Jefferson Parish, Louisiana

Proposal for Comprehensive Wage and Salary Plan Studies

SOQ NO. 22-025

June 2, 2022 / TL Cox, Vice President

Segal

June 2, 2022

Jefferson Parish Purchasing Department
General Government Building
200 Derbigny Street, Suite 4400
Gretna, LA 70053
Buyer Name: Melissa Ovalle

Re: SOQ NO. 22-025 - Proposal for Comprehensive Wage and Salary Pay Plan Studies

Dear Ms. Ovalle:

Thank you for the opportunity to submit this proposal for comprehensive wage and salary pay plan studies for Jefferson Parish ("the Parish"). Segal is an independent, employee-owned firm and one of the nation's leading human resources advisory consultancies. Through our experienced public sector staff, we are among the most qualified to partner with the Parish on your engagement. For example:

Segal has an extensive record of success nationally, regionally, and locally. When choosing a human resources advisor, it is important to have confidence in the qualifications and credentials of both the company you choose and its consulting team. Segal has completed classification and compensation studies for public sector organizations in 42 states. A representative sample of our clients is as follows:

- Jefferson Parish Eastbank Consolidated Fire Department
- Transit Management of Southeast Louisiana (LA)
- Orleans Parish Sheriff's Office (LA)
- East Baton Rouge Parish School System (LA)
- Lafayette Parish School System (LA)
- City of Alexandria (LA)
- Terrebonne Parish (LA)
- Shelby County (TN)
- City of Knoxville (TN)
- Metropolitan Knoxville Airport Authority (TN)
- Metropolitan Nashville Airport Auth. (TN)
- State of Georgia:
  – Department of Audits & Accts
  – Merit System
- Forsyth County (GA)
- Fulton County Government (GA)

- Columbus Water Works (GA)
- Metropolitan Atlanta Rapid Transit Authority (GA)
- City of Greenville (NC)
- City of Raleigh (NC)
- City of Asheville (NC)
- City of Charlotte (NC)
- Greenville Utilities Commission (NC)
- Raleigh-Durham Airport Authority (NC)
- Centralina Regional Council (NC)
- City of Greenville (SC)
- Anderson County (SC)
- Beaufort-Jasper Water & Sewer Authority (SC)
- Anderson County (SC)

Segal continues to improve and enhance our processes to better serve clients. The needs of public sector agencies change, and to be successful, advisory services have to evolve with them. From our strict quality control procedures to our internal collaboration with cross-sector teams, Segal's methodology adds considerable value not prevalent in smaller or less-established firms. *That's why Segal is the recognized brand for public sector human resources.*

Segal has assigned to the Jefferson Parish study a team with specialized skills and experience in compensation and classification analysis and design. Additionally, *our proposed Client Relationship Manager has extensive experience in the State of Louisiana*, ensuring accessibility and local support to the Parish throughout the project. *We're confident our demonstrated history with public sector agencies in Louisiana puts the Parish in the best position to be successful in this important project.*

Segal is among, if not the leading provider of classification and compensation services to County/Parish government. County operations and jobs (including the services they provide citizens) are noticeably different than their public sector counterparts. *Segal's market presence with Counties across the country demonstrates to Jefferson Parish that we can contribute directly to the success of your engagement.*

Segal is invested in the Parish's success. Given the diversity of our services, our work across industries, and the national standing of our firm, Segal has much at stake in every engagement that we conduct. *We therefore seek to customize our procedures to each client's individual needs and culture.* This difference is clear to those who have worked with us and is one of the many reasons Segal has so many repeat clients.

We appreciate your consideration for this assignment and welcome the opportunity to meet with you to answer any questions you have. Please feel free to contact me by phone at 469.594.4664 or via email at tcox@segalco.com. As an officer of the firm, I am authorized to bind Segal to the terms of the proposal.

Sincerely yours,

TL Cox
Vice President

Segal

Table of Contents

1. Experience with Similar Projects

Segal's past experience with similar projects is described in detail in the enclosed Professional Services Questionnaire.

2. Demonstrated Knowledge of Compensation Systems

About Our Company

The Segal Group (www.segalco.com) has been a leading, independent firm of benefit, compensation, and human resources consultants since its founding in 1939. Our clients include corporations, non-profit organizations, higher education institutions, professional service firms, and public sector entities, and jointly trusteed benefit funds.

Segal is an independent, employee-owned private corporation with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs.

