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now, for tomorrow.

Town of Apex

Organization & Workforce Study

TECHNICAL PROPOSAL

September 8, 2021

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Letter of transmittal

September 8, 2021

Ms. Mary Beth Manville
Human Resources Director
Town of Apex
73 Hunter Street
Apex, NC 27502

Dear Ms. Manville

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to respond to the Town of Apex's (the Town) request for proposal (RFP) regarding the Organization & Workforce Study.

Baker Tilly has decades of experience performing these services for state and local governments.

Based on our previous successes performing this type of assessment, our team of consulting professionals and subject-matter specialists will provide exceptional value to the Town and exceed your objectives on this important engagement. As your **Value Architects™**, we will provide you with meaningful recommendations and a clear road map toward producing best-in-class results at a lower cost. Our reports are straightforward and actionable, with recommendations tailored to your needs, and are thoroughly researched and vetted.

Why Baker Tilly?

As you evaluate our proposal, consider several important factors that distinguish Baker Tilly from other firms, but none more important than:

- **Significant government industry expertise.** Baker Tilly recognizes the complexity of this environment and, as a result, has a specialized and significant public sector industry practice. **With our specialized team of more than 420 staff members, including more than 40 partners and principals, who focus specifically on the public sector, the Town will never have to worry about a deficit in government accounting talent when working with Baker Tilly.** We currently work with more than 3,100 public sector clients. This means that each member of our engagement team brings excellent credentials in the areas most important to you.
- **National experience in staffing assessments.** Baker Tilly is a leader in staffing, operational and organizational assessments. We have conducted many studies that are similar in scope to your project and educated clients on how to successfully implement results. **You will benefit from our expertise in departmental reviews, compensation and staffing analyses and effective application of industry benchmarks and best practices.** Our analysis of the Town's allocation of resources can also consider alternative service delivery approaches, such as shared services, third-party resources and technology options with the goal of achieving optimal alignment of internal and external resources.
- **All the services you need under one roof.** Baker Tilly is the right fit for the Town. We are large enough to offer the professional capabilities you need, yet we have a local-firm focus that ensures you receive responsive, personalized attention. Our service team will maintain close communication with you to address issues before they become problems, and we offer vast firmwide resources and a high level of involvement from our partners. We have ability to assist the Town with each and every one of its specific needs, including but not limited to, the Town's economic development, staffing, and

information technology (IT) objectives. Our diverse capabilities will lead to long and mutually beneficial business relationship.

- **Proactive communication.** Consistent communication will be the core of our relationship with the Village, and our commitment to this principle extends beyond the engagement. We will proactively contact you throughout the year to share news and information. Our staff and partners will be available to you whenever needed and will respond to inquiries and concerns within 24 hours. Should issues arise, we will discuss them with you at an early stage, so you can expect high quality deliverables, free of surprises.
- **Continuity of talented staff to perform your engagement.** Baker Tilly keeps staff turnover low and your engagement team is likely to remain the same over our period of service to you. This continuity of service from your team means we can focus on performing quality internal control assessment and test work, performance audits and management consulting services and providing value for years to come. It also means your staff will not need to take time to explain the particular nuances of your operations at the beginning of each project.

Baker Tilly's service approach emphasizes value beyond compliance services. We have included references and encourage you to speak with any of our clients listed to learn more about the value of their relationship with Baker Tilly.

This proposal is submitted with and conditioned on the understanding that, if selected, we will be afforded an opportunity to negotiate mutually agreeable contract terms and conditions. Please reach out directly to us with any questions related to our proposal.

Ultimately, we want to help you address your challenges, achieve your objectives and make solid contributions to your success. We appreciate the opportunity to submit this proposal and welcome the opportunity to discuss any specific aspects.

BAKER TILLY US, LLP



Vicki Hellenbrand, CPA, Partner
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1.0 - Executive Summary

Why Baker Tilly?

Baker Tilly goes to market by industry, so we assign team members based on skill set, a similar client base, and targeted experience serving organizations like yours. Nationwide, our state and local government practice serves more than 3,100 public sector entities. As a local government, the Town has a passion for serving its community by promoting a healthy, safe and prosperous community for all.

Like the Town, Baker Tilly is dedicated to serving our clients and the communities where we live and work. Because of this, the Town is just the kind of client we want to serve and do serve regularly. With a strong history of providing solutions for state and local governments, we recognize the services we will deliver are just part of a much bigger and more important mission, which is your dedication to the residents and businesses in your community.

Baker Tilly is also a culture that is guided by strong values, and when working with the Town we will want to keep these values in mind to help you achieve your goals. We believe we have the people, tools, skills and passion to do that.

At the heart of Baker Tilly's slogan, "Now, for tomorrow," is our commitment to making a difference for our clients, our people, our communities and our profession. Collaborating with the Town would allow us to create a meaningful relationship with you to help solve your most pressing problems and seize opportunities.

Commitment to serving as your Value Architect™

At Baker Tilly, we're Value Architects. It is a mindset – a set of skills and abilities and behaviors rather than a job description.

Like an architect, we develop the blueprint with our clients on the best way to enhance and protect their value. We plan and are deliberate with our clients, and then we see it all the way through. Our clients trust our judgment and rely on us to marshal the right resources to solve their most pressing problems and help them seize new opportunities.

Your Value Architect™

You will be served by a carefully assembled, highly experienced consulting team drawn from Baker Tilly's public sector and strategic consulting groups. This blend of local government and municipal strategists means that the team serving the Town will possess an understanding of the issues your organization faces and provides them with the experience to identify improvement opportunities and develop effective solutions.



Vicki Hellenbrand
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Madison, WI 53718

Vicki Hellenbrand will serve as primary point of contact with the town. She will oversee all aspects of the assignment, ensuring full availability and access to senior project leadership throughout the course of the engagement.

2.0 - Scope of Services

Project objectives and tasks

Baker Tilly understands the Town's project goals and objectives to be for the selected firm to help strategically position the Town's investment in human capital to meet the demands of a growing population. This will involve reviewing the organizational structure, staffing levels, compensation structure, and other related functions which contribute to recruiting, retaining, and growing a talented workforce.

Our clients engage us because they require experienced, highly skilled project managers to guide, facilitate and manage complex strategic initiatives for their organizations. Our team combines a strong project management approach with real-world experience.

In our view, a comprehensive personnel assessment allows an organization to improve in four key areas: human capital and organization, business process, performance and technology use. Baker Tilly employs a proven framework for your type of project, including the appropriate components necessary for client involvement, approval and sign-off on key project activities and deliverables. We also position your project to ensure you have the tools and information you need to realize the return on your investment effectively after we have completed the engagement. Our innovative approach puts strategy first, focusing on the goals your organization wants to achieve and then aligning your major workflows and organizational structure to best achieve those goals.

Phase 1: Assessment of Organization Structure, Workforce and Functions

During this phase, we will review the documentation provided by key stakeholders and will gather additional information to ensure that we have a deep understanding of the Town's current operations and future initiatives. We will conduct interviews and focus group sessions with department heads and their direct reports. Prior to these meetings we will request existing information such as:

- Organization-wide and department specific strategic plans, objectives and goals
- Organizational charts, including roles and responsibilities
- Policies and procedures
- Service level agreements
- Contractual service agreements with third parties
- Results of any recent prior reviews

Documentation review and benchmarking

Reviewing existing documentation helps ensure baseline knowledge for interviews. What documentation may be available and most relevant to the assessment will be a topic of discussion with the Town.

During this phase, Baker Tilly will conduct a benchmarking exercise using industry standard data as well as publicly available information from comparable and aspirational communities. While there is never a perfect apples-to-apples comparison for

benchmarking purposes, we will use the data to help the Town to identify areas where staffing levels and roles may be misaligned with future needs. We do have the capability to develop a custom survey and issue it to comparable communities, however, this exercise requires a significant time investment that does not align with the Town's timeline of a final report issued by January 14th, 2022.

Interviews

Using our prior experience in performing organizational assessments as well as our operational knowledge of departments and offices within the Town, Baker Tilly will tailor our existing inventory of interview questions based on the roles of individuals interviewed and the Town's specific culture. Our approach to interviews encourages open discussion. Our professionals are trained and experienced at helping participants feel comfortable with sharing their thoughts and concerns by asking unbiased and non-threatening questions – whether through one-on-one interviews or group sessions.

Partners, directors and managers typically lead interviews. The most effective interviews begin with open-ended questions about the participants' roles, goals, objectives, challenges, issues and concerns. A free-form discussion with open-ended questions then encourages participants to speak their minds. When coupled with specific questions about operations in a participant's business area, this approach facilitates comprehensive interviews.

We will also work with management to ensure that we understand the Town's objectives, opportunities, challenges and concerns.

Initial Findings

Once interviews and benchmarking are complete, the Baker Tilly team will document a set of initial findings which highlight opportunities to increase/decrease staffing levels, realign functions and enhance skillsets. For each initial finding we will indicate a functional area and a priority rating. The Town's project steering committee and the Baker Tilly team will meet to discuss these initial findings.

This discussion gives us an opportunity to ensure that the Town's project steering committee and the Baker Tilly team are in sync and that all strategic opportunities have been identified and appropriately prioritized. Findings that are a medium or a high priority will be developed into robust recommendations in the final report.

Reporting

Baker Tilly's reports are designed to be informative and actionable. We understand that the Town will be using this report to guide budgetary decisions in fiscal year 2023 and beyond. It's important that this report provides the roadmap and justification for budgetary decisions.

The final report for this task will include:

- Detailed recommendations outlining changes to organizational structure, staffing levels, job duties and competencies. Each recommendation will include:
 - Implementation time frame
 - Ballpark cost estimate (based on current compensation structure)
 - Implementation priority
 - Recommendation justification and benchmarking information if applicable

Phase 2 Strategic Direction and Philosophies

A pay and performance management philosophy guides the design of a compensation system and answers key questions regarding pay strategy. It generally takes a comprehensive, long-term focus and explains the compensation program's goals and how the program supports the employer's long-range strategic goals. Without a pay philosophy, compensation decisions tend to be viewed from a short-term tactical standpoint apart from the organization's overall goals and often with disregard to employee performance.

Market competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the market and identifying where the organization wants to be positioned within that market. Market position should balance what it takes to attract new employees and retain skilled employees (in other words, eliminate higher pay as the reason employees leave the organization) with the organization's financial resources. Internal equity expresses an organization's desire to provide comparable pay to positions with comparable duties and responsibilities.

A pay philosophy should be developed that establishes a compensation program based on individual employee performance as a key feature of the pay philosophy. Therefore, we emphasize references to performance in the pay philosophy discussion. As part of your study, Baker Tilly will work with Town leadership to define the following key components of the compensation philosophy:

- Providing fair and equitable rates of pay to employees
- Determining the desired balance of all elements included in the total rewards package and the means and methods desired to provide performance-based portions of the total rewards
- Defining your market area
- Developing a system that establishes a “market rate” representing base pay for each position and stating the minimum wage and maximum rates that the Town will pay individuals within a position
- Establishing rates of pay that allow the Town to compete successfully for new employees within your market area
- Establishing a market position that is fiscally responsible with public resources
- Developing a compensation system that allows employees to progress through the pay range as long as their performance consistently meets your expectations
- Developing pay administration policies and procedures that ensure their consistent application between departments
- Ensuring that the compensation program is understandable to employees, supervisors, Town management and the public
- Baker Tilly will facilitate the development of performance metrics for the Town. When developing performance metrics, Baker Tilly buckets metrics into two categories; qualitative and quantitative metrics. Qualitative metrics are based professional traits that are not possible to measure but still valuable to the organization, such as business acumen, transparency, adaptability, and more. Quantitative metrics are based on measurable goals. These metrics are aligned with Town, department, and team Key Performance Indicators (KPIs).

Qualitative Performance Metrics

When determining the qualitative metrics for each classification, Baker Tilly bases metrics off of existing organizational values. Typically, organizations have a value statement that

employees are expected to adhere. These values can be translated into qualitative performance metrics in which employees are rated. Baker Tilly facilitates the process in which three to five core organizational values are chosen for performance evaluation.

Quantitative Performance Metrics

Baker Tilly considers the following questions when creating quantitative metrics performance metrics:

What are the KPIs for the Town? If the Town does not have KPIs, Baker Tilly can help identify those metrics based on the Town's strategic plan.

What are the KPIs for each department in scope, and how do they contribute to the goals of the Town as a whole? Baker Tilly will help facilitate the development of KPIs that align to the Town-wide KPIs as well as those metrics necessary to the success of a particular department.

What are the KPIs for each team in scope, and how do they contribute to the goals of the department? In a similar process to the statement above, Baker Tilly will help teams determine the KPIs that are critical to their success and the success of the department as a whole.

Phase 3 Classification and Compensation

Data Collection

Employees play a major role in providing the data needed for this study. Therefore, it is imperative that employees receive information about the study and why it is being conducted, be given opportunities for involvement throughout the process, learn the expected outcomes, as well as have an opportunity to ask questions and express concerns.

