



Proposal for a Classification and Compensation Study

Prepared for the City of Independence, Iowa



November 20, 2025

CBIZ Compensation Consulting
721 Emerson Road, Suite 400
St. Louis, MO 63141
(314) 692-2249

Matthew R. Schmitz
City Manager
City of Independence, Iowa
331 1st Street E
Independence, IA 50644

Dear Matthew:

In response to your request for proposal for a Classification and Compensation Study, CBIZ Benefits & Insurance Services, Inc. d/b/a CBIZ Compensation Consulting ("CBIZ" or "the Firm") is pleased to present the following proposal describing how we can provide assistance to the City of Independence, Iowa (the "City").

In serving the City, we will provide you with the highest quality of professional service. We will bring extensive resources, experience, fresh ideas and approaches, responsiveness to your interests, and sound judgment.

We are excited about this opportunity and look forward to working with you. The following proposal is valid for 90 days. Please let me know if you desire any additional information or explanation.

Sincerely,

A handwritten signature in black ink, appearing to read "Ryan R. Blackwell".

Ryan Blackwell, CCP
Director, Compensation Consulting
Primary Client Contact
(314) 692-5801
RBlackwell@CBIZ.com

A handwritten signature in blue ink, appearing to read "Nancy M. Mellard".

Nancy M. Mellard
Executive Vice President and General Counsel
Authorized Agent

Table of Contents

Contents

| | |
|--|----|
| Part A: Firm Experience and Qualifications | 3 |
| About CBIZ | 3 |
| Compensation Experts in the Public Sector | 4 |
| Service Team | 5 |
| Professional Summaries..... | 6 |
| Part C: Project Approach and Work Plan | 9 |
| Phase I: Project Launch..... | 9 |
| Phase II: Evaluate Job Documentation | 10 |
| Phase III: Market Research | 13 |
| Phase IV: Design Preliminary Compensation System | 15 |
| Phase V: Deliver Results..... | 16 |
| Phase VI: Post-Implementation Support | 17 |
| Timeline | 19 |
| Additional Information..... | 20 |
| Appendix A: Data Request | 21 |



Part A: Firm Experience and Qualifications

About CBIZ

CBIZ Benefits & Insurance Services, Inc., doing business as CBIZ Compensation Consulting, will assist the City on this engagement. CBIZ Benefits & Insurance Services, Inc. is a wholly-owned subsidiary of CBIZ, Inc.

CBIZ, Inc. (NYSE: CBZ) is a national professional services advisor with annual revenue of approximately \$2.8 billion. Headquartered in Cleveland, Ohio, CBIZ offers accounting, tax, advisory, benefits, insurance, and technology services from over 160 offices and through more than 10,000 associates located throughout the United States.

The CBIZ Compensation Consulting practice is located in St. Louis, Missouri and has a team of 19 consultants dedicated solely to compensation consulting services.



National Resources; *Personal Service*

We provide the same expertise and data as the other national firms; however, our focus is on the middle market. The Firm was founded on the premise that middle-market organizations are more complex and move faster in today's interconnected world.

Edward R. Rataj, the Firm's Compensation Consulting Division Managing Director, is a Master Certified Compensation Professional (MCCP). His compensation expertise has been cited in media publications such as the Wall Street Journal and Smart Money magazine. Few competitors can offer such compensation experience and expertise.

Our unique industry experience and relationships, coupled with our highly skilled technical experts, means we will do much more than walk you through a process. We can deliver optimal results and value in an efficient manner by working closely with the City.



Compensation Experts in the Public Sector

Many organizations face the challenge of balancing competitive compensation with regulatory compliance and ever-evolving employee expectations. Attracting top talent, navigating pay transparency, achieving pay equity, and minimizing pay compression all add layers of complexity.

In the public sector, we recognize the unique balance between taxpayer interests and the need to offer competitive compensation packages. CBIZ focuses on creating equitable and transparent compensation structures that comply with regulatory requirements while addressing the specific needs of public service professionals.

At CBIZ, we go beyond data by implementing practical, strategic solutions that directly address your unique compensation challenges. From designing salary structures that ensure competitiveness and equity, to alleviating pay compression, and ensuring ongoing policies support compensation philosophy goals, we deliver comprehensive plans that advance philosophies and goals.

Our compensation consulting services are anchored in benchmarking data relevant to your competitive landscape with a comprehensive implementation and salary administration plan that enhances your overall talent strategy, helping to attract high-caliber talent without risking internal imbalances.

CBIZ combines deep expertise with a sharp focus on the fine details that make compensation programs sustainable and impactful. While data is widely available, it's our commitment to thoughtful design and practical administration that sets us apart, helping clients move from insight to action.

With CBIZ, clients see higher job acceptance rates, attract higher caliber talent, reduce turnover, and build greater trust and satisfaction among employees—establishing a stable, motivated workforce that understands and values their compensation.

Similar Engagements

CBIZ frequently conducts classification and compensation studies for our public sector clients. Projects similar to that requested by the City that have been recently performed by CBIZ are listed below. CBIZ would be happy to provide additional references upon request.

- City of Nixa, Missouri
- City of Republic, Missouri
- Johnson County Kansas
- Tazewell County Illinois
- City of Spring Hill, Missouri



Service Team

Our Firm's ability to provide quality, efficient and timely service is largely dependent upon the skills and experience of our people. We are proud to present a team of individuals who have a proven record of bringing the necessary blend of technical competence, industry experience, innovative ideas and suggestions, and value-added services to our clients. Our philosophy of utilizing highly experienced personnel allows us to perform extremely efficiently and enables us to provide unmatched quality.

Ryan Blackwell, Ed Rataj, Carrie Blackwell, Taylor Sprague, Grant Gardiner, Gaby Davidson, and Elise Fuller will be responsible for the services provided. The service team will be assisted by other qualified human resources consulting professionals, as necessary.

Consulting Director

Ryan Blackwell

Ryan will manage and oversee all aspects of the project and serve as the primary client contact.

Ed Rataj, CCP, CECP, ACCP, MCCP

Ed will provide strategic oversight for the project as the head of the compensation consulting practice.

