

BASE COMPENSATION STUDY

Vendor	Public Sector Personnel Consultants (PSPC)	CPS HR Consulting	Total Reward Solutions
Cost:	\$33,000.00	\$49,800.00	\$62,125.00
Professional fixed fees	Services provided in person, virtual, video recording or combination of each	Virtual services via tele- and web-conferences and online portal	Virtual services with onw presentation to management leaders in person
Other Fees	N/A	Any hard copy printing of documents Consultant travel expenses	Cost for on-site meeting hours, travel time, and travel expenses
Time Frame for Completion	4 months (120 days)	5.5 - 6 months	5.5 - 6 months
Estimated Start Date	December 2023 or January 2024 with draft in March 2024	After February 15, 2024 (upon full contract execution)	Early January 2024 completed by June 30, 2024
Warranty	1-Year Warranty - To ensure effective implementation of new plan, PSPC 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.	N/A	N/A

PROPOSAL TO CONDUCT A COMPENSATION STUDY

FOR THE

CITY OF SAN LUIS

OCTOBER 2023

PREPARED BY

Matthew Weatherly, President (480) 947-6164
National Office: 2824 N. Power Road #113-486 Mesa, AZ 85215





October 31, 2023

Ms. Maria Munoz
Human Resources Analyst
City of San Luis
800 E. Cesar Chavez Blvd
San Luis, AZ 85349

Dear Ms. Munoz,

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

Current and recently completed studies include those for the Cities of Yuma, Scottsdale, Paradise Valley, Winslow, Cottonwood, Yuma County, Casa Grande, Gilbert, Cave Creek, and Carefree.

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, such as samples of recent similar studies, or if you would like to visit further about the City's project needs, please contact me at any time.

Sincerely,

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

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SUMMARY OF SERVICES FOR THE CITY OF SAN LUIS

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. Virtual project planning and scheduling meeting with City's Human Resources Staff, project designee(s)
2. Optional policy input meeting and briefing with Council, Human Resources and designee(s)

Compensation Survey

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

Compensation Plan Development

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

Communication of Results and Implementation Strategies

17. Preparation and presentation of final project reports for the City Council, staff, and City Officials
18. Development of a plan for the implementation of City's updated compensation plan
19. Development and provision of process for ongoing plan maintenance and subsequent plan updates
20. Assistance with communicating the City's updated plans for all City officials and employees

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**

We have regional offices or affiliates in Phoenix (Mesa), AZ, Los Angeles, CA, Sacramento, CA, Austin, TX, Dallas, TX, Chicago, IL, and St. Paul, MN

- **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 1,100 PUBLIC EMPLOYERS SERVED**

Our staff members have provided compensation, human resources, training and related consulting services to more than 1,100 public and 200 private employers throughout the U.S.

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

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.

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the City's objectives for the conduct of a 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: partnership with the City's Human Resources staff, City Manager, Council, and project designee(s); occupational, organizational, and operational familiarization; base pay compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates and multiple implementation scenarios; updated compensation plan.

C. COMPENSATION SURVEY AND ANALYSIS

1. City Involvement in Compensation Plan Development

We will obtain policy direction from the City Council, 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
- Internal Equity-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Compensation Points for Analysis
- Project Implementation Plan

2. Comprehensive Compensation Survey

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

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** will include City input on employee sourcing and turnover.

d. Compensation Data Collection will be made by one or more of the following methods.

- Customized compensation survey requests for local governments and other public employers.
- Data extraction from established salary surveys for inclusion of private sector and industry.

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.

D. PAY PLAN DEVELOPMENT OR UPDATING

1. Compensation Competitiveness Policy

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

2. Salary Plan Structure Development

We will review the City's current 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
- Linkage of performance evaluations to performance increase opportunities

3. 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

4. Implementation Plan Development

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

5. 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 plans.

6. Final Report Presentations

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

RECENT MUNICIPAL EMPLOYERS SERVED BY OUR STAFF

Addison, Town of, TX	Grand Forks, City of, ND	Rio Rancho, City of, NM
Aliso Viejo, City of, CA	Grapevine, City of, TX	Rockwall, City of, TX
Allen, City of, TX	Haltom City, City of, TX	Roswell, City of, NM
Benbrook, City of, TX	Highland Park, Town of, TX	Rowlett, City of, TX
Bothell, City of, WA	Indian Wells, City of, CA	Salinas, City of, CA
Bozeman, City of, MT	Kerrville, City of, TX	San Clemente, City of, CA
Carrollton, City of, TX	Killeen, City of, TX	San Juan Capistrano, City of, CA
Casa Grande, City of, AZ	Lamar, City of, CO	Santa Ana, City of, CA
Cottonwood, City of, AZ	Las Cruces, City of, NM	Scottsdale, City of, AZ
Culver City, City of, CA	Lisle, Village of, IL	Southgate, City of, CA
Dallas, City of, TX	Maricopa, City of, AZ	Tomball, City of, TX
Denton, City of, TX	Minot, City of, ND	Upland, City of, CA
Edmonds, City of, WA	Mountain Village, Town of, CO	Vernon, City of, CA
El Paso, City of, TX	Nogales, City of, AZ	Victorville, City of, CA
Fairview, Town of, TX	Odessa, City of, TX	Westlake Village, CA
Fort Worth, City of, TX	Pearland, City of, TX	Winslow, City of, AZ
Frisco, City of, TX	Plano, City of, TX	Woodlands Township, TX
Georgetown, City of, TX	Prosper, Town of, TX	University Park, City of, TX

