

PROPOSAL TO CONDUCT A COMPENSATION STUDY

FOR THE

CITY OF EL MIRAGE

JUNE 2025

PREPARED BY

Matthew Weatherly, President
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**PROPOSAL TO CONDUCT A
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CITY OF EL MIRAGE**

LETTER OF TRANSMITTAL

PUBLIC SECTOR PERSONNEL CONSULTANTS



June 9, 2025

Ms. Valerie Ojeda
Procurement Administrator
City of El Mirage
10000 N. El Mirage Road
El Mirage, AZ 85335

Dear Ms. Ojeda and Selection Team,

Pursuant to your request, we are pleased to provide you with a proposal and qualifications to assist the City with a compensation project. We specialize in these services and have implemented classification and compensation plans for more than 1,400 public employers nationwide, including more than 400 municipal employers and more than 100 Arizona public employers.

Current and recently completed studies in Arizona include the Cities of Avondale, Casa Grande, Scottsdale, Lake Havasu City, Yuma, Somerton, Cottonwood, Sedona, Winslow, Carefree, Yuma County and Mesa-Gateway Airport.

We believe our firm is uniquely qualified for this study. We will utilize only full-time, certified Human Resources professionals for the study, with combined greater than 100 years of experience in the fields of human resources, compensation, and labor relations.

Our proposed approach will be customized to meet the City's needs. We are confident that our extensive public employers classification and compensation experience, knowledge of public employers in Arizona, large specialized and highly qualified full-time staff, proven methods, unique **EZ COMP™** application to ensure your self-sufficiency, and one year of implementation support and assistance at no cost, will achieve all of the City's objectives for an important project of this nature.

Thank you for your interest in our firm's services. If we can provide any additional information please contact me at any time.

Sincerely,

Matthew Weatherly, President
(888) 522-7772
matt@pspc.us

**PROPOSAL TO CONDUCT A
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CITY OF EL MIRAGE**

QUALIFICATIONS OF OUR FIRM AND STAFF

*HISTORY AND FACTS ABOUT OUR FIRM
RECENT CLIENTS SERVED
STAFF RESUMES*

PUBLIC SECTOR PERSONNEL CONSULTANTS

HISTORY AND FACTS ABOUT OUR FIRM

- **HISTORY OF OUR FIRM**

Public Sector Personnel Consultants (PSPC) originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. PSPC was established as an independent firm in 1982. We are a single-owner, debt-free subchapter-S corporation.

- **REGIONAL STAFF (NATIONAL OFFICE MESA, AZ)**

We have regional offices or affiliates in Dallas, TX, Austin, TX, Los Angeles, CA, Denver, CO, St. Paul, MN, and Phoenix, AZ.

- **SPECIALIZED IN COMPENSATION SERVICES**

We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. **Over 98% of our classification and compensation studies have been successfully implemented by our clients.**

- **SPECIALIZED IN PUBLIC SECTOR CLIENTS**

We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, airport authorities, school districts, higher education, and tribal governments.

- **SPECIALIZED COMPENSATION STAFF**

Our staff is comprised of eight (8) full-time and an additional five (5) part-time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- **OVER 1,400 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,400 public and 200 private employers throughout the U.S.

- **AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDATWORK)**

Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- **SPECIALIZED COMPENSATION AND RELATED RESOURCES**

We utilize our **EZ COMP™** salary survey and plan program, modified **FES** point-factor job evaluation system, **AEP™** performance evaluation plan, and **SNAP™** staffing needs analysis program.