Project Managers

Carrie Blackwell

Carrie will lead the day-to-day project activities, providing guidance, timeline management, and quality control to consultants.

Consultants

Taylor Sprague, Grant Gardiner, Gaby Davidson, and Elise Fuller

Taylor, Grant, Gaby, and Elise will provide day-to-day technical and client service, assisting with all facets of the compensation analyses.

Professional Summaries



Ryan Blackwell, CCP

Director, Compensation Consulting

University of Missouri-Columbia, M.B.A.

University of Missouri-Columbia, B.S. Finance

Mr. Blackwell is a Director for CBIZ Compensation Consulting in the St. Louis, Missouri, office where he has twelve years of experience advising clients with all facets of compensation plan design and analysis. He oversees a team of compensation consultants and provides project management oversight and quality control. Since joining CBIZ, Mr. Blackwell's experience includes assisting clients with base salary compensation plan design, incentive programs, benefits, total rewards, and executive compensation in the public sector and in a wide range of industries.

Mr. Blackwell obtained his Master of Business Administration degree from the University of Missouri-Columbia, where he gained consulting experience by performing competitive analysis for clients in the service and distribution industries. He is a member of the Compensation and Benefits Network of Greater St. Louis and is a Certified Compensation Professional (CCP).



Edward R. Rataj, CCP, CECF, ACCP, MCCC

Senior Managing Director

Miami University (Ohio), B.S. Finance

Mr. Rataj is the Managing Director of the Compensation Consulting Division of CBIZ. He has twenty years of experience in the area of human resources, focusing on designing innovative compensation programs.

Prior to joining the Firm, Mr. Rataj served as a Compensation Consultant for Mellon (formerly known as Buck Consultants) and was employed by William M. Mercer. Mr. Rataj assists clients in the design and implementation of strategic base salary and incentive programs. His core areas of expertise include designing market-based and job evaluation-based compensation programs, pay structures, and compensation surveys, as well as developing policies and procedures. Additionally, Mr. Rataj has experience in consolidating compensation plans for organizations completing mergers and acquisitions. He has consulted with numerous clients in various industries.

Mr. Rataj is a Certified Compensation Professional (CCP), Advanced Certified Compensation Professional (ACCP), Certified Executive Compensation Professional (CECF), Master Certified Compensation Professional (MCCC), served as the President of the Compensation and Benefits Network of Greater St. Louis (CBN) and is a member of WorldatWork (formerly known as the American Compensation Association). In addition, Mr. Rataj has been recently quoted in the Wall Street Journal, Smart Money magazine and TheStreet.com as an expert in the area of compensation.



Carrie Blackwell, CCP

Senior Project Manager, Compensation Consulting

Missouri State University, B.S. Human Resources Management

Mrs. Blackwell oversees a team of compensation consultants and provides project management oversight and quality control. She has over 20 years of experience in a corporate setting managing broad based compensation programs in both the public and private sectors.

Mrs. Blackwell holds a B.S. degree in Human Resources Management and holds the accreditation, Certified Compensation Professional (CCP).



Taylor Sprague, CCP

Lead Compensation Consultant

University of Missouri-Columbia, B.S. Human Environmental Science

Mr. Sprague is a Lead Consultant at CBIZ Compensation Consulting, based in the Denver office. He specializes in market analysis and compensation plan design, leveraging industry surveys to assess a wide range of positions across various industries and organizations. His expertise includes conducting large custom compensation surveys, evaluating job questionnaires, and developing tailored compensation survey reports for targeted industry benchmarking.

Mr. Sprague is a Certified Compensation Professional (CCP). Mr. Sprague received a B.S. in Human Environmental Science with an emphasis in Personal Financial Planning, and a minor in Business from the University of Missouri-Columbia.



Grant Gardiner

Senior Compensation Consultant

University of Missouri-Columbia, B.A. Business Management

Mr. Gardiner is a Consultant with CBIZ Compensation Consulting working out of the St. Louis office. His focus is on organization-wide compensation studies, specializing in market analysis and compensation plan design. He has worked with a wide range of organizations, with particular experience in the higher education, non-profit, and governmental industries. In addition to his work on organization-wide compensation studies, Mr. Gardiner is experienced in conducting executive compensation analyses.

Mr. Gardiner earned a B.A. in Business Management from the University of Missouri-Columbia.



Gaby Davidson

Senior Compensation Consultant

University of Missouri-Columbia, B.B.A Finance

Ms. Davidson is a Consultant with CBIZ Compensation Consulting in the St. Louis office. Since joining CBIZ, her experience includes market benchmarking analysis across a wide scope of industries, positions, and types of organizations.

Ms. Davidson earned a BBA in Finance from the University of Missouri.



Cece Golinvaux

Compensation Consultant

Saint Louis University, Richard A. Chaifetz School of Business, Master of Business Administration

Saint Louis University, Bachelor of Science in Criminology and Criminal Justice

Ms. Golinvaux is a Consultant with CBIZ Compensation Consulting in the St. Louis office. Since joining CBIZ, her experience includes conducting research and data analysis to help design and implement strategic compensation and total rewards programs.

Prior to this role, held positions in data analytics and consulting, offering support to various organizations in enhancing their operational and strategic decision-making. Experience includes working in nonprofit sectors, focusing on data analysis and community support initiatives.



Elise Fuller

Compensation Consultant

University of Missouri, Bachelor of Business Administration, emphasis in Management
University of Missouri, Bachelor of Business Administration, emphasis in Marketing

Ms. Fuller is a Consultant with CBIZ Compensation Consulting in the St. Louis office, with a focus on advising organizations in compensation planning and strategy to align with business goals and market trends.

Before joining CBIZ, experience included various HR roles, where responsibilities ranged from managing daily operations to supporting HR compliance and employee relations functions. Earlier positions supported HR administration, enhancing skills in people management, compliance, and operational coordination.

Professional achievements include awards like the President's Volunteer Service Award (Gold and Bronze) and honors on the University of Missouri Dean's List, underscoring a dedication to excellence and community service. Outside of work, interests include volunteering and exploring personal development through community service initiatives.

