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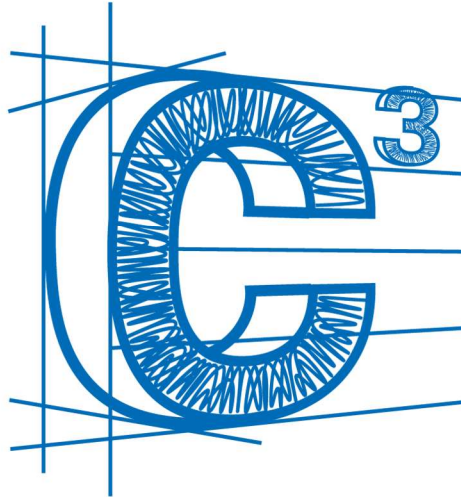
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EXHIBIT A



COMPENSATION BLUEPRINT

COMPREHENSIVE | COMPLIANT | COMPETITIVE

A DIVISION OF THE ARNOLD GROUP

Client: The City of Bel Aire

Project: Classification and Compensation Study

Firm: C3 Compensation Blueprint

Senior Architect(s): Phillip Hayes, Lead Comp Architect
Heather Poorman, Project Manager

Project Architect(s):
Ted Henry, City Manager
Deborah Appel, HR Director
Other Designated Team Members

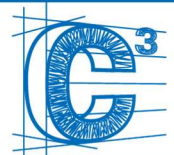
Proposal Date: May 19, 2026

RFP # N / A

Date: 6/11/2026

Version # N / A

Revision # 1





June 11, 2026

City of Bel Aire
Attn: Deborah Appel
7651 E. Central Park Ave
Bel Aire, KS 67226

Re: Classification and Compensation Study Proposal

Dear Deborah:

Thank you for the opportunity to submit a proposal for a Classification and Compensation Study. We appreciate the City's commitment to building a compensation framework that is fair, equitable, competitive, and sustainable for the long term. In response, The Arnold Group (TAG) is pleased to submit our technical and cost proposal detailing how our C3 Compensation Blueprint (C3CB) can support your organization's goals.

As a third-generation, family-owned workforce solutions firm, TAG has served public-sector organizations across the Central States for more than 45 years. Our C3 Compensation Blueprint division specializes in municipal and county pay planning, combining deep compensation expertise with practical, people-centered tools that make implementation and ongoing maintenance easier for your HR and leadership teams.

We enjoyed learning more about the City of Bel Aire and would welcome the opportunity to partner with you. If helpful, we would be happy to provide an overview or an in-depth, live demonstration of the C3 Compensation Blueprint CompBook and answer any questions regarding our methodology or proposed deliverables to you and other key stakeholders.

Thank you again for your consideration. We look forward to the opportunity to support the City in developing a clear, defensible, and competitive compensation structure.

Respectfully,

Phillip M. Hayes, Vice President | Lead Compensation Architect

316.619.7864 | phayes@arnoldgrouphr.com

Heather Poorman, Sr. HR Business Partner | Project Manager

316.214.7784 | hpoorman@arnoldgrouphr.com

C3 Compensation Blueprint Division – A Division of The Arnold Group

530 South Topeka

Wichita, KS 67202

800.794.6098 | HRC-Tag@arnoldgroupHR.com

Project Understanding & Objectives

The City of Bel Aire is seeking a comprehensive classification and compensation study to modernize its pay structure, strengthen internal equity, and remain competitive in a tight labor market. The City's goals include:

- ✓ Establishing a clear, defensible classification structure for all positions.
- ✓ Ensuring pay is competitive with appropriate public-sector labor markets while remaining fiscally responsible.
- ✓ Addressing pay compression and alignment issues that may have developed over time.
- ✓ Supporting recruitment and retention of qualified employees, particularly in hard-to-fill and critical service roles.
- ✓ Enhancing transparency so employees, leaders, and elected officials can clearly understand how pay decisions are made.

The C3 Compensation Blueprint is designed to meet these objectives by combining objective job evaluation, targeted market benchmarking, and a user-friendly compensation administration tool that the City can maintain independently.

