



Proposal To Serve:

City of Republic, Missouri



Employee Compensation Consulting Services  
RFQ #25-002



**CBIZ Compensation Consulting**

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

March 21, 2025

City of Republic, Missouri  
4221 S. Wilson's Creek Blvd  
Republic, MO 65738

Dear Selection Committee:

In response to your request for proposal for Employee Compensation Consulting Services, 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 Republic, Missouri ("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. 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  
(314) 692-5801  
RBlackwell@CBIZ.com



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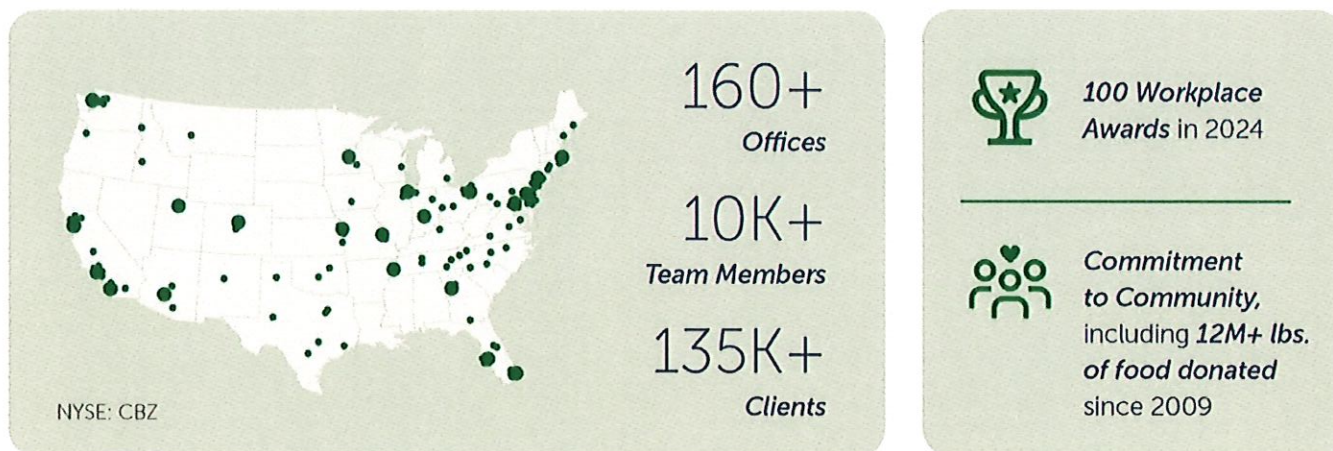
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# Introduction and Execution

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 compensation, accounting, tax, advisory, benefits, insurance, and technology services from over 160 offices and through more than 10,000 associates located throughout the United States.

CBIZ Compensation Consulting is located at 721 Emerson Road, Suite 400, St. Louis, MO 63141. Ryan Blackwell is the primary contact for this proposal, and he can be reached at (314) 692-5801 or rblackwell@cbiz.com.



The Submission of this Statement of Qualifications indicates acceptance by the submitting entity of the stipulations contained in the Request for Qualifications.

  
Nancy M. Mellard

Executive Vice President

CBIZ Benefits & Insurance Services, Inc.

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# Qualifications of Firm

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.