Part C: Project Approach and Work Plan

It is our understanding that the City is seeking a qualified compensation consulting firm to conduct a classification and compensation study that reflects a comprehensive approach to building and maintaining a fair, competitive, and sustainable compensation system that supports both organizational effectiveness and employee engagement.

The City seeks to attract and retain a highly qualified and diverse workforce by ensuring that pay and benefits are competitive with the external labor market and aligned with the City's strategic goals and fiscal capacity. Equally important is the goal of internal equity—developing a logical and transparent classification structure that groups positions based on similarities in scope, complexity, responsibility, and required qualifications.

The City also aims to establish a clear, defensible pay structure that is easy for employees and management to understand, fostering trust and consistency in compensation administration. Additionally, the project will support career development by defining clear pathways for advancement and meaningful pay progression. Ensuring compliance with all relevant employment laws, including the Fair Labor Standards Act (FLSA), Equal Pay Act, and Americans with Disabilities Act (ADA), is essential to maintaining legal integrity and fairness across the organization.

Finally, the City recognizes the importance of sustainability and seeks a fiscally responsible implementation strategy and ongoing maintenance plan that will enable City staff to effectively manage and update the system over time, ensuring continued relevance in a dynamic labor market.

In an effort to meet the City's needs, CBIZ proposes to conduct the project steps detailed on the following pages.

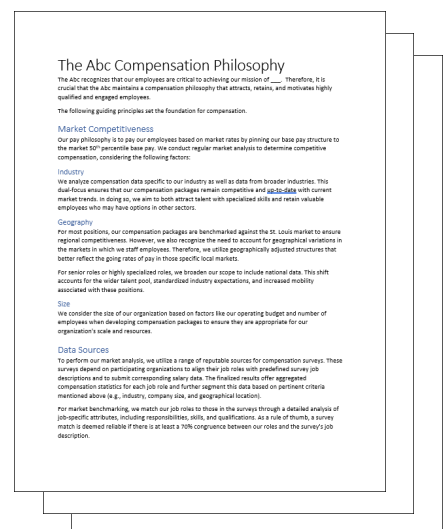
Phase I: Project Launch

Step 1 – Kick-off and Planning Discussion

Objective: To discuss foundational aspects of the project including compensation philosophy, market placement strategy, and project goals.

- Conduct a virtual meeting with the internal project team to discuss foundational aspects of the project, such as:
 - The compensation philosophy, including defining the market placement strategy and competitive labor market(s) in terms of geography, industry, and size of organization.
 - Differentiation or segmentation whereby segments of the workforce may warrant a separate compensation philosophy or special needs.
 - Current program strengths, areas for improvement, key challenges, and culture.
 - The ideal competitive positioning of various rewards components, such as base salary, total cash compensation, and benefits.
 - The organizational structure, hierarchy of jobs, and ability for employees to advance through the organization.

Image 1



- The project goals and schedule, including key dates with employees, leadership, and governing bodies.
- Provide a draft compensation philosophy document (see Image 1) following the meeting to ensure that CBIZ and the City agree regarding the key factors that will drive subsequent analysis.

Step 2 – Data Collection and Reconciliation

Objective: To collect and assess necessary data for project accuracy and to reflect current job titles and supporting documentation.

- Issue a data request outlining the specific items required for the project. This will encompass organization scoping metrics, employee census information, current pay practices and programs, existing job documentation, organizational charts, and internal equity considerations.
 - The data request is included for reference as Appendix A.
- Collect data that represents a specific point-in-time snapshot of the organization.
 - Ongoing updates or refreshes of employee data can be facilitated independently using the Implementation File, which is described later.
- Thoroughly review the collected data to verify completeness and identify any discrepancies. This step is crucial to ensure the new compensation plan is based on current and accurate job titles and supporting documentation for each employee included in the plan.
- Cross-check submitted job descriptions with employee job titles. Confirm that a relevant job description exists for each employee and that all job descriptions are current and valid.

Step 3 – Communication Plan

Objective: To provide effective communication messages to introduce the project and provide critical change management communications key stakeholders.

- Provide draft communication documents to announce the project to key stakeholders including City leadership, department heads, supervisors, and all employees. Assumes up to four (4) separate communication messages developed. The draft will be provided in Microsoft Word.
- The City will finalize and deliver the communications.

Phase II: Evaluate Job Documentation

Step 4 – Position Analysis Questionnaire

Objective: To collect comprehensive information about each role, enabling participation in the process and ensuring alignment with job responsibilities.

- Evaluate the need to have employees complete a web-based position analysis questionnaire (PAQ)
- The PAQ may be valuable for the following reasons:
 - The PAQ is designed to collect comprehensive and current information about each role covered in the scope of the analysis, ensuring our compensation evaluation aligns with actual job responsibilities and requirements.
 - Provide employees with an opportunity to participate in the process and communicate directly with the consultants.
- The following steps elaborate on the PAQ process:
 - Provide a draft PAQ for review and opportunity to propose edits.

- Provide draft communications to announce the PAQ process and expectations to supervisors and employees.
- Launch a web-based PAQ directly to employee email addresses. Paper-based PAQs are available as well if needed for segments of the employee population.
- Completed PAQs are electronically routed to supervisors for review and comment. Supervisors cannot change the employee submissions but will have the opportunity to provide clarifying comments and other helpful information.
- The timeframe is expected to last three weeks, which in our experience blends the right amount of urgency to complete with time to do so thoughtfully.
- Completed PAQs can also be used to support overtime classification eligibility under the Fair Labor Standard Act (FLSA) and identify essential duties helpful to Americans with Disabilities Act (ADA) compliance.

Step 5— Conduct Employee Interviews

Objective: To collect comprehensive information about each role and supplement data gathered through the PAQ process.

