



November 20, 2025

# City of Independence, IA

Technical Proposal to provide classification and compensation study

*To conquer a challenging landscape, you have to understand it. Explore classification and compensation solutions that check all the boxes on the path to addressing the needs of your community.*

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**Baker-Tilly was very professional and responsive. They regularly contacted City staff to gather information and discuss strategy. We held several meetings involving the City's Administration, where they were very thorough in their presentations and provided very helpful information.**

*Assistant Director, Human Resources | Baker Tilly client*



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# Part A: Transmittal Letter

November 20, 2025

Matthew R. Schmitz  
City Manager  
City of Independence  
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Independence, IA 50644

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[bakertilly.com](http://bakertilly.com)

Dear Matthew R. Schmitz:

The City of Independence (the City) seeks customized classification and compensation solutions. This proposal is the starting point — our vision of how we can protect and enhance your organizational impact as we achieve your immediate goals.

Our approach is rooted in collaboration, data-driven analysis, and proven methodologies, including our proprietary *Systematic Analysis and Factor Evaluation* (SAFE®) job evaluation system. With extensive experience serving Midwest municipalities and a dedicated team of public sector compensation specialists, we aim to help the City attract and retain top talent while enhancing organizational impact for years to come.

We understand the importance of ensuring internal pay equity, enhancing market competitiveness and aligning compensation structures with the City's evolving operational needs. Our passionate and dedicated state and local government classification and compensation professionals are committed to delivering fair, defensible and actionable results.

We affirm that:

- This proposal is valid for a minimum of 90 days from the submission deadline.
- Jada Kent, the individual signing this letter, is authorized to bind Baker Tilly contractually.

**This is more than a proposal. It's a promise** to deliver a comprehensive classification and compensation study tailored to your unique needs. Our methodology combines stakeholder engagement, rigorous internal equity and market analysis, and strategic pay structure design to help the City address pay compression and ensure long-term sustainability.

With a proven track record of success in the Midwest and across the country, our team of professionals brings the tools, experience and commitment necessary to deliver a future-ready compensation system.

The road map shared in our proposal demonstrates the importance of the City to us as a client. We can't wait to get started.

Very truly yours,

A handwritten signature in black ink that reads 'Jada Kent'.

Jada Kent, CCP, CLRP, Managing Director | Practice Leader  
+1 (940) 368 3033 | [jada.kent@bakertilly.com](mailto:jada.kent@bakertilly.com)

## Part B: Firm experience and qualifications

### Guiding you with our resources, reputation and reach

Making decisions today to shape tomorrow is especially challenging in these extraordinary times. The City requires a firm with classification and compensation professionals who combine functional experience, industry knowledge and technical expertise to respond to your needs and support you as your City evolves.

Baker Tilly Advisory Group, LP is jointly owned by Baker Tilly principals and private equity firms Hellman & Friedman and Valeas Capital Partners. Baker Tilly was formed in 1931. We have over 11,000+ team members and more than 1,000+ principals.



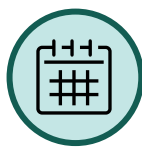
**548**

projects  
since 2009



**8**

compensation  
certifications



**35+**

years of  
experience



**\$3B**

firm revenue  
in FY2025



**100+**

worldwide  
locations



**300+**

workplace and  
culture awards

#### GIVING YOU THE TOOLS YOU NEED TO NAVIGATE THE FUTURE

*Baker Tilly will successfully guide the City through changing landscapes with skills, stability and strength as one of the oldest and largest advisory, tax and assurance firms in the United States.*

### Delivering specialized expertise to our public sector clients

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other sectors. Recognizing this complexity and eager to serve as a true valued advisor to the public sector, **nearly 350 Baker Tilly professionals — including more than 30 principals** — focus directly on serving governments and provide hundreds of thousands of client service hours annually to organizations like the City. We will be providing our services from our Saint Paul, MN office.

Nationwide, our public sector practice serves more than 3,500 state and local governmental entities, including municipalities, counties, school districts, utilities, transit organizations, airports and special authorities. Several of these client groups are now served by dedicated specialists in distinct sub-practices.

#### Public sector: Experience that matters



**3,500+** public sector  
clients



**90+** years of industry  
experience



**Serving clients  
nationwide**

### Sharing our similar client experience

Your proposed engagement team has conducted hundreds of similar studies nationwide for more than 35 years, resulting in successful implementations in governments of all sizes.

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

#### 548 projects completed

Our engagement team has conducted 548 successful compensation projects since 2009.

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



## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

### Listing our similar projects

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

SAMPLE OF RELEVANT PROJECTS: PRESENT — 2022				
Projects in Midwest highlighted / in Iowa noted in red.				
Year	Client	State	Project	Pop.
Current	Alamance County	NC	Class & comp study, Part 2	173,877
Current	Allegheny County	PA	Class & comp study	1,225,000
Current	Auburn	IN	Class & comp study	13,989
Current	Bemidji	MN	Class & comp study	15,743
Current	Bloomington	MN	Class & comp study	87,797
Current	Cape Coral	FL	Class & comp study	224,455
Current	Crystal	MN	Class & comp study	21,906
Current	Deputy Sheriffs Assoc.of Bexar County	TX	Market study	
Current	Guilford County	NC	Compensation consulting	549,866
Current	Johnson County	IA	Class & comp study	160,080
Current	Laguna Beach	CA	Class & comp study	23,032
Current	Madison	WI	Class & comp study	269,196
Current	Merrillville	IN	Class & comp study	36,347
Current	New Bern	NC	Compensation consulting	32,226
Current	Natrona County	WY	Class & comp study	80,410
Current	New Carlisle	IN	Class & comp study	1,910
Current	Ottawa County	MI	Class & comp study	306,235
Current	Pasco County Sheriff's Office	FL	Class & comp study	632,996
Current	Sachse	TX	Ongoing comp assistance	32,294
Current	Sauk Rapids	MN	Class & comp study	13,832
Current	State of Utah	UT	Compensation study	3,417,734
Current	Trinity River Authority	TX	Ongoing comp assistance	
Current	Wake Forest	NC	Class & comp study	49,657
Current	Weber County	UT	Class & comp study	269,561
Current	West Lafayette	IN	Class & comp study	45,060
2025	Beltrami County	MN	Class & comp study	46,799
2025	Hillsborough County Aviation Authority	FL	Class & comp study	
2025	Hollister	CA	Compensation study	44,218
2025	Kansas City Police Department	MO	Class & comp study	508,394

## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

SAMPLE OF RELEVANT PROJECTS: PRESENT — 2022 Projects in Midwest highlighted / in Iowa noted in red.				
Year	Client	State	Project	Pop.
2025	Kennewick	WA	Class & comp study	84,750
2025	King County Housing Authority	WA	Class & comp study	
2025	Lake County	IL	Class & comp study	711,239
2025	LeSueur County	MN	Compensation study	29,255
2025	Maricopa County Sheriff's Office	AZ	Compensation study	4,615,909
2025	Medina County	TX	Class & comp study	53,723
2025	Mount Holly	NC	Class & comp study	18,170
2025	Pasco	WA	Class & comp study	78,871
2025	Paso Robles	CA	Class & comp study	31,759
2025	Pineville	NC	Class & comp study	10,866
2025	Roseville	CA	Career Ladder Development	159,135
2025	Sachse	TX	Class & comp study	32,294
2025	Savannah	GA	Class & comp study	148,566
2025	Sioux City	IA	Class & comp study	85,543
2025	St. Paul	MN	Class & comp study	303,176
2025	Ulster County	NY	Class & comp study	181,951
2025	Vernon	CA	Class & comp study	35,162
2025	Weld County	CO	Class & comp study	340,036
2024	Alamance County	NC	Class & comp study	173,877
2024	Apex	NC	Class & comp update	62,911
2024	Burke County	NC	Class & comp study	87,611
2024	Columbus	OH	Compensation study	906,528
2024	Douglas County	NV	Class & comp study	49,870
2024	Franklin County	NC	Class & comp study	68,570
2024	Frederick	MD	Class & comp study	79,588
2024	Greensboro	NC	Pay equity study	298,236
2024	Miami	FL	Compensation study	305,756
2024	Milwaukee Metro Sewer District	WI	Class & comp study	
2024	Mono County	CA	Class & comp study	13,247
2024	Morehead City	NC	Class & comp study	9,857
2024	North Las Vegas	NV	Class & comp study	247,248
2024	Pinellas County Sheriff's Department	FL	Class & comp study	959,107
2024	Richfield	MN	Class & comp study	36,527
2024	Saginaw	TX	Class & comp study	24,011
2024	Seattle Housing Authority	WA	Class & comp study	

## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

SAMPLE OF RELEVANT PROJECTS: PRESENT — 2022 Projects in Midwest highlighted / in Iowa noted in red.				
Year	Client	State	Project	Pop.
2024	Summit County	CO	Class & comp study	31,055
2024	Trinity River Authority	TX	Class & comp study	
2024	Wake Forest, part 1	NC	Compensation study	49,657
2023	Ashland	KY	Pay & class study	21,625
2023	Bemidji	MN	Market study	14,574
2023	Bexar County	TX	Comp & perf management study	1,990,000
2023	Clark County	WA	Class & comp study	511,404
2023	Eudora	KS	Pay & class study	6,408
2023	Fort Wayne	IN	Class & comp study	263,886
2023	Frederick Police Department	MD	Class & comp study	79,588
2023	Goshen	IN	Wage & benefits analysis	34,108
2023	Greene County	VA	Class & comp study	19,779
2023	Guadalupe County	TX	Class & comp study	177,036
2023	Harrisonburg	VA	Class & comp study	51,814
2023	Hernando County	FL	Classification study	200,638
2023	Laurinburg	NC	Class & comp study	15,118
2023	Marion	IA	Class & comp study	41,535
2023	Minnehaha Creek Watershed District	MN	Class & comp study	
2023	Montgomery County	TX	Compensation study	607,391
2023	New Brighton	MN	Class & comp study	23,454
2023	Prince Edward County	VA	Comp consulting services	22,950
2023	Purcellville	VA	Class & comp study	8,929
2023	Rappahannock County	VA	Class & comp study	7,407
2023	Rockingham County	VA	Class & comp study	81,244
2023	RSW Regional Jail	VA	Class & comp study	
2023	Sampson County	NC	Class & comp study	58,990
2023	Scott County	VA	Class & comp study	21,534
2023	St. Cloud HRA	MN	Class & comp study	
2023	Stevens Point	WI	Class & comp study	25,670
2023	Victoria County	TX	Class & comp study	92,035
2023	Waite Park	MN	Market study	8,360
2023	Wayzata	MN	Market study	4,378
2023	Wheaton	IL	Classification study	53,970
2023	Woodstock	VA	Class & comp study	5,861
2022	Abilene	TX	Class & comp study	124,156



## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

SAMPLE OF RELEVANT PROJECTS: PRESENT — 2022 Projects in Midwest highlighted / in Iowa noted in red.				
Year	Client	State	Project	Pop.
2022	Apex	NC	Class, comp & org study	51,370
2022	Appleton	WI	Class & comp study	75,644
2022	Beeville	TX	Comp & benefits study	12,863
2022	Bellingham	WA	E-Team class & comp study	89,045
2022	Bluffton	IN	Comp & class study	9,919
2022	Chesapeake Bay Bridge Tunnel	VA	Class & comp update	
2022	Chisago County	MN	Class & comp study	53,916
2022	Cibolo	TX	Class & comp study	28,920
2022	Colleyville	TX	Pay & class	26,945
2022	Corpus Christi MPO	TX	Market study	
2022	Cumberland County	VA	Pay & class study	9,681
2022	Duplin County	NC	Compensation study	58,967
2022	Eastern Shore of Virginia E911	VA	Market study	
2022	Essex County Public Schools	VA	Class & comp study	
2022	Evanston	IL	Pay & class study	78,110
2022	Evansville	WI	Compensation study	5,378
2022	Fluvanna County	VA	Class & comp study	27,270
2022	Greenbelt	MD	Class & comp study	24,921
2022	Horicon	WI	Class & comp study	3,595
2022	Horizon Public Health	MN	Class & comp study	
2022	Illinois Toll Hwy Authority	IL	Class & comp study	
2022	Isanti County	MN	Class & comp study	40,596
2022	Jackson	WY	Class & comp study	10,760
2022	Janesville	WI	Pay & class study	65,616
2022	Lake Elmo	MN	Class & comp study	12,899
2022	Lake Forest	IL	Compensation study	19,367
2022	Maplewood	MN	Class & comp study	40,545
2022	Marble Falls	TX	Pay & class study	6,932
2022	Monroe	NC	Comp & class study	35,105
2022	Olive Township	IN	Compensation study	5,248
2022	Oswego	IL	Compensation study	34,585
2022	Pleasant Prairie	WI	Market study	21,250
2022	Pope County	MN	Pay plan update	11,048
2022	Pueblo Board of Water Works	CO	Market study	
2022	Racine	WI	Benefits & comp study	77,081

## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

SAMPLE OF RELEVANT PROJECTS: PRESENT — 2022 Projects in Midwest highlighted / in Iowa noted in red.				
Year	Client	State	Project	Pop.
2022	Rosemount	MN	Class & comp study	24,292
2022	Roswell	NM	Pay & class study	47,941
2022	Sherburne County	MN	Compensation study	97,238
2022	Vigo County	IN	Class & comp study	107,038
2022	Virgin Islands Water & Power Authority	USVI	Class, comp & org study	
2022	Virginia Railway Express	VA	Class & comp study	
2022	Wayzata	MN	Class & comp study	4,434
2022	West Point	VA	Comp & class study	3,419
2022	Williamson Co. & Cities Health District	TX	Class & comp study	
2019	Iowa League of Cities, Des Moines	IA	Compensation study	3,146,000
2019	Pottawattamie County	IA	Class & comp study	93,386
2019	Council Bluffs	IA	Class & comp study	62,316
2018	Johnson County	IA	Comp & class study	144,251
2017	Story County	IA	Class & comp study	92,406
2017	Pleasant Hill	IA	Class & comp study	9,082
2016	Ankeny	IA	Class & comp study	51,567
2011	Story County	IA	Class & comp study	91,140

## PART B: FIRM EXPERIENCE AND QUALIFICATIONS

### Aligning key engagement team members with your goals

We believe in strong personal relationships, which means a personal interest in the City from some of our most experienced team members. Engagement team members are introduced below; complete resumes are available in **Appendix A**.

#### INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR INDEPENDENCE



##### Jada Kent, CCP, CLRP — Managing Director

17 Cowboys Way, Suite 800, Frisco, TX 75034  
+1 (972) 748 0514 | [jada.kent@bakertilly.com](mailto:jada.kent@bakertilly.com)

Jada leads the compensation consulting practice within Baker Tilly's public sector advisory group and has been with the firm since 2015. She has more than 10 years of experience providing consulting services to local governments nationwide. Jada is focused on providing a variety of services related to job classification, base pay market analysis, pay plan development, FLSA review, benefits comparative analysis, pay policy recommendations and compensation philosophy design, as well as strategic compensation communication and change management. She has earned a Master of Legal Studies from Texas A&M School of Law, a Master of Public Affairs from the University of Texas at Dallas, is a member of the North Texas Compensation Association, a Certified Compensation Professional, and a Certified Labor Relations Professional.



##### Candi Harris — Manager

17 Cowboys Way, Suite 800, Frisco, TX 75034  
+1 (972) 432 4614 | [candi.harris@bakertilly.com](mailto:candi.harris@bakertilly.com)

Candi is a manager with experience engaging diverse stakeholder groups, managing a variety of programs, and developing effective learning and development solutions, drawing on nearly 20 years of experience across the higher education and local government sectors. She successfully led the development of several high-impact programs at the University of North Texas. Before joining Baker Tilly, she led the planning and development efforts for policy administration and organizational development for the City of Denton, Texas. Candi aims to support leaders as they build healthy, more effective organizations while making life better for their most valuable resource – people. Candi is an Association for Talent Development Master Trainer, holds a Leadership Professional in Ethics and Compliance designation, and earned a Master of Public Administration from Sam Houston State University.



##### Thomas Patton, CCA — Senior Consultant

30 East Seventh Street, Suite 3025, St. Paul, MN 55101  
+1 (651) 223 3033 | [thomas.patton@bakertilly.com](mailto:thomas.patton@bakertilly.com)

Thomas is a senior consultant with a background in human resources management and development, possessing more than five years of experience in providing classification and compensation services to local government organizations. Thomas serves as a project lead for numerous engagements, manages all ongoing consulting service contracts, and acts as our resident job evaluation specialist, providing training to staff and clients on using our point-factor tool. He is further experienced in reviewing FLSA and developing job descriptions and career ladders. Thomas earned a Bachelor of Science in human resources development from the University of Minnesota-Twin Cities and is a Certified Compensation Analyst.

## Part C: Project approach and work plan

*Our process is highly collaborative and requires the participation of our clients. We want to leave the City of Independence with a classification and compensation plan that will assist in achieving your compensation philosophy, attract and retain qualified workers and align with your organizational needs.*

The following pages outline our methodology and proposed project scope for the City's classification and compensation study. Our team of Certified Compensation Professionals developed Baker Tilly's approach and project tools. We take pride in our ability to provide your organization with sound results and recommendations that, if implemented, are fair and defensible.

### Phase 1 – Project Initiation

#### Planning meeting and data collection

Baker Tilly will begin by meeting with the City's project team to establish working relationships, finalize a work plan and help ascertain major issues your organization seeks to address in your compensation study. Next, Baker Tilly will collect documentation from the City, such as job descriptions, organization charts, pay plans, policy handbook, an employee census file, etc. We recommend conducting one-on-one meetings with your department heads to gather direct feedback from your leadership team about any issues or special circumstances they may face in their areas, particularly regarding titles and classifications.