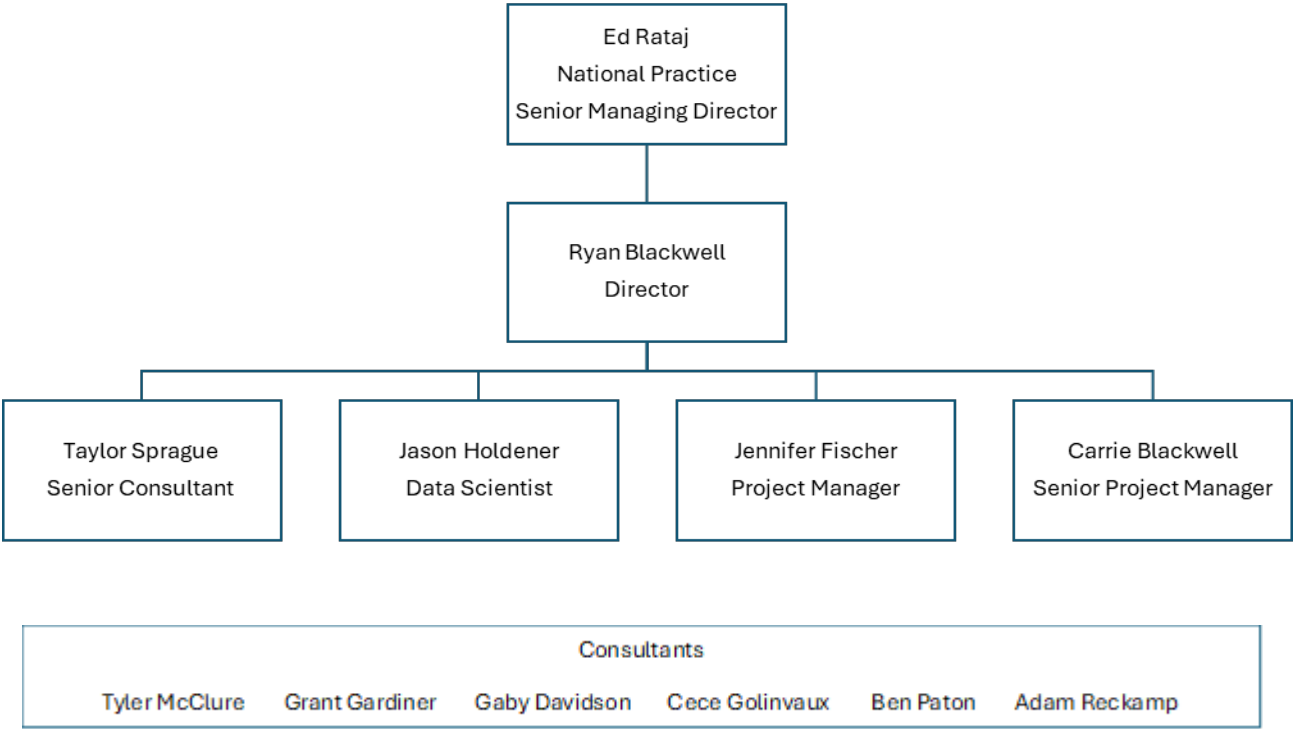
CBIZ Compensation Consulting has over 25 years of experience performing salary surveys, benefits surveys, economic consulting related to total compensation and market research studies of a similar nature. Our team of 20 dedicated compensation consultants served over 300 clients in 2024 with a 100% success rate in meeting project objectives and timelines. We are on track to serve a similar number of clients in 2025, focusing exclusively on compensation consulting studies.

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. 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.

# Organizational Chart



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# Qualifications of Staff

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, Carrie Blackwell, Jennifer Fischer, Jason Holdener, Taylor Sprague, Adam Reckamp, Grant Gardiner, Gaby Davidson, Cece Golinvaux, and Elise Fuller will be responsible for the services provided. Professional summaries for key personnel are presented in the appendix of this proposal. The service team will be assisted by other qualified human resources consulting professionals, as necessary.

## Consulting Director / Lead Consultant

*Ryan Blackwell, CCP*

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

## Project Managers

*Carrie Blackwell and Jennifer Fischer, SHRM-SCP*

Carrie will lead the day-to-day project activities, providing guidance, timeline management, and quality control to consultants. Jennifer will serve as the lead for the job architecture and job description processes.

## Data Scientist

**Jason Holdener**

Jason will serve as an analytical subject matter expert (SME), overseeing all statistical methods and complex data interpretation. In addition to ensuring that the project follows robust statistical practices, Jason will be responsible for providing actionable insights for implementation and optimizing compensation strategies.

## Consultants

*Taylor Sprague, Adam Reckamp, Grant Gardiner, Gaby Davidson, Cece Golinvaux, and Elise Fuller*

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

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# Familiarity of the Market and Relevant Representations

CBIZ's extensive experience working with municipalities and other public entities equips us with a deep understanding of the unique challenges, regulations, and stakeholder considerations that influence public sector compensation structures.