- **FIRST YEAR IMPLEMENTATION WARRANTY**

We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

RECENT EMPLOYERS SERVED BY MEMBERS OF OUR STAFF

Allen, City of, TX *	Greater Harris 911, TX	Pinetop-Lakeside, Town of, AZ *
Apache Junction, City of, AZ	Hidden Hills, City of, CA	Plano, City of, TX *
Azle, City of, TX *	Highland Park, Town of, TX *	Rancho Palos Verdes, City of, CA
Banning, City of, CA	Housing Authority San Bernardino, CA	Salinas, City of, CA *
Bastrop, City of, TX	Humble, City of, TX	Scottsdale, City of, AZ *
Bedford, City of, TX	Huntington Beach, City of, CA	Sedona, City of, AZ
Casa Grande, City of, AZ *	Irving, City of, TX *	Sierra County, NM
Cave Creek, Town of, AZ	Kerrville, City of, TX *	Soldotna, City of, AK
Cedar Park, City of, TX	Killeen, City of, TX *	St. Johns, City of, AZ
Dallas, City of, TX *	Lawndale, City of, CA	Sugar Land, City of, TX
El Paso County, CO	Lincoln County, WY	Taylor, City of, TX
El Paso County, TX *	Lincoln Housing Authority, NE	Texarkana, City of, TX *
Ennis, City of, TX	Live Oak, City of, TX	Tomball, City of, TX *
Escondido, City of, CA	Longview, City of, TX *	Trophy Club MUD No. 1, TX
Forney, City of, TX	Los Angeles County, CA	Trophy Club, Town of, TX
Fort Worth, City of, TX *	Manitou Springs, City of, CO	Truth or Consequences, NM
Fountain Valley, City of, CA	Mansfield, City of, TX	University Park, City of, TX
Frisco, City of, TX *	Montebello, City of, CA	Vancouver, City of, WA
Galveston, City of, TX *	Mount Vernon, City of, WA	Waco, City of, TX *
Gillespie County, TX	Nacogdoches, City of, TX	Washington County, TX
Grand Forks County, ND	Norco, City of, CA	Watauga, City of, TX
Grand Prairie, City of, TX	Palestine, City of, TX	Weatherford, City of, TX
Grapevine, City of, TX *	Paradise Valley, Town of, AZ	Woodlands Township, TX *
Great Falls, City of, MT *	Pflugerville, City of, TX *	Yuma, City of, AZ *

* “repeat” clients – multiple studies completed

PUBLIC SECTOR PERSONNEL CONSULTANTS

MATTHEW E. WEATHERLY, PRESIDENT

Mr. Weatherly has over 20 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his current and recently completed consulting projects are those for:

<i>Allen, City of, TX</i>	<i>Great Falls, City of, MT</i>	<i>Irving, City of, TX</i>
<i>Casa Grande, City of, AZ</i>	<i>Fort Worth, City of, TX</i>	<i>Scottsdale, City of, AZ</i>
<i>Cedar Park, City of, TX</i>	<i>Galveston, City of, TX</i>	<i>Sedona, City of, AZ</i>
<i>Chino Valley, Town of, AZ</i>	<i>Grapevine, City of, TX</i>	<i>Yuma County, AZ</i>

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University. He has been a featured speaker at regional City Manager and HR Regional meetings throughout the US.

ELIZABETH J. LOCURTO, CCP, VICE PRESIDENT

Ms. LoCurto has over 30 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

<i>Apache County, AZ</i>	<i>Huntington Beach, City of, CA</i>	<i>Sacramento, City of, CA</i>
<i>Austin Community College, TX</i>	<i>Los Alamos County, NM</i>	<i>State Bar of Texas</i>
<i>CA Family Health Council</i>	<i>Norman, City of, OK</i>	<i>Texas Office of Attorney General</i>
<i>El Paso, City of, TX</i>	<i>OKC Zoological Park</i>	<i>Vancouver, City of, WA</i>

Ms. Talamonti holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

KATHERINE TILZER, SPHR

Ms. Tilzer has more than 25 years of experience as a human resources manager and consultant, specializing in employee relations, compensation, and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare, Inc., and Director of Human Resources for American Baptist Homes.

<i>Aleutian Housing Authority, AK</i>	<i>El Paso, City of, TX</i>	<i>Rowlett, City of, TX</i>
<i>Boone County, MO</i>	<i>Huntington Beach, CA</i>	<i>San Marcos, City of, TX</i>
<i>Cochise College, AZ</i>	<i>Nogales, City of, AZ</i>	<i>Tomball, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Pinal County, AZ</i>	<i>Yuma, City of, AZ</i>

She holds a BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.

PUBLIC SECTOR PERSONNEL CONSULTANTS

BOB LONGMIRE, PMP

Mr. Longmire has more than 10 years of project management experience and consulting for public employers, specializing in employee development, classification, and compensation. He has served as National Sales Director for Connexion Technologies and Brand Marketing Manager for Plink.