- Identify employees for interview.
 - As part of our PAQ process, we assess and score the completeness of each employee’s PAQ. CBIZ would recommend interviews for any job in which there the highest completion score submitted was less than 60%.
 - CBIZ proposes that no more than 30% of the jobs will be selected for interview.
- Partner with the City to schedule interview sessions.
- Lead interview sessions, either with individuals or a collection of employees for multi-incumbent positions, with a representative sample of employees selected by the City to obtain further understanding of job duties.
- Confirm the accuracy of job description content and discusses the appropriateness of the current job family categories, job title hierarchy, and structure classification

Step 6 – Job Architecture Framework

Objective: To design and implement a comprehensive Job Architecture Framework that aligns job roles, titles, and levels with the organization's strategic goals, enhances internal equity, and ensures market competitiveness.

- Conduct planning meetings with the project team to discuss initial views and goals of job architecture.
- Evaluate current data and propose an initial framework for the following design components:
 - Job families that are broad occupational categories that group closely related jobs to aid organizations in peer comparisons and career paths/progression.
 - Job categories or “career streams” (e.g., management, professional, business support) that are broad categories to be able to more easily compare across the job families and functions where there are peers within other disciplines that should be considered for various things such as pay equity or career paths.
 - Career levels (e.g., entry, intermediate, advanced) that are consistent definitions across the organization on select compensable factors which describe the level of scope, impact, problem solving, complexity, collaboration, and management along with the typical profile of education and experience required or preferred to be fully competent in a position.
- Solicit feedback on the initial design.

- Build out career level details and matrix.
- Slot current roles into the career level structure based on a review of job content.
- Seek feedback regarding job and employee slotting.
- Discuss how job architecture can be used to support HR related processes, such as the drafting and classification of new positions.

Step 7 – Determine FLSA Status

Objective: To review job roles against FLSA exemption tests and document appropriate classifications for compliance

- Identify jobs for which CBIZ should conduct the Fair Labor Standards Act (FLSA) overtime classification review.
- Assess positions against the federal FLSA exemption tests (Executive, Administrative, Professional, Computer Professional, Sales and Highly Compensated) to determine the appropriate FLSA overtime classification based upon the duties and responsibilities provided in the job descriptions and position analysis questionnaires.
- Document recommendations in a report listing the appropriate classification.
 - For exempt-classified jobs, the report will list the applicable exemption and a brief supporting rationale.
 - For nonexempt classified jobs, the report will provide a brief explanation as to why no exemptions were met.
- This report will provide backup for the exemption decisions in order to ease any subsequent Department of Labor or other government entity audits.
- CBIZ recommends that the City's legal team review our findings for final validation.

Step 8 – Draft New Job Descriptions

Objective: To standardize job descriptions accurately based on revised job content.

- Review the existing format (if applicable) and discuss opportunities for refinement.
- Discuss with the City the validity of current job descriptions and the degree to which they should serve as a guide for revisions.
- The following sections may be included in the new job descriptions:
 - Job/Position Summary
 - Essential Functions/Duties/Responsibilities
 - Qualifications/Education and Experience
 - Knowledge, Skills & Abilities
 - Supervisory Responsibility
 - Work Environment/Working Conditions
 - Physical Work Requirements
- Utilize the job content collected in prior steps to draft updated job descriptions for each position covered in the scope of the project.
 - Based on the recommended reclassifications, job titles will be revised or consolidated. Additionally, job titles will be separated or increased to better reflect levels within the organizational hierarchy.

- Physical Work Requirements and Working Conditions will be determined based on information provided in the PAQ and interviews, as well as a review of job duties and responsibilities. Jobs will be assigned a standard profile to ensure consistency across jobs.
- Identify jobs for which information is not available or insufficient to draft a new job description and discuss options for drafting such job descriptions.
- Draft job descriptions in a standardized format that will:
 - Assist with the collaborative process of identifying reasonable accommodations under the Americans with Disabilities Act (ADA).
 - Contain supporting and relevant information to determine overtime exemption status under the Fair Labor Standards Act (FLSA).
- Deliver draft job descriptions and solicit feedback for revisions (assumes one set of revisions).
- Provide final job descriptions in an electronic format and provide a job description template to be used in the development of future job descriptions.

Phase III: Market Research

Step 9 – Custom Compensation and Benefits Survey

Objective: To collect compensation and benefits data from comparable peer entities.

- Conduct a survey of compensation and benefits practices in which a group of pre-approved peer municipalities and government entities will be invited to participate and provide data.
- Collaborate to determine defensible, comparable entities against which the City should be compared. A maximum of twenty (20) entities is anticipated for selection.
- Peer organizations will be more inclined to respond if the survey is shorter and more straightforward. Therefore, while all or nearly all jobs are expected to be included in the survey, the exact number of benchmark jobs will be jointly agreed upon by CBIZ and the City.
- Distribute the survey instrument to the selected organizations for gathering salary and benefit information pertaining to the chosen benchmark jobs.
- Peers will be instructed to match their jobs to the predefined survey roles by comparing job responsibilities, rather than just job titles.
 - Utilizing this method ensures more accurate job matching compared to relying solely on publicly available or sunshine-requested data.
- Solicit participation from the peer organizations throughout the survey process to encourage and secure participation.
- Review the survey submissions to validate data and identify gaps; initiate follow-up discussions for clarification, as necessary.
- Compile a comprehensive yet straightforward summary, which will be shared with both the City and the survey participants. Individual participant data will remain confidential to safeguard anonymity, boost participation rates, and avoid any perception of anti-competitive practices.

Step 10 – External Market Analysis

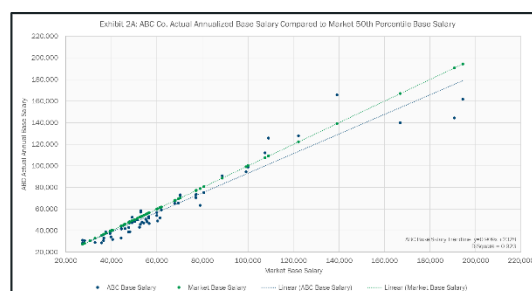
Objective: To conduct a comprehensive compensation benchmarking analysis, ensuring industry comparisons are relevant and accurately tailored to the specific roles and responsibilities of each job.