CBIZ understands the balance between market competitiveness, internal equity, and fiscal responsibility that municipalities must achieve. This enables us to design compensation structures that attract and retain talent while aligning with budgetary constraints and community expectations. Our team is well-versed in public sector labor laws, collective bargaining agreements, and transparency requirements. This ensures our recommendations are not only effective but also compliant with applicable regulations and policies.

Our public sector clients often operate within strict timelines and budget cycles. Our familiarity with these constraints allows us to design realistic project plans, anticipate potential bottlenecks, and deliver results on schedule.

Our prior public sector experience ensures we can hit the ground running — offering insights, strategies, and practical solutions tailored to the City's operational realities and workforce priorities.

## Client List

### *County Governments*

- Perry County, Missouri
- St. Charles County, Missouri
- St. Francois County, Missouri
- Ste. Genevieve County, Missouri
- St. Louis County, Missouri
- County of Lycoming
- Johnson County Kansas
- Shawnee County, Kansas
- Tazewell County
- Harris County, Texas
- Pima County, Arizona

### *Municipalities/City Government*

- City of Bristol, Tennessee
- City of Charleston, South Carolina
- City of Chesterfield, Missouri
- City of Fenton, Missouri
- City of Frontenac, Missouri
- City of Ladue, Missouri
- City of Lansing, Kansas
- City of Manchester, Missouri
- City of Nixa, Missouri

- City of O’Fallon, Illinois
- City of Overland Park, Kansas
- City of Perryville, Missouri
- City of Paducah, Kentucky
- City of Spring Hill, Kansas
- City of Ste. Genevieve, Missouri
- City of St. Charles, Missouri
- City of Sunset Hills, Missouri
- City of University City, Missouri
- City of Wentzville, Missouri
- City of Ashland, Missouri
- City of Blue Springs, Missouri
- City of Cape Girardeau, Missouri
- City of Carthage, Missouri
- City of Columbia, Missouri
- City of Fredericktown, Missouri
- City of Hazelwood, Missouri
- City of Olathe, Kansas
- City of Osage Beach, Missouri
- City of Ottawa, Kansas
- City of Salisbury, Missouri
- City of Shawnee, Kansas
- City of Wildwood, Missouri

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# References

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 described below. Each contact person identified may be contacted to verify the quality of CBIZ's work and competence of the Firm's assigned staff. CBIZ would be happy to provide additional references upon request.

## City of Nixa, MO

Amanda Hunsucker  
Director of Human Resources  
715 Mt. Vernon St.  
Nixa, MO 65714  
(417) 725-3785  
ahunsucker@nixa.com

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. CBIZ completed this analysis in November of 2023.

## City of Spring Hill, KS

Monakisha Jones  
Human Resources Director  
302 N. Jefferson  
Spring Hill, Kansas 66083  
(913) 592-3664  
monakisha.jones@springhillks.gov

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, and providing compensation administration policies. CBIZ completed this analysis in October of 2023.

## City of Wentzville, MO

Ms. Amy Mixen  
Director of Human Resources  
1001 Schroeder Creek Boulevard  
Wentzville, Missouri 63385  
(636) 639-2007  
amy.mixen@wentzvillemo.org

CBIZ conducted an organization-wide compensation study that included a comprehensive custom compensation survey of peer organizations. CBIZ presented the results to the City Board of Alderman and the deliverables included: classification assignment, update of salary structures, job description writing, Fair Labor Standards Act

(FLSA) classification recommendations, market-competitive benefits analysis, calculation of plan implementation costs, compression-based pay adjustments, and overall program recommendations. CBIZ has worked with the City of Wentzville since 2014 and completed the most recent comprehensive compensation study project for this client from July to September of 2022, as well as an FLSA review of specified positions, completed in May 2023.

## **St. Charles County, Missouri**

Samantha Shadrach  
Director  
201 North Second Street, Suite 522  
St. Charles, MO 63301  
(636) 949-7900 ext. 7190  
sshadrach@sccmo.org

CBIZ conducted a comprehensive job architecture redesign project including creating job families, functions, career levels, and career pathways. CBIZ also created a job architecture classification guide. CBIZ completed this analysis in April of 2024.