About the C3 Compensation Blueprint

Smarter Pay Plans for Stronger Communities

Public sector organizations need compensation systems that attract talent, foster fairness, and remain financially responsible. The C3 Compensation Blueprint (C3CB) was built specifically to support cities and counties in achieving these goals through clear methodologies, reliable data, and user-friendly tools that make pay administration more transparent and manageable.

C3CB blends technical expertise with a practical, collaborative approach -making the compensation planning process easier, more consistent, and more sustainable for years to come.

Who We Are

The C3 Compensation Blueprint is a specialized division of The Arnold Group (TAG), a third-generation, family-owned workforce solutions firm headquartered in Wichita, Kansas since 1979. Our team brings decades of public-sector HR and compensation experience, serving municipalities, counties, public safety agencies, and government-affiliated organizations.

Our roots are in workforce strategy, but our mission is simple:

Help local governments build compensation systems that are clear, competitive, and built to last.

We have supported public-sector organizations across Kansas, Missouri, Oklahoma, and Texas, including work with Texas-based entities such as West Texas Rehabilitation Center, giving us familiarity with the regional labor market and public-sector environment in the state.

Our Approach

We understand that public-sector compensation is a careful balance of:

- ✓ Attracting and retaining qualified employees
- ✓ Ensuring internal equity and transparency
- ✓ Remaining competitive with the external labor market
- ✓ Operating within budgetary and political realities
- ✓ Supporting long-term organizational stability

C3CB was designed around these priorities. Every project we deliver includes not only strategic recommendations, but also the tools, data, and training needed for ongoing success – reducing the need for costly, full-scale studies every few years.

A Tool Built for Local Government: The CompBook

At the center of C3CB is the C3 Compensation Blueprint CompBook, a comprehensive, dynamic tool that:

- ✓ Analyzes pay structures across all positions
- ✓ Calculates Point Factor Analysis (PFA) scoring
- ✓ Automates grade and step placement
- ✓ Conducts pay compression, equity, and alignment reviews
- ✓ Supports annual pay scale maintenance (COLA and structural updates)
- ✓ Generates workforce and financial impact summaries for leadership

The City will own this tool at the conclusion of the project, enabling you to maintain, update, and analyze your compensation system with full independence.

Why Municipalities and Counties Choose C3CB

Cities and counties choose the C3 Compensation Blueprint because we provide:

- ✓ Deep public-sector expertise and direct experience working with municipal leadership, HR teams, public safety, and utilities.
- ✓ A balanced, data-driven approach that supports employees while respecting financial realities.
- ✓ A user-friendly, transparent system that can be updated annually without additional consulting fees.
- ✓ Hands-on partnership with a team that understands both the technical side of compensation and the human side of managing change.

Our goal is not just to deliver a study, it's to create a compensation system the City can confidently manage for years to come.

Why Choose the C3 Compensation Blueprint

A Practical, People-Centered Approach to Government Compensation

Selecting the right compensation partner is critical – your pay structure affects every stage of the employment lifecycle, from recruiting and onboarding to employee development, retention, budgeting, and long-term workforce planning. The C3 Compensation Blueprint (C3CB) offers a blend of expertise, tools, and support that provides lasting value far beyond a traditional compensation study.

Below are the key ways C3CB delivers a meaningful, long-term return on investment for the City of Bel Aire.

1. Built for the Public Sector – Not Adapted to It

We understand the daily realities facing cities and counties because we work with them every day. This includes navigating:

- Recruitment and retention challenges in competitive labor markets
- Pay compression created by market shifts
- FLSA compliance and exempt/non-exempt classification nuances
- Public safety and specialized position complexities
- Tight budgets and taxpayer accountability
- Political expectations and stakeholder communication needs

Our plans are developed from your perspective, ensuring the final product aligns with your structure, culture, and operational realities.

2. More Than a Study – A System You Own

Unlike firms that deliver a static report, we provide the City with a fully functional, customizable pay administration system:

- The C3CB CompBook
- All data tables, analyses, formulas, and calculations
- Tools for running future pay scale maintenance
- Tools for analyzing compression and pay alignment
- Workforce planning dashboards and reporting modules
- Supervisor and employee communication resources

This system belongs entirely to the City and can be updated annually without needing to conduct another full study.