#### Employee communication and PAQ collection

Next, Baker Tilly will conduct leadership and employee communication meetings to introduce our team and the project process, answer questions about the process and review the PAQ that employees will be asked to complete. The PAQ provides an opportunity for each employee to provide input, in their own words, about the work completed in their position. The information collected from the PAQs serves as the foundation for the remainder of the study. For that reason, a supervisor review is included in the process. Baker Tilly may also conduct individual or group interviews with employees if necessary. *\*All collected PAQs will be provided back to the City.*

### Phase 2 – Classification assessment

#### Title review

A review of job titles is critical to ensure that they accurately reflect the work being performed and remain consistent across the organization. Over time, titles can become outdated, inconsistent or inflated, leading to confusion for employees. Misaligned titles can also impact employee morale by obscuring the true nature or level of their responsibilities.

By reviewing and standardizing titles — particularly within exempt, management and general employee groups — the City can improve clarity, better align roles within job families, and support the development of career ladders. Even small changes, such as standardizing formatting or abbreviations, can significantly enhance recruitment efforts and improve employees' understanding of their place within the organization. This type of review helps establish consistency in nomenclature and strengthens the overall administration of the classification system.

## PART C: PROJECT APPROACH AND WORK PLAN

### Job evaluation

Job evaluation involves assessing and comparing positions within an organization to determine their relative value. Baker Tilly utilizes a proprietary point-factor job evaluation system called SAFE® (Systematic Analysis and Factor Evaluation), designed specifically for public sector roles. This method assigns point values across multiple levels for each compensable factor, resulting in a total score that reflects the internal equity of each position. The SAFE system supports the development of a fair and consistent job hierarchy, aligning with the requirements of the federal Equal Pay Act.

NINE COMPENSABLE FACTORS MEASURED BY SAFE		
Compensable factor	Weight	Descriptions/measurement
1. Education	16%	Minimum formal education level required by the position
2. Experience	12%	Minimum years of experience required by the position
3. Level of work	14%	Degree of difficulty of work performed by the position
4. Human relations	8%	Type and level of human interactions
5. Physical demands	5%	Physical exertion performed by the position
6. Working conditions	7%	Environmental conditions experienced by the positions
7. Independence to act	12%	Degree of independence to make decisions and act on them
8. Impact of actions	14%	Severity of consequences as a result of decisions
9. Supervision exercised	14%	Type and level of supervision exercised
	100%	TOTAL

Baker Tilly can conduct job evaluations using employee-submitted PAQs and existing job descriptions. Results will be reviewed and finalized with the City's project team to establish a relative worth hierarchy.

### FLSA analysis (priced separately)

Baker Tilly will assess the Fair Labor Standards Act (FLSA) designation for each position to support the City in determining appropriate exempt or nonexempt status. This evaluation will draw on both existing position documentation and new information collected through Position Analysis Questionnaires (PAQs) to ensure a comprehensive understanding of job duties. If any recommendations differ from current FLSA classifications, we will provide a clear rationale aligned with the Department of Labor's exemption criteria.

*Please note that our FLSA recommendations reflect a nonlegal interpretation of Department of Labor guidelines. We advise clients to seek independent legal counsel to validate FLSA determinations.*

### Job descriptions (priced separately)


Baker Tilly will collaborate with the City to update job descriptions to uniformly reflect the distinguishing characteristics, essential functions, minimum qualifications, working conditions, supervision exercised and received, and certification/licenses/registrations/driving requirements for classification as-needed. These updates will also include any adjustments to titles, FLSA designations and ADA-related information as established by the project.

## PART C: PROJECT APPROACH AND WORK PLAN

### Career ladders (priced separately)

Baker Tilly will consider job progressions that exist within the City and that may need to be developed during the title and job evaluation reviews. In addition, we can develop career ladder documentation for each identified series to help the City demonstrate upward mobility within different job families across each department. This includes meetings with the City's project team and/or department heads to identify existing career progress and develop new ones, as-needed.

*Sample career ladder deliverable*

Facilities Maintenance Technician Careers		
LEAD FACILITIES MAINT TECH	EDUCATION: Associate or Technical Degree CERTIFICATION: Driver's License Upon Hire; EPA 608 Certified; Certified in HVAC, Electrical, and/or plumbing (accredited by a College Institution)	EXPERIENCE: Extensive 6+ Years
FACILITIES MAINT TECH III	EDUCATION: High School/GED CERTIFICATION: Driver's License Upon Hire; EPA 608 Certified	EXPERIENCE: Considerable 3-5 Years
FACILITIES MAINT TECH II	EDUCATION: High School/GED CERTIFICATION: Driver's License Upon Hire	EXPERIENCE: Moderate 1-3 Years
FACILITIES MAINT TECH I	EDUCATION: High School/GED CERTIFICATION: Driver's License Upon Hire	EXPERIENCE: Moderate 1-3 Years

### Phase 3 – Compensation benchmarking

#### Base pay survey and analysis

**Peer organizations:** Baker Tilly will work with the City to establish a list of comparable peer organizations to include in the study. Generally, these organizations will be similar in size and the services they provide, and they will have similar job roles. These organizations are often those from which you lose employees or gain new ones; however, it may be necessary to consider public peer organizations similar in size and services, but located outside the immediate geographic area. Early in the process, we like to collect feedback from department heads about the organizations they recommend for inclusion. This list often serves as our starting point for establishing an approved list of peers with which to move forward.

Private sector companies rarely respond to market survey requests. Therefore, to represent the private sector in the dataset, we utilize pay data from the following survey sources: CompAnalyst, Economic Research Institute (ERI), and the Bureau of Labor Statistics.

**Data analysis:** In distributing the custom market study, Baker Tilly will request base pay ranges for analogous positions. The survey will include a minimum qualification and a summary of work performed by each position to assist peers in matching their positions. Baker Tilly will review and validate survey responses to confirm a 75% overlap in duties and responsibilities, as this is the best practice definition of a “good” match.



## PART C: PROJECT APPROACH AND WORK PLAN

Adjustments may be applied to establish consistency in market comparison; those include:

- Adjustments for differences in workweek hours
- Aging the data if it's not for the current fiscal year
- Geographic cost of labor adjustments

**Market reports:** Baker Tilly will deliver two market reports:

1. An aggregate of the average minimum, midpoint and maximum for each benchmark.
2. A comparison of the City's full range to the full market range.

### Sample market results

#	Department	Benchmark Title	Matches	Average Minimum	Average Midpoint	Average Maximum	Spread
1	Administration	City Administrator	7	115,638.95	135,998.75	149,182.14	29%
2	Administration	City Clerk	5	64,417.15	73,749.84	83,082.52	29%
3	Building Inspections	Building Official	10	71,421.18	84,443.23	97,465.28	36%
4	Communications	Director of Communications & Community Engagment	4	75,859.29	94,214.87	112,570.45	48%
5	Community Development	Director of Community Development	11	83,597.87	98,177.72	112,757.57	35%
6	Finance & Admin	Accountant	9	62,014.07	74,704.62	87,395.16	41%
7	Finance & Admin	Accountant Clerk	11	46,745.78	55,492.67	62,704.34	34%
8	Finance & Admin	Administrative Assistant	8	42,700.57	50,210.81	57,721.05	35%
9	Finance & Admin	Director of Finance and Administration	12	101,431.02	125,245.91	149,060.81	47%
10	Finance & Admin	Utility Billing Clerk	12	47,940.98	55,911.35	63,419.80	32%
11	Public Safety	Deputy Fire Chief	5	68,562.00	85,194.52	88,254.95	29%
12	Public Safety	Fire Inspector/Training Officer	3	62,918.03	72,923.67	82,462.43	31%
13	Public Safety	Chief of Police	6	95,766.90	109,930.07	124,093.23	30%
14	Public Safety	Lead Police Records Technician	5	45,229.72	54,262.68	63,295.64	40%
15	Public Safety	Police Commander	6	81,181.10	92,218.43	103,255.76	27%
16	Public Safety	Police Officer	10	61,842.82	72,068.24	82,293.67	33%
17	Public Safety	Police Records Technician	12	43,707.88	51,911.91	58,545.26	34%
18	Public Safety	Police Sergeant	9	72,902.07	86,154.45	98,016.13	34%
19	Public Safety	Property Technician Law Enforce Secretary	7	45,901.72	53,991.18	62,080.64	35%
20	Public Works	Building Maintenance Worker	10	43,847.18	51,822.67	59,798.16	36%
21	Public Works	Public Works Director	6	98,811.71	110,837.51	122,863.31	24%
22	Public Works	Utility Maintenance Worker	11	48,805.31	57,783.96	66,620.71	37%
23	Utilities	Director of Utilities & Infrastructure	5	97,574.80	115,101.46	132,628.12	36%