## **City of Perryville**

Amy Webb  
Human Resources Manager  
215 N West Street  
Perryville, MO 63775-1327  
amywebb@perryvillemo.gov  
Phone: (573) 547-2594

CBIZ is currently conducting an organization-wide compensation and benefits study for this client. The study includes 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, and revising compensation administration policies.

# Technical Approach and Plan for Services

It is our understanding that the City is seeking a qualified compensation consulting firm to assist in reviewing and updating its formal market-competitive compensation plan for its employees.

In an effort to meet the City's needs, CBIZ proposes to conduct the project steps detailed on the following pages. The objective of the study will be to provide the City with a compensation plan that will continue to accurately reflect job roles and responsibilities, establish an organizational structure that is flexible in order to accommodate the City's growth and is well-aligned with its broader goals and strategies.

Our approach to project management and quality control is based on a team approach. The consulting director will be the primary client contact and is involved in all project phases, including preparing this RFQ response. The project manager works largely behind the scenes to ensure that work is progressing. The consultant(s) will have primary responsibility to execute market benchmarking. All team members will participate in an internal "strategy meeting" once the work commences, will have weekly check-ins to discuss process, and will review full deliverables for review before presentation to City.

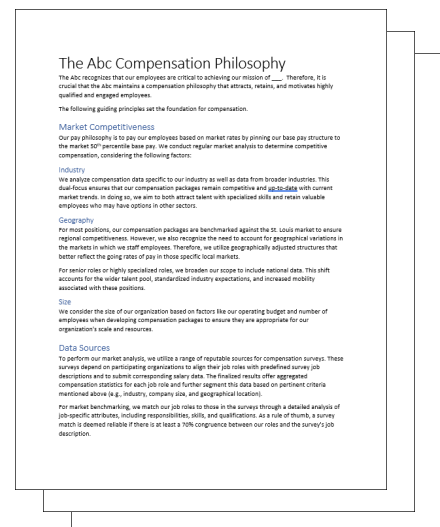
## Phase I: Project Launch

### Step 1 – 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.
  - 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.

Image 1



### 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 B.
- 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.

## Phase II: Evaluate Job Documentation

### Step 3 – Job 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 job analysis questionnaire (JAQ)
- The JAQ may be valuable for the following reasons:
  - The JAQ 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 the JAQ process:
  - Provide a draft JAQ for review and opportunity to propose edits.
  - Provide draft communications to announce the JAQ process and expectations to supervisors and employees.
  - Launch a web-based JAQ directly to employee email addresses. Paper-based JAQs are available as well if needed for segments of the employee population.
  - Completed JAQs 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 JAQs 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 4 – 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 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 5 – 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 job 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 6 – 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 JAQ, 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 7 – Custom Compensation and Benefits Survey (Optional)

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.

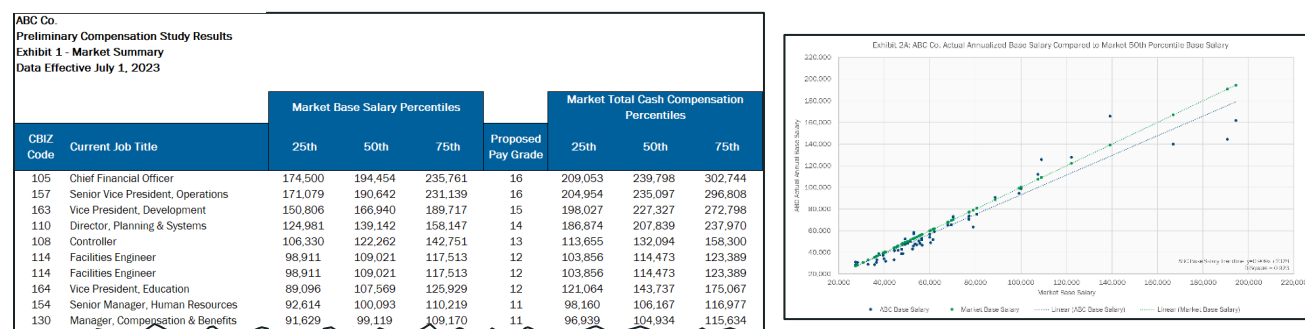
- CBIZ recently conducted a survey of local municipalities on behalf of the City of Nixa. It is likely that neighboring cities would be familiar with CBIZ and our survey process