Baker Tilly will conduct employee informational meetings to introduce the study, explain study procedures and answer any questions employees may have about the process. These meetings will be scheduled and conducted to ensure that all employees have an opportunity to attend and so as not to disrupt the operations of the Town.

Baker Tilly will introduce the Position Analysis Questionnaire (PAQ) at this time. The questionnaire provides an opportunity for each employee to provide input on education, training, certifications, licenses and experience requirements of the position and provide input on the various job factors which apply to their position. Employees will also identify the specific physical requirements and working conditions of their position to assist in the consultant's review for compliance with the Americans with Disabilities Act (ADA). The information gathered from the PAQs, along with the Town's existing job descriptions will be used during the job evaluation process and to assist in the collection and analysis of wage data from comparable organizations. Baker Tilly will also review each position's designation under the FLSA

Market Survey

In order to determine appropriate salary levels of positions in the workforce and address the issue of comparable compensation, Baker Tilly will conduct an extensive salary and benefits survey to compare the Town positions with analogous positions in other comparable agencies in the area labor market. By gathering and analyzing information on wages, wage equivalents and benefits, a comparison of total compensation can be reviewed in comparison to the Town's established market area. External market comparisons for positions should be based on similar organizational structure, population, geographic location, job responsibilities, scope of authority, financial, socio-economic, growth and other relevant factors. The study team will consult with the Town's

management and designated staff in identifying the appropriate peer organizations to include in the survey data.

We try to benchmark at least 50% of all unique job titles. These jobs will closely resemble other jobs performed across the industry. Additionally, they should:

- Be well-represented positions in the marketplace
- Be important in the Town’s internal hierarchy
- Represent as many levels or grades in the Town’s current salary structure as is possible
- Match to at least 70% of the job duties found in the survey jobs
- Generally, tend towards multiple incumbent jobs, with the exception of management or executive-level jobs

Market rates will be determined as the midpoint of the usable salary ranges reported in the survey. New pay structure parameters will be established based on survey data, best practices and the Town’s policies in order to achieve appropriate, competitive and equitable pay for all levels and types of positions.

It is important to note that there may be different labor markets for different positions. Some positions are recruited from the local area, while others are recruited regionally and/or nationally. The consulting team will work closely with the staff in determining the appropriate labor market for your job families.

Job Evaluation

While salary survey data will assist Town in establishing its position in the competitive market, job evaluation is the mechanism that ensures internal relationships are equitable. Baker Tilly has developed, and copyrighted, a job evaluation system known as the Systematic Analysis and Factor Evaluation (SAFE®) system specifically for the evaluation of public sector positions. The SAFE® system is a unique job evaluation method designed to measure job factors in an objective manner. This SAFE® system has been successfully used for many years throughout the country and has been reviewed by the United States District Court in conjunction with an Equal Employment Opportunity (EEO) suit and found acceptable to the Court.

The system rates and ranks jobs based on various skill levels and work factors yielding a total score which represents a position’s internal value. All together, these total scores establish a hierarchy of jobs which reflects the internal equity in your organization. Because the evaluation is of the position and not the person in the position, the SAFE® system facilitates proper and equitable comparisons between and among positions and minimizes bias in evaluating, rating and ranking jobs.

The 9 compensable factors measured by the SAFE® system include:

- Education
- Level of work
- Physical demands
- Independence of actions
- Supervision exercised
- Experience required
- Human relations skills
- Working conditions/hazards
- Impact on end result

Baker Tilly will provide training to ensure the Town’s HR staff can administer the SAFE® system to evaluate newly created positions and re-evaluate revised positions.

Pay Plan Development

Baker Tilly will facilitate discussions with the Town's management and project team to establish a framework for a formally adopted compensation philosophy. To that end, Baker Tilly will develop proposed pay structure(s) that meets the Town'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. In reviewing the proposed classification and compensation plan, Baker Tilly will work with the Town to address outliers identified through regression analysis and finalize a structure that is internally equitable and market competitive.

Baker Tilly will develop 3 scenarios for the Town to consider in its adoption and implementation of the proposed plan, which will include a costing analysis for each scenario. We will partner with the Town to develop custom implementation scenarios, if desired. Otherwise, our standard scenarios include:

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

Job Descriptions

Baker Tilly will utilize data capture by employee completed PAQs as the basis for developing draft job descriptions. This information will have been reviewed and verified by the Town's leadership team to ensure completeness and accuracy of the information. Further, results of the SAFE® job evaluation process will be included in the documentation.

The draft job descriptions are built from a template and can, therefore, be modified to include information required by the Town – within reason. If desired, additional information, formatting, logo, etc. can be added for additional fees.

Final report

The final report is a narrative explaining the methodology followed to conduct the study, the results, and our recommendations to the Town based on those results. More specifically the report will document position title recommendations, market survey results, proposed pay structure(s), a list of position classifications, and implementation costing analysis. This report will not document or publish employee specific information.

Post-contract maintenance

While the Town will be fully trained and able to maintain its new classification and compensation system, Baker Tilly often provides ongoing assistance to clients after the completion of a study. Post-contract maintenance services include assisting the Town with assignment of positions to the classification plan, determining the FLSA status of a new or revised position, conducting job evaluations for reclassification requests, and new positions created by the Town. Baker Tilly can also provide assistance in providing documentation to the Town payroll regarding pay equity reporting.

Phase 4 Employee Performance Management

During the Strategic Direction and Philosophies phase, Baker Tilly will work with the Town to develop an approach to employee performance management as well as understand the Key Performance Indicators (KPIs) for the Town and each department. During this phase, Baker Tilly will develop the detailed plan which supports that philosophy. Understanding the KPIs of each team, Baker Tilly will help management determine the quantitative metrics necessary for employees. Baker Tilly will help determine what is considered “exceeding expectations”, “meeting expectations”, “developing/needs improvement”, and “does not meet expectations”.

After the Town has determined their qualitative and quantitative performance metrics, Baker Tilly will assist leadership in determining the weights given to the two categories. The Town can determine whether qualitative and quantitative performance metrics are weighted equally or if there is given more weight to one category over another. In some cases, this may be handled differently from department to department given the nature of the job duties.

After metrics are determined and weights are assigned, Baker Tilly and the Town will enter a review period in which key stakeholders and leadership will review the results of the performance metrics development and determine next steps, whether it be revision or implementation.

3.0 - Company Background

About Baker Tilly

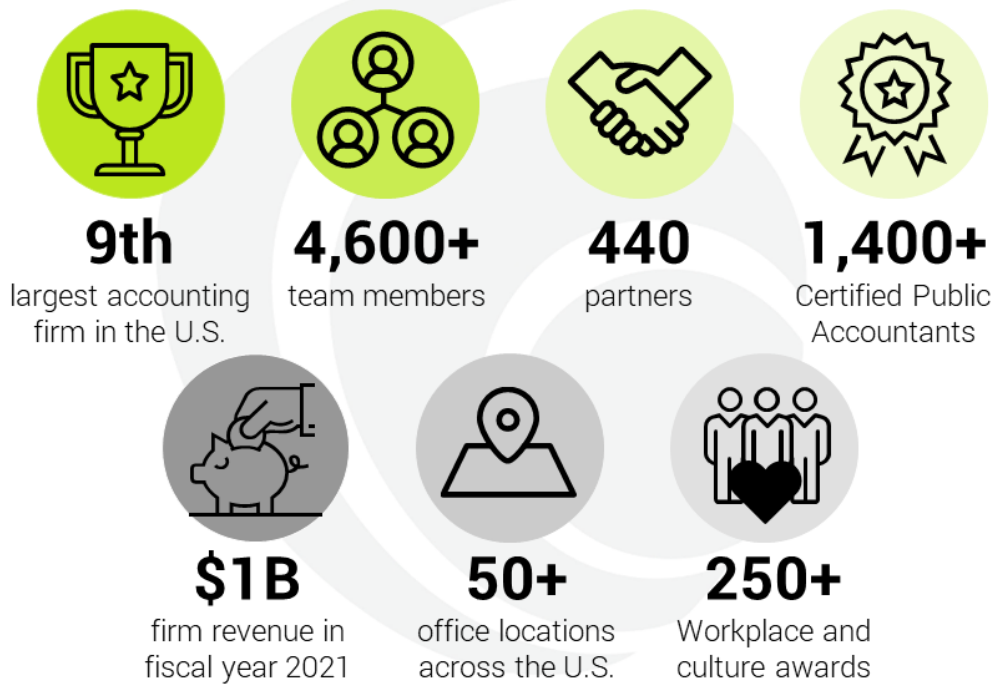
Founded in 1931, Baker Tilly is a limited liability partnership and a global firm with operations in the U.S. and abroad. Originally a Certified Public Accounting firm, we have grown steadily over the years, expanding our service offerings and our geographic presence to meet the evolving needs of our clients.

Baker Tilly is an independent member of Baker Tilly International, a worldwide network of independent accounting and business advisory firms.

Today, Baker Tilly is a global, full-service accounting and advisory firm whose specialized professionals connect with clients through refreshing candor and clear industry insight.



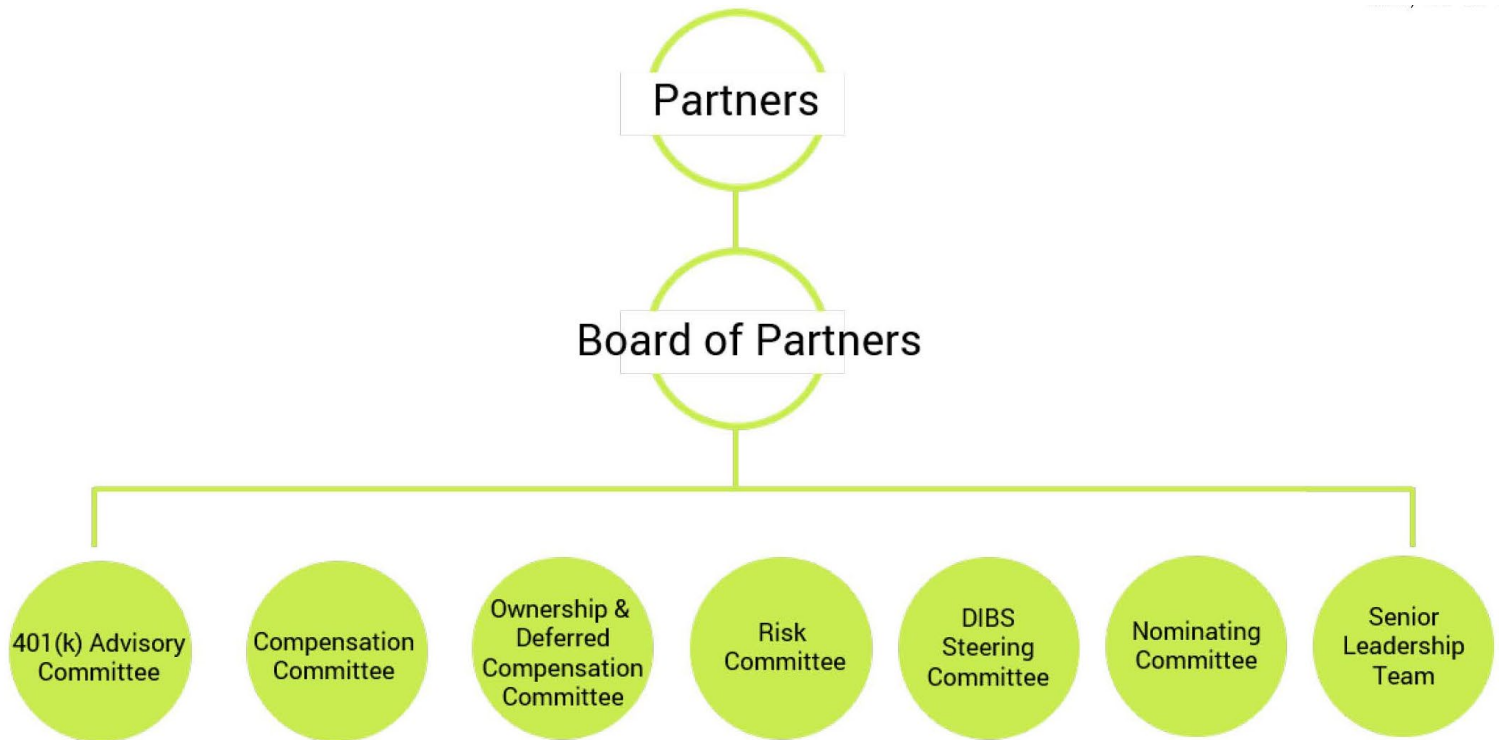
Baker Tilly was recently ranked 9th in the one-of-a-kind IPA 400, which recognizes the top U.S.-based accounting firms by *INSIDE Public Accounting*.