### Sample range comparison

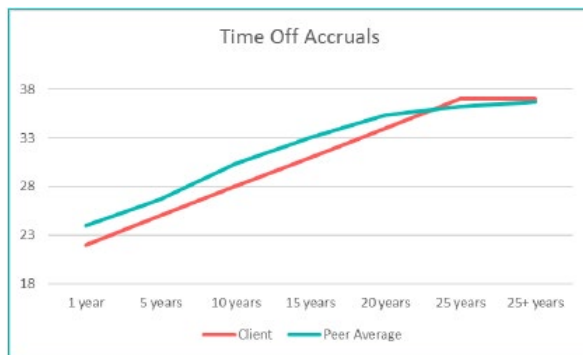
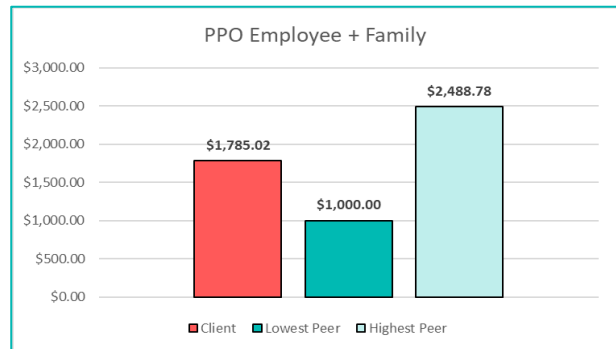
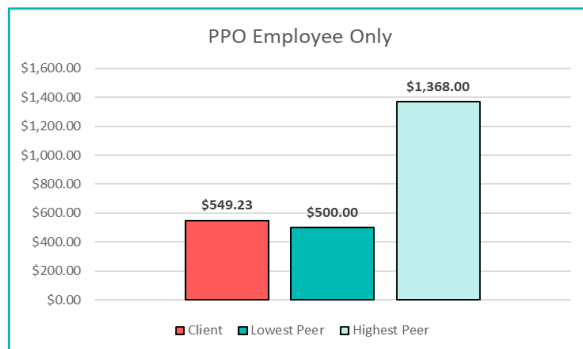
#	Department	Benchmark Title	Matches	Market			City							
				Average Minimum	Average Midpoint	Average Maximum	Current Minimum	+/- Market	Current Midpoint	+/- Market	Current Maximum	+/- Market		
1	Finance & Admin	Administrative Assistant	8	42,700.57	50,210.81	57,721.05	43,368.00	1.6%	48,287.20	-3.8%	53,206.40	-7.8%		
2	Finance & Admin	Accountant Clerk	11	46,745.78	55,492.67	62,704.34	47,236.80	1.1%	52,759.20	-4.9%	58,281.60	-7.1%		
3	Public Safety	Police Records Technician	12	43,707.88	51,911.91	58,545.26	47,236.80	8.1%	52,759.20	1.6%	58,281.60	-0.5%		
4	Finance & Admin	Utility Billing Clerk	12	47,940.98	55,911.35	63,419.80	50,440.00	5.2%	56,472.00	1.0%	62,504.00	-1.4%		
5	Public Safety	Lead Police Records Technician	5	45,229.72	54,262.68	63,295.64	50,440.00	11.5%	56,472.00	4.1%	62,504.00	-1.3%		
6	Public Safety	Property Technician Law Enforce Secretary	7	45,901.72	53,991.18	62,080.64	50,440.00	9.9%	56,472.00	4.6%	62,504.00	0.7%		
7	Public Works	Building Maintenance Worker	10	43,847.18	51,822.67	59,798.16	54,412.80	24.1%	60,569.60	16.9%	66,726.40	11.6%		
8	Public Works	Utility Maintenance Worker	11	48,805.31	57,783.96	66,620.71	54,412.80	11.5%	60,569.60	4.8%	66,726.40	0.2%		
9	Administration	City Clerk	5	64,417.15	73,749.84	83,082.52	62,234.63	-3.4%	70,707.23	-4.1%	79,179.83	-4.7%		
10	Public Safety	Police Officer	10	61,842.82	72,068.24	82,293.67	64,500.80	4.3%	71,895.20	-0.2%	79,289.60	-3.7%		
11	Finance & Admin	Accountant	9	62,014.07	74,704.62	87,395.16	71,252.44	14.9%	80,952.72	8.4%	90,653.00	3.7%		
12	Building Inspections	Building Official	10	71,421.18	84,443.23	97,465.28	76,240.11	6.7%	86,619.41	2.6%	96,998.71	-0.5%		
13	Public Safety	Fire Inspector/Training Officer	3	62,918.03	72,923.67	82,462.43	76,240.11	21.2%	86,619.41	18.8%	96,998.71	17.6%		
14	Public Safety	Police Sergeant	9	72,902.07	86,154.45	98,016.13	84,739.20	16.2%	87,755.20	1.9%	90,771.20	-7.4%		
15	Public Safety	Police Commander	6	81,181.10	92,218.43	103,255.76	87,287.29	7.5%	99,170.55	7.5%	111,053.81	7.6%		
16	Public Safety	Deputy Fire Chief	5	68,562.00	85,194.52	88,254.95	87,287.29	27.3%	99,170.55	16.4%	111,053.81	25.8%		
17	Communications	Director of Communications & Community Engagment	4	75,859.29	94,214.87	112,570.45	93,397.41	23.1%	106,112.49	12.6%	118,827.58	5.6%		
18	Community Development	Director of Community Development	11	83,597.87	98,177.72	112,757.57	93,397.41	11.7%	106,112.49	8.1%	118,827.58	5.4%		
19	Public Works	Public Works Director	6	98,811.71	110,837.51	122,863.31	93,397.41	-5.5%	106,112.49	-4.3%	118,827.58	-3.3%		
20	Utilities	Director of Utilities & Infrastructure	5	97,574.80	115,101.46	132,628.12	93,397.41	-4.3%	106,112.49	-7.8%	118,827.58	-10.4%		
21	Finance & Admin	Director of Finance and Administration	12	101,431.02	125,245.91	149,060.81	106,930.68	5.4%	121,488.18	-3.0%	136,045.69	-8.7%		
22	Public Safety	Chief of Police	6	95,766.90	109,930.07	124,093.23	106,930.68	11.7%	121,488.18	10.5%	136,045.69	9.6%		
23	Administration	City Administrator	7	115,638.95	135,998.75	149,182.14	114,415.83	-1.1%	129,992.36	-4.4%	145,568.89	-2.4%		
							Average Min	9.1%	Average Mid	3.8%	Average Max	1.2%		

## PART C: PROJECT APPROACH AND WORK PLAN

### Benefits comparison

In addition to base pay, Baker Tilly's custom market survey will collect data on peer pay plans, pay policies and practices, health insurance, retirement and paid time off, and other supplemental benefits and pay differentials. The benefits results will be compiled, compared to your organization's fringe benefit offerings, and included in the final report.

#### Sample comparisons



### Phase 4 – Pay plan development

#### Pay plan design

Baker Tilly will collaborate with the City's project team to discuss preferences for pay plan design and strategies for aligning positions within the selected structure. This phase provides an opportunity to either consolidate positions into a single or a limited number of pay structures or to develop distinct structures for different employee groups. To maintain a competitive price, Baker Tilly will design up to three pay structures tailored to the City's workforce. Depending on the organization's size and job diversity, multiple structures may be recommended to support the City's compensation philosophy and operational needs.

## PART C: PROJECT APPROACH AND WORK PLAN

*Pay plan examples*

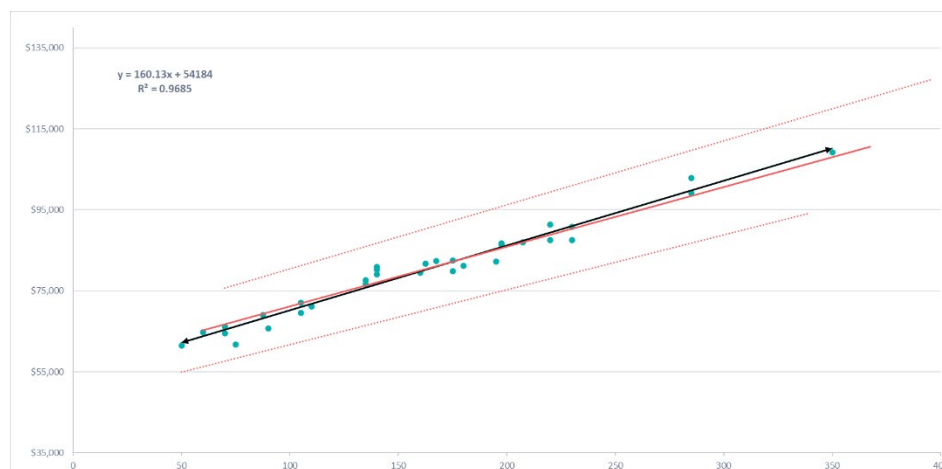
Step	Grade	1	2	3	4	5	6	7	Mid Diff	Spread
	1	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	\$63,814	\$67,005		34%
Open	2	\$54,000	\$56,700	\$59,535	\$62,512	\$65,637	\$68,919	\$72,365	8.0%	34%
	3	\$58,320	\$61,236	\$64,298	\$67,513	\$70,888	\$74,433	\$78,154	8.0%	34%
	4	\$62,986	\$66,135	\$69,442	\$72,914	\$76,559	\$80,387	\$84,407	8.0%	34%
	5	\$68,024	\$71,426	\$74,997	\$78,747	\$82,684	\$86,818	\$91,159	8.0%	34%
	6									
Hybrid	1	\$50,000			\$57,881			\$67,005		34%
	2	\$54,000			\$62,512			\$72,365	8.0%	34%
	3	\$58,320			\$67,513			\$78,154	8.0%	34%
	4	\$62,986			\$72,914			\$84,407	8.0%	34%
	5	\$68,024			\$78,747			\$91,159	8.0%	34%