## Step 8 – 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 recruit's 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



## Step 9 – 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 10 – Pay Structure(s)

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

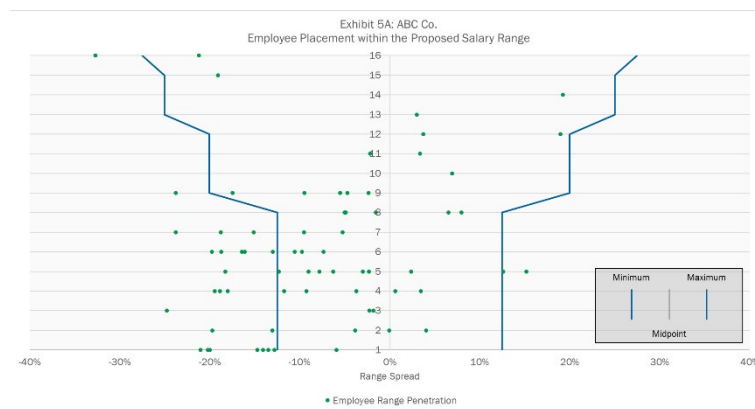
- Develop new market-based pay plans to simplify compensation administration and to help the City maintain its competitive position, or update the salary ranges currently in place.
- Pay structures will consist of pay grades, each with a salary range minimum, midpoint, and maximum.
  - The salary range 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 data and job architecture framework.

### Step 11 – 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 12 – 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 13 – 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 an onsite 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
- 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 14 – 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 15 – 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 16 – 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 Board.
  - 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 17 – 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 18 – 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.



# Client Responsibilities

## Data Provision

- Provide the data request items, primarily consisting of complete employee data, all necessary job descriptions, organizational charts, and any other relevant documentation at the outset of the project.

## Project Team Participation

- Assign internal team members who will actively participate in the project, attending meetings and contributing to the discussions.
- Facilitate internal coordination among various departments to ensure smooth information flow and decision-making.
- Provide timely decisions and approvals to keep the project on schedule.

## Review and Feedback

- Review the draft compensation philosophy document and provide feedback.
- Actively review and comment on draft deliverables; engage in collaborative discussions to finalize the compensation plan.
- Offer guidance and input on any presentations or communications extending beyond the project team.

## Implementation and Training

- Take responsibility for implementing the compensation strategy and adjustments as recommended at the conclusion of the project.
- Ensure relevant staff attend training sessions provided by CBIZ to understand the compensation plan and tools.

## Post-Project Data Management

- Regularly monitor and adjust the compensation plan as needed, based on changes within the organization and the external market.
- CBIZ will provide annual recommendations to support this process.
- CBIZ can support the ongoing benchmarking of jobs through ad hoc services. Ad hoc services are subject to additional fees.

## Compliance and Legal Obligations

- All recommendations provided should be thoroughly reviewed by your internal legal team. Our guidance is provided based on our expertise in compensation consulting and does not constitute legal advice. It is essential that your legal counsel assesses these recommendations in the context of your organization's specific legal and regulatory framework.

## Communication Strategy

CBIZ understands that the City is committed to communicating the project scope and the results of the study to both department heads and greater employee population. Therefore, CBIZ can support the following communication options within the scope of the proposal.

### Employee Questionnaire

- CBIZ develops a web-based questionnaire that all employees will be given the opportunity to complete.
- The questionnaire requests information related to employees' current job roles and responsibilities.

### Progress Communications

- If desired, CBIZ will prepare a draft communication to be delivered to managers and employees regarding the progress of the study.

### Meeting to Review Draft Results

- The City Management Team and HR provide changes, if any, to CBIZ. At the City's direction, CBIZ will make up to two rounds of changes to the analyses and delivers updated results to the City.
- Any additional changes requested by the City may be outside of the scope of the project and will result in additional fees.