3. A Balanced, Defensible, and Transparent Methodology

C3CB brings together:

- Internal Equity – via Point Factor Analysis (PFA) to objectively evaluate positions
- External Competitiveness – through targeted salary survey benchmarking
- Compliance – with FLSA, pay equity considerations, and policy alignment
- Financial Responsibility – through structured pay ranges and budget modeling tools

This balanced approach builds trust, strengthens transparency, and supports informed decision-making.

4. Expertise in Hard-to-Fill and Specialized Roles

We are particularly experienced in analyzing compensation challenges within:

- Law enforcement

- Sworn/commissioned/certified roles
- Corrections/detention roles
- Communications/dispatch
- Fire and EMS
- Public works and utilities
- IT and/or specialized professional roles

These roles often experience the greatest market pressure and compression issues, and our tailored strategies help ensure the City remains competitive.

5. Long-Term Support at No Additional Cost

The City will receive 1 year of ongoing support, including:

- Updates to salary survey data points
- Re-scoring new or updated job descriptions
- Assistance with applying pay scale maintenance
- Guidance on compression or pay alignment questions
- Access to the C3CB team for consultation as needed

This support ensures that the City's compensation system remains current, defensible, and sustainable.

6. A Partner Who Understands People, Finance, and Governance

Our team blends:

- Deep HR and compensation expertise
- Public-sector operational knowledge
- Strong financial literacy and budget alignment
- Practical change management and communication support

We recognize the challenges of working within taxpayer-funded environments where budgeting, fairness, and political realities must all stay in balance. Our goal is to make compensation planning easier, clearer, and more approachable for everyone involved.

7. Proven Experience Across the Central and Southern States

C3CB has delivered compensation solutions for cities, counties, colleges, public safety agencies, and government-affiliated organizations across Kansas, Missouri, Texas, and Oklahoma – consistently earning repeat engagement, strong recommendations, and long-term partnerships.

Project Team

The C3 Compensation Blueprint team combines public-sector HR expertise, analytical strength, and hands-on compensation experience. Each team member plays a defined role in ensuring accuracy, consistency, and project success.

Phillip M Hayes, Vice President | Lead Compensation Architect



Phil is a principal owner of The Arnold Group and the creator of the C3 Compensation Blueprint. With more than 25 years of HR leadership, compensation consulting, and public-sector workforce strategy experience, he leads the design and execution of all C3CB projects.

Phil holds a Master's in Management Information Systems and has been recognized as both the Wichita and Kansas HR Professional of the Year. He currently serves on multiple statewide HR and workforce policy councils, including the Kansas Employment Security Board of Review and the Kansas Unemployment Compensation Modernization & Improvement Council. In 2023, he received the Father Becker Award at the National UWC Unemployment Insurance Conference for his contributions to workforce policy and research.

Role on This Project:

Lead compensation strategist, methodology oversight, PFA evaluation, salary benchmarking, pay scale design, and final recommendations.

Heather Poorman, Senior HR Business Partner | Project Manager



Heather brings over 25 years of public- and private-sector HR experience with specialized expertise in job documentation, classification systems, compliance, conflict resolution, and organizational structure. She holds a Master's in Conflict Resolution & Dispute Management, a Mini Master's in Public Administration, and a Bachelor's in Business Management.

Heather leads day-to-day project coordination and ensures data accuracy, stakeholder communication, and timely delivery of all project milestones.

Role on This Project:

Primary project manager, document review, job description validation, stakeholder meetings, PFA scoring support, and communication planning.

Hayley Chavez, HR Assistant | Job Documentation Specialist



Hayley supports the compensation project with job description reviews, editing, and alignment activities. Her dual background as a healthcare professional and HR partner gives her a unique perspective in evaluating work processes, competencies, and role requirements.

Role on This Project:

Job description support, document standardization, and alignment of duties and competencies with the classification structure.

Amy Hayes, HR Assistant | Workforce Data & Payroll Analyst



Amy specializes in detailed workforce data analysis, payroll workflows, and compensation documentation. She plays a key role in validating data integrity, reviewing employee records, and preparing workforce analytics for final reporting.

Role on This Project:

Data validation, payroll alignment analysis, workforce dashboards, and preparation of compensation metrics for each C3 Compensation Blueprint.