Active Oct 2023: Yuma, Yuma County, Scottsdale, Carefree

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>Addison, Town of, TX</i>	<i>Frisco, City of, TX</i>	<i>Maricopa Ass'n of Govt's</i>
<i>Allen, City of, TX</i>	<i>Grapevine, City of, TX</i>	<i>Scottsdale, City of, AZ</i>
<i>Carrollton, City of, TX</i>	<i>Highland Park, Town of, TX</i>	<i>State of AZ Health Department</i>
<i>Chino Valley, Town of, AZ</i>	<i>Maricopa County PWD</i>	<i>University Park, City of, TX</i>

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

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>Georgetown, City of, TX</i>	<i>Osborn School District, AZ</i>
<i>Austin Community College, TX</i>	<i>Huntington Beach, City of, CA</i>	<i>Sacramento, City of, CA</i>
<i>CA Family Health Council</i>	<i>Los Alamos County, NM</i>	<i>State Bar of Texas</i>
<i>El Paso, City of, TX</i>	<i>Norman, City of, OK</i>	<i>Texas Office of Attorney General</i>

Ms. LoCurto 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>Cottonwood, City of, AZ</i>	<i>Pueblo West Metro Dist, CO</i>
<i>Boone County, MO</i>	<i>Huntington Beach, CA</i>	<i>Rowlett, City of, TX</i>
<i>Cochise College, AZ</i>	<i>Lake Tahoe College, CA</i>	<i>San Marcos, City of, TX</i>
<i>Colleyville, City of, TX</i>	<i>Plano, City of, TX</i>	<i>Winslow, 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.

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 recent consulting projects are those for:

<i>City of Frisco, TX</i>	<i>City of Plano, TX</i>	<i>Northern AZ Council of Gov'ts</i>
<i>City of Kingsville, TX</i>	<i>City of Salinas, CA</i>	<i>Pitkin County, CO</i>
<i>City of Monterey, CA</i>	<i>Greater Orlando Airport, FL</i>	<i>Sacramento City School District, CA</i>
<i>City of Plainview, TX</i>	<i>King County Library Systems, WA</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.

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>Midland, City of, TX</i>	<i>The Colony, City of, TX</i>
<i>Clarkdale, City of, AZ</i>	<i>Odessa, City of, TX</i>	<i>Winslow, City of, AZ</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.

PROJECT RATES BY MAJOR TASK

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

- Compensation Survey	\$ 20,000
- Pay Plan Modeling, Implementation Options and Costing	\$ 8,000
- Reporting and Presentations	<u>\$ 5,000</u>
Total:	\$ 33,000

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 the project can be completed in 120 days.

PROPOSAL

City of San Luis, AZ

Compensation Consulting Services

Originally submitted: October 5, 2023

Updated: October 20, 2023

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

Director of Products and Services

CPS HR Consulting
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Sacramento, CA 95834
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Your Path to Performance

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October 20, 2023

Maria Munoz
Human Resources Analyst
City of San Luis
800 E. Cesar Chavez Boulevard
San Luis, AZ 85349

Sent via e-mail to: mmunoz@sanluisaz.gov

Dear Ms. Munoz:

CPS HR Consulting (CPS HR) is pleased to submit this updated proposal to City of San Luis (City) to provide compensation consulting services. We are excited to deliver this as your continued partner in achieving organizational excellence.

We are committed to delivering services that are nothing short of exceptional, and we are eager to discuss how we can tailor our solutions to best serve you. In business since 1985, we pride ourselves in establishing and nurturing long-term relationships with the agencies we serve as we live out our mission of bringing excellence in Human Resources to the public sector.

We look forward to the possibility of working with the City on this important project. Should you have any questions, please do not hesitate to contact me at **(916) 471-3481** or via e-mail at vbrashear@cpsshr.us.

Sincerely,



Vicki Quintero Brashear
Director of Products and Services

Scope, Timeline, and Cost Details

Our Understanding of the Scope of Work

CPS HR understands that the City is seeking a consulting firm to conduct a compensation study within the following parameters.