Our firm is headquartered in New York and has more than 1,000 employees working in the following offices throughout the U.S. and Canada.

Albuquerque, NM	Detroit, MI	New York, NY
Atlanta, GA	Edmonton, AB	Philadelphia, PA
Austin, TX	Fort Washington,	Phoenix, AZ
Boston, MA	Hartford, CT	Princeton, NJ
Braintree, MA	Juneau, AK	San Francisco, CA
Chicago, IL	Los Angeles (Glendale), CA	Toronto, ON
Cleveland, OH	Minneapolis, MN	Washington, DC
Denver, CO	Montreal, QC	Worcester, MA

For 80 years, we have developed cutting-edge total rewards approaches that provide quality health care, secure retirement, and competitive compensation programs for our clients' employees. Offering comprehensive total compensation and benefits packages requires governments to continually search for cost efficiencies and innovations. Many widely accepted benefit practice and cost containment solutions were originally designed by Segal.

Company History and Staff

The Segal Group was founded as the Martin E. Segal Company in October 1939, early in the development of employee benefit plans in American industry. From the beginning, Segal has been involved in developing health and retirement programs that meet the needs of employees and employers.

Through our history, we've built a group of brand names you've come to count on for truly personal actuarial, investment and human resources consulting expertise aimed at one mission: delivering trusted advice that improves lives. ***Today in 2022, we now formally operate under one name: Segal.***

Segal, Segal Benz and Segal Marco Advisors are all members of the Segal family. While company names and logos have evolved over the firm's 80-year history, we remain an employee-owned firm known for providing unbiased consulting based on the integrity, expertise, personal investment and trusted advice of our people.

The Segal Group is a founding member of the Multinational Group of Actuaries and Consultants (MGAC), whose member companies across the world meet clients' needs for assistance in international benefits planning

The Segal Group is a private corporation owned by its active officers, with no shareholder owning more than 5% of the common stock. Our firm's chief officers are:

- Joseph A. LoCicero, Chairman
- David Blumenstein, President and Chief Executive Officer
- John R. DeMairo, Vice Chairman
- John Flynn, Chief Operating Officer
- Joseph M. Fristachi, Senior Vice President, Treasurer and Chief Financial Officer
- Steven C. Greenspan, Senior Vice President, Secretary and General Counsel

Company Organization Chart

Segal is a completely independent organization with no ties to any other companies. Our only interest is in providing unbiased solutions to clients' total rewards needs. Visit us at www.segalco.com.

☆ Segal		☆ SEGAL BENZ	☆ Segal Marco Advisors
Our teams help a wide range of industries. No matter who you are, we can assist you with:			
Administration and Technology Consulting	Health and Welfare Benefits	Benefits Communication	Advisory Investment Solutions
Benefit Audit Solutions	HR and Benefits Technology	Communication Strategy	Corporate Governance and Proxy Voting
Compensation and Career Strategies	Insurance	Personalized Benefit Statements	Defined Contribution Consulting
Compliance	Organizational Effectiveness	Surveys and Focus Groups	Discretionary Consulting
	Retirement Benefits	Website and Portal Design	

Not any solution—your solution. Personalized advice and help.

Compensation & Career Strategies Services

Segal has offered human resources consulting services dedicated to our public sector and collectively bargained clients since 1997. We offer solutions and advice regarding:

- Total Compensation Market Studies
- Total Compensation System Design and Implementation
- Job Classification Analyses
- Job Evaluation System Design and Implementation
- Performance Management System Design and Implementation
- Employee Opinion Surveys
- Pay Equity Analysis
- Cost Modeling

Our consulting approach is based on customized solutions to meet specific needs, not "off-the-shelf" systems. Our goal is to maximize the value of total rewards by encouraging employee participation in our engagements. This is crucial to a successful outcome.

Total Compensation Market Studies

We conduct total compensation market analyses targeted to specific comparable employers. This process identifies benchmark positions that are representative of an employer's workforce. The surveys capture information on pay ranges, maximum hiring pay rates, pay progression policies, performance-based reward systems, paid time off, health and welfare related benefits, and retirement benefits. As a routine part of any project, Segal provides clients with all detailed source data received through our surveys.

Total Compensation System Design and Implementation

We design total reward systems by working with clients to develop compensation philosophies that support organizational strategic goals and compensation best practices. We frequently work with clients to transform longevity-based pay programs to performance-based systems. Additionally, we often work with our clients in a joint labor-management environment to facilitate and communicate reward system changes.