### Grade assignments

Once the pay structures are finalized, positions will be assigned to appropriate pay grades using a combination of internal job evaluation scores from the SAFE system and external market data. In some cases, state regulations may dictate which methodology must be prioritized. Regardless of the approach, Baker Tilly will apply regression analysis to evaluate the relationship between internal and external data and to identify any anomalies or outliers.

Preliminary grade assignments will be reviewed with the City's project team, and Baker Tilly may also recommend a broader review with department heads to gather additional input before finalizing the assignments.

*Sample regression analysis*

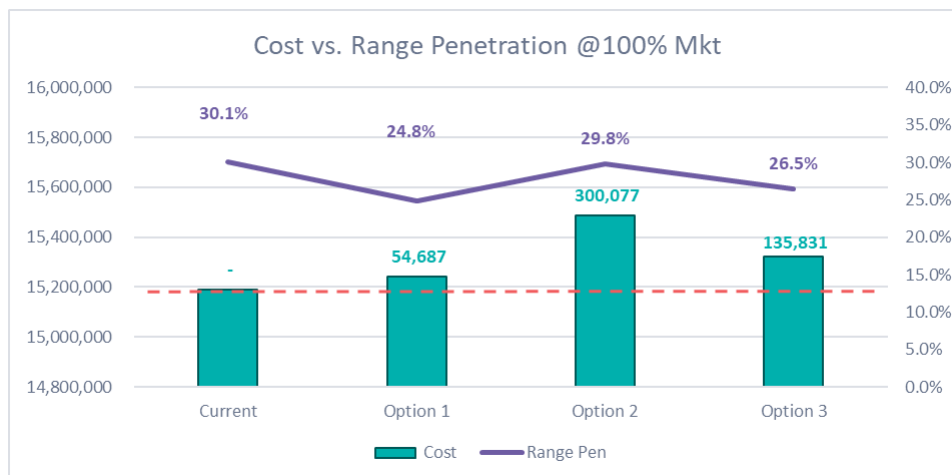


### Implementation and costing analysis

To this point, the study has focused entirely on the value of the position. During implementation, the focus will shift to understanding the cost to the organization to adopt the proposed classification and compensation plan, as well as the impact on each employee across three different scenarios. These scenarios are designed to illustrate the minimum action and cost required for implementation, as well as options for providing across-the-board adjustments and focusing on the compression and equitable placement of employees within their newly assigned pay ranges.

## PART C: PROJECT APPROACH AND WORK PLAN

### Sample implementation cost analysis



### Pay policy recommendations (priced separately)

Changes to the City's classification and compensation system may affect current pay-related policies and practices. To support a smooth transition, Baker Tilly will work closely with the City's project team to identify any impacted areas and provide recommendations for necessary updates. Key areas for review may include:

- **Compensation philosophy.** Clarifying the City's guiding principles on how employees should be compensated and ensuring these values are reflected in formal pay policies.
- **Pay administration.** Defining how the classification and compensation system will be implemented, maintained and updated over time.
- **Pay progression.** Establishing how employees will advance within their pay ranges.
- **Pay structure adjustment.** Outlining the process and timing for future updates to the pay structure.
- **Hiring, promotion, reclassification.** Setting clear guidelines for when employees may be hired or promoted above the range minimum and determining appropriate increases for reclassifications.
- **Supplemental pay.** Reviewing policies related to additional pay for special skills, shift differentials, on-call or call-back duty and other compensation beyond base salary.

### Phase 5 – Project completion

#### Final reporting

Baker Tilly will prepare a final report summarizing the methodology used, key findings and recommendations tailored to the City. The report will include detailed documentation of title recommendations, market survey results (including average minimums, midpoints, and maximums), proposed pay structure(s), recommended grade assignments and cost estimates for various implementation scenarios. The report will focus on position-level outcomes and will not include individual employee data.

#### Communication meetings and training

Our approach follows best practices as outlined by WorlDatWork and the Society for Human Resource Management (SHRM), and we stand behind the study's results through implementation, including presenting findings to City leadership. Additionally, Baker Tilly may recommend presenting the results to employees, providing transparency into the process, clarifying what was and was not considered, and offering an opportunity for questions and feedback.

## PART C: PROJECT APPROACH AND WORK PLAN

Finally, we will facilitate training for HR staff on using our job evaluation tool, updating pay plans and administering the classification and compensation plan going forward. This includes delivery of all project documentation.

### Ongoing assistance (optional)

While the City's team will be fully trained and able to maintain its classification and compensation system, Baker Tilly frequently continues to support clients with ongoing advisory and maintenance services following the completion of a study. These post-contract services may include:

POST CONTRACT SUPPORT	
<ul style="list-style-type: none"> <li>• Pay structures updates</li> <li>• Annual market review and benchmarking</li> <li>• FLSA status review</li> <li>• Evaluating reclassification requests</li> <li>• Pay plan scenario modeling</li> <li>• Employee communications support</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance reviews + pay equity reporting</li> <li>• Policy development and refinement</li> <li>• Formal appeals process</li> <li>• Developing new job descriptions</li> <li>• Training for supervisors and leadership</li> <li>• Benefits comparative analysis</li> </ul>

This **is not** included in the project's scope but is recommended if the City might foresee a need to address any of the above-listed tasks through an unaffiliated third party or if the HR staff may require additional capacity to manage these requests internally.

The engagement team has been intentionally selected to align with project goals. Each phase will be led by a Certified Compensation Professional supported by managers and analysts as outlined in Part B of this document.

## Meeting the City's deadlines

### Timing is everything

They say time is money, and we agree. We'll collaborate closely with you to finalize a client service plan that meets all your needs — especially your timing. We are prepared to initiate your classification and compensation study within two weeks of receiving the official notice to proceed.

ANTICIPATED PROJECT TIMELINE IN MONTHS*											
Project phase	1		2		3		4		5		6
Phase 1 – Project initiation	■	■									
Phase 2 – Classification			■	■							
Phase 3 – Compensation					■	■	■				
Phase 4 – Pay plan development							■	■	■		
Phase 5 – Project completion										■	■

*\* Please note that there are factors impacting the project schedule that are beyond the consulting team's control, such as holidays that impact office closures. Baker Tilly will promptly advise the City if any factors impact the project timeline.*

### Explaining the City's responsibilities

Proper planning and collaboration are vital to ensure the efficient and successful execution of the City's classification and compensation study.

- **Project team.** Baker Tilly will work closely with the City's project team and recommends establishing standing 15- to 30-minute bi-weekly meetings for the duration of the project.
- **Data collection.** Baker Tilly will prepare a detailed data request outlining the necessary information to perform these services. The data will be requested in a format compatible with Baker Tilly's computer system and project tools (Microsoft Excel and Word). Baker Tilly will examine the data for missing information and consistency upon receipt.
- **Position analysis questionnaires.** The price and scope of the project outlined assume the collection of online PAQs for all position titles included in the study. If there are vacancies, absences or employees unwilling or unable to participate, Baker Tilly will work with the City's project team to identify the appropriate alternative staff to submit documentation for those positions.
- **Salary and benefits data.** Baker Tilly's ability to provide fair and defensible recommendations about pay and benefits is contingent upon the availability of that data. Baker Tilly may request the City's project team or leadership to contribute to outreach efforts to collect necessary data from public peer organizations and keep the project on schedule.
- **Review of and feedback on preliminary results.** Baker Tilly encourages clients to be involved in significant decisions regarding preliminary results that will ultimately drive the study's outcomes. Baker Tilly is familiar with the ebb and flow of local government operations and will be flexible in coordinating with the City to keep the project on track as much as possible.

### Sample final report and sample job description

Samples of deliverables can be found throughout Part C 'Project approach and work plan' section. If Baker Tilly is selected as a final, additional samples can be provided if desired.