### Employee Project Results Meetings

- If desired, prepare and deliver a virtual presentation of findings and recommendations to employees.
- Address any employee questions.
- Facilitate the presentation in multiple sessions, if needed, over the course of one day.

### Employee Compensation Statements

- Prepare a draft letter for the project team to review that outlines the outcomes from the compensation study.
- The letter can include relevant compensation study results such as any job title changes, pay grade assignment, range parameters, compensation metrics (e.g., compa-ratio), and itemized pay changes.
- Produce individual letters for the City to distribute to employees.

### Additional Communication/Training

- Equip City with a salary administration guide that provides direction for maintaining the compensation plan. See Phase VI: Post-Implementation Support for detailed information.
- Conduct training with key staff to ensure the successful implementation and ongoing maintenance of the compensation plan. See Phase VI: Post-Implementation Support for additional information.
- Create a FAQ document addressing common queries employees may have about the revised pay structure.
- Create a summary document explaining the full compensation system for current and future employees.

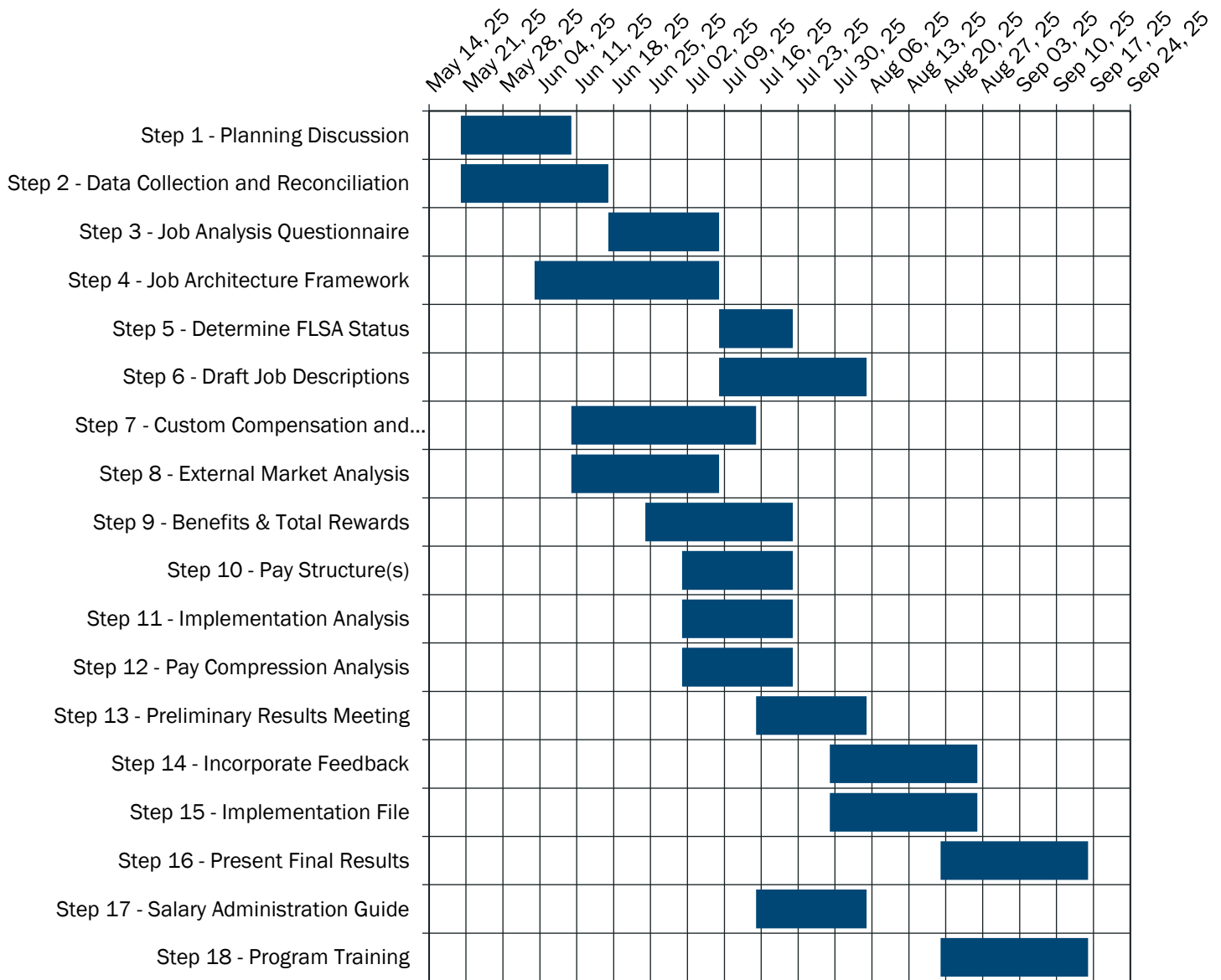
## Quality Control Process

- At CBIZ, our project management process is meticulously structured to ensure the highest standards of quality assurance, offering comprehensive and tailored solutions from the initial engagement to the final deliverable.
- Key Events:
  - Client Planning and Data Gathering: Engage with the client to understand their compensation philosophy, gather necessary data, and set project timelines and deliverables.
  - Conduct Pre-benchmarking Analysis: Assess the client’s organizational structure, identify any unique situations or pre-existing conditions, and review current compensation structures.
  - Internal Strategy and Alignment Meetings: Conduct internal meetings to align on the project approach, discuss the project scope from the proposal, and ensure team alignment on project steps and timeline.
  - Quality Review of Initial Analysis: ensure that the analysis file is working as expected and evaluate overall benchmarking in the context of the full results.
  - Internal Reviews: Consultants complete a series of internal reviews with the Project Manager and Director.
  - Client Preliminary Results Meeting: Present preliminary findings to the client, solicit feedback, and adjust the project approach as necessary based on client input.
  - Finalizing Results and Deliverables: Update and finalize all project reports and exhibits based on client feedback, ensuring all deliverables meet the set standards and client expectations.
  - Project After-Action Review and Wrap-Up: Conduct a comprehensive review to document lessons learned and successes, ensuring continuous improvement in our project management processes.