Our organization at a glance

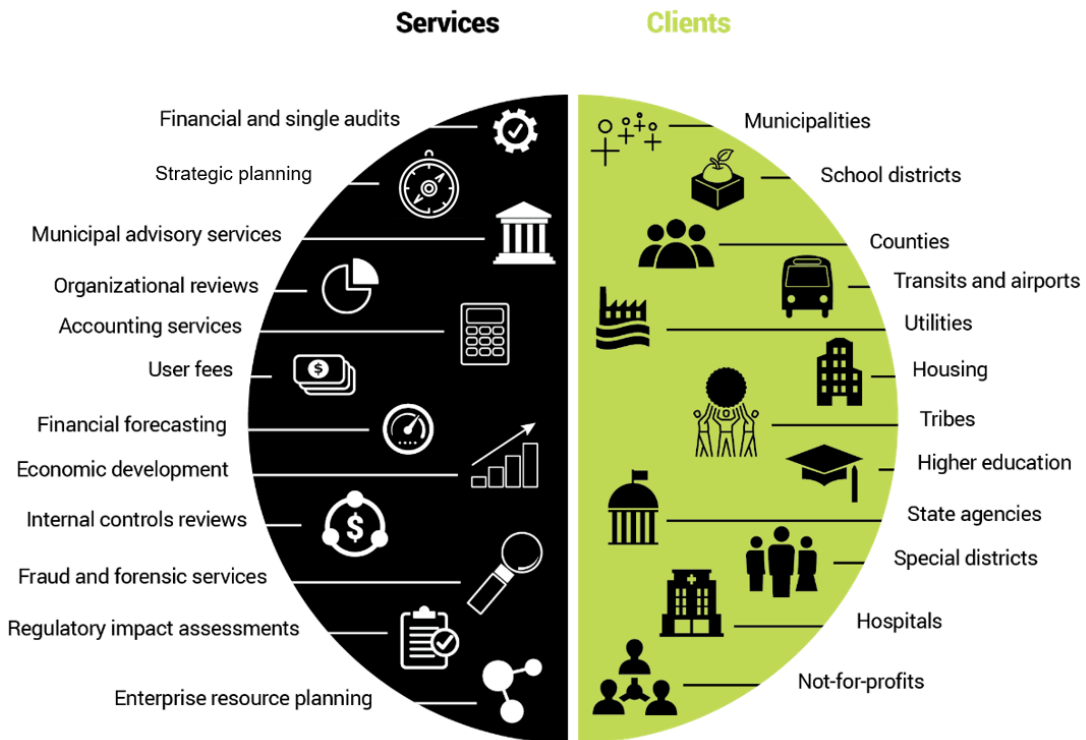
Our firm is a partnership and structured as shown on the following chart.

Firm governance



Public sector specialization

Baker Tilly is the 9th largest U.S. accounting and advisory firm in the U.S. according to *INSIDE Public Accounting*. Our vision is to create the certified public accountant (CPA) advisory firm of the future, today. Our growth means new geographies, new services, new influence and greater opportunity to deliver exceptional results as your **Value Architects™**.



We have established a record of successfully serving public sector organizations through increasingly diverse service offerings for our municipal, county and state clients. This experience enables us to easily understand your organizational structure, processes and regulatory environment and provide you with valuable, on-target advice. We are well versed in conducting policy, process and procedure reviews as well as organizational structure analyses for public sector organizations.


Baker Tilly's capacity to provide top quality professional services to our clients goes even deeper than our commitment to the industry as a whole. We will take an informed and practical approach to assisting you in setting expectations and implementing your organizational assessment. We use what we know to develop a tailored, personalized approach that meets your needs.

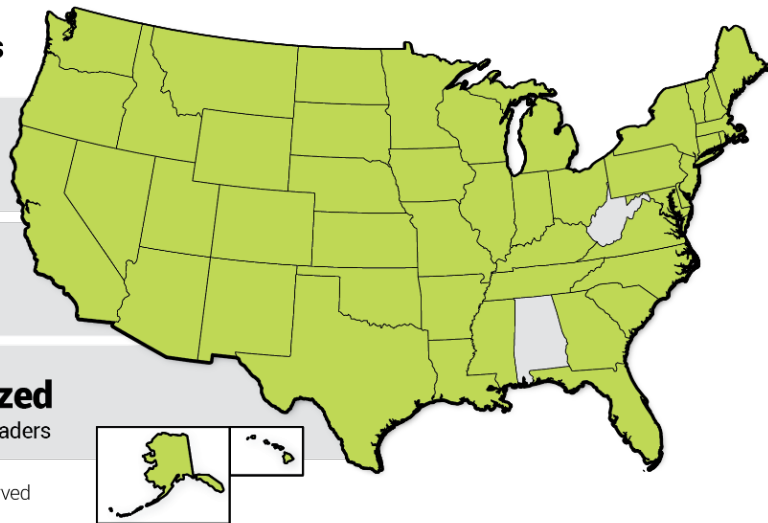
Public sector:
experience that matters

3,100+
public sector clients

90 years
industry experience

Nationally recognized
industry trainers and thought leaders

 States where Baker Tilly has served public sector clients



Where necessary, our team can easily access the vast resources and expertise from staff in other areas of the firm. For projects of all sizes, hundreds of state, county, town, village, township, school and utility districts rely on Baker Tilly to help them address their highest priority needs with clarity and pinpoint precision.

The Town will benefit from our specially organized group of staff and partners in several specific ways:

- **Specialized training and continuing education:** The Town is assured of a consulting team with the necessary knowledge and skills you desire to perform organizational analyses that create value.
- **Dedication to your industry:** Your public sector professionals live and breathe government, working exclusively in this industry year-round. This translates into insights only experience can bring, as well as service from a team that understands the best ways to communicate and collaborate with public sector entities.
- **Industry involvement:** Members of our public sector practice group are active participants in key industry organizations, including the International City County Management Association (ICMA), IPMA-HR, World at Work – Total Rewards Association, and SHRM. Because of our work with these groups, we are knowledgeable of dynamic, consequential trends in state and local government – and equipped with leading practices to help the Town best respond to them.
- **Knowledge shared with the Town:** At Baker Tilly, serving governments goes beyond services – we also supply our state and local government clients with crucial thought leadership in the form of webinars, workshops, articles and our regular newsletter, *Government Connection*.
- **Year-round consultation:** Throughout our relationship – not just during the review – we will be available for routine calls or technical questions, connecting you with recommendations and ideas to address the inevitable operational issues that arise. Additionally, we can alert you to new opportunities for us to collaborate and create value for the Town.

Compensation and classification consulting experience

Our compensation consulting team is made up of highly qualified industry experts. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes.

- **Our team has successfully performed hundreds of similar studies nationwide, having been successfully implemented in governments large and small.** Having been performing compensation and classification studies for more than thirty years, we have successfully implemented many hundreds of studies in public organizations across the country. We focus on the public sector, and our personnel are experts in public sector pay and classification.
- **Our SAFE® job evaluation system is solid, tested and is proven as a methodology for fairly and appropriately distinguishing classifications between public employees.** In today's environment, organization's need to know that their methods are proven and sound. SAFE® gives you a tested methodology that works to properly differentiate between job classes in your - organization.
- **With us, you don't just get a study, you get a system.** We train you to use the system and leave you prepared to utilize it, as needed, as your workforce needs evolve. When we leave, you have a completed study AND a pay and classification system to use in the future. As new positions are created or job conditions change, your staff will be trained to use our SAFE® job evaluation system to fairly and appropriately fit these new conditions into the existing system.
- **We know that good studies rest on quality data.** Towards this end, we partner with you to carefully identify benchmark positions and peer organizations for use in the market study process. We follow best practices in obtaining and analyzing collected data to ensure that quality and quantity standards are met.

Overall, we pride ourselves in doing high-quality work that is defensible, transparent and fair to both the organization and its employees, as we realize that a pay and classification study is critical to your ability to maintain and grow the quality of workforce that you need to perform at the level expected by your citizenry. We proudly stand by our work and will defend and support it through adoption.

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



List of Relevant Projects: 2018 – Present

Year	Client	State	Project	Population
2018	Battle Creek	MI	Comp Study	51,833
2018	Bemidji	MN	Comp Study	14,435
2018	Blue Springs	MO	Pay Plan Design	53,294
2018	Bonner Springs	KS	Comp and Class Study	7,665
2018	Broad River Water Authority	NC	Class and Comp Study	
2018	Burnsville	MN	Class and Comp Study	61,290
2018	Carver	MN	Comp Study	4,628
2018	Chicago Metro Agency on Planning	IL	Org Struc Rev/Comp Study	
2018	Cleveland County	NC	SAFE Database	97,047
2018	Cloquet	MN	Comp Plan Update	12,050
2018	Craven County Schools	NC	Comp Study	
2018	DART	TX	Comp Study	
2018	Dayton	VA	Class and Comp Study	1,609
2018	DeSoto	TX	Class and Comp Study	52,599
2018	Dinwiddie County Schools	VA	Review of Compensation Study	
2018	Elko New Market	MN	Pay Equity Report	4,513
2018	Eudora	KS	Class and Comp Study	6,211
2018	Grain Valley	MO	Class, Comp & Benes Study	13,125
2018	Harris Co Hsg Auth	TX	Salary/Wage Comp Study	
2018	Hsg Auth of Durham	NC	Salary Comparability Study	263,016
2018	Ingleside	TX	Class & Comp Study	10,488
2018	Int School Dist No. 917	MN	Job Descr Updates/Training	
2018	Johnson County	IA	Comp and Class Study	144,251
2018	Lakeville	MN	Class & Comp Study	58,562
2018	Laurinburg	NC	Class & Comp Study	15,774
2018	Leavenworth	KS	Comp Study	35,891
2018	Madison County	VA	Class & Comp Study	13,200
2018	Mansfield	CT	Class & Comp Study	25,959
2018	Minnehaha Creek Watershed Dist	MN	Class & Comp Study	
2018	Minnetonka	MN	Class & Comp Study	51,638
2018	Northwest Regional Library	NC	Class & Comp Study	
2018	Person County	NC	Class & Comp Study Phase III	39,276
2018	Rappahannock Regional Jail	VA	Comp Study	
2018	Scott County CDA	MN	Pay Equity Report	137,232
2018	Thibodaux	LA	Market Study	14,566
2018	Verona	WI	Market Survey	10,632
2018	Wabasha Soil & Water Cons Dist	MN	Class Study	
2018	Willmar	MN	Comp Study	19,680
2018	Winston Salem	NC	Class & Comp Study-Phase II	236,441
2018	Wright Soil & Water Cons Dist	MN	Class and Comp Study	

List of Relevant Projects: 2018 – Present

Year	Client	State	Project	Population
2019	Adams County	WI	Class & Comp Study	19,973
2019	AppalCART	NC	Class & Comp Study	
2019	Dallas Housing Authority	TX	Comp Study	
2019	Fillmore Soil & Water Cons Dist	MN	Class & Comp Study	
2019	Gastonia	NC	Class & Comp Study	75,536
2019	Gatesville	TX	Class & Comp Study	12,387
2019	Iowa League of Cities	IA	Comp Study	3,146,000
2019	King County Hsg Auth	WA	HR Management Consulting	
2019	LOGIS	MN	Comp & Benefit Study	
2019	McFarland	WI	Market Survey	8,108
2019	Morehead City	NC	Class & Comp Study - Maint	9,203
2019	Wheaton	IL	Market Survey	53,373
2019	Wright County	MN	Class and Comp Study	131,311
2020	Bellingham	WA	Comp Market Study	89,045
2020	Brooklyn Center	MN	Comp Study	30,712
2020	Capital Region Water	PA	Class & Comp Study	
2020	Circle Pines	MN	Comp & Class Study	4,978
2020	Ind School Dist No. 625	MN	Comp Study	294,873
2020	Ind School Dist No. 2769	MN	Job Desc/Pay Equity Review	
2020	Int School District 287	MN	Pay and Class	
2020	Montgomery	MN	Class & Comp Study	2,907
2020	North Central Reg Library	WA	Comp & Benefits Study	
2020	Payson	AZ	Class & Comp Study	15,476
2020	Pittsylvania County	VA	Comp Study	62,426
2020	River Falls	WI	Class & Comp Study	15,510
2020	Rocky Mount	VA	Comp Study	4,798
2020	Salem	VA	Class & Comp	25,483
2020	Tyler	TX	Class and Comp Study	104,789
2020	Tyler Utilities	TX	Class and Comp Study	104,789
2021	Amelia County	VA	Class and Comp Study	13,145
2021	Council Bluffs	IA	Class & Comp Study	62,316
2021	Saginaw County	MI	Class & Comp Phase III	195,012
2021	Sartell	MN	Class & Comp Study	13,917
2021	Scandia	MN	Class & Comp Study	4,120
2021	St. Charles City-Co Library Dist	MO	Market Study	
2021	Stutsman County	ND	Comp Study	21,087
2021	Tyler	TX	Class & Comp Study	104,991
2021	Zimmerman	MN	Comp Study	5,499
2021	Fertile	MN	Comp Study	1000
2021	Potomac Rappahannock Transportation Comm.	VA	Class and Comp Study	