Brett Staats, HR Assistant | Compensation & Financial Data Analyst



Brett contributes expertise in accounting, payroll, and data modeling. His financial lens strengthens the accuracy of pay scale calculations, compa-ratio analysis, and organizational impact summaries.

Role on This Project:

Data analysis, pay compression review, pay scale modeling, and preparation of financial impact summaries.

Recent Project Experience

The C3 Compensation Blueprint team has extensive experience supporting cities, counties, public safety agencies, higher-ed institutions, and private and public-sector organizations across Kansas, Missouri, Oklahoma, and Texas. Our recent engagements demonstrate our ability to deliver comprehensive, compliant, and sustainable compensation solutions tailored to each client's unique needs.

Below is a selection of recent classification and compensation projects completed by the C3CB team:

Municipal Clients – Kansas

- City of Andover
- City of Emporia
- City of Wellington
- City of Arkansas City
- City of Hutchinson
- City of Winfield
- City of El Dorado
- City of St. Mary's

County Clients – Kansas

- Crawford County
- Lincoln County
- Ottawa County
- Dickinson County
- McPherson County
- Pottawatomie County
- Ellis County
- Miami County
- Reno County
- Finney County
- Montgomery County
- Saline County
- Geary County
- Neosho County
- Seward County

Education & Higher Education

- Allen County Community College
- Labette County Community College
- USD 443, Dodge City Public Schools
- USD 457, Garden City Public Schools
- WSU Tech – Wichita State University

Public Safety & Specialized Agencies

- Riley County Police Department
- Midwest Public Risk (MO)
- South Central Kansas Area Agency on Aging

These projects reflect our broad understanding of public-sector compensation challenges, including competitive positioning, pay compression, internal equity, classification structure development, and long-term pay administration.



Client References

City of Andover, KS

Jennifer McCausland, City Administrator
316.733.1303, ext. 412
jmccausland@andoverks.com

City of Emporia, KS

Trey Cocking, City Administrator
620.343.4250
tcocking@emporiaks.gov

City of Wellington, KS

Jeff Porter, City Manager
620.326.3631
citymanager@cityofwellington.net

Scope of Work & Methodology

A Comprehensive, Competitive & Compliant Approach to Modern Compensation Planning

The City of Bel Aire has identified the need for a clear, defensible classification and compensation study that strengthens internal equity, enhances external competitiveness, and supports long-term organizational growth. The Arnold Group's C3 Compensation Blueprint provides a structured, data-driven process to meet these goals through a transparent and collaborative methodology.

Our approach is built around three core principles that guide every C3CB project:

1. **Competitive:** Fairness, clarity, and transparency for employees
2. **Comprehensive:** Alignment with structure, strategy, and budgets for the organization
3. **Compliance:** FLSA, pay equity, legal defensibility, and HR best practices

Project Foundations: Job Descriptions

Accurate job descriptions are essential to a successful compensation plan. They inform job evaluation, pay grade assignment, hiring, ADA requirements, FLSA status, and internal equity.

For this project:

- The City-provided job descriptions will be used as the foundation for the Point Factor Analysis.
- If needed, the C3CB team can revise or create missing descriptions (see optional investment section).

Well-structured job descriptions help ensure fair pay administration, defensible evaluation, and consistent hiring practices across the organization.

C3CB Methodology Overview

Our methodology is consultative, transparent, and structured around the following major phases:

Stakeholder Engagement & Communication Plan

Successful implementation depends on meaningful input and clear communication with key stakeholders. Throughout the project, C3CB will:

- Meet with City leadership, HR, and Department Heads at key milestones to review progress and gather feedback.
- Provide periodic updates tailored for the City Manager and/or City Council as requested.

- Coordinate with HR to prepare talking points, FAQs, and summary materials for broader internal communication.

This engagement approach ensures the final recommendations reflect operational realities, build buy-in across departments, and support a smooth adoption process.

1. Project Orientation & Kickoff

We begin by establishing a clear, collaborative work plan.

During the kickoff meeting, we will:

- Identify required documents and data
- Establish project expectations, scope, and milestones
- Define communication protocols
- Schedule departmental and leadership meetings

A communication plan will ensure timely updates, alignment with project milestones, and proactive management of any issues that may affect timelines.