## 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 September 16, 2025, 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

# Professional Fees and Expenses

Our professional fee structure is based upon standard hourly rates for consulting services. We have repeatedly found that our philosophy of utilizing highly experienced personnel allows us to provide effective and efficient services at a cost that represents an exceptional value. Based upon our prior experience in conducting similar projects, professional fees for the project are as follows:

Phase/Project Scope	Professional Fees
Organization-Wide Compensation & Benefits Study <i>(Assumes approximately 100 job titles)</i>	\$69,800

CBIZ will be committed to the future effectiveness of the City's new compensation plan. There will be no costs associated with providing annual salary increase and structure update factors for up to five years. Following the completion of the project, the cost of evaluating market-competitive compensation and recommending grade assignments for new positions or revised existing positions will be \$750 per position (this excludes executive positions). The costs of such ad hoc compensation evaluations are not included in the above fees.

Professional fees and expenses will be billed monthly based on the project's progress.

If the volume of work changes substantially due to a change in scope, we may need to discuss an adjustment in the professional fees documented herein. We do not anticipate that this will occur; however, we would discuss this with you before proceeding and obtain your prior approval.

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# 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.

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## Appendix A: Professional Summaries

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### **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 12 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 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).



### **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 25 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).

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## Jennifer Fischer, SHRM-SCP

### Project Manager, Compensation Consulting

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

*University of Missouri-Columbia, B.S.B.A, Human Resource Management*

Ms. Fischer is a Project Manager for CBIZ Compensation Consulting in the St. Louis, Missouri office where she oversees a team of compensation consultants and provides project management oversight and quality control. She brings over 25 years of experience in providing compensation and HR consulting services as an external consultant, as well as internally within corporate management teams.

Ms. Fischer has significant experience in all facets of human resources, including broad based compensation design and analysis, employee and leadership development, policy and procedure design and implementation, compliance, organizational assessment, mergers and acquisitions, and systems integration. She has worked across multiple industries as both a consultant and a business leader.