List of Relevant Projects: 2018 – Present

Year	Client	State	Project	Population
Current	Horicon	MN	Class and Comp Study	3620
Current	Evansville	WI	Class and Comp Study	646
Current	Spring Lake Park	MN	Class and Comp Study	6,412
Current	Isanti County	MN	Class and Comp Study	5,251
Current	Rosemount	MN	Class and Comp Study	25,650
Current	Chisago	MN	Class and Comp Study	53,887
Current	Stevens Point	WI	Class and Comp Study	26,717
Current	Sherburne County	MN	Class and Comp Study	88,499
Current	Duplin County	NC	Class and Comp Study	58,505
Current	Baudette	MN	Class and Comp Study	1,106
Current	Hutchinson Utilities Commission	MN	Class and Comp Study	14,178
Current	Ortonville	MN	Class and Comp Study	1,916
Current	Morris Schools	MN	Class and Comp Study	
Current	Brooklyn Center	MN	Class and Comp Study	33,782
Current	Richmond	IN	Class and Comp Study	36,812
Current	Jackson	MS	Class and Comp Study	166,383
Current	Harrisonville	MO	Class and Comp Study	10,019
Current	Bedford Regional Water Authority	VA	Class and Comp Study	
Current	Auburn	IN	Class and Comp Study	13,056
Current	Cumberland County	VA	Class and Comp Study	10,052
Current	Essex County Public Schools	VA	Class and Comp Study	11,151
Current	Chicago Metropolitan Area Planning	IL	Class and Comp Study	
Current	Ligonier	IN	Class and Comp Study	4,405
Current	Fort Wayne City Utilities	IN	Class and Comp Study	265,752
Current	Port Arthur	TX	Class and Comp Study	55,109
Current	Monroe	NC	Class and Comp Study	32,797
Current	Chesapeake Bay Bridge and Tunnel	VA	Class and Comp Study	
Current	West Point	VA	Class and Comp Study	3,292
Current	Goshen	IN	Class and Comp Study	34,108
Current	Bluffton	IN	Class and Comp Study	9,919
Current	USVI Water and Power Authority	USVI	Class and Comp Study; Org Analysis	105,870

Case studies

San Mateo County, California

HR organization, personnel classification and compensation study

Our client's need: The County faced challenges with a blended HR structure that consisted of centralized payroll and HR functions coupled with decentralized individuals within departments providing a degree of HR and payroll support. Further, the County felt its job classification and compensation structure for HR functions across departments was not adequate to reflect expanded HR roles and keep pace with the increased cost of living in the region.

The Baker Tilly solution: Baker Tilly's team conducted an organizational and operational analysis to identify operational efficiencies and gaps as well as opportunities for process improvement of payroll and HR services. As part of our analysis, we highlighted industry best practices and innovations for efficient delivery of payroll and HR as used by comparable organizations. Additionally, we analyzed individual employees' duties and responsibilities for purposes of determining appropriate job classifications and compensation.

Results achieved: Following our assessment, Baker Tilly identified several findings which translated to opportunities for the County to better define roles and responsibilities for HR-related functions. By breaking out our findings and recommendations by priority, our team enabled the County to discern between areas to be resolved in the short term and longer-term changes.

Our recommendations included several high-priority items to be implemented within six months. These items focused on developing an HR and payroll governance model and establishing an HR fundamentals training framework for department payroll and personnel services specialists (PRCs). Medium-priority recommendations to be implement within six to 18 months included establishing a framework for an HR systems training program for managers and supervisors and evaluating PRC support allocation across departments.

Duration of the project: 7 months

Contract Fees: \$115,000

Number of Full-Time Equivalent Employees: 7,500

City of Rochester, New York

Strategic organizational review

Our client's need: Rochester, New York wants to reach its vision of being "the best mid-sized city in the U.S. in which to live, raise a family, visit and grow a business." To achieve this vision, the City needed to ensure that its overall operations focused on achieving its objectives as an organization. The City's needs focused on reevaluating its objectives as a whole and utilizing those objectives to prioritize City operations.

Baker Tilly’s solution: Baker Tilly’s state and local government specialists conducted a Strategic Planning Assessment and Organizational Assessment of City operations. The Strategic Planning Assessment focused on establishing strategic objectives and associated key performance indicators (KPIs) aligned with the Mayor’s vision, which provided guidance to departments for resource allocation and execution of KPIs.

The team’s Strategic Planning Assessment resulted in a Strategic Map/Roadmap, Data Reporting Strategies, and a Communication Plan. Baker Tilly’s dedicated professionals also developed an Organizational Review Report that outlined 18 essential findings and recommendations that the City could take to remedy its challenges with recommended implementation priorities.

Results achieved: Using the Strategic Roadmap and prepared Organizational Review Report, the City focused its resources in identified areas to develop a strategy and plan to address Baker Tilly’s recommendations. The City utilized the report to determine timelines, prioritize findings, and strategize long-term goals as a whole to achieve the citywide vision.

Duration of the project: 8 months

Contract Fees: \$160,000

Number of Employees: 3,200

Keys Energy Services (KEYS), Florida

Organizational structure analysis and compensation and classification review

Our client’s need: Baker Tilly assisted KEYS to conduct an organizational review focused on analyzing the existing organizational structure and identify opportunities to improve the effectiveness of service delivery through improved processes and organization. This included developing a plan to prepare for upcoming retirements and changes in the industry which may impact the competencies required for critical positions. Following the organizational study, Baker Tilly completed a compensation analysis and updated job descriptions for every position in the organization.

The Baker Tilly solution: The review focused on the following departments of the organization:

- HR and communications department
- Executive department
- Finance department
- Engineering/control center department
- Customer services department
- Transmission and distribution department
- Generation department

Results achieved: Baker Tilly provided KEYS recommendations to improve organization structure and a plan to cope with retirements. This included a transition plan for KEYS to proceed from the existing organizational and operational state to the desired future state.

Our road map offered various organizational structure options as well as a plan for critical positions as retirements occur. Many of these recommendations were adopted resulting in the need to conduct a compensation and classification study and update or create job descriptions for the entire organization. Baker Tilly completed the compensation and classification analysis.

Duration of the project: 12 months

Contract Fees: \$75,000

Number of Full-Time Equivalent Employees: 120

Winnebago County, Illinois

Operational and organizational review

Our client's need: Winnebago County experienced challenges due to the hybrid structure of its centralized and decentralized finance and HR environment. These challenges included process inefficiencies, policy compliance issues and inconsistencies in customer service quality. The County sought Baker Tilly's assistance with its transition to an organizational model that allows for a more strategic and tactical service delivery approach.

Baker Tilly's solution: Baker Tilly's state and local government specialists worked with the County to conduct an operational and organizational review to examine the organizational structure, operational procedures and technology used to deliver finance and HR services. Our specialized team also assessed opportunities to increase efficiency, enhance the use of technology and improve the operational effectiveness of the finance and HR functions.

Results achieved: Baker Tilly prepared an operational and organization report identifying 22 essential findings and recommendations. Our report provided the County with tools to remedy its challenges and focus its resources on the implementation of high-priority items. Based on our findings, the County developed plans to address each issue, prioritizing items to be resolved immediately and developing strategies to implement larger long-term goals. Additionally, Baker Tilly provided similar reviews for the IT Department and the procurement function.

Duration of the project: 6 months

Contract Fees: \$55,000

Number of Full-Time Equivalent Employees: 1,200

Bedford Regional Water Authority (BRWA), Virginia

Classification and Compensation Study

Our client's need: BRWA is the sole provider for water and wastewater services for over 14,000 residents in the Town and County of Bedford, Virginia and strive to be "The Employer of Choice for Bedford." To ensure the organization was attracting and retaining the best quality candidates and employees to meet the service needs of the community, BRWA sought to update its outdated classification and compensation system.

The existing pay structures included very wide range spreads across all pay grades resulting in extreme overlap of salary ranges from the bottom to the top of the organization. Further, BRWA desired expanded career ladders across maintenance and operator job families to encourage professional development.

The Baker Tilly Solution: Baker Tilly conducted a comprehensive classification and compensation study for the organization. Employees completed an online position analysis questionnaire that allowed us to review the appropriateness of positions title and conduct our SAFE® job evaluation on each position. The market study proved to be a great success and concluded with quality market matches for 94.6% of BRWA's positions. The results of the internal and external review were considered when developing the new pay structure for BRWA and, because of the wealth of market results, Baker Tilly used a market-driven approach to classifying the organizations positions.

Baker Tilly partnered with BRWA to ensure that pay grade classifications provided sufficient separation between supervisor and subordinate groups, an issue that existed with the current pay plan and acted as a deterrent for employees to take on more responsibility.

Results achieved: Baker Tilly provided BRWA with an updated classification and compensation system which met identified business needs. Additionally, Baker Tilly developed 3 implementation scenarios including a costing analysis for each scenario, giving BRWA multiple considerations for adopting the new plan. Additional deliverables included updated job descriptions and training on the SAFE® job evaluation system so that BRWA would be able to maintain their new system going forward.

Duration of the project: 6 months

Contract Fees: \$23,000

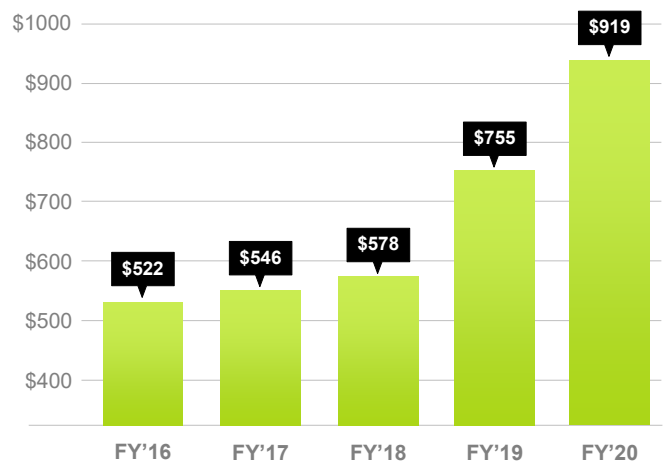
Number of Full-Time Equivalent Employees: 82

Financial strength and stability

As a privately held firm and partnership, we do not publish or distribute our financial information to the public or to anyone without a signed non-disclosure agreement. Information about our firm's net revenues can be found on our website through our annual report. In the event that Baker Tilly is selected as a finalist in the RFP process and additional financial information is required, we may release certain high-level financial information to Roswell Park, provided the information is not posted or shared on any public website or forum and is not disclosed to any other vendors, candidates or clients. Consistent growth in revenue during the past five years and a diversified client base give Baker Tilly the stability and resources to address Roswell Park's long-term needs. Here are key points to consider regarding the financial strength and stability of our firm:

- Baker Tilly ranks as the 11th largest certified public accounting firm in the United States.¹
- Baker Tilly has more than doubled annual revenues since 2012, both organically, and through strategic mergers and acquisitions.
- Baker Tilly serves thousands of both publicly traded and privately held clients ranging in size from \$1 million to billions of dollars in revenues.
- Baker Tilly has encountered a client growth of more than 80% in the past five years.
- Baker Tilly has never filed for bankruptcy.

BAKER TILLY REVENUE
(in millions)



¹2020 INSIDE Public Accounting [Top 400 Firms](#)

License to practice in the State of North Carolina



LIMITED LIABILITY PARTNERSHIP ANNUAL REPORT

NAME OF LIMITED LIABILITY PARTNERSHIP: Baker Tilly US, LLP

SECRETARY OF STATE ID NUMBER: 1106015 STATE OF FORMATION: IL

REPORT FOR THE FISCAL YEAR END: 1/31/2021

Filing Office Use Only
E - Filed Annual Report
1106015
 Changes

SECTION A: REGISTERED AGENT'S INFORMATION

1. NAME OF REGISTERED AGENT: Corporation Service Company

2. SIGNATURE OF THE NEW REGISTERED AGENT: _____

SIGNATURE CONSTITUTES CONSENT TO THE APPOINTMENT

3. REGISTERED AGENT OFFICE STREET ADDRESS & COUNTY 4. REGISTERED AGENT OFFICE MAILING ADDRESS

2626 Glenwood Avenue,

2626 Glenwood Avenue,, Suite 550

Raleigh, NC 27608 Wake County

Raleigh, NC 27608

SECTION B: PRINCIPAL OFFICE INFORMATION

1. DESCRIPTION OF NATURE OF BUSINESS: Tax, assurance, and consulting services

2. PRINCIPAL OFFICE PHONE NUMBER: (608) 240-2384

3. PRINCIPAL OFFICE EMAIL: Privacy Redaction

4. PRINCIPAL OFFICE STREET ADDRESS

5. PRINCIPAL OFFICE MAILING ADDRESS

205 North Michigan Avenue

205 North Michigan Avenue

Chicago, IL 60601-5927

Chicago, IL 60601-5927

6. Select one of the following if applicable. (Optional see instructions)

The company is a veteran-owned small business

The company is a service-disabled veteran-owned small business

SECTION C: CERTIFICATION OF ANNUAL REPORT. Section C must be completed in its entirety by a person/business entity.

CHARLES DROEGE

SIGNATURE

Form must be signed by a General Partner

4/6/2021

DATE

CHARLES DROEGE

Print or Type Name of General Partner

General Partner

TITLE

This Annual Report has been filed electronically.