He has completed projects in job analysis, position classification, compensation surveys and plan development. Among his consulting projects are those for:

<i>Dallas, City of, TX</i>	<i>Greater Orlando Airport, FL</i>	<i>Northern AZ Council of Gov'ts</i>
<i>Escondido, City of, CA</i>	<i>Huntington Beach, City of, CA</i>	<i>Pitkin County, CO</i>
<i>Fort Worth, City of, TX</i>	<i>King County Library Systems, WA</i>	<i>Sacramento City School District, CA</i>
<i>Galveston, City of, TX</i>	<i>Monterey, City of, CA</i>	<i>Tacoma Metro Parks, WA</i>

Mr. Longmire holds a BS degree in Administration from Colorado Christian University and designation as Project Management Professional from the Project Management Institute.

WAYNE BREDE

Mr. Brede has over 30 years of experience working for the Minnesota Department of Transportation as a Workforce Planning Manager and Staffing Services Manager and has served as a succession planning and career ladder consultant for nearly 50 public and private employers.

He has conducted projects in workforce development, succession planning, job analysis, position classification, job evaluation, compensation surveys, compensation plan development, employee relations, and recruitment. Among his recent client projects are those for:

<i>El Paso County, TX</i>	<i>Hamilton County, TN</i>	<i>Red Lake Indian Reserv., MN</i>
<i>Fresno, City of, CA</i>	<i>Las Cruces, City of, NM</i>	<i>Rialto, City of, CA</i>
<i>Grand Forks, City of, ND</i>	<i>Minot, City of, ND</i>	<i>San Angelo, City of, TX</i>
<i>Great Falls, City of, MT</i>	<i>Northwest Tech College, MN</i>	<i>San Jose, City of, CA</i>

Mr. Brede holds a BA degree in Mass Communications from the University of Minnesota and holds certificates in Public Sector Personnel Management and Industrial Relations.

SAMUEL HEINZ, MPA, PHR

Mr. Heinz has conducted projects in job analysis, position classification, job evaluation, compensation surveys, and compensation plan development. Among his recent client projects are those for:

<i>Addison, Town of, TX</i>	<i>DeSoto, City of, TX</i>	<i>Prosper, Town of, TX</i>
<i>Apache Junction, City of, AZ</i>	<i>Galveston, City of, TX</i>	<i>Teton County, WY</i>
<i>Bismarck, City of, ND</i>	<i>Kerrville, City of, TX</i>	<i>The Colony, City of, TX</i>
<i>Carrollton, City of, TX</i>	<i>Midland, City of, TX</i>	<i>Williston, City of, ND</i>

Mr. Heinz holds a MA degree in Public Administration from Texas Tech.

PUBLIC SECTOR PERSONNEL CONSULTANTS proposes to utilize only full-time members of our firm to complete all of the project tasks and objectives. In order to maintain complete control of the project tasks and deadlines, we will not utilize subcontractors for the completion of any projects.

PUBLIC SECTOR PERSONNEL CONSULTANTS

**PROPOSAL TO CONDUCT A
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CITY OF EL MIRAGE**

METHODS AND PROCEDURES

PROJECT SCOPE AND APPROACH

PUBLIC SECTOR PERSONNEL CONSULTANTS

SUMMARY OF SERVICES FOR CITY OF EL MIRAGE

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to conduct a compensation study.

Project Planning and Communication

1. Project planning and scheduling meetings with the City's HR Staff, project designee(s)
2. Policy input and project direction meeting and briefing with Council, Human Resources and designee(s)
3. Assistance with development and communication of study for City's stakeholders, as desired

Compensation Surveys

4. Occupational familiarization by review of City's current class specifications and compensation plans
5. Organizational familiarization by review of City organization charts, budgets, and annual reports
6. Confirmation of survey cities to include in external market comparisons (Up to 12)
7. Identification of City occupations to utilize as survey benchmark job classifications
8. Solicitation of comparator employers and agencies for participation in external compensation surveys
9. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
10. Added compensation and benefits survey for external competitiveness comparisons
11. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
12. Computation of extent City's compensation offerings vary from external prevailing rates and practices
13. Review of competitiveness analysis with Human Resources, City Officials and City's project designees