Ms. Fischer obtained her Master of Business Administration degree from the University of Missouri-Columbia, with an emphasis in Finance. She also received her Bachelor of Science Business Administration degree from the University, majoring in Human Resources Management.



## Jason Holdener

### Data Scientist / Senior Compensation Consultant

*Saint Louis University, M.S. Bioinformatics and Computational Biology Southern Illinois*

*University-Carbondale, B.S. Human Physiology*

Mr. Holdener is a Data Scientist/Senior Compensation Consultant with CBIZ Compensation Consulting located within the St. Louis, MO branch. He works on a variety of projects including extracting publicly available compensation data, statistical analysis of large datasets, natural language processing tasks, data visualization, and others that are directed at ensuring our clients receive quality results and improving the overall workflow of his team and colleagues.

Mr. Holdener acquired his Master of Bioinformatics and Computational Biology from Saint Louis University and during that time gained valuable knowledge and skills on extracting, transforming, and visualizing data at scale.

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## Taylor Sprague, CCP

### Senior Compensation Consultant

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

Mr. Sprague is a Senior 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 7 years of experience 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.



## Adam Reckamp

### Compensation Consultant

*University of Missouri, B.S. Journalism and Business Marketing*

Mr. Reckamp is a Consultant with CBIZ Compensation Consulting working out of the St. Louis office. Since joining CBIZ 4 years ago, his experience includes compensation market analysis across a wide scope of industries, positions and types of organizations. In addition to his work on organization-wide compensation studies, Mr. Reckamp is experienced in conducting executive compensation analyses as well as with job evaluation and documentation.

Mr. Reckamp earned a B.S. in Journalism and a minor in Business from the University of Missouri-Columbia.



## Grant Gardiner

### 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 3 years of experience includes both organization-wide and executive compensation market analysis for a wide range of organizations, positions, and industries.

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

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## Gaby Davidson

### 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 3 years ago, 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 1 year ago, 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, her 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.

## Appendix B: 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
  - 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 job analysis questionnaire process)
  - Supervisor email address (for the job 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 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
- Any plan documents or other documentation related to the current annual incentive/bonus and long-term incentive programs
- 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)



**AFFIDAVIT OF COMPLIANCE WITH SECTION 285.500, RSMO. et seq.,  
FOR ALL AGREEMENTS PROVIDING SERVICES IN EXCESS OF \$5,000.00**

Effective 1/1/2009

STATE OF MISSOURI    )  
  ) ss.  
COUNTY OF JACKSON    )

Before me, the undersigned Notary Public, in and for the County of Clay, located in the State of Missouri, personally appeared Nancy M. Mellard (Name), known to me to hold the title of Executive Vice President (Title) of/for CBIZ Benefits & Insurance Services, Inc. (Name of Company), a (circle one) corporation, partnership, sole proprietorship, and/or limited liability company, and known to me to be competent and authorized to make this affidavit, upon being duly sworn and under oath, deposes and says as follows:

- (1) that said company is enrolled in and participates in a federal work authorization program with respect to the employees working in connection with the contracted services; and
- (2) that said company does not knowingly employ any person who is an unauthorized alien in connection with the contracted services.

The terms used in this affidavit shall have the meaning(s) set forth in Section 285.500 RSMo., et seq.

Documentation of participation in a federal work authorization program is attached to this affidavit.

Nancy M. Mellard  
[Signature]

Nancy M. Mellard - Executive Vice President  
[Printed Full Name]

Subscribed and sworn to before me this 17th day of March, 2025  
[date] [month] [year]



Krislin Fenner  
[Notary Public]

My commission expires: 4/18/2026

Company ID Number:11557

Client Company ID Number:1700510

Employer CBIZ, Inc.	
Name (Please Type or Print) Gretchen Farrell	Title
Signature Electronically Signed	Date June 28, 2021
E-Verify Employer Agent HireRight, LLC. (v30)	
Name (Please Type or Print) Kevin Croll	Title
Signature Electronically Signed	Date June 28, 2021
Department of Homeland Security - Verification Division	
Name USCIS Verification Division	Title
Signature Electronically Signed	Date June 28, 2021