MAIL TO: Secretary of State, Business Registration Division, Post Office Box 29525, Raleigh, NC 27626-0525

1234567890

Litigation and professional liability involvement

In the normal course of business as a large accounting firm, Baker Tilly may be made a party to litigation alleging various common law and statutory violations. While Baker Tilly expects to resolve all pending matters without any material detrimental impact to the firm, like most accounting firms of any size, the firm does not disclose or discuss its litigation. Litigation is generally disposed of in the normal course of business and under any applicable professional indemnity insurance policy. We enjoy the benefits of a positive reputation.

Failure to complete work

The firm strives to meet and exceed client expectations during an engagement. Occasionally, due to professional standards such as independence or other issues outside of Baker Tilly's control, the firm is unable to complete an engagement.

Lost clients

As a large accounting firm, Baker Tilly may have contracts terminated for a variety of reasons. In the past, we have lost clients due to the following:

- > Mandatory audit firm rotation
- > Project completion
- > Mergers and acquisitions
- > Competitive bidding

The relationship that we maintain with each former client is sensitive and based upon trust and confidentiality. We cannot disclose the information surrounding these relationships without each organization's explicit, written permission.

Subcontractors

Baker Tilly has robust and extensive firm wide resources to provide the Town and all of its specific needs are met. Therefore, we have not need to utilize any subcontractors for this engagement.

Legal exceptions

Per RFP Section 2.5.5, we take exception to the sections of the RFP noted in the attached table of exceptions. If selected, we will provide the County with a copy of our standard engagement terms for review. Notwithstanding anything to the contrary in the RFP, we will require the ability to negotiate mutually acceptable terms and conditions and additional sections prior to executing a final contract.

4.0 - Responses to Project Scope

The Baker Tilly project manager will meet with designated Town staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and time table. At these meetings we will request that the designated project manager provide us with the background materials necessary to conduct this study, including current job descriptions, classification and compensation documents, and a copy of each labor agreement currently in effect, the Town's personnel policies, fringe benefit information and other relevant data. This information will be evaluated to determine the status of existing human resource management programs and to identify apparent issues and opportunities.

The purpose of the meeting(s) is to:

- Introduce the partner-in-charge, project manager and the consulting team
- Discuss the background and experience of Baker Tilly and the consulting team
- Discuss, in detail, the methodology to be used in conducting the study, the role of the consulting team, management and the employees, and the amount and type of employee participation
- Ascertain the major issues the Town wants the study to address
- Review the project schedule and determine significant milestones
- Determine the frequency and content of status reports
- Discuss methods of communicating the status of the study to employees

Baker Tilly will also meet with department heads as a group and request department heads to complete a questionnaire to become familiar with department structure and service levels, hiring and retention issues, any concerns with the current classification and compensation plan and any other issues that may need to be addressed during the study.

Communication is key to a successful project and Baker Tilly's client-centric methodology that will position your project for success. We begin every engagement by defining our client's objectives and establishing a detailed client service plan that clearly matches your expectations to our services. This plan is updated as needed through frequent discussions with management.

Based on our experience with similar projects, we have developed a range of tools to facilitate communication among the project team, project stakeholders and executives. Our communication plan will be tailored to this project and consist of a combination of in-person meetings, weekly or bi-weekly project updates via email, dashboard and phone conferences and ad hoc discussions:

Communication tool	Weekly reporting	Other reporting and information
Project kickoff meeting		✓
Status report (at to-be-confirmed intervals, biweekly minimum) via phone conference or email	✓	
Ad hoc meetings initiated by the Town or Baker Tilly		✓
Information request logs		✓
Conference call draft report presentation and discussion with the Town's project manager and designated parties		✓
Final report presentation		✓
Project close meeting		✓

In addition, we use several industry-leading communication platforms to facilitate project success. Huddle – our secure online collaboration tool – allows us all project stakeholders to upload, edit and track document throughout the life cycle of the project. Zoom, our web conferencing software, facilitates real-time document review, video conferencing and breakout rooms for call participants.

5.0 - Implementation Plan

The costs associated with these items have been included into the project phases as outlined in the Town's proposal.

Communication, marketing and change management

Change is all around us. Organization transformation initiatives are only as successful as the rate at which people and organizations adopt and embrace the change. Successful change occurs when comprehensive planning and appropriate capabilities exist to clearly communicate the changes and train individuals within the organization.

When it comes to organization transformation initiatives, we take change management seriously. Baker Tilly's professionals help successfully integrate change initiatives, sustain them and analyze the impacts. Our approach allows you to connect people, process and digital technology across your program.

Studies have shown successful change management helps organizations obtain business benefits faster, improves workforce engagement and retention, and increases efficiency as new systems and processes are adopted. Our team's experience, proven methodology and tools assist organizations in assessing and managing the impact of change associated with enterprise initiatives, whether it is a complete organization transformation or transactional change.

Baker Tilly anticipates and manages the "people risk" associated with business and technology transformations by establishing a change management foundation. Following a thorough readiness assessment and analysis, we provide a roadmap that best prepares our clients for change and to adopt new ways of doing business, which leads to execution of custom communication, training and organization structure changes.

We implement appropriate governance practices with a focus on change adoption to help increase the value realized from your transformational, digital, process and structural changes.



Training

At the conclusion of the study, Baker Tilly will train members of the HR staff in the SAFE® methodology used to develop, maintain and update the classification and compensation plan and how to determine the validity of requests for reclassification. The training will include how to rate, rank positions to determine salary grade assignments. Instruction manuals pertaining to the SAFE® job evaluation system will be prepared and presented. The Baker Tilly team will remain available to the staff for additional consultation after the study has been completed.

Project duration and schedule

The schedule to commence this project coincides with Baker Tilly's completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Baker Tilly is prepared to initiate the study within three weeks after receiving the official notice to proceed. A detailed project schedule is provided on the following page.

There are factors that impact meeting the milestone dates that are beyond the consulting team's control. The proposed time frame is contingent upon a timely decision, the receipt of requested data, and the timely receipt of feedback and comments on the submitted preliminary data and assumes a start date of Oct. 1, 2021.

We would like to express that the timeline for the first phase of the project is very tight and will require the project to start in the beginning of October at the latest. We have designed our project schedule to provide extra time for deliverable review during the holiday season as many key Town leaders may be out of the office.



**Town of Apex
Organization and workforce study**

<u>Activity</u>	<u>Target completion date</u>
Assessment of Organizational Structure, Functions and Workforce	
Town of Apex completes initial data request	October 22, 2021
Benchmarking and research	October 29, 2021
Onsite interviews and focus groups	November 12, 2021
Initial findings development and discussion with Town	November 22, 2021
Draft report issuance	December 17, 2022
Final report issuance	January 14, 2022
Strategic Direction and Philosophies	
Executive session to discuss performance philosophies	January 2022
Executive summary outlining key philosophy decisions, key performance values and KPIs for each functional area	January 2022
Compensation and Classification	
Project initiation, project planning, discussion of labor market and compensation philosophy, and goals of the project	January 2022
Department Head Interviews and employee communications; PAQ released	January 2022
Personnel policy review	January 2022
Market assessment	February 2022
Job classification and evaluation; development of career ladders	February – March 2022
Pay plan development; implementation strategy and costing	March – May 2022
Finalize compensation philosophy	March – May 2022
Job descriptions; FLSA review	April – June 2022
Draft final report; client training	May – June 2022
Employee Performance Management	
Finalize qualitative and quantitative metrics and alignment with KPIs	February 2022
Discuss functionality of Cornerstone on Demand and limitations around performance management	February 2022
Align performance metrics to each position, define performance rating scales and performance metric weights	March 2022
Finalize performance evaluation method and process with Town steering committee	April 2022
Develop training and communication plan	April 2022
Provide training, communication and change management services	May – June 2022

Project resources

We know that the Town wants to work with experienced industry specialists who understand your needs, who are proactive and creative in identifying issues, and who are flexible in providing solutions. Thus, we have selected a team of Your Value Architect™ who embody these traits and will work side by side with you to ensure you receive the most responsive service possible.

Each member of your engagement team is deeply committed to provide the Town with Exceptional Client Service. We have included the qualifications and experience of the key staff to be assigned to this engagement within each individual's resume, found in [Appendix I: Resumes](#). **In addition to the key team members listed here, your project team will include senior and staff consultants from Baker Tilly's public sector advisory team.**

Team member	Role and qualifications
 <p>Vicki Vogel Hellenbrand, CPA <i>Lead Engagement Partner</i></p>	<p>Vicki will serve as the lead partner-in-charge for your engagement, overseeing the engagement and ensuring your satisfaction with our deliverables. She joined Baker Tilly in 1991 and currently serves as partner and leader of the public sector practice group. Her experience includes performing consulting services for governments and public utilities and performing consulting services to improve operational efficiencies and enhance internal controls. Vicki also performs organizational structure evaluations and financial compensation assessments for local governments and utilities.</p>
 <p>Caitlin Humrickhouse, MPA, SWP <i>Director</i></p>	<p>Caitlin will serve as the Town's senior project manager during the engagement and oversee all aspects of the comprehensive personnel review. She has been with the firm since 2012. Caitlin's areas of expertise include best practices benchmarking, organizational redesign and strategic workforce planning. She specializes in reviews and redesigns of core business processes to enhance accountability, align with industry best practices, leverage available technology and create efficiencies. Caitlin also performs organizational structure analyses for local governments and utilities, examining the current state versus the optimal future state of job functions and departments. She is also a certified strategic workforce planner.</p> <p>Caitlin will serve as both a senior advisor to the project team and will have direct leadership for the development of communications, project execution and recommendations for the new strategic plan.</p>



Steve Miner, Ed.D., J.D.
Director

Steve is the managing director of the Classification and Compensation group and is specialized in compensation and workforce services, and organizational performance. He has more than 35 years of experience in public management, human and organizational performance and local government law. Steve will contribute his substantial subject-matter expertise in compensation services and organizational performance.



David Eisenlohr
Local Government Operations Specialist

David is a managing director at Baker Tilly who specializes in state and local government operations management. He has more than 35 years of experience consulting on strategic, operational and organizational issues at public sector entities, helping municipalities streamline their processes, optimize performance and clarify strategy. David will provide insights on government operations audits and related issues for the Town.



Chief Glenn Theriault, MPA
Law Enforcement Subject Matter Expert

Glenn is a 25-year veteran of law enforcement who focuses his municipal management consultant work primarily on public safety and city administration. Prior to joining Baker Tilly he served in all capacities of municipal law enforcement, with a focus on innovative community policing efforts. Glenn also served as an Assistant City Manager who was tasked with streamlining citywide municipal service delivery while creating equitable justice in municipal enforcement. Glenn received his Masters of Public Administration from Northern Illinois University and is a graduate of the FBI Executive Leadership Institute and the Northwestern University School of Staff and Command.

Glenn will provide insights on law enforcement issues for the Town.



Jada Kent, CCP
Manager

Jada is a manager with a background in human capital consulting, including classification & compensation, organization management and executive recruitment. Jada has earned a master's degree in Public Administration (MPA), is a member of the North Texas Compensation Association (NTCA) and is in the process of obtaining her Certified Compensation Professional (CCP) designation.



Allison LeMay, MPA, IPMA-CP
Project Manager

Allison has fourteen years of experience working with cities, counties, K-12 districts and public authorities. She is passionate about helping entities effectively develop, manage and engage their employees to best meet organization-wide goals and objectives. She provides guidance and practical solutions for communities in context of changing workforce demographics, geographic constraints and budget limitations.

Allison will serve the Town alongside Caitlin as a key leader on the project team and will have primary responsibility for the planning and execution of organizational engagement efforts.



Melanie Varghese
Senior Consultant

Melanie is a senior consultant with the public sector team and joined Baker Tilly in 2019. She specializes in strategic planning, business process improvement, risk and change management. Melanie has strong experience engaging stakeholders, identifying risk areas and efficiencies and providing recommendations in alignment with industry best practices. Melanie will assist with work plan delivery and perform various analytical tasks included in your project. She will also provide direct support and guidance to staff consultants.



Brenda Turner
Senior Consultant

Brenda is a human capital senior associate 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 Certified Compensation Professional (CCP) through World at Work and is also a member of the Society for Human Resources Development (SHRM). She earned a Master of Business Administration from the University of Texas and joined Baker Tilly in February of 2020.

Staff continuity

We keep turnover low – and engagement teams intact – by striving to be an employer of choice for talented, committed individuals. In fact, Baker Tilly was recognized as one of the best places to work in several of our offices and nationally. Our low turnover rate means we can offer a team that is likely to serve you for many years. Our clients appreciate the fact that they get to know the Baker Tilly employees they work with year after year and that they do not have to educate new personnel constantly. Our high level of continuity translates into people who really understand the intricacies of your organization, meaning they are in a position to offer opinions, advice and insight that are more meaningful to the Town.

Our people are our most important asset. One significant way our values align is through our commitment to hiring and nurturing dedicated employees – because fulfilled employees mean satisfied clients.