- Conduct published survey benchmarking analysis to collect and document competitive base salary and total cash compensation (base salary plus annual incentive) data for all of the jobs included in the scope of the proposal.
- In addition to data collected from the custom survey, utilize our proprietary database that automatically compiles data from numerous published surveys to identify appropriate supplemental data for the analysis.
- Evaluate and incorporate any surveys to which the City subscribes into the analysis.
- Analysis will be based on comparable organizations as discussed in the planning discussion.
 - The three most important labor market characteristics are the size of the organization, geographic scope, and industries from which an organization recruits talent.
 - CBIZ will determine each characteristic as it relates to the City before reviewing survey sources and conducting the market analysis.
- Match jobs to surveys based on the actual skills, duties, and responsibilities as opposed to merely matching jobs based on title.
- Document market pricing benchmarking results at the 25th, 50th, and 75th percentiles (see Image 2), as well as other percentiles (e.g., 65th percentile) if relevant to market placement philosophy.

Image 2

ABC Co.
Preliminary Compensation Study Results
Exhibit 1 - Market Summary
Data Effective July 1, 2023

| CBIZ Code | Current Job Title | Market Base Salary Percentiles | | | Proposed Pay Grade | Market Total Cash Compensation Percentiles | | |
|-----------|-----------------------------------|--------------------------------|---------|---------|--------------------|--|---------|---------|
| | | 25th | 50th | 75th | | 25th | 50th | 75th |
| 105 | Chief Financial Officer | 174,500 | 194,454 | 235,761 | 16 | 209,053 | 239,798 | 302,744 |
| 157 | Senior Vice President, Operations | 171,079 | 190,642 | 231,139 | 16 | 204,954 | 235,097 | 296,808 |
| 163 | Vice President, Development | 150,806 | 166,940 | 189,717 | 15 | 198,027 | 227,327 | 272,798 |
| 110 | Director, Planning & Systems | 124,981 | 139,142 | 158,147 | 14 | 186,874 | 207,839 | 237,970 |
| 108 | Controller | 106,330 | 122,262 | 142,751 | 13 | 113,655 | 132,094 | 158,300 |
| 114 | Facilities Engineer | 98,911 | 109,021 | 117,513 | 12 | 103,856 | 114,473 | 123,389 |
| 114 | Facilities Engineer | 98,911 | 109,021 | 117,513 | 12 | 103,856 | 114,473 | 123,389 |
| 164 | Vice President, Education | 89,096 | 107,569 | 125,929 | 12 | 121,064 | 143,737 | 175,067 |
| 154 | Senior Manager, Human Resources | 92,614 | 100,093 | 110,219 | 11 | 98,160 | 108,167 | 116,977 |
| 130 | Manager, Compensation & Benefits | 91,629 | 99,119 | 109,170 | 11 | 96,930 | 104,934 | 115,634 |



Step 11 – Benefits and Total Rewards

Objective: To benchmark benefits costs and key design elements against market data and calculate total compensation for market alignment.

- Analyze the City's benefits costs currently in place to the market-competitive published survey data.
 - For fixed-cost benefits, such as medical and medically related benefits (e.g., medical, dental, vision, STD, LTD, and life insurance), compare data to the market and value the total as an average cost per employee.
 - For variable-cost benefits, such as retirement and time-off benefits, compare plans and capture an employee cost as a percentage of salary.
 - With this valuation formula, evaluate employee benefit levels to market levels.
- Identify areas where the City's benefits vary from market.
- Calculate total compensation by adding the employee benefits valuation to total cash compensation and compare to market total compensation.

Phase IV: Design Preliminary Compensation System

Step 12 – Pay Structure(s)

Objective: To develop market-based pay structures ensuring external competitiveness, internal equity, and rational pay decisions.

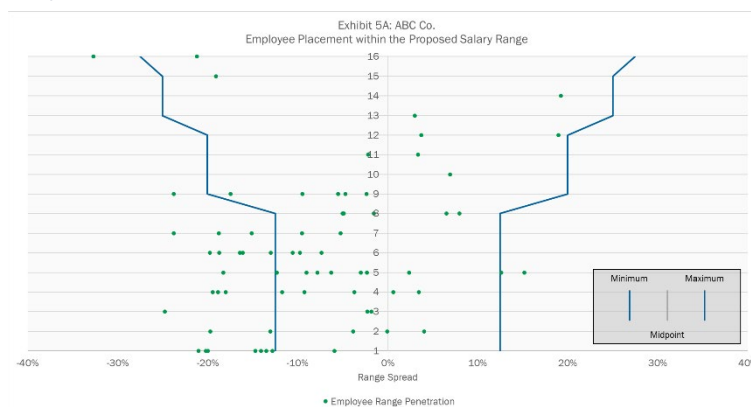
- Develop new market-based pay plans to simplify compensation administration and to help the City maintain its competitive position, or update the salary ranges currently in place.
- Pay structures will consist of pay grades, each with a salary range minimum, midpoint, and maximum.
 - The salary range minimum will approximate competitive entry level pay.
 - The salary range midpoint will approximate the target market competitive placement (e.g., market 50% percentile).
 - The salary range maximum is a tool of management control that establishes a cap on pay. This approximates the upper range of market competitive pay and encourages employees to expand their skills and seek promotion opportunities.
- Discuss the need for, and pros and cons of, creating separate salary structures for different segments of the workforce.
- Evaluate the design characteristics of the structure, including the number of grades, range spreads, and midpoint differentials to align with internal job architecture and scope of positions.
- Evaluate the means by which employees progress through the pay structure, such as performance based, open ranges, or step based.
- Finalize the draft market-competitive pay structures considering the number of jobs, career levels, compensation philosophy, and potential for future growth.
- Slot jobs into the pay structure(s) based upon the market-competitive compensation.

Step 13 – Implementation Analysis

Objective: To compare actual compensation practices with market data and assess financial impact of proposed changes.

- Compare actual compensation practices to the market-competitive data collected in the market analysis step and the pay structures designed previously (see Image 3).

Image 3



- Assess the financial impact of implementing the recommended compensation practices.
- Identify any employees paid below the proposed pay grade minimums or above the proposed pay range maximums.

- Document the results on a job-by-job and employee-by-employee basis with specific pay recommendations.