2. Understand Organizational Environment & Needs

We work closely with City leadership, HR staff, and department heads to understand:

- Organizational structure and reporting relationships
- Budget constraints and operational realities
- Recruitment and retention challenges
- Position-specific concerns or emerging needs
- Existing policies, pay practices, and compensation philosophy

This step ensures recommendations are grounded in real operational needs – not generic, off-the-shelf templates.

3. Market Competitiveness & Salary Benchmarking

We evaluate external competitiveness using labor market data tailored to:

- Local and regional labor markets
- Comparable public-sector organizations
- Specialized data for police, fire, EMS, public works, utilities, and technical roles

Our benchmarking balances market competitiveness with the City's financial capacity and long-term sustainability.

4. Point Factor Analysis (PFA) – Internal Equity

To ensure transparent, defensible classification decisions, C3CB conducts a Point Factor Analysis of each position using compensable factors such as:

- | | |
|-----------------------------|---|
| • Knowledge and experience | • Scope and impact |
| • Supervisory control | • Physical demands and work environment |
| • Guidelines and complexity | • Personal contacts and purpose of contacts |

This process:

- | | |
|--|---|
| • Establishes internal equity | • Supports a defensible classification system |
| • Provides a clear rationale for job value | • Ensures consistency across departments |

Pay Equity & Legal Defensibility

The City's compensation structure must be both fair and defensible. C3CB's methodology supports pay equity and compliance by:

- Applying consistent, objective Point Factor Analysis criteria across all positions.
- Documenting the rationale for job evaluation and pay grade placement.
- Using market data that is relevant, transparent, and clearly sourced.
- Aligning recommendations with FLSA requirements and best practices to reduce the risk of wage-and-hour or discrimination claims.

This approach helps the City demonstrate that its pay decisions are based on job-related factors rather than subjective or inconsistent practices.

5. Pay Structure & Grade Development

Using both internal (PFA) and external (market data) analyses, we develop:

- Pay grades for non-exempt, exempt, and executive positions
- Transparent salary ranges (minimum, midpoint, maximum)
- Competitive spreads that allow for growth and financial planning
- Clear guidelines for new hire placement and progression
- Identification of green-circled (below minimum) and red-circled (above maximum) employees

This ensures the City's pay structure is competitive, fair, and aligned with FLSA requirements.

6. Compression, Alignment & Employee Pay Analysis



We analyze the impact on current employees through:

- Pay compression diagnostics
- Pay equity reviews
- Compa-ratio and wage penetration evaluations
- Career progression and employment journey analysis

Our goal is to identify practical solutions that balance:

- Fairness
- Retention
- Budget constraints
- Long-term sustainability

We provide multiple implementation options to support a smooth and affordable transition.

7. Recommendations, Implementation Roadmap & Communication Strategy

C3CB will deliver:

- A comprehensive project summary, findings and recommendations
- A presentation of findings to leadership
- Multiple implementation scenarios
- Policy recommendations to support longevity
- Supervisor and employee communication resources

We partner with you to develop a communication plan that builds trust, reduces uncertainty, and supports successful rollout.

Implementation & Change Management Support

In addition to delivering the study and tools, C3CB supports the City through implementation by:

- Providing multiple, costed implementation scenarios that align with budget capacity and policy direction.
- Assisting HR and leadership in preparing messages that explain the “why” behind changes to employees and elected officials.
- Supplying resources to assist managers in communicating new pay ranges and employee placement.

Not only will the City be equipped with a sound compensation structure, but it will also be prepared to implement it in a way that builds understanding and trust.

8. Make Change Sustainable – Ongoing Support

The City will receive 1 year of post-implementation support, including:

- Ongoing PFA scoring for new or revised roles
- Annual updates to salary survey market data

- Assistance applying COLA adjustments and pay scale maintenance
- Consultation on compression, equity, or classification issues

Our goal is to help the City maintain a competitive and compliant pay system without needing another full study in the near future.

9. The C3CB Bottom-Up Project Approach



Project Schedule

The C3 Compensation Blueprint team is committed to delivering a high-quality project on time and with clear, consistent communication. We assign dedicated staff to ensure the City's project remains a priority throughout the engagement.