To attract and retain our employees, we promote a culture that encourages creativity, continuous learning, respect, employee appreciation and – above all – a positive attitude.



Evidence of our employee-focused culture includes:

- Dozens of “**Best Place to Work**” awards across our U.S. footprint; multiple awards for all of our major metropolitan offices
- Ranked among **Vault’s “50 Best Accounting Firms to Work For”** – one of the only firms to achieve recognition for 11 consecutive years
- Back-to-back recognition on **Fortune’s “Top Companies in Consulting and Professional Services”**
- Certified as a **Great Place to Work®** for the fourth consecutive year – the gold standard in workplace awards
- Recipient of **Corp! Magazine “Salute to Diversity”** awards
- Named a **Chief Learning Officer “LearningElite Organization”**

Town resources

The Baker Tilly team will require the following technological and facility support from the Town:

- Access to conference rooms for in person meetings or focus groups. Conference rooms should be equipped with a phone.
- For any meetings conducted remotely, the ability for the Town to connect to remote meeting software and for Town staff to be on video, if possible.

We anticipate the following roles to be provided by the Town and have estimated the amount of hours required over the life of the project.

Role	Hours
Project Manager	150
Member of the Steering Committee	50
Department Head	50
Department Managers/direct reports of Department Heads	40
Department Data and Information Liaison	40
Administrative support for scheduling	25

Onsite presence and remote options

The Town's project team will be onsite during key project phases such as interviews and focus groups, training, and final discussions. Members of your project team who will have significant onsite presence include: Caitlin Humrickhouse, Allison LeMay, Jada Kent, and Glenn Theriault.

The team identified has worked collaboratively for many years serving clients both on-site and remotely. When the Coronavirus pandemic required a pivot to remote working environments, we were extremely well prepared to deliver exceptional service no matter the physical location while meeting our clients' deadlines. Serving you remotely



Based on the Town's preference, we can conduct the entire project remotely, although our project budget includes significant onsite presence. In recent months, with the continuance of the COVID-19 pandemic, our approach to using technology to better serve our clients has truly been tested. We are demonstrating daily and refining our ability to perform audit work entirely remotely using the resources described below.

- **Zoom:** We will utilize Zoom video conferencing to facilitate kick-off calls and status calls with management, as needed, as well as meetings with the Board.
- **Secure cloud collaboration:** Huddle, a cloud collaboration software, allows for secure collaboration anywhere, anytime and on any device, making it easy for our internal teams at Baker Tilly and at the Village to come together, share and edit files, assign tasks, and track activity in a secure, shared environment. See more on the benefits of using Huddle below.

Benefits of using Huddle

During our engagement, we intend to use Huddle, a secure, firewalled online client portal with a customizable interface. Huddle facilitates seamless integrated activities and reduces the costs associated with purchasing work paper tools by permitting secure, real-time sharing of work papers and the exchange of knowledge and comments between our team and yours, and any third-party vendors. We will work together to customize the portal to best meet our joint needs.

Huddle's intuitive project management features allows us to unify project tasks, content, approvals and team communication within a single dashboard. The Town can upload documents securely to Huddle to share with only their engagement teams as well as track the status of the project via the embedded calendar and task tools.

Benefits of using Huddle



Real-time status dashboard and automated reminders

Document control and quality assurance

Adherence to strict privacy and confidentiality protocols to keep your data safe

Automatic version control and real-time updates

Individual comment streams; users can tag individuals or entire teams to keep the conversation connected

Branded, cloud-based workspaces synchronize all project content and tasks

Centralized task management and workflow tracking

Visibility into task progress

No additional cost to you
Baker Tilly already has Huddle licenses

6.0 - Client References

Valuable perspectives

We encourage you to connect with the clients listed below to learn more about the value of their relationship with Baker Tilly. Each will have a different perspective you may find valuable in relation to the Town's needs.

	Current Reference #1	Current Reference #2	Current Reference #3
Agency Name	Keys Energy Services (KEYS)	City of Shelby, NC	City of Rochester, NY
Contact Name	Lynne Tejada	Deborah Jolly	Kate May
Contact Title	General Manager and CEO	Director of Human Resources	Chief Performance Officer
Contact Phone	(305) 295 1040	(701) 484 6471	(585) 428 7969
Address	1001 James Street Key West, FL 33040	300 S. Washington St. Shelby, NC 28150	30 Church Street Rochester, NY 14614
Contract Period	Original project completed in 2019, follow up compensation analysis completed in June 2021	January 2017 – December 2017	September 2018 – February 2019
Description of Services	Organizational review and compensation analysis	Classification and compensation study	Strategic organizational review and KPI development



7.0 - Cost Proposal

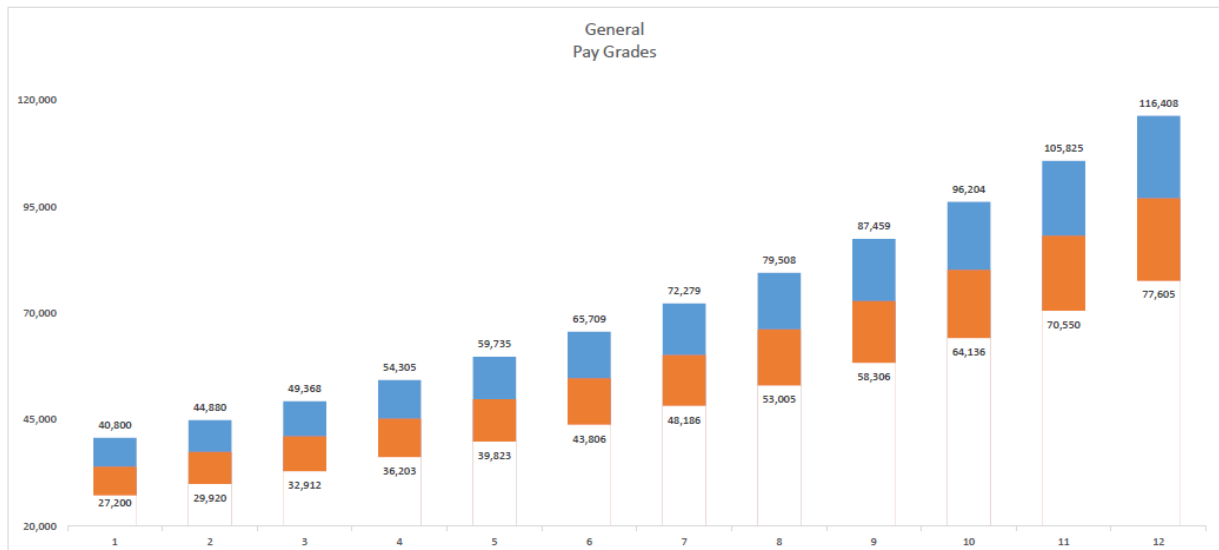
Please see separately submitted Cost Proposal.

8.0 - Sample Documents

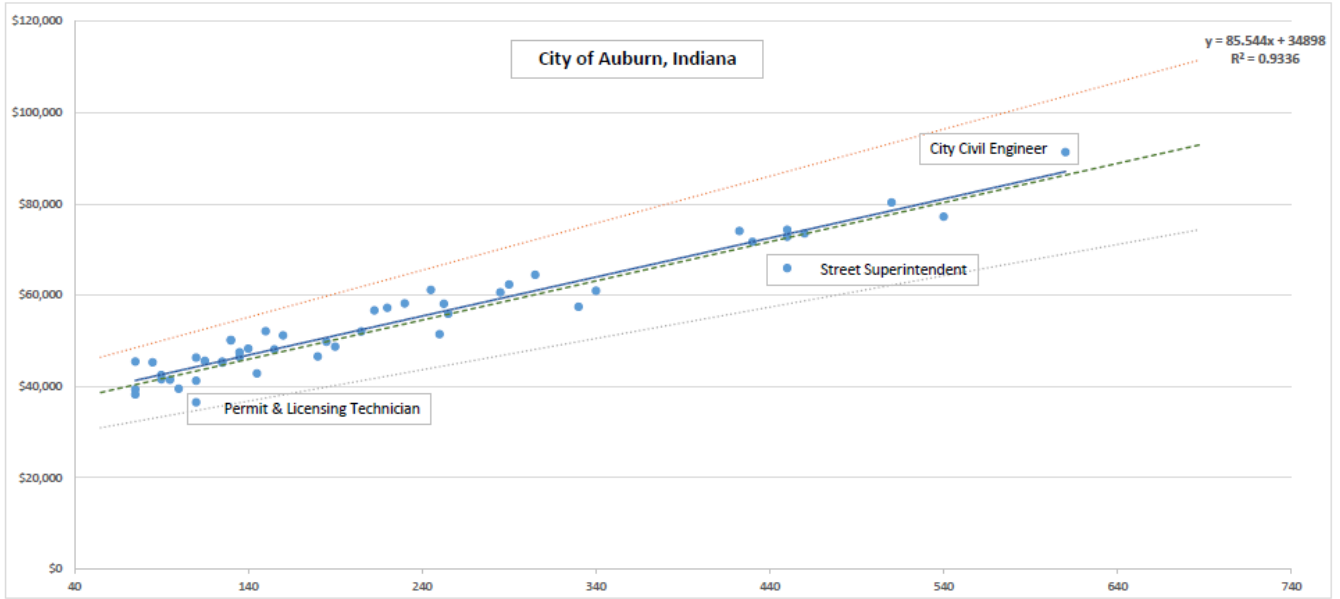
City of Auburn, IN

General Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$27,200	\$34,000	\$40,800	50%	10.00%
2	\$29,920	\$37,400	\$44,880	50%	10.00%
3	\$32,912	\$41,140	\$49,368	50%	10.00%
4	\$36,203	\$45,254	\$54,305	50%	10.00%
5	\$39,823	\$49,779	\$59,735	50%	10.00%
6	\$43,806	\$54,757	\$65,709	50%	10.00%
7	\$48,186	\$60,233	\$72,279	50%	10.00%
8	\$53,005	\$66,256	\$79,508	50%	10.00%
9	\$58,306	\$72,882	\$87,459	50%	10.00%
10	\$64,136	\$80,170	\$96,204	50%	10.00%
11	\$70,550	\$88,187	\$105,825	50%	10.00%
12	\$77,605	\$97,006	\$116,408	50%	10.00%



Regression of SAFE Scores and Midpoints



Position-to-Grade Classification

Department	Project Title	Market Midpoint	Grade	Minimum	Midpoint	Maximum
Building, Planning & Development	BPD Administrator	\$80,308	10	\$64,136	\$80,170	\$96,204
Building, Planning & Development	Zoning Administrator	\$57,429	8	\$53,005	\$66,256	\$79,508
Building, Planning & Development	City Planner	\$61,144	7	\$48,186	\$60,233	\$72,279
Building, Planning & Development	Building Inspector	\$52,071	5	\$39,823	\$49,779	\$59,735
Building, Planning & Development	Permit & Licensing Coordinator	\$36,499	3	\$32,912	\$41,140	\$49,368
Clerk - Clerk-Treasurer	Utility Accountant	\$58,170	6	\$43,806	\$54,757	\$65,709
Clerk - Clerk-Treasurer	Deputy Clerk Treasurer	\$56,641	6	\$43,806	\$54,757	\$65,709
Clerk - Clerk-Treasurer	Accounts Payable Clerk	\$45,404	4	\$36,203	\$45,254	\$54,305
Clerk - Clerk-Treasurer	Billing Clerk	\$42,487	2	\$29,920	\$37,400	\$44,880
Engineering	City Civil Engineer	\$91,354	10	\$64,136	\$80,170	\$96,204
Engineering	Assistant City Engineer	\$74,042	9	\$58,306	\$72,882	\$87,459
Engineering	Technical Support Specialist, Engineering		6	\$43,806	\$54,757	\$65,709
Engineering	Engineering Technician III	\$57,213	6	\$43,806	\$54,757	\$65,709
Engineering	Engineering Technician II		5	\$39,823	\$49,779	\$59,735
Engineering	Engineering Technician I	\$50,062	4	\$36,203	\$45,254	\$54,305
Human Resources	Human Resources Director	\$72,803	9	\$58,306	\$72,882	\$87,459
Information Technology	Information Systems Director	\$77,195	10	\$64,136	\$80,170	\$96,204
Information Technology	Network Services Manager		9	\$58,306	\$72,882	\$87,459
Information Technology	Integrated System Manager		9	\$58,306	\$72,882	\$87,459
Information Technology	IT Operations Manager		8	\$53,005	\$66,256	\$79,508
Information Technology	System Specialist II		7	\$48,186	\$60,233	\$72,279
Information Technology	System Specialist I		6	\$43,806	\$54,757	\$65,709
Information Technology	Technical Support Specialist	\$47,481	4	\$36,203	\$45,254	\$54,305
Mayor	Assistant to the Mayor	\$48,255	4	\$36,203	\$45,254	\$54,305
Multiple	Administrative Assistant	\$39,488	3	\$32,912	\$41,140	\$49,368
Parks & Recreation	P&R Superintendent	\$71,674	9	\$58,306	\$72,882	\$87,459
Parks & Recreation	Recreation Director	\$55,891	7	\$48,186	\$60,233	\$72,279
Parks & Recreation	P&R Maintenance Foreman		6	\$43,806	\$54,757	\$65,709
Parks & Recreation	Recreational Coordinator		5	\$39,823	\$49,779	\$59,735
Parks & Recreation	P&R Maintenance Worker II	\$42,840	4	\$36,203	\$45,254	\$54,305
Parks & Recreation	P&R Maintenance Worker I	\$38,233	2	\$29,920	\$37,400	\$44,880
Parks & Recreation	Recreation Assistant	\$35,328	2	\$29,920	\$37,400	\$44,880
Police	Police Records Clerk	\$41,544	2	\$29,920	\$37,400	\$44,880
Street	Street Superintendent	\$65,905	9	\$58,306	\$72,882	\$87,459
Street	Street Assistant Superintendent	\$51,424	7	\$48,186	\$60,233	\$72,279
Street	Street Mechanic	\$48,689	6	\$43,806	\$54,757	\$65,709
Street	Street Maintenance Tech II		4	\$36,203	\$45,254	\$54,305
Street	Street Project Technician		4	\$36,203	\$45,254	\$54,305