A sample job description is available in Appendix B: Sample job descriptions



## Part D: References

*Don't just take our word for it. Talk with similar clients to learn how we help them overcome challenges and reach new heights.*

### Demonstrating that we've been down this path before

CITY OF SIOUX CITY, IA			
Name	Janelle Bertrand	Title	Human Resources Director
Phone	712-279-6175	Email	<a href="mailto:jabertrand@sioux-city.org">jabertrand@sioux-city.org</a>
Services	Classification and compensation study.		

CITY OF MARION, IA			
Name	Ryan Waller	Title	City Manager
Phone	319-743-6301	Email	<a href="mailto:rwaller@cityofmarion.org">rwaller@cityofmarion.org</a>
Services	Classification and compensation study.		

JOHNSON COUNTY, IA			
Name	Lindsey Jones	Title	Human Resources Director
Phone	319-688-8075	Email	<a href="mailto:ljones@johnsoncountyiowa.gov">ljones@johnsoncountyiowa.gov</a>
Services	Classification and compensation study.		

#### PROVIDING VALUABLE PERSPECTIVES FROM CURRENT CLIENTS

*At Baker Tilly, relationships matter. Our team has a record of successfully enhancing and protecting similar clients' goals — resulting in experience-based insights for the City.*

**Reference 1:**

<b>Client Name:</b>	City of Sioux City, IA
<b>Contact Person &amp; Title:</b>	Janelle Bertrand, Human Resources Director
<b>Phone:</b>	712-279-6175
<b>Email:</b>	jabertrand@sioux-city.org
<b>Brief Description of Project:</b>	Classification and compensation study.

**Reference 2:**

<b>Client Name:</b>	City of Marion, IA
<b>Contact Person &amp; Title:</b>	Ryan Waller, City Manager
<b>Phone:</b>	319-743-6301
<b>Email:</b>	rwaller@cityofmarion.org
<b>Brief Description of Project:</b>	Classification and compensation study.

**Reference 3:**

<b>Client Name:</b>	Johnson County, IA
<b>Contact Person &amp; Title:</b>	Lindsey Jones, Human Resources Director
<b>Phone:</b>	319-688-8075
<b>Email:</b>	ljones@johnsoncountyiowa.gov
<b>Brief Description of Project:</b>	Classification and compensation study.



## **Part F: Acknowledgement form**

A filled Acknowledgement form (Section 4) is attached on the following page.

## 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.

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### Section 1: Proposing Firm Information

Official Firm Name:	Baker Tilly Advisory Group, LP
Mailing Address:	205 N Michigan Ave, 28th Floor, Chicago, IL 60601-5927
Website:	bakertilly.com
Year Firm Established:	1931
Office Location Performing the Work:	30 E Seventh St, Suite 3025 St. Paul, MN 55101
Primary Contact Person:	Jada Kent
Title:	Managing Director
Phone:	+1 (972) 748 0514
Email:	jada.kent@bakertilly.com

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### 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.

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#### **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.

**Reference 1:**

<b>Client Name:</b>	City of Sioux City, IA
<b>Contact Person &amp; Title:</b>	Janelle Bertrand, Human Resources Director
<b>Phone:</b>	712-279-6175
<b>Email:</b>	jabertrand@sioux-city.org
<b>Brief Description of Project:</b>	Classification and compensation study.

**Reference 2:**

<b>Client Name:</b>	City of Marion, IA
<b>Contact Person &amp; Title:</b>	Ryan Waller, City Manager
<b>Phone:</b>	319-743-6301
<b>Email:</b>	rwaller@cityofmarion.org
<b>Brief Description of Project:</b>	Classification and compensation study.

**Reference 3:**

<b>Client Name:</b>	Johnson County, IA
<b>Contact Person &amp; Title:</b>	Lindsey Jones, Human Resources Director
<b>Phone:</b>	319-688-8075
<b>Email:</b>	ljones@johnsoncountyiowa.gov
<b>Brief Description of Project:</b>	Classification and compensation study.



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#### 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 NO. 1, Date of Addendum: November 4, 2025

ADDENDUM NO. 2, Date of Addendum: November 4, 2025

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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:	Jada Kent
Title:	Managing Director
Date:	11/14/2025

## PART F: ACKNOWLEDGEMENT FORM

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# **Appendix A: Engagement team member resumes**

## MANAGING DIRECTOR | PRACTICE LEADER

# Jada Kent, MPA, CCP, CLRP

*Jada Kent is a managing director within Baker Tilly's public sector advisory practice and has been with the firm since 2015.*



### Baker Tilly Advisory Group, LP

17 Cowboys Way  
Suite 800  
Frisco, TX 75034  
United States

T: +1 (972) 748 0514

[jada.kent@bakertilly.com](mailto:jada.kent@bakertilly.com)

[bakertilly.com](http://bakertilly.com)

## Education

Master of Legal Studies, Human Resources and Employment Law  
Texas A&M, School of Law  
(Fort Worth, Texas)

Master of Public Affairs, Local Government Management  
University of Texas – Dallas  
(Dallas, Texas)

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

Jada is a managing director and practice leader for Baker Tilly's classification and compensation consulting team. She has more than 10 years of combined experience in providing human resources consulting services to public sector organizations, including executive recruitment and organizational management, with Waters Consulting Group and Springsted Inc., before its combination with Baker Tilly.

Jada leads the compensation consulting practice within Baker Tilly's public sector advisory group and has experience delivering a range of services related to job classification, base pay market analysis and pay plan development to clients nationwide.

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

## Specific experience

- Expertise in public sector compensation: Provides strategic guidance to clients on legal compliance and competitiveness.
- Compliance reviews: Conducts comprehensive reviews of compensation plans and pay policies to ensure adherence to FLSA, ADA, EEOC, pay equity and other state and local regulations.
- Market analysis: Utilizes industry best practices to conduct salary gap analysis through custom market surveys, assisting clients in defining their competitive labor market and desired market position.
- Job classification systems: Develops and implements job classification systems to ensure roles are accurately categorized based on responsibilities, skills and qualifications. This helps maintain internal equity and supports effective talent management. Includes providing recommendations for title changes and updates to job documentation.
- Base pay structure development: Develops new base pay structures or revisions to existing structures to ensure competitiveness in attracting and retaining talent.
- Creative compensation solutions: Collaborates with clients to implement innovative classification and compensation plans, addressing pay equity and compression issues, and providing costing analysis for budgeting.
- Stakeholder collaboration: Works closely with HR teams, managers and executives to gather and incorporate input. Facilitates workshops and training sessions to communicate changes and gain buy-in.

## Jada Kent, MPA, CCP, CLRP

Page 2

### Continuing professional education

- Certified Compensation Professional (CCP) – World at Work
- Certified Labor Relations Professional (CLRP) – NPELRA
- *Certified Benefits Professional (CBP) – World at Work – in progress*
- *Global Remuneration Professional (GRP) – World at Work – in progress*

### Thought leadership

- “Public sector work-from-home policies: For local governments, the time is now,” [bakertilly.com](#), March 2025
- “Compensation Trends for Entry Level HR,” North Texas Compensation Association Career Expo, April 2023
- “Interview Do’s and Don’ts,” Texas Women’s Leadership Institute, March 2023
- “Keys to conducting a successful market survey,” Indiana Water Environment Association (IWEA) Annual Conference, August 2022
- “Managing an Evolving Workforce,” Crossroads of American Leadership Summit, June 2022
- “Don’t Leave! Keeping Employees in a Tight Labor Market,” IPMA-HR Central Region Conference, June 2022
- “Balancing Internal Equity & Market Competitiveness in the Public Sector,” North Texas Compensation Association, Virtual Luncheon, April 2022
- “Proactively Gain Buy-In for a Classification and Compensation Study: Tips and Ideas,” ElectriCities of North Carolina, Connection Summit 2022
- “Your organization’s compensation philosophy: what is it, what should it contain and why is it important?” Accelerated Indiana Municipalities Ideas Summit 2021
- “Implementing a successful Classification and Compensation Study,” Wisconsin GFOA Human Resources Conference, September 2021
- “In a World Competing for Hard-to-find Talent, Skill-Based Pay can be your Secret Weapon,” Illinois County/County Management Association Newsletter, September 2021
- “Salary benchmarking: selecting peer organizations for comparison,” [bakertilly.com](#) 2021
- Panelist on “Talent management in a post-pandemic world,” Resiliency on the Rise: Baker Tilly Public Sector Virtual Summit, June 2021
- “Don’t be a (title) creep,” [bakertilly.com](#) 2021
- “Keeping classification and compensation up-to-date during COVID-19,” CommuniTIES: A Baker Tilly public sector podcast, October 2020
- Panelist on “How to attract and retain talent in organizations,” University of Texas at Dallas, Public & Non-profit Management Program 2020



## MANAGER

# Candi Harris, MPA

*Candi Harris, a manager in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2025.*



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## Education

Master of Public Administration  
Bachelor of Arts in English  
Sam Houston State University  
(Huntsville, Texas)

Candi is a manager with experience engaging diverse stakeholder groups, managing a variety of programs, and developing effective learning and development solutions, drawing on nearly 20 years of experience across the higher education and local government sectors. She successfully led the development of several high-impact programs at a reputable university.