Based on the scope of work and assuming timely receipt of all required documents, the estimated project timeline for the City of Bel Aire is:

Estimated Project Duration

16–24 Weeks: This range accommodates data collection needs, stakeholder availability, review cycles, and Board/Council or administrative scheduling preferences.

Major Project Milestones

Note: Department Head meetings and Council/Commission feedback sessions will be scheduled at key intervals throughout the project and conducted at strategic stages to ensure alignment, informed input, and continuity as the project progresses.

1. Project Kickoff & Orientation (Week 1–2)

- Kickoff meeting with leadership and HR
- Communication plan finalized
- Data request and document collection

- Project timeline confirmation

2. Job Description Review & Validation (Week 2–5)

- Review City-provided job descriptions
- Clarification meetings as needed
- Identify any missing, outdated, or inconsistent information

3. Point Factor Analysis (PFA) & Internal Equity Review (Week 4–10)

- Conduct PFA for all positions
- Verify factor scoring
- Draft preliminary job classification structure

4. Market Benchmarking & External Competitiveness Review (Week 6–12)

- Collect and analyze relevant market data
- Benchmark against comparable organizations
- Identify recommended market adjustments

5. Pay Structure Development (Week 10–14)

- Establish salary grades and ranges
- Identify green- and red-circled positions
- Conduct compa-ratio, penetration, and pay alignment analysis

6. Compression & Financial Impact Modeling (Week 12–16)

- Analyze pay compression
- Develop multiple implementation options
- Prepare financial impact summaries for each option

7. Draft & Final Recommendations (Week 14–20)

- Prepare draft report for HR/leadership review
- Confirm recommended grade assignments
- Finalize pay scales and implementation options

8. Presentation of Findings & Deliverables (Week 18–24)

- Present final findings to City leadership and other stakeholders
- Deliver the C3 Compensation Blueprint CompBook and all supporting tools
- Provide training on pay administration, communication tools, and implementation strategies

Flexible Scheduling Based on City Needs

We recognize that each municipality operates on its own calendar, budget cycle, and meeting schedules. If the City requires an accelerated timeline or needs alignment with budget presentations or Council meetings, the C3CB team will work collaboratively to adjust the project schedule.

Work Samples & Example Deliverables

Upon request, C3CB can provide de-identified sample deliverables, including CompBook dashboards, pay grade structures, training materials, and summary report excerpts. These examples demonstrate how findings and recommendations are presented to City leadership, HR, and other stakeholders in a clear, practical format.



Legal & Insurance

Legal Standing

C3 Compensation Blueprint – A Division of The Arnold Group confirms that:

- There are no current, pending, or past disciplinary actions involving our firm, owners, principals, or associates.
- Not involved in arbitration, mediation, or litigation, nor aware of circumstances that could give rise to such actions.
- There are no conflicts of interest, actual or potential, related to the City of Bel Aire or this project.
- All information and data shared by the City will be treated as confidential and used exclusively for this project.

The City of Bel Aire will retain ownership of all source data, reports, and tools produced. C3CB utilizes secure, access-controlled systems for storing and transmitting employee-level and compensation data, and access is limited to project team members who need it to perform their responsibilities. We adhere to strict standards of professional ethics, confidentiality, and data security on all C3CB projects.

Insurance

C3 Compensation Blueprint – A Division of The Arnold Group maintains all required insurance coverage, including but not limited to:

- General Liability
- Professional Liability (Errors & Omissions)
- Workers' Compensation
- Automobile Liability (as applicable)

A Certificate of Insurance meeting all City specifications will be provided upon request or prior to contract execution.

Subcontractor Use

C3CB will not engage subcontractors for this project. All work – including analysis, communication, training, and deliverables – will be performed exclusively by The Arnold Group's internal C3CB team. This guarantees consistent methodology, controlled data handling, and quality assurance throughout the project.

Travel Costs

We've planned for the travel needed to support an active, collaborative engagement and included those costs in the overall project fee. This allows our team to be present as needed, without introducing separate or variable travel charges.

If additional meetings or site visits are requested outside the agreed scope, we'll discuss those needs in advance and confirm any associated costs before moving forward.

