Institute

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Education

Bachelor of Science in public administration, Winona State University

Master of Public Administration, Northern Illinois University

Certified Professional in Human Resources (PHR) – HR Certification Institute

SENIOR CONSULTANT

Diana Muriithi

Diana Muriithi, senior consultant with Baker Tilly, has been with the firm since 2022.

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Education

Master of Public Affairs
University of Texas
(Richardson, TX)

Bachelor of Science in criminal
justice and pre-law
North Carolina-Central University
(Durham, NC)

Diana is a senior consultant with Baker Tilly's public sector advisory team with a background in financial budgeting, project management, and compensation for non-profit and public organizations.

Prior to joining Baker Tilly, Diana worked in local government as a senior budget analyst. Additionally, she has experience working as a human resources analyst and data analyst in the healthcare industry.

Specific experience

- Working with human resources information systems (HRIS)
- Preparing statistical data and reports related to recruitment, hiring, motivation, turnover, and compliance with employment laws and regulations
- Preparing short- and long-term performance metrics goals
- Statistical forecasting and trend analysis for project revenues, grants, trusts, as well as the operating budget

Industry involvement

- World at Work, Total Rewards Association

Certifications

- Certified Compensation Professional (CCP) - in progress

ANALYST

Samuel Oviedo

Samuel Oviedo, an analyst with Baker Tilly, has been with the firm since 2022.



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Education

Bachelor of Arts in Broadcast
Journalism
University of North Texas
(Denton, TX)

Samuel is an analyst with the Compensation Consulting group within Baker Tilly's Public Sector Advisory practice. His focus is on providing support to classification and compensation related projects by conducting market assessments, internal position review, employee questionnaire coordination, job description updates and development, benefits comparison reports, and FLSA review.

Prior to joining Baker Tilly, Samuel served in several local government roles within Parks and Recreation, Code Compliance, and most recently Planning and Urban Design as an Outreach Specialist.

Specific experience

- General human resources, onboarding and training
- Payroll assistance and compensation analysis
- Retention and operational analysis
- Community outreach
- Developing marketing and informational campaigns
- Customer service
- Media content development and delivery

ANALYST

Thomas Patton

Thomas Patton, an analyst with Baker Tilly, has been with the firm since 2019.



Thomas is an analyst for the human capital practice, focusing on data collection and analysis, as well as job description formulation and writing. He contributes to the team's endeavors by securing quality data to facilitate successful compensation and benefits studies. Thomas also supports the team by drafting job descriptions for positions being studied within a project. His expertise assists the team through the coordination of projects and ensures smooth transitions between each phase. He brings an abundance of knowledge from working with governmental entities from states such as Arizona, Indiana, Kansas, Minnesota, Virginia, Washington and Wisconsin.

Specific experience

- Assisting with compensation and benefit project coordination
- Collecting and submitting employee positional analysis questionnaires
- Coordinating compensation and benefit surveys
- Performing data entry and analysis
- Providing client support services

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Education

Bachelor of Science, human
resources development
University of Minnesota – Twin
Cities

SENIOR CONSULTANT

Sarah E. Towne

Sarah Towne, senior consultant, has been with the firm since 2022.



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Education

Master of Public Administration
Graduate certificate in women's
studies
Appalachian State University
(Boone, NC)

Bachelor of Arts in sociology and
applied business
University of Colorado
(Boulder, CO)

Sarah is a senior consultant with a background in higher education, local government, and human resources management.

Prior to joining Baker Tilly, Sarah served as an adjunct faculty and course coordinator for the online MPA program at the University of North Carolina's school of government.

Specific experience

- Published research in human resources management, workplace policies and programs, family-friendly policies, and gender and diversity in the public sector
- Strategic human resources management research in North Carolina and Virginia local governments including qualitative and quantitative data collection and analysis
- Wage gap and pay equity research and analysis using publicly available data, federal employment surveys, BLS and Census data

Industry involvement

- American Society for Public Administration (ASPA)
 - Section for Personnel Administration and Labor Relations (SPALR), board member
 - Section for Women in Public Administration (SWPA), member
- Southeastern Conference for Public Administration (SECoPA)

MANAGER



Brenda Turner, CCP

Brenda Turner, a manager with Baker Tilly, joined the firm in 2020.



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Education

Master of Business Administration
University of Texas (Dallas, Texas)

Bachelor of Business Administration
Dallas Baptist University (Dallas,
Texas)

Brenda is a manager in Baker Tilly's human capital practice. She is experienced in providing compensation design, implementation and program management services in a variety of industries. Before joining Baker Tilly, Brenda served in compensation leadership and analyst roles in the airline and technology industries. She has also served in finance and accounting roles in the hospitality and technology industries.

Specific experience

- Compensation structure design and implementation, including market-based and point factor approaches
- FLSA and internal pay equity analysis and implementation
- Job documentation and job description development and publication
- Base salary, short term and long term incentive design and program management
- Executive compensation VP to C-Suite to CEO program design and management
- Organization transactions (M&A, IPO, Private Equity)
- Compensation management technology design, implementation and administration

Industry involvement

- World at Work (WAW)
- Society for Human Resource Management (SHRM)

Continuing professional education

- Certified Compensation Professional (CCP)

Douglas County

State of Nevada

CERTIFIED COPY

I certify that the document to which this certificate is attached is a full and correct copy of the original record on file in the Clerk-Treasurer's Office on this

27th day of October, 2022

By Janey Balda Deputy