Before joining Baker Tilly, Candi led the planning and development efforts for policy administration and organizational development for the City of Denton. Candi aims to support leaders as they build healthy, more effective organizations while improving the lives of their most valuable resource: people.

## Specific experience

- Human resources program/project management
- Conducting needs assessments
- Policy administration
- Human resources policy compliance review
- Design and facilitation of learning and development experiences

## Continuing professional education

- Association for Talent Development (ATD) Master Trainer®
- Leadership Professional in Ethics and Compliance (LPEC) designation



## MANAGER

# Emily Hayes

*Emily Hayes is a manager in Baker Tilly's public sector human capital advisory practice.*



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## Education

Master of Science, information  
management  
University of Washington  
(Seattle, Washington)

Bachelor of Arts, international  
studies  
American University  
(Washington, DC)

Emily has served a diverse range of clients since joining Moss Adams in 2011, delivering a broad array of consulting, internal audit and in-depth research services. Her passion is for helping clients identify, evaluate and implement opportunities for improvement by providing strategic, operational and risk management consulting services. Emily's background in research and information management drives her commitment to connecting clients with meaningful, actionable information as part of every engagement.

## Specific experience

- Her professional areas of focus include assessing and streamlining business processes for effectiveness and efficiency; delivering data transformation support services; strengthening organizational resilience through business continuity and contingency planning; and supporting organizations through mitigating inherent and emerging risks.
- Emily leads the delivery of targeted research and analysis services, including the development and administration of surveys; developing and tracking performance measures; financial, operational and compensation benchmarking; and economic, industry and market analysis.
- Her municipal clients include the City of Abilene, City of Bakersfield, City of Berkeley, City of Corona, City of Creswell, City of Culver City, City of Cupertino, City of El Paso De Robles, City of Eugene, City of Fresno, City of Glendale, City of Laguna Niguel, City of Menlo Park, City of Modesto, City of New Port Richey, City of Newport Beach, City of Palo Alto, City of Patterson, City of Portland, City of Redondo Beach, City of Renton, City of Roseville, City of Salem, City of San Jose, City of Santa Monica, City of Santa Rosa, City of Stockton, City of Vancouver and City of Wasilla.
- Her state government clients include California State Lottery, Oregon Department of Justice, State of Utah, Utah State Board of Education, Washington State Department of Labor and Industries, Washington State Department of Transportation, and Washington State Employment Security Department.

## SENIOR MANAGER

# Jessie Lenhardt, PMP

*Jessie Lenhardt is a senior manager in Baker Tilly's environmental, social and governance practice.*



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## Education

Master's degree in organizational leadership  
Gonzaga University  
(Spokane, Washington)

Bachelor's degree in art history  
University of Oregon  
(Eugene, Oregon)

Jessie is a leader in the firm's environmental, social and governance (ESG) advisory practice. As a dedicated professional, she specializes in organizational development work, including strategic planning, succession planning, process improvement, organizational and operational assessments, compensation benchmarking and structure and staffing assessments. Jessie brings a deep understanding of the dynamics that shape an effective organization, offering a unique blend of strategic thinking and operational acumen to her work.

Known for her collaborative approach, integrity and solution-oriented mindset, Jessie consistently delivers sustainable improvements that align with broader organizational goals.

Jessie works with clients in both the public and private sectors, across several industries, including state, local and tribal governments, construction, not-for-profit organizations, higher education, healthcare and technology.

## Specific experience

- Collaborates with clients to navigate ESG complexities and implement sustainable, value-driven business practices
- Provides strategic guidance to organizations at all stages of their ESG journey, including strategy development, risk assessment, reporting, policies, procedures and governance practices
- Supports strategic planning and succession planning efforts to align workforce capabilities with long-term organizational objectives
- Identifies opportunities for process improvement and implements targeted interventions to enhance efficiency and innovation
- Works with clients across industries to develop tailored strategies that support integrated business practices and future growth
- Provides strategic guidance to organizations at all stages of their ESG journey, including strategy development, risk assessment, reporting, policies, procedures and governance practices

## Industry involvement

- Project Management Institute
- International Financial Reporting Standards Foundation
- International City & County Management Association
- Association of Local Government Auditors

## MANAGER

# Madeline Scott

*Madeline Scott, a manager in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2025.*



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## Education

Masters of Infrastructure Planning  
& Management  
University of Washington  
(Seattle, Washington)

Bachelor of Science in physics  
University of Washington  
(Seattle, Washington)

Madeline brings a decade of experience in the public sector, specializing in data analysis, human resources and compensation. At the State of Colorado, she led a high-performing compensation team responsible for daily operations, executive compensation and strategic initiatives that advanced pay equity and transparency in her agency. Her work included leading agency-wide pay equity audits, developing data-driven compensation systems and ensuring compliance with overlapping laws, rules and regulations. Madeline has also managed complex compensation strategy and process innovations, including implementing HR data systems to streamline equitable pay decisions. She is recognized for developing inclusive systems that foster transparency and informed decision-making. At Baker Tilly, Madeline collaborates closely with clients to design tailored solutions grounded in data, compliance and best practices aligned with each organization's mission and values.

Madeline collaborates with public sector clients to develop strategic, equitable and compliant workforce solutions. Her approach combines deep regulatory knowledge with practical change management and implementation support to help organizations achieve their goals.

## Specific experience

- Designing pay plans and career ladders to enhance recruitment, retention and employee development
- Compensation policy development, analysis and revision
- Executive compensation analysis and strategy
- Developing innovative compensation and classification solutions to address compression, pay equity and retention across evolving budget seasons
- Building and facilitating training and workshops for employees, managers and executive leaders on compensation programs, pay equity and policy changes

## Industry involvement

- Rocky Mountain Total Rewards Association
- World at Work

## Community involvement

- Strength For All Bodies – Lakewood, CO

## MANAGER

# Sarah E. Towne, MPA, CCA

*Sarah Towne, a manager with Baker Tilly's public sector human capital advisory practice, has been with the firm since 2022.*



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## Education

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

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

Sarah is a manager with a background in higher education, local government and human resources management. With a robust background in higher education and public sector advisory, Sarah excels in providing strategic guidance on complex compensation structures and pay equity analysis to ensure competitive, fair and defensible outcomes for clients.

Before joining Baker Tilly, Sarah was an adjunct faculty member and course coordinator for the online MPA program at the University of North Carolina's School of Government.

## Specific experience

- Technical expertise in compensation analysis, pay structure design and regulatory compliance
- Spearheaded the development of a pay equity service line at Baker Tilly, which multiple clients have adopted
- Published research in human resources management, workplace policies and programs, family-friendly policies and gender and diversity in the public sector
- Strategic human resources management research in North Carolina and Virginia local governments, including qualitative and quantitative data collection and analysis
- Wage gap and pay equity research and analysis using publicly available data, federal employment surveys, BLS and Census data

## Industry involvement

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

## Continuing professional education

- Certified Compensation Analyst (CCA) – Compensation Analyst Academy

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**Education**

Master of Arts in Management  
Wake Forest University  
(Winston Salem, North Carolina)

Bachelor of Arts in economics;  
minor in management and  
organization  
Spelman College  
(Atlanta, Georgia)

Marti is a consultant with the compensation consulting group within Baker Tilly's Public Sector Advisory practice. She has a background in human resources, focusing on public sector recruitment and selection.

Prior to joining Baker Tilly, Marti worked as a human resources analyst in local government and a human resources technician in higher education.

**Specific experience**

- Human resources management
- Recruitment and selection
- Workforce planning
- Data analysis
- Support services with a client-focused approach

**Continuing professional education**

- Certified Compensation Analyst (CCA) – Compensation Analyst Academy



## SENIOR CONSULTANT

# Thomas Patton

*Thomas Patton, a senior consultant in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2019*



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## **Education**

Bachelor of Science in human  
resources development  
University of Minnesota  
(Twin Cities)

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

## **Specific experience**

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

## **Continuing professional education**

- Certified Compensation Analyst (CCA) – Compensation Analyst Academy

## ANALYST

# Daniel Tejada

*Daniel Tejada, an analyst in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2025.*



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## Education

Bachelor of Science in psychology  
Bachelor of Science in criminal  
justice/criminology  
Florida State University  
(Tallahassee, Florida)

Daniel is a compensation analyst on the public sector advisory team with a background in local government and compensation consulting. Before joining Baker Tilly, Daniel worked as a human resources data analyst for local governments. He worked on over 75 compensation and benefits studies, analyzing salary data for more than 100,000 employees across multiple industries. Daniel provides support work on compensation, classification and other HR related studies for public sector clients. Working with managers and other consultants, Daniel helps provide high level workforce and compensation solutions.