Position-to-Grade Classification

Department	Project Title	Market Midpoint	Grade	Minimum	Midpoint	Maximum
Street	Street Maintenance Tech III	\$46,447	4	\$36,203	\$45,254	\$54,305
Street	Street Maintenance Tech I	\$41,230	3	\$32,912	\$41,140	\$49,368
Street	General Laborer, Street	\$39,344	2	\$29,920	\$37,400	\$44,880
Water	Water Treatment Superintendent	\$74,317	9	\$58,306	\$72,882	\$87,459
Water	Water Treatment Assistant Superintendent	\$60,944	8	\$53,005	\$66,256	\$79,508
Water	Water Treatment Supervisor	\$64,432	8	\$53,005	\$66,256	\$79,508
Water	Distribution Supervisor	\$58,084	7	\$48,186	\$60,233	\$72,279
Water	Distribution Foreman		7	\$48,186	\$60,233	\$72,279
Water	AMI Service Tech	\$52,023	6	\$43,806	\$54,757	\$65,709
Water	Water Special Equipment Operator		6	\$43,806	\$54,757	\$65,709
Water	Water Treatment Operator IV		6	\$43,806	\$54,757	\$65,709
Water	Distribution Technician III	\$46,545	5	\$39,823	\$49,779	\$59,735
Water	Water Treatment Operator III	\$51,169	5	\$39,823	\$49,779	\$59,735
Water	Distribution Technician II		5	\$39,823	\$49,779	\$59,735
Water	Distribution Technician I	\$45,186	4	\$36,203	\$45,254	\$54,305
Water	Water Treatment Operator II		4	\$36,203	\$45,254	\$54,305
Water	Water Treatment Operator I	\$45,425	2	\$29,920	\$37,400	\$44,880
Water Pollution Control	WPC Superintendent	\$73,494	9	\$58,306	\$72,882	\$87,459
Water Pollution Control	Plant Maintenance Supervisor		8	\$53,005	\$66,256	\$79,508
Water Pollution Control	WPC Program Coordinator	\$62,316	7	\$48,186	\$60,233	\$72,279
Water Pollution Control	Plant Operations Supervisor	\$60,601	7	\$48,186	\$60,233	\$72,279
Water Pollution Control	Lab Supervisor		7	\$48,186	\$60,233	\$72,279
Water Pollution Control	Bio Solids Supervisor		6	\$43,806	\$54,757	\$65,709
Water Pollution Control	Plant Maintenance Tech IV		6	\$43,806	\$54,757	\$65,709
Water Pollution Control	Plant Operations Tech IV		6	\$43,806	\$54,757	\$65,709
Water Pollution Control	Sewer Maintenance Tech IV		6	\$43,806	\$54,757	\$65,709
Water Pollution Control	Plant Maintenance Tech III	\$49,762	5	\$39,823	\$49,779	\$59,735
Water Pollution Control	Plant Operations Tech III	\$48,108	5	\$39,823	\$49,779	\$59,735
Water Pollution Control	Plant Maintenance Tech II		5	\$39,823	\$49,779	\$59,735
Water Pollution Control	Sewer Maintenance Tech III		5	\$39,823	\$49,779	\$59,735
Water Pollution Control	Lab Technician III	\$50,176	4	\$36,203	\$45,254	\$54,305
Water Pollution Control	Plant Maintenance Tech I	\$45,597	4	\$36,203	\$45,254	\$54,305
Water Pollution Control	Lab Technician II		4	\$36,203	\$45,254	\$54,305
Water Pollution Control	Plant Operations Tech II		4	\$36,203	\$45,254	\$54,305
Water Pollution Control	Sewer Maintenance Tech II		4	\$36,203	\$45,254	\$54,305
Water Pollution Control	Lab Technician I	\$46,303	3	\$32,912	\$41,140	\$49,368
Water Pollution Control	Sewer Maintenance Tech I	\$41,437	3	\$32,912	\$41,140	\$49,368

Implementation Scenarios

Option 1 - Move to Min

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	90	\$4,280,677.82	\$4,311,263.72	\$30,585.90	0.7%
Employees Below Minimum	12	\$365,861.60	\$396,447.50	\$30,585.90	8.4%
Employees Within Range	75	\$3,676,375.42	\$3,676,375.42	\$0.00	0.0%
Employees Above Maximum	3	\$238,440.80	\$238,440.80	\$0.00	0.0%

Option 2 - Move to Minimum or 2% Increase

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	90	\$ 4,280,677.82	\$ 4,368,922.45	\$ 88,244.63	2.1%
Employees Below Minimum	12	\$ 365,861.60	\$ 396,447.50	\$ 30,585.90	8.4%
Employees Within Range	75	\$ 3,676,375.42	\$ 3,734,034.15	\$ 57,658.73	1.6%
Employees Above Maximum	3	\$ 238,440.80	\$ 238,440.80	\$ -	0.0%

Option 3 - Move to Minimum + .5% per Years of Service

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	90	\$ 4,280,677.82	\$ 4,428,180.58	\$ 147,502.76	3.4%
Employees Below Minimum	12	\$ 365,861.60	\$ 404,202.54	\$ 38,340.94	10.5%
Employees Within Range	75	\$ 3,676,375.42	\$ 3,785,537.25	\$ 109,161.83	3.0%
Employees Above Maximum	3	\$ 238,440.80	\$ 238,440.80	\$ -	0.0%

Public Safety Pay Plan

Title	Minimum	Midpoint	Maximum	Market Midpoint	Range Spread
Probationary Police Officer		\$52,500			
Police Officer 1st Class	\$53,000	\$55,500	\$58,000		9%
Police Corporal	\$53,000	\$56,500	\$59,000	\$52,819	11%
Police Sergeant	\$54,000	\$57,800	\$60,000	\$57,820	11%
Police Lieutenant	\$58,000	\$61,800	\$67,000	\$61,784	16%
Police Captain	\$64,000	\$67,700	\$70,000		9%
Police Chief	\$68,000	\$71,000	\$110,000	\$71,009	62%
Probationary Firefighter		\$52,500			
Firefighter 1st Class	\$53,000	\$55,500	\$58,000		9%
Fire Marshall	\$53,000	\$56,500	\$59,000	\$54,580	11%
Fire Lieutenant	\$54,000	\$57,500	\$60,000	\$57,317	11%
Fire Captain	\$58,000	\$60,000	\$66,000	\$57,603	14%
Fire Division Chief	\$61,000	\$63,000	\$68,000		11%
Fire Deputy Chief	\$63,000	\$66,500	\$70,000	\$63,571	11%
Fire Chief	\$70,000	\$74,400	\$110,000	\$74,427	57%

Public Safety Costing Analysis

Department	Division	Hours per		Project Title	Min	Mid	Max	Range
		Year	Salary					Category
Fire		2756	\$57,125.38	Fire Captain	\$58,000	\$60,000	\$66,000	Below
Fire		2756	\$57,125.38	Fire Captain	\$58,000	\$60,000	\$66,000	Below
Fire		2756	\$57,125.38	Fire Captain	\$58,000	\$60,000	\$66,000	Below
Fire		2080	\$59,306.00	Fire Division Chief	\$61,000	\$63,000	\$68,000	Below
Fire		2080	\$52,052.52	Probationary Firefighter	\$52,500	\$52,500	\$52,500	Below
Police		2080	\$52,052.52	Probationary Police Officer	\$52,500	\$52,500	\$52,500	Below
Police		2080	\$57,835.96	Police Lieutenant	\$58,000	\$61,800	\$67,000	Below

Public Safety Implementation Scenarios

Option 1 - Move to Min

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	46	\$2,613,356.98	\$2,618,733.84	\$5,376.86	0.2%
Employees Below Minimum	7	\$392,623.14	\$398,000.00	\$5,376.86	1.4%
Employees Within Range	39	\$2,220,733.84	\$2,220,733.84	\$0.00	0.0%
Employees Above Maximum	0	\$0.00	\$0.00	\$0.00	#DIV/0!

Option 2 - Move to Minimum or 2% Increase

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	46	\$ 2,613,356.98	\$ 2,663,148.52	\$ 49,791.54	1.9%
Employees Below Minimum	7	\$ 392,623.14	\$ 398,000.00	\$ 5,376.86	1.4%
Employees Within Range	39	\$ 2,220,733.84	\$ 2,265,148.52	\$ 44,414.68	2.0%
Employees Above Maximum	0	\$ -	\$ -	\$ -	#DIV/0!

Option 3 - Move to Minimum + .5% per Years of Service

	# of Staff	Current Salary	Proposed Salary	Difference	% Increase
Totals	46	\$ 2,613,356.98	\$ 2,682,464.27	\$ 69,107.29	2.6%
Employees Below Minimum	7	\$ 392,623.14	\$ 403,935.00	\$ 11,311.86	2.9%
Employees Within Range	39	\$ 2,220,733.84	\$ 2,278,529.27	\$ 57,795.43	2.6%
Employees Above Maximum	0	\$ -	\$ -	\$ -	#DIV/0!

Appendix I: Resumes

Vicki Vogel Hellenbrand, CPA

Vicki Vogel Hellenbrand is Baker Tilly's firmwide public sector practice leader



Baker Tilly US, LLP
Partner

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bakertilly.com

Education

Bachelor of Science in accounting
University of Wisconsin-La Crosse

Registered Municipal Advisor with the
Securities and Exchange Commission

She joined Baker Tilly in 1991 and currently serves as partner and leader of the public sector practice group. Her experience includes providing financial consulting services related to user fees, financial planning and impact fees. She is also actively involved in helping governmental entities negotiate with developers, facilitate regional organizational structure development and provides expert witness testimony. Vicki is MSRB Municipal Advisor Series 50 Qualified.

Professional experience

- Provides consulting services for governments and public utilities including multi-year financial and capital forecasts, budget assistance, borrowing assistance, development of continuing property records and compliance review for outside agencies
- Partner-in-charge of local government, municipal electric, water and sewer utility financial audits
- Partner-in-charge of accounting and auditing services for Tax Incremental Financing (TIF) districts
- Conducts financial risk assessments and internal control evaluations
- Develops electric, water, stormwater and sewer revenue requirements; cost-of-service allocations; and rate design
- Assists with retail utility service agreement negotiations related to large industrial developments and intergovernmental agreements
- Provides impact fee studies and implementation for water, wastewater, stormwater, library, parks/recreation and public safety projects
- Testifies as an expert witness before regulatory agencies, courts, and local governing bodies to support utility rate adjustments, special assessments and impact fees
- Provides fiscal impact studies of community mergers and for large industrial and residential developments
- Performs consulting services to improve operational efficiencies and enhance internal controls
- Member of Baker Tilly's Board of Partners
- Member of the Baker Tilly Foundation Board
- President and CEO of Baker Tilly Municipal Advisors, LLC

Vicki Vogel Hellenbrand, page 2

Industry involvement

- American Institute of Certified Public Accountants (AICPA)
- AICPA Technical Issues Committee, government zone
- Wisconsin Institute of Certified Public Accountants
- Government Finance Officers Association (GFOA)
- GFOA special reviewer
- Wisconsin Government Finance Officers Association
- Illinois Government Finance Officers Association
- Wisconsin Waterworks Association
- PSC/AWWA Regulatory Liaison Committee, Wisconsin chapter
- American Water Works Association/Regulator Affairs Liaison Committee, Wisconsin chapter member
- Speaks on accounting and financial reporting topics at national and regional conferences, as well as at Baker Tilly-sponsored seminars
- Authors various accounting articles published regionally and nationally

Thought leadership

- Contributing author in the APPA Advanced Accounting Manual
- Contributor to the Governmental Accounting Standards Board (GASB) Implementation Guide for Leases

Caitlin M. Humrickhouse, MPA, SWP

Caitlin Humrickhouse, senior consulting manager with Baker Tilly, has been with the firm since 2012.