Step 14 – Pay Compression Analysis

Objective: To address current pay compression issues and create space to avoid future pay compression.

- Pay compression exists primarily in two scenarios:
 - When employees with less tenure are paid a similar rate or higher compared to peers with greater tenure.
 - When subordinates are paid at a rate too near that of their supervisor.
- Analyze peer-to-peer compression by designing a compression-based pay model to identify inequitable pay.
 - Pay compression is identified by comparing current pay to a theoretical salary-range placement based on job experience and performance.
 - Should current pay lag the calculated range placement, an increase is recommended.
 - The tool will be interactive to allow for modeling of different scenarios that can back into a budget number and can be set to implement the changes over multiple years.
- Analyze subordinate-to-supervisor compression by analyzing pay spreads and identifying areas for further evaluation. In some cases, such as in dual career path job families, compression may be identified but it may not be an issue.

Phase V: Deliver Results

Step 15 – Preliminary Results Meeting

Objective: To review draft results of the full project deliverables and begin the process of gathering feedback.

- Complete an internal project team review of the draft analysis as a final quality check.
- Conduct a virtual meeting to review the draft results. Items for review include:
 - Project report and supporting exhibits
 - Job architecture
 - Market pricing results
 - Pay structure design
 - Internal equity of each job
 - Implementation cost analysis
- Sample report and exhibits have been provided.
- Discuss the need for compression-based pay adjustments to alleviate internal pay compression and/or improve the overall pay competitiveness to the market.
- Provide copies of project report and supporting exhibits.

Step 16 – Incorporate the City’s Feedback

Objective: To gather feedback on internal equity and salary structure adjustments for optimal implementation strategy.

- Gather internal equity feedback regarding adjustments needed to correct for internal comparisons between jobs.
- Identify salary structure adjustments needed to address cultural considerations.
- Discuss and determine the optimal implementation strategy that considers cost, culture, timeline, and other issues.

- All changes to employee data should be in writing so that CBIZ can proof data entry to make sure the City's reports are accurate.
- The City will have the opportunity to make one set of changes.

Step 17 – Implementation File

Objective: To provide a comprehensive file for managing employee data changes and modeling implementation costs.

- Provide a comprehensive Implementation File that allows the City to process employee data changes and model implementation costs.
- Key Features of the Implementation File:
 - **Employee Data Refresh:** Facilitate the updating and management of employee data to align with new compensation structures.
 - **Job Editing:** Enable modifications for new positions, reclassifications, and slotting to reflect organizational changes.
 - **Cost Modeling:** Incorporate salary structure edits and compression model refinement for accurate financial planning.
 - **Live Data Visualization:** Generate dynamic tables and charts that reflect real-time changes, providing a clear overview of the compensation landscape post-implementation.
- The Implementation File is intended as a strategic tool exclusively for the initial implementation phase. It is designed to assist in the point-in-time transition to the new compensation model. It is important to note that CBIZ's role does not include ongoing maintenance or support of the file following the completion of the project.

Step 18 – Present Final Results

Objective: To provide a comprehensive presentation of the final project results, ensuring transparency to stakeholders.

- Work through feedback requests and issue the final project report.
- If needed, prepare and present summarized results to a leadership team, employees, and/or City Council.
 - Prepare a draft presentation summarizing the scope of the project, methodology, findings, and recommendation for the project team review and feedback.
 - Present the approved presentation onsite to the respective audience and address any questions.

Phase VI: Post-Implementation Support

Step 19 – Salary Administration Guide

Objective: To update and provide a guide for maintaining the compensation plan.

- Equip the City with a salary administration guide that provides direction for maintaining the compensation plan.
- Topics may include:
 - annual compensation planning
 - pay increase recommendations
 - hiring pay
 - promotions
 - demotions

- job classification/reclassification
- assigning new jobs to the pay structure
- policy exceptions
- approvals and notifications

Step 20 – Program Training

Objective: To train staff on compensation plan implementation and ongoing maintenance.

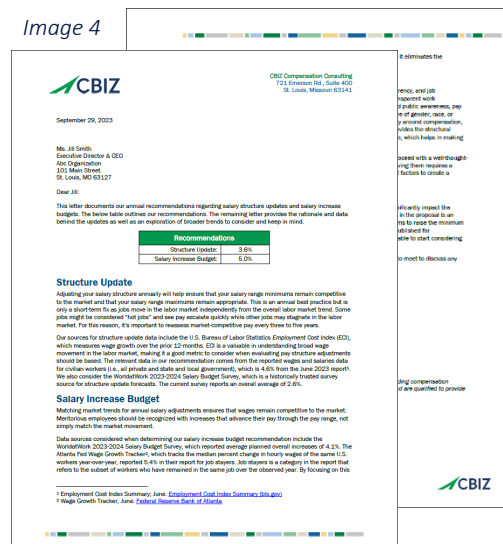
- Conduct a training conversation with key staff to ensure the successful implementation and ongoing maintenance of the compensation plan.
 - Train staff on the compensation project methodology, labor markets, and design features.
 - Teach staff about system implementation and communications techniques, including sample communications for staff.
- Review the salary administration guide and explore examples with staff to ensure successful administration going forward.
- Ensure that staff understand the salary structure and annual adjustment process by reviewing the structure update tool and sample annual letter (described in Ongoing Services below).
- Provide a job evaluation worksheet for the City to slot new or modified positions. The worksheet will evaluate factors such as market data and internal equity, based on compensation philosophy.
- Answer questions to ensure staff have the knowledge necessary to implement and maintain the compensation system.

Annual Salary Planning Letter

Objective: To offer recommendations for ongoing compensation changes and adjustments that maintain market competitiveness.

- Provide the City with an annual letter of salary trend market intelligence for up to five years. The letter will assist with the following:
 - Share trends for what other organizations are forecasting for their annual salary increase process. This will assist the City with benchmarking increase budgets to the market.
 - Share trends for what other organizations are forecasting for annual salary structure adjustments. This will assist the City with annual structure updates that will ensure salary range minimums remain competitive and that salary range maximums remain appropriate.
- No additional fees will be charged for the annual salary trend market intelligence letter.