■ **Base salary¹ collection, analysis, and comparison**

- Up to **39** benchmark classifications²
- Labor market pool inclusive of:
 1. City of Yuma, AZ
 2. Use of private sector data obtained from the Economic Research Institute (ERI; CPS HR has a current subscription)
 3. Use of aggregated survey data from League of AZ Cities/Towns Published Survey (cost to obtain data is the responsibility of the client)
- Salary recommendations for all **21** salary grades

Project Timeline

CPS HR approximates 5.5-6 months for the base salary study³. We will be able to commence work upon full contract execution after February 15, 2024.

Cost

CPS HR has prepared the following **professional fixed fee** menu of options based on the scope of work outlined.

Study	Professional Fixed Fee
Base Salary Study	\$49,800
Total Compensation Study	\$55,850
Not-to-Exceed Contract Amount:	Dependent on client selection

¹ Pricing for a total compensation (salary + benefits) has been included as an option. CPS HR's list of standard benefit elements will be provided upon request. The City may request the collection of more benefits at an additional cost.

² At the City's request, the benchmarks from the 2018 study will be utilized. All new matching and data collection will be conducted.

³ Add 2-2.5 months for a total compensation study.

Pricing Assumptions

Not included in the fixed fee:	
Materials Production	CPS HR provides all documents electronically. Hard copy printing of documents for this engagement will be the responsibility of the client.
Consultant Travel Expenses	We have not provided for travel costs since all work will be conducted virtually through the use of tele- and web-conferences and the sharing of documents through an online portal provided by CPS HR.

Billing Terms

CPS HR will bill in equal installments at the following milestones.

1. After kick-off meeting
2. Client approval of project parameters memo
3. Submission of draft matches
4. Submission of salary recommendations
5. Provision of compensation report

It is assumed that the client will be responsive to the delivery of all draft deliverables and all subsequent revisions as defined in an agreed upon project timeline. **Unanticipated revisions or delays to the project timeline could result in a need for an addendum to the contract related to contract end date, staff assignments, and/or pricing. Any addenda will be discussed in a timely manner with the client.**

Pricing Philosophy

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with the client which may in turn change the proposed cost of the project. As described in this proposal, the methods, approach, timelines, as well as the proposed fee, have been prepared as accurately as possible based upon the services requested and study objectives described in the information provided to CPS HR. The proposed professional fees reflect the steps and time necessary to conduct the study in a sound, thorough, and sustainable manner, including important input and review by the client's Internal Project Manager and designated stakeholders to accomplish the study objectives. If changes or additional services are required, we will be happy to discuss changes to the project activities, schedule, and/or fee proposal.

Maria Munoz

From: Cassandra Faurote <cassandra@totalrsolutions.com>
Sent: Thursday, October 12, 2023 1:45 PM
To: Maria Munoz
Subject: [EXTERNAL] Revised Compensation Project Estimate Oct 2023

Hi Maria!

I had some schedule changes today so was able to get a new estimate and deliverables pulled together based on the updated numbers you shared. Below are the revised deliverables:

- Develop compensation philosophy and market data scopes by employee group.
- Review job documentation and pull matches from two databases and send them to the City for review and approval.
- The City would match their jobs to the Arizona League of Cities survey and obtain two other local salary resolutions and match their jobs to those as well. The combination of these would be considered another source of data beyond TRS databases. Both databases and the combination of the surveys from Arizona would be weighted evenly thus resulting in 3 sources all weighted evenly.
- Market benchmarking data would be aggregated for up to 125 jobs from all three sources and would be provided at the 25th, 50th, and 75th percentiles of base pay and total cash compensation as well as market pay mix and bonus dollars at the 50th percentile.
- Develop a base pay structure based on market benchmarking.
- Slotting of all positions into the new pay structure.
- An incumbent analysis of approximately 315 employees to include percent of base pay relative to new midpoint, any employees under range minimum, any employees over range maximum, and the cost impact to increase employees to the minimum of their pay range.
- Executive slide presentation and a written report to include findings and recommendations for this compensation project, and
- Completion of the project by a date agreed to by both parties. The project could be started in early January 2024 and completed by June 30, 2024.

The revised investment for this project for 2024 is \$62,125. If you sign a formal proposal before the first of December, I will not pass the 2024 increase on to you and the project cost would be \$60,600. Additionally, there will be cost for on-site meeting hours, travel time, and travel expenses.

If this revised investment for this project is acceptable, let me know and I can send a revised proposal later next week after I return from conference.

Thanks!

Cassandra Faurote, CCP, SPHR, SHRM-SCP

Founder & CEO

Total Reward Solutions

Your Trusted Partner for Compensation Solutions | Certified WBE

Office: 317.589.8529 | Mobile: 317.490.7531 | Email: cassandra@totalrsolutions.com

From: Maria Munoz <MMunoz@sanluisaz.gov>
Sent: Wednesday, October 11, 2023 11:03 AM
To: Cassandra Faurote <cassandra@totalrsolutions.com>
Subject: RE: Compensation Project Estimate Follow Up