Compensation Plan Development

14. Construction of optional salary range structures for review and selection by City's project leaders
15. Assignment of job classes to salary ranges by informal internal equity and external competitiveness
16. Assistance with City Council identification of desired, affordable salary competitiveness policy
17. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
18. Review and critique of draft salary and implementation plans with Human Resources, project leaders

Communication of Results and Implementation Strategies

19. Preparation and presentation of final project reports for the City Council, staff, and City Officials
20. Development of a plan for the implementation of City's updated classification and compensation plan
21. Uploading of **EZ COMP™** program files on a Human Resources Department computer, staff training
22. Development and provision of process for ongoing plan maintenance and subsequent plan updates
23. Assistance with communicating the City's updated plans for all City officials and employees

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the City's objectives for the conduct of a classification and compensation study.

A. OBJECTIVES OF THE PROJECT

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of City's values
- Reflective of prevailing "best practices"

B. SCOPE OF THE PROJECT

The project could include: a management and employee communication plan; partnership with the City's Director of Human Resources and staff, City Manager, Council, and project designee(s); occupational, organizational, and operational familiarization; compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates and multiple implementation scenarios; updated compensation plan and one year of compensation plan implementation support for all included employees in all job classifications.

C. SURVEY AND COMPENSATION ANALYSIS

1. City Involvement in Compensation Plan Development

We will obtain policy direction from the Human Resources staff and/or City Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Market-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Total Compensation Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

We will collect the complete pay plans from each of the City's comparators and build a custom survey database to ensure accuracy and completeness, unique to the City's job classifications.

- a. **Data Collection Protocol** will be developed in consultation with the City's project leaders to determine which salary data elements to include, such as:

Base Salary Information

- Salary grade/step or open range salary plan structure
- Salary range structure Minimum, Midpoint, and Maximum
- Method of salary administration – longevity, performance, or skill

Additional Compensation Information:

- City-supported benefits such as health insurance, pension contributions
- Supplemental pay items for special qualifications/certifications
- Individual or group incentive plans, bonus, awards, stipends
- Any additional add-pay or benefits items at City's direction

- b. *Benchmark Job Selection*** will be made by identifying City job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.
- c. *Comparator Employers Identification (up to 12)*** will be made in consultation with the City's Project Manager(s) or City Council. Criteria include their degree of competition to the City in obtaining and retaining high quality staff, their location in the City's traditional recruitment areas, and their organizational size and complexity.
- d. *Compensation Data Collection*** will be made by one or more of the following methods.
 - Pre-survey contact with the selected comparator employers to solicit participation in the City's compensation survey(s)
 - Extraction from the pay plans of designated public employers.
 - Customized salary survey requests for local governments and other public employers, distributed by mail, fax, and e-mail.
 - As desired, additional data extraction from established salary surveys and commercial survey sources such as Economic Research Institute's Salary Assessor for the immediate area.
- e. *Data Quality Control*** includes editing data for accuracy and proper matching to the City's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources, enter the information into the **EZ COMP™** program, and compute the prevailing rates, inclusive of cost-of-living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the City's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the City with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the City's offerings vary from the prevailing rates and practices of other relevant employers.

5. Compensation Competitiveness Policy

We will assist the City to select a compensation competitiveness policy (60th Percentile) which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

6. Salary Plan Structure Development

We will review the City's current employee agreements and wage plans and **1)** utilize the City's current wage plan structures to identify internally equitable and externally competitive salary ranges for each City job class or **2)** prepare alternative salary range structures and schedules for the City to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- Open salary ranges for pay-for-performance or variable compensation plan
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements
- Remuneration for required special licenses, certifications and registrations

7. Salary Range Assignment Development

We will assign each job classification to a salary range in the City's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class

8. Implementation Plan Development

We will consult with the Human Resources Director and Project Team on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, impact on bargaining processes, and estimates of required financial resources.

D. FINAL REPORTS AND PRESENTATIONS

1. Draft and Final Report Preparation

We will provide the City's project leader(s) with a draft of our report for review and critique, including the compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the City's updated compensation plan.

2. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the Human Resources staff, City Officials, and employees.

3. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, **at no cost to the City** for one year.