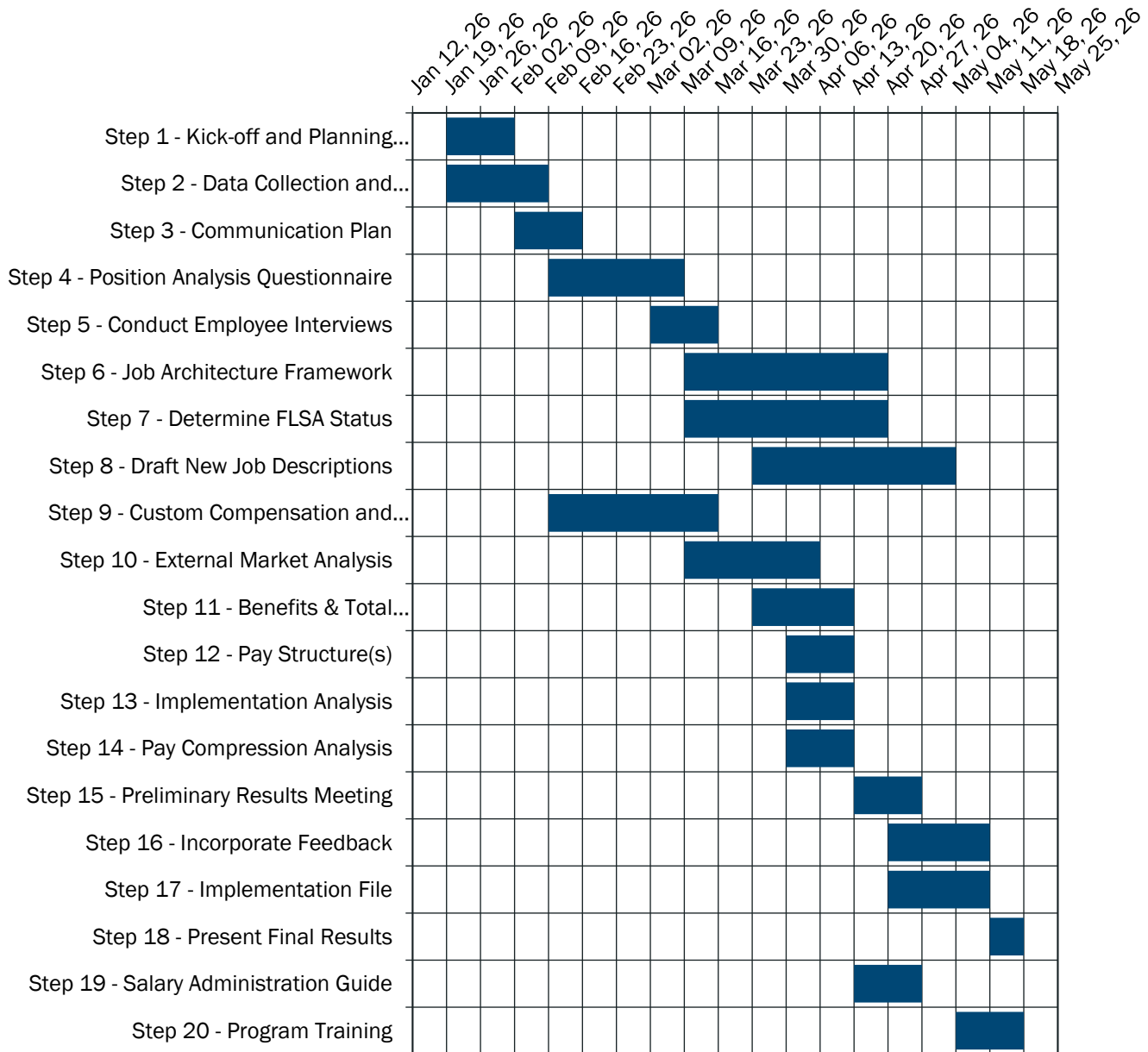
Image 4



Timeline

CBIZ expects the compensation and classification study to last approximately seventeen (17) weeks, such that final project results should be delivered no later than May 18, 2026, assuming a timely project start date. The proposed project schedule below is highly dependent upon the timely receipt of requested data from the City.

The Data Request in the Appendix specifies the items needed to conduct the analysis.



Annual Salary Planning provided for five years at no additional charge

Reference 1:

| | |
|--------------------------------------|---|
| Client Name: | City of Republic, MO |
| Contact Person & Title: | Rachel Reich-Graef, HR Manager |
| Phone: | (417) 732-3104 |
| Email: | rreich@republicmo.com |
| Brief Description of Project: | CBIZ completed an organization-wide compensation and benefits study for this client. The study included a comprehensive custom compensation survey of peer organizations, analyzing market competitive pay for all jobs at the organization, evaluation of market competitive benefits and total rewards, designing a new salary structure including police and fire structures, implementation of analysis, compression analysis, and revising compensation administration policies. |

Reference 2:

| | |
|--------------------------------------|---|
| Client Name: | City of Nixa, MO |
| Contact Person & Title: | Amanda Hunsucker, Director of HR |
| Phone: | (417) 725-3785 |
| Email: | ahunsucker@nixa.com |
| Brief Description of Project: | CBIZ completed an organization-wide compensation and benefits study for this client. The study included a comprehensive custom compensation survey of peer organizations, analyzing market competitive pay for all jobs at the organization, evaluation of market competitive benefits and total rewards, designing a new salary structure, implementation of analysis, compression analysis, revising compensation administration policies, and developing job descriptions. |

Reference 3:

| | |
|--------------------------------------|---|
| Client Name: | Johnson County, Kansas Government |
| Contact Person & Title: | Kayla Holloway, HR Director |
| Phone: | (913) 715-1423 |
| Email: | Kayla.Holloway@jocogov.org |
| Brief Description of Project: | CBIZ is conducted an organization-wide compensation study. The study included benchmarking market competitive compensation, designing a new salary structure, evaluating competitive salaries for all employees, presentations to the board, and overall recommendations. |



Additional Information

Disclosures

CBIZ's compensation professionals assert that they will not be acting as a member of management or making management decisions or providing the primary basis for management to make decisions that are significant to the subject matter under audit. Other factors that should be considered in making decisions include, but are not limited to, employee performance, tenure, and experience as well as economic and organizational influences.