## Specific experience

- Analyzing and managing large datasets, including salary structures, job descriptions and benefits information to support compensation and classifications studies.
- Conducting large-scale compensation studies, resulting in organization-wide pay structure improvements.
- Providing data-driven recommendations that enhance recruitment strategies.

**ANALYST**

# Anna Yin

*Anna Yin, an analyst in Baker Tilly's public sector human capital advisory practice, has been with the firm since 2025.*

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**Education**

Bachelor of Arts in economics and  
psychology with a minor in  
business studies  
New York University  
(New York, New York)

Anna is a compensation analyst at Baker Tilly, specializing in data-driven compensation strategies for public sector clients. She advises municipalities, government agencies and public organizations on job evaluation, market assessment and pay structure design. Anna brings prior experience from two other consulting firms, where she contributed to compensation projects across various industries.



# **Appendix B: Sample job description**



**Class Spec Code:**  
7000

**Established Date:**  
TBD

**Salary Range:**  
13

**Bargaining Unit:**  
IAFF

**Occupational Group:**  
700N

**Benefit Code:**  
IAFF

**EEO:**  
Protective Service

**FLSA:**  
Non-Exempt

**Physical Class:**  
Emergency Services

# CITY OF PASO ROBLES

## FIREFIGHTER

### DESCRIPTION

#### Job Summary

Performs intermediate work suppressing fires. Responds to all emergencies, medical aids, fires, vehicle accidents, and HAZMAT incidents. Provides public education with regards to risk reduction and performs fire safety and code enforcement inspections.

#### Supervision Required

Work is performed under the moderate supervision of the Fire Captain.

#### Supervision Exercised

None.

#### Impact on Organization

Daily actions or services affect individual clients/citizens; activity has moderate impact on specific cases in service area.

### TYPICAL DUTIES

The following duties are typical of this classification. Incumbents may not perform all of the duties set forth below and/or may be required to perform additional related duties to address City needs and changing business practices.

- Responds to fire, medical, and other emergencies.
- Renders basic life support medical skills.
- Takes appropriate action to protect life, provide for incident stabilization, property conservation, and protect the environment using a proper risk assessment.
- Connects and lays hose lines; enters burning area, including structures, grass and brush fires, with hose lines, foam and other extinguishing agents.
- Assists in operation of nozzles and directing water streams.
- Operates a variety of auxiliary firefighting equipment.
- Assists in educating the public in emergency preparedness measures.
- Participates in code enforcement/fire prevention measures.
- Performs residential and commercial building inspections.
- Maintains current knowledge of firefighting, rescue, and emergency medical service procedures.
- Participates in pre-fire planning.





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7000

**Established Date:**  
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**Salary Range:**  
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IAFF

**EEO:**  
Protective Service

**FLSA:**  
Non-Exempt

**Physical Class:**  
Emergency Services

# CITY OF PASO ROBLES

## FIREFIGHTER *continued*

- Maintains and services fire vehicles and equipment.
- Cleans and maintains fire stations.
- Maintains good physical condition.
- Performs other tasks as required.

### EMPLOYMENT STANDARDS

#### Knowledge of:

- Principles, practices, methods, and procedures of modern firefighting. Includes prevention, inspection, emergency response, rescue medical aid, maintenance of firefighting equipment and apparatus.
- Basic organization and function of public agencies, including the role of an elected City Council.
- Federal, State, and City codes, regulations, policies, agreements, technical processes, and procedures related to City and departmental activities.
- Applicable laws, rules and regulations.
- Standard office administrative practices and procedures, including the use of standard office equipment.
- Business letter writing, techniques for preparing informational materials and the standard format for reports, correspondence, and other written materials.
- English usage, spelling, grammar, and punctuation.
- Computer applications related to the work, including word processing, database, and spreadsheet applications.
- Records management principles and practices.
- Principles and practices of management and supervision.
- Occupational safety and health rules and regulations.
- Techniques for providing a high level of customer service to the public, representatives of other agencies, and City staff, in person and over the telephone.

#### Skill in:

- Maintaining firefighting equipment and apparatus.
- Rendering emergency medical care at the emergency medical technician 1 level.







# CITY OF PASO ROBLES

## FIREFIGHTER *continued*

**Class Spec Code:**

7000

**Established Date:**

TBD

**Salary Range:**

13

**Bargaining Unit:**

IAFF

**Occupational Group:**

700N

**Benefit Code:**

IAFF

**EEO:**

Protective Service

**FLSA:**

Non-Exempt

**Physical Class:**

Emergency Services

- Maintaining sound judgment, remaining calm, and making decisions in emergency situations.
- Compiling information from varied sources and preparing accurate records and reports.
- Composing correspondence, information materials and reports independently or from brief instructions.
- Making accurate arithmetic and statistical calculations.
- Using English effectively to communicate in person, over the telephone and in writing.
- Using initiative and independent judgment within established policy and procedural guidelines.
- Organizing own work, initiating processes, coordinating projects, setting priorities, meeting critical deadlines, and following up on assignments with a minimum of direction.
- Taking a proactive approach to customer service issues.
- Data entry into standard computer formats and producing correspondence and reports with speed and accuracy sufficient to perform assigned work.
- Establishing and maintaining effective working relationships with those contacted in the course of the work.

**Human Relations and Communications Skills**

Regular contact within the department and other departments, outside agencies, and the general public (supplying or seeking information) on specialized matters.

**Analytical Skills and Complexity**

Considerable analytical ability is needed to select, evaluate, and interpret data from several sources; interpretation of guidelines, policies and procedures is required.

**Education and Experience**

A typical way of obtaining the knowledge, skills and abilities outlined above is:

- High School Diploma or GED.





**Class Spec Code:**  
7000

**Established Date:**  
TBD

**Salary Range:**  
13

**Bargaining Unit:**  
IAFF

**Occupational Group:**  
700N

**Benefit Code:**  
IAFF

**EEO:**  
Protective Service

**FLSA:**  
Non-Exempt

**Physical Class:**  
Emergency Services

# CITY OF PASO ROBLES

## FIREFIGHTER *continued*

### LICENSES AND CERTIFICATIONS

Requires possession of the following:

- State Firefighter 1 Academy Certificate from an accredited agency recognized by the State Fire Marshall or agency having authority and/or State Firefighter I Certificate issued by the Office of State Fire Marshall, IFSAC, or PRO Board.
- Valid California or National Registry Emergency Medical Technician I Certificate.
- At a minimum possession, a valid California Class C Driver's License.
- San Luis Obispo County Emergency Medical Services Agency requirements for expanded Emergency Medical Technician skills, within 90 days of appointment.
- State Firefighter I Certificate, within 24 months if not in possession at time of appointment.

### PHYSICAL DEMANDS

#### Physical Requirements

Work regularly requires standing, walking, using hands, reaching with hands and arms, tasting or smelling, pushing or pulling and repetitive motions; frequently requires speaking or hearing, climbing or balancing and kneeling or crawling; occasionally requires sitting. This work requires regular exertion of up to 10 pounds of force, frequent exertion of up to 25 pounds of force and occasional exertion of over 100 pounds of force.

#### Vision Requirements

Work requires close vision, distance vision, ability to adjust focus, depth perception, color perception, night vision and peripheral vision.

#### Hearing Requirements

Hearing is required to receive detailed information through oral communication and/or to make fine distinctions in sound.

#### Speech Requirements

Vocal communication is required for conveying detailed or important instructions to others accurately, loudly or quickly.

#### Sensory Requirements

Work requires preparing and analyzing written or computer data, visual inspection involving small defects and/or small parts, use of measuring





# CITY OF PASO ROBLES

## FIREFIGHTER *continued*

**Class Spec Code:**

7000

**Established Date:**

TBD

**Salary Range:**

13

**Bargaining Unit:**

IAFF

**Occupational Group:**

700N

**Benefit Code:**

IAFF

**EEO:**

Protective Service

**FLSA:**

Non-Exempt

**Physical Class:**

Emergency Services

devices, operating machinery, operating motor vehicles or equipment and observing general surroundings and activities.

**Noise Level**

Work is generally in a loud noise location (e.g. heavy traffic, large equipment).

**Environmental Exposure**

Work regularly requires exposure to wet/humid conditions (non-weather), working near moving mechanical parts, exposure to fumes or airborne particles, exposure to toxic or caustic chemicals, exposure to outdoor weather conditions, exposure to extreme heat (non-weather), exposure to vibration, wearing a self-contained breathing apparatus and exposure to bloodborne pathogens (may be required to wear specialized personal protective equipment); occasionally requires working in high/precarious places, exposure to extreme cold (non-weather) and exposure to the risk of electrical shock.

**OTHER REQUIREMENTS**

Pursuant to California Government Code Section 3100, all public employees are required to serve as disaster service workers subject to such disaster service activities as may be assigned to them by their supervisor or by law.