ESTIMATED PROJECT ELAPSED TIME CHART

TASK NAME		ELAPSED WEEKS:				
		1-3	4-6	7-9	10-12	15+
	PROJECT COMMUNICATION, QUALITY ASSURANCE, PROJECT STATUS REPORTS	[Red bar spanning weeks 1-3, 4-6, 7-9, 10-12, and 15+]				
	COMPENSATION SURVEYS, BENCHMARK SELECTION, DATA COLLECTION, COMPARABILITY ASSURANCE REVIEW	[Red bar spanning weeks 1-3 and 4-6]				
	PREVAILING RATES COMPUTATION, MARKET COMPETITIVENESS ANALYSIS, DRAFT COMPENSATION METHODOLOGY			[Red bar spanning weeks 7-9]	*	
	SALARY RANGE ASSIGNMENTS ON BASIS OF INTERNAL EQUITY AND EXTERNAL COMPETITIVENESS (OPTION)				[Red bar spanning weeks 10-12]	
	SALARY RANGE TABLES, FISCAL ESTIMATES, REVIEW OF DRAFT PLANS WITH CITY OFFICIALS, DESIGNEE(S)				[Red bar spanning weeks 10-12]	*
	PREPARATION AND PRESENTATION OF FINAL REPORT TO HR, COUNCIL, EXECUTIVE TEAM					[Red bar spanning weeks 15+]

* Progress reviews with the City

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COST OF SERVICES

PUBLIC SECTOR PERSONNEL CONSULTANTS

COST OF SERVICES

A. PROJECT COST ESTIMATE

We estimate that the project's total cost, including all fees for professional services and reimbursement for out-of-pocket expenses, **will not exceed** the indicated amounts.

Major Project Components

- Salary and Benefits Survey	\$ 25,000
- From Surveys, Compensation Plan, Draft Reviews, Final Presentations	<u>\$ 5,000</u>
Base Cost:	\$ 30,000

B. FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the City's needs and financial resources. We will provide the City with monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that the City pay the invoices within thirty (30) days of their receipt.

C. ESTIMATED TIMELINES

We estimate that a compensation study could be completed within 90-120 days of initial planning meetings.

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SAMPLE CLIENT REFERENCES

PUBLIC SECTOR PERSONNEL CONSULTANTS

REPRESENTATIVE PROJECT REFERENCES

Following is a listing of agencies which are representative of more than 1,400 employers, for whom members of our firm have services similar to those requested by the City.

AVONDALE, CITY OF, AZ

Mr. Andy Mesquita, HR Director
11465 W. Civic Center Drive
Avondale, AZ 85323
(623) 333-2200
amesquita@avondaleaz.gov

FY 2025/2026 Compensation Study

SCOTTSDALE, CITY OF, AZ

Ms. Monica Boyd, HR Director
9191 E. San Salvador Drive
Scottsdale, AZ 85258
(480) 312-2491
mboyd@scottsdaleaz.gov

FY 2024 Class and Comp Study
FY 2022 Compensation Study Update
FY 2018 Class and Compensation Study

CASA GRANDE, CITY OF, AZ

Mr. Scott Barber, HR Director
510 E. Florence Boulevard
Casa Grande, AZ 85122
(520) 421-8607
sbarber@casagrandeaz.gov

FY 2026 Comp Study
Multiple Studies FY 1998-Present

SEDONA, CITY OF, AZ

Mr. Russ Martin, HR Manager
102 Roadrunner Drive
Sedona, AZ 86336
(928) 203-5189
RMartin@sedonaaz.gov

FY 2026 Class and Comp Study
Various Projects 2018-Present

YUMA COUNTY, AZ

Ms. Jessica Rodriguez, HR Director
198 S. Main Street
Yuma, AZ 85364
(928) 373-1163
jessica.rodriguez@yumacountyaz.gov

FY 2023-2024 Class and Comp Study
Multiple Studies FY 1999-Present

YUMA, CITY OF, CA

Ms. Monica Welch, HR Director
One City Plaza
Yuma, AZ 85364
(928) 373-5137
Monica.Welch@YumaAZ.Gov

FY 2023-24 Class and Comp Study
Multiple Studies FY 2000-Present