Closing Statement

Thank you for the opportunity to submit our proposal for the City of Bel Aire's Classification and Compensation Study. The Arnold Group's C3 Compensation Blueprint team is committed to delivering a transparent, data-driven, and long-term solution that strengthens internal equity, enhances market competitiveness, and supports the City's ability to attract and retain a high-quality workforce.

We believe our approach – grounded in public-sector experience, objective analysis, and user-friendly tools – aligns closely with the City's goals for this project. This proposal is structured to align with the standard evaluation criteria outlined in an RFP/RFQ, including approach and methodology, relevant experience, project team qualifications, timeline, and overall value. Most importantly, our methodology ensures the City will not only receive a comprehensive compensation study, but also a sustainable system your team can manage confidently for years to come.

We appreciate your consideration and welcome the opportunity to partner with the City of Bel Aire and are ready to assist with next steps, demonstrations, or any additional information needed during your evaluation process.

Investment Summary

The Arnold Group’s rate structure for the City of Bel Aire is based on the projected time, expertise, and analytical resources required to complete a comprehensive classification and compensation study. Pricing includes full access to all deliverables, tools, and the C3 Compensation Blueprint CompBook.

Assumptions & Clarifications

This proposal and associated pricing are based on the following assumptions:

- Scope includes approximately: **50 employees** | **45+ position descriptions** | **9 departments**
- The City will provide requested data and documents (job descriptions, organizational charts, employee pay data, policies) in a timely manner and in an electronic format.
- Meetings with City leadership, HR, and Department Heads will be scheduled within normal business hours unless otherwise agreed.
- The project includes remote work as the default, with any onsite visits to be mutually agreed upon in advance.
- Travel, if required beyond the anticipated scope, will be treated as a pass-through cost with prior City approval.

If the scope or assumptions change materially, C3CB will work with the City to review potential impacts on project timelines and project cost.

Comprehensive Classification & Compensation Study

Single-Year Payment Structure + One Year of Included Support

Not to Exceed \$16,560

Payment Terms (*within one year*):

- 50% due at project kickoff: \$8,280
- 50% due at project completion: \$8,280

Included at No Additional Cost:

- One (1) year of ongoing support following contract execution
- PFA scoring for new or updated job descriptions
- Updates to salary survey data points

Project Scope Included in Pricing

Organizational Review & Documentation

- Review of organizational charts, policies, procedures, and pay practices
- Clarification meetings with departments
- Review of all existing job descriptions

Position Classification & Job Evaluation

- Development of a consistent classification structure
- PFA scoring using compensable factors (knowledge, guidelines, complexity, supervisory control, scope, contacts, physical demands, environment)
- Compensation Structure Development
- Establish non-exempt, exempt, and executive pay grades
- Build competitive pay ranges with defined minimums, midpoints, and maximums
- Identify benchmark positions and develop grade progression structure
- Define job identifiers and recommend pay differentials
- Ensure compliance with FLSA minimum salary requirements

Employee Impact & Financial Modeling

- Compa-ratio and wage penetration analysis
- Pay compression, equity, and alignment review
- Departmental and organizational financial impact summaries
- Multiple implementation scenarios for leadership consideration

Deliverables (Digital/Electronic)

- C3 Compensation Blueprint CompBook (primary tool)
- Workforce planning dashboards
- Workforce demographic summaries (tenure, gender, age, race/ethnicity)
- PFA summary and job grade conversion table
- Pay scale summaries and hiring rate guidelines
- Compensation policy and related forms
- Resolution language template for adoption

Training & Communication Resources

- Supervisor training materials (PowerPoint + PDFs)
- All-employee communication resources (PowerPoint + PDFs)
- Implementation guidance and best practices

Optional Add-On**Job Description Review, Update, and/or Creation****Not to Exceed: \$3,544****Payment Terms:**

- 100% due upon delivery of completed job descriptions

Includes:

- Development of updated, consistent job descriptions reflecting accurate duties, qualifications, and expectations
- Incorporation of competencies, certifications, and KPIs
- Review of existing descriptions for accuracy and alignment
- Standardized templates for long-term use
- Job description set that serves as a foundation for recruitment, performance evaluations, and career development