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Senior Consulting Manager
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Education

Master of Public Administration with concentration in financial management
 University of Illinois at Chicago

Bachelor of International Business
 Bachelor of Spanish
 University of Illinois at Urbana–Champaign

Caitlin is a Strategic Workforce Planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Caitlin M. Humrickhouse, page 2

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

Thought leadership

- "Cell phone policies: how to reduce risk," ICMA webinar, 2017
- "Creating a sustainable organization: the intersection of finance, technology and human capital," Baker Tilly webinar, 2017
- "Cybersecurity: guarding your organization's assets against attack," Baker Tilly webinar, 2017
- "Enterprise resources planning system selection best practices," American Public Power Association (APPA), 2017 (co-author)
- "Remote workplaces: leveraging technology and developing infrastructure," ICMA webinar, 2017
- "Risks and considerations for ERP systems implementations," IIA Southern Regional Conference, 2017
- "Best practices for assessing and selecting an enterprise resource planning system," Baker Tilly webinar, 2016
- "Best practices for ERP system procurement," bakertilly.com, 2016
- "Cybersecurity: not just an IT issue," ILCMA Metro Managers Luncheon, 2016
- "Preserving a vibrant workforce: establishing sustainable succession planning program," APPA, 2016 (co-author)
- "Success in succession planning," APPA webinar, 2016
- "Success in succession planning: building a program that works," ICMA webinar, 2016
- "Succession planning," Baker Tilly Utility University, 2015

Steve Miner, Ed.D., J.D.

Steve Miner, a director with Baker Tilly's human capital practice, has more than 35 years of experience in helping local governments achieve their goals.



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bakertilly.com

Education

Doctor of Education in human resources
The George Washington University, Graduate School
of Education and Human Development (Washington, D.C.)

Juris Doctorate
Cumberland School of Law, Samford University
(Birmingham, Alabama)

Bachelor of Arts, history
The University of Virginia's College at Wise
(Wise, Virginia)

Steve specializes in compensation and workforce services, and organizational performance. He has a lengthy background in public management, human and organizational performance and local government law.

Specific experience

- Pay plans and systems
- Classification consulting
- Organizational assessment/performance
- Employee retention
- HR audits
- Strategic workforce planning
- Served chief administrative roles in various Virginia localities, as well as serving as deputy chief administrative officer and human resources director
- Designed and implemented organizational performance management systems
- Specializes in challenging group dynamics affecting organizational performance

Industry involvement

- International City/County Managers Association (ICMA)
- Society for Human Resource Management (SHRM)
- Association for Talent Development (ATD)
- International Public Management Association for Human Resources (IPMA-HR)

Continuing professional education

- UVa Weldon Cooper Senior Executive Institute
 - Certified Myers-Briggs Type Indicator
- Certification Pending, TTI Disc, Driving Forces, Motivators

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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Managing Director

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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 helped state and local government organizations improve their performance and results for more than 30 years, first as an operational manager and then as a highly regarded management consultant. An insightful analyst and skilled facilitator, he works closely with governing bodies and senior leadership teams to help them develop strategic clarity, establish priorities, improve organizational performance, and their streamline business processes and technologies.

Before joining Baker Tilly, David founded and managed The Azimuth Group, Inc., a boutique municipal consulting firm. He also held key leadership roles in the state and local government consulting practices of Arthur Andersen LLP and MAXIMUS, as well as leading the Dallas, Texas office of Ralph Andersen & Associates.

David began his career serving in analytical and leadership roles in local government. He was a Budget Analyst with the City of San Antonio, Texas, where he 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 Relevant Experience

- Over the course of his consulting career with both Baker Tilly and other consulting firms, David has conducted numerous assignments for law enforcement-related agencies including:
- Police and Sheriff's Office staffing and resource utilization analyses for Wright County, MN; City of Arlington, Texas; City of Hickory, NC; City of Long Beach, CA; Village of Woodridge, Illinois; and the Dallas Area Rapid Transit Police.
- Public safety overtime analysis for the Dallas County, Texas Sheriff's Office and the Town of Highland Park, Texas.
- Public safety dispatch center organizational and staffing analyses for the cities of Casper, Wyoming and Mesquite, Texas and the Tarrant County 9-1-1 Emergency Communications District.

David W. Eisenlohr, page 2

Specific Experience (continued)

- Evaluation of municipal court and warrant services processes and technologies for the cities of Addison, Fort Worth and University Park, Texas.
- Development of a police service impact model for the City of Costa Mesa, California police department.
- Conduct of an organizational climate and employee engagement assessment of the Police and Fire Departments of the City of Kennedale, Texas.
- Facilitation of the Irving, Texas Police Department’s command team in the development and update of the agency’s strategic plan. Analysis of the financial management processes and practices of the Ramsey County, MM Community Corrections Department.
- Dozens of organization-wide classification, compensation market analyses and pay plan development projects for cities and counties including police, fire, and courts personnel.
- Governing body and departmental strategic planning for multiple cities and counties, public safety agencies, special purpose districts and authorities, professional associations, and not-for-profit organizations.
- Organizational assessment and process improvement studies for virtually every core local government service function including:
 - Development services, inspection and code enforcement
 - Finance, accounting, and procurement
 - Human capital management, classification and compensation, and performance management
 - Public works, engineering, and utilities
 - Parks and recreation
 - Public transportation and transit.
 - Information technology strategic planning and assessment, software requirements gathering, and system selection.

Industry Involvement

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- Government Finance Officers Association of Texas (GFOAT)

Thought leadership

- “Surviving a management audit,” Center for Criminal Justice Research & Training, April 2009
- “Strategic information technology for executive leaders,” New and Emerging City Managers Roundtable, North Central Texas COG, October 2013
- “Intensive care for under-performing organizations,” Government Finance Officers Association of Texas Fall Conference, November 2010
- “Business intelligence for municipal government,” Government Finance Officers Association of Texas Fall Conference, November 2009
- “Alternative service delivery: a risky business,” Government Finance Officers Association of Texas Spring Institute, April 2008
- “Change management: addressing the soft side of project risk,” MAXU webinar, MAXIMUS, Inc., July 2007

Glenn M. Theriault, MPA

Glenn Theriault, a policing subject matter expert with Baker Tilly, is a retired police chief and assistant city manager with more than 25 years of government and management experience.



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Education

Master of Public Administration
Northern Illinois University (DeKalb, IL)

Police Staff and Command Graduate
Northwestern Illinois University (Evanston, IL)

Bachelor of Science in Law Enforcement
Administration
Marian University (Fond Du Lac, WI)

Glenn is an experienced local government professional who focuses his municipal management consultant work primarily on public safety and city administration. Prior to joining Baker Tilly he served in all capacities of law enforcement, to include Police Chief. Glenn also served as an Assistant City Manager who was tasked with streamlining service operations throughout the city while creating equitable justice in municipal enforcement.

Additionally, Glenn has significant public and private sector experience in the selection, deployment, and management of government software systems. Glenn has participated and led a variety of organizational management studies, staffing analyses, organizational development and process improvement assessments, as well as law enforcement policy assessments.

Specific Experience

- Conducted an organizational assessment of all aspects of the Rochester, NY public safety operations as part of a city-wide analysis.
- Performed an organizational assessment of the Elkhart County Community Corrections program to identify key gaps in the administration, operations, and funding of the program as well as the program's relationship with other entities to include the courts and sheriff's office.
- Conducted an overtime study for one of 5 largest cities in the United States, focusing on any relational gaps between the courts and the police and recommending solutions that significantly reduce overtime costs.
- 25 years of hands-on local government leadership with experience in all aspects of law enforcement as well as city management, public works, code enforcement, and finance, fleet, and facility management.
- Proven project management experience in the analysis, review, and implementation of new policing strategies, public works initiatives, administrative adjudication services, and software implementation.

Industry Involvement

- International Association of Chiefs of Police (IACP)
- International City/County Management Association (ICMA)
- FBI Law Enforcement Executive Development Association (FBILEED)
- Illinois Association of Chiefs of Police (ILACP)
- Illinois City/County Management Association (ILCMA)

Jada Kent, MPA, CCP

Jada Kent, a Manager at Baker Tilly, has been with the firm since 2015.



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Education

Master of Public Administration
University of Texas at Dallas

Bachelor of Arts, U.S. History,
political science, pre-law
University of North Texas

Jada is a Manager in the Plano, TX office experienced and 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 for Baker Tilly. Formerly, Jada served active duty as a Public Affairs Specialist with the 7th MPAD in the United States Army and after with the 136th AW in the Texas Air National Guard.

Specific experience

- Serves as a subject matter expert 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.

Experience with the following types of entities: Cities, Counties, State Legislatures, Judicial Branch, Libraries, Housing Authorities, Municipal Associations, Power Agencies, Public Schools (K-12), Transportation Authorities, Utilities, and Water/Wastewater Authorities.

Jada Kent, page 2

Continuing Professional Education

- Certified Compensation Professional (CCP)
- Society for Human Resources Management Certified Professional (SHRM-CP) – *in progress*

Industry/Community Involvement

- North Texas Compensation Association (NTCA)
- NTCA Compensation Career Exploration Program Committee
- World at Work, Total Rewards Association
- International Public Management Association for Human Resources (IPMA-HR)
- North Texas Chapter, National Forum for Black Public Administrators (NFBPA)

Thought Leadership

- Panelist on “How to attract and retain talent in organizations,” University of Texas at Dallas, Public & Nonprofit Management Program 2020
- “Keeping classification and compensation up-to-date during COVID-19,” CommuniTIES: A Baker Tilly public sector podcast 2020
- “Don’t be a (title) creep,” bakertilly.com 2021
- Panelist on “Talent management in a post-pandemic world”, Resiliency on the Rise: Baker Tilly Public Sector Virtual Summit 2021
- “Salary benchmarking: selecting peer organizations for comparison,” bakertilly.com 2021

Allison LeMay, MPA, IPMA-CP

Allison LeMay, consulting manager, with Baker Tilly, joined the firm in 2016.



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Education

Master of Public Affairs
 Concentration in Public Financial Management
 and Policy Analysis
 Paul H. O'Neill School of Public and
 Environmental Affairs – Indiana University
 (Bloomington, IN)

Bachelor of Arts in Spanish Area Studies and
 Pre-Medicine
 Kenyon College (Gambier, OH)

Allison has fourteen years of experience working with cities, counties, K-12 districts and public authorities. She is passionate about helping entities effectively develop, manage and engage their employees to best meet organization-wide goals and objectives. She provides guidance and practical solutions for communities in context of changing workforce demographics, geographic constraints and budget limitations.

Prior to joining Baker Tilly, Allison worked across a variety of public sector and HR practices, including a fellowship with Marion County, Indiana's Information Services Agency and as a public sector health benefits consultant, advising on multi-year benefit package planning to help public entities recruit and retain top talent. She is a certified, public sector HR professional through the International Public Management Association for Human Resources (IPMA-HR).

Specific experience

- Manages HR department re-organization and process reviews to build a reporting structure, controls, and District for streamlined operations and increased internal productivity for improved customer service
- Creates multi-year plans to transition clients' HR workforce to meet the technical, analytical and technological needs for strategic human capital management
- Collaborates with clients to establish HR key performance indicators and support metrics based on client goals (i.e.: increased diversity, improved applicant pools, better retention, etc.) to measure the effect of process changes and new programs to quantitatively inform future decisions
- Benchmarks against neighboring communities and "best in class" organizations for FTE staffing levels, organizational structure, technology use and programming to provide due diligence for clients to improve implementation success
- Leads policy reviews to evaluate federal compliance and procedure reviews with technology use analysis to implement HR industry best practices for improved work culture and productivity

Melanie Varghese

Melanie Varghese, senior consultant with the public sector team, joined Baker Tilly in 2019.



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Education

Bachelor of Science in behavioral and
 community health
 University of Maryland, College Park

Melanie specializes in business process improvement, risk and change management. She has managed teams in identifying program-related risks and has worked to develop mitigation strategies and contingency plans for large-scale organizations in both state and federal government.

Melanie has analyzed public sector organizations in several industries, including energy and utilities, oil and gas, human resources, education and health and human services. Additionally, she has strong experience engaging stakeholders, identifying areas of efficiency and providing recommendations in alignment with industry best practices.

Specific experience

- Conducts in-depth reviews of existing documentation and elevates pain points and solutions
- Leads business process reviews to identify areas of operational improvement in alignment with industry best practices
- Creates detailed process workflows highlighting stakeholders' roles and pain points
- Documents processes and detailed standard operating procedures
- Engages stakeholders through surveys, interviews and workgroups to identify areas of efficiency
- Gathers requirements needed to develop visual dashboards
- Communicates and facilitates working sessions with multiple stakeholder groups
- Serves clients in the human resources, oil and gas, education, health and human services industries

Community involvement

- Moveable Feast Volunteer
- Regional Service Team

Brenda Turner, CCP

Brenda Turner, a project manager with Baker Tilly, recently 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 project manager on the human capital team. 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)