You agree that CBIZ may use descriptive information about the City in our internal client database (e.g., the number of your employees, or the size of your revenue) so we can identify other business services or products that might be useful to you. We do not sell this information to anyone, and you will not be contacted by anyone other than us to determine if you have any interest in receiving our other services or products.

Appendix A: Data Request

- Employee census: The following data fields are extremely important and should be provided for each employee included in the scope of the study. An Excel template has been provided for your convenience.
 - Unique employee identification number (NOT Social Security Number)
 - Employee name
 - Job title
 - Job code (if available)
 - Date of hire
 - Date of service within the current title
 - Department name
 - Job family (if available)
 - Pay period (i.e., monthly, semi-monthly, bi-weekly, weekly, etc.)
 - Standard hours worked per pay period (to calculate full-time equivalent)
 - Exempt/non-exempt status under the Fair Labor Standards Act (FLSA)
 - Current Salary (annual or hourly)
 - Current salary grade/range (if available/applicable; if salary grade is provided by employee, salary ranges by grade may be provided as a separate Excel file)
 - Most recent performance score (if available)
 - Employee email address (for the position analysis questionnaire process)
 - Supervisor email address (for the position analysis questionnaire process)
 - Supervisor name
 - Supervisor employee identification number
 - Benefits information for each employee:
 - Type of health insurance plan selected (PPO, High Deductible, HMO, etc.)
 - Level of health insurance coverage selected (single, family, etc.)
 - Level of dental insurance coverage selected (single, family, etc.)
 - Level of vision insurance coverage selected (single, family, etc.)
- Additional Benefits Details:
 - Monthly employer-paid health insurance premium
 - Monthly employee-paid health insurance premium
 - Monthly employer-paid premium for dental, short-term disability, long-term disability, and life insurance (listed separately; monthly premium invoices may be provided)
 - Other employer-paid monthly benefits costs listed as separate line items. (employee assistance program, health savings account contributions, etc.; monthly invoices may be provided)
 - Employer retirement plan types offered to each employee group included in the scope of the study (i.e., defined benefit/pension, defined contribution) and matching/contribution formula
 - Paid time off policies/schedules for each employee group included in the scope of the study
- Current or most recent fiscal year revenue/budget
- Copies of job descriptions
- Any additional salary structure(s) information such as the number of salary grades, minimum, maximum and steps for each grade and which job titles slot into which structures and grades
- Organizational charts
- Current compensation philosophy documentation (if available)
- A copy of past compensation study results

- Human Resource policies and procedures related to compensation and benefits administration
- Copies of any salary surveys which you currently use (original hard copies are acceptable and will be returned at the end of the project)

Appendix C: Proposal Submittal Form

Instructions: This form should be completed and submitted with your proposal package. Its purpose is to ensure all required components are included and to provide key information in a standardized format.

Section 1: Proposing Firm Information

| | |
|--------------------------------------|---|
| Official Firm Name: | CBIZ Benefits & Insurance Services, Inc |
| Mailing Address: | 700 West 47th Street, Suite 1100 Kansas City, Missouri 64112 |
| Website: | https://www.cbiz.com/services/advisory/human-capital-management/compensation-consulting |
| Year Firm Established: | 1987 |
| Office Location Performing the Work: | 721 Emerson Road, Suite 400 St. Louis, MO 63141 |
| Primary Contact Person: | Ryan Blackwell |
| Title: | Director, Compensation Consulting |
| Phone: | (314) 692-5801 |
| Email: | rblackwell@CBIZ.com |

Section 2: Proposal Submission Checklist

Use this checklist to verify that all required elements are included in your proposal submission.

- ☐ One (1) unbound original, five (5) bound copies, and one (1) electronic copy (USB flash drive) of the technical proposal.
- ☐ One (1) sealed envelope containing the Cost Proposal , clearly marked on

the exterior with: **"SEALED COST PROPOSAL – SALARY STUDY"**.

Technical Proposal Contents:

- ☐ **Part A: Transmittal Letter:** A signed cover letter introducing your firm and affirming the proposal's validity for at least 90 days.
- ☐ **Part B: Firm Experience and Qualifications:**
 - ☐ Firm history, size, and ownership structure.
 - ☐ Detailed experience with public sector classification and compensation studies.
 - ☐ A list of at least five (5) similar projects for municipal clients within the last three (3) years.
 - ☐ Complete resumes for the proposed Project Manager and all key personnel assigned to the project.
- ☐ **Part C: Project Approach and Work Plan:**
 - ☐ A detailed narrative describing your firm's understanding of the project and proposed methodology for each task in the Scope of Services.
 - ☐ A detailed project work plan with a clear timeline, tasks, and milestones.
 - ☐ A sample of a final report from a previous, similar municipal project.
 - ☐ A sample of a job description from a previous, similar municipal project.
- ☐ **Part D: References:**
 - ☐ At least three (3) references from public sector clients (use Section 3 of this form).
- ☐ **Part F: Acknowledgement Form (Section 4 of this form):** Signed and included in the proposal.

Sealed Cost Proposal Contents:

- ☐ All-inclusive, "not-to-exceed" total project cost.
- ☐ Detailed cost breakdown by task/phase, including professional fees, estimated hours, and billing rates for each team member.
- ☐ Schedule of hourly rates for any additional work requested outside the original Scope of Services.

Section 3: Client References

Provide at least three (3) references from public sector clients for whom similar work was completed within the last five years.

Section 4: Acknowledgement of Addenda and RFP Terms

By signing below, the undersigned, an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDY. List Addenda Numbers received:

Addendum #1

Addendum #2

2. The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.
3. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
4. The individual signing below is authorized to bind the firm to a contract.

| | |
|--|--|
| Signature:  | |
| Printed Name: Nancy M. Mellard | |
| Title: Executive Vice President CBIZ Benefits & Insurance Services, Inc. | |
| Date: 11/13/2025 | |