Job Classification Analyses

Classification studies include development and analysis of position questionnaires and employee interviews as the basis for evaluating and streamlining the classification structure. Additionally, we can assist in developing customized job descriptions that are consistent with legislation such as FLSA and ADA.

Job Evaluation System Design and Implementation

Our Segal Evaluator™ point-factor method of job evaluation is easily understood and provides an internal hierarchy based on established factors common to jobs throughout the organization. This approach determines the eight specific compensable factors customized to support the operating environment and organizational structure of each client.

Performance Management

Based on an organization's compensation strategy, we will develop a performance management approach that includes tools to measure individual and group performance as well as tie the performance management system to a pay delivery approach.

Employee Opinion Surveys

As part of evaluating total compensation programs, we frequently design and implement opinion surveys to measure employees' preferences and priorities regarding all aspects of their rewards of work (direct compensation, paid leave, benefits programs, work environment, career opportunities, affiliation with the organization, and other aspects). Our analysis can include comparisons of demographic groups, highlighting differences by occupational categories, career stage, or other groupings. In addition, we often conduct employee engagement surveys to understand employees' level of motivation and morale, turnover potential, and other measurable aspects of commitment and engagement with the organization.

Pay Equity Analysis

As an increasing number of states have enacted pay equity legislation, Segal can conduct pay equity analysis based on gender and/or race. Our analysis identifies the existence of potential pay disparities and provides recommendations for policies to correct and prevent inequities.

Cost Modeling

Most reward system redesigns result in a fiscal impact to the employer. Our modeling approach not only identifies the immediate impact of implementation, but also provides a multi-year perspective to identify steady employer costs.

Segal's Compensation and Career Strategies Client List

States, Agencies, Retirement Systems
State of Alabama
State of Alaska
State of Arizona
Central Arizona Fire and Medical Authority
State of Colorado
    Division of Human Resources
    Office of the State Auditor
District of Columbia
State of Delaware
State of Georgia:
    Department of Audits & Accts
    Merit System
State of Illinois:
    Board of Education
    Teachers' Retirement System
    Universities Retirement System
State of Iowa
State of Maryland:
    Department of Budget & Management
    Department of Mental Health
Commonwealth of Massachusetts:
    Bay Transportation Authority
    Department of Transportation
    School Building Authority
    State Lottery
    Treasurer & Receiver
    Teachers' Retirement System
State of Maine
State of Minnesota Public Safety Commission
State of New Hampshire (DAS)
State of North Carolina Education Lottery
State of Ohio Public Employees Ret. System
State of Oregon:
    Department of Administrative Services
    Legislative Assembly
    Lottery
State of Rhode Island
State of Texas Employees Retirement Syst.
State of Washington

Court Systems
Administrative Office of the U.S. Courts
State of California Superior Court, County of Los
   Angeles
State of Colorado Judicial Branch
State of Maine Judiciary
State of Maryland Judiciary
Commonwealth of Massachusetts Trial Court
State of Minnesota Judiciary
State of New Hampshire Judicial Branch
State of New Jersey Judiciary
State of Ohio Supreme Court
State of Vermont Judiciary
State of Washington Administrative Office of the
   Courts

Counties
Albemarle County (VA)
Anderson County (SC)
Anne Arundel County (MD)
Arlington County (VA)
Barry County (MI)
Bay County (MI)
Boulder County (CO)
Campbell County (WY)

City/County of Denver (CO)
Coconino County (AZ)
Deschutes County (OR)
Fairfax County (VA)
Forsyth County (GA)
Fort Bend Central Appraisal District (TX)
Frederick County (MD)
Fulton County Government (GA)
Harris County Appraisal District (TX)
Inyo County (CA)
Isabella County (MI)
Jackson County (TX)
Jefferson Parish (LA)
Johnson County (TX)
Kalamazoo County Government (MI)
Kenosha County (WI)
Lake County (IL)
Laramie County (WY)
Laramie County Library System (WY)
Las Vegas – Clark County Library (NV)
Lee County (FL)
Lexington County (SC)
Lincoln County (SD)
Los Alamos County (NM)
Macomb County (MI)
Minnehaha County (SD)
Mohave County (AZ)
Montgomery Central Appraisal District (TX)
Oakland County (MI)
Pierce County (WA)
Pinal County (AZ)
Pinellas County (FL)
Prince George's County (MD)
Prince William County (VA)
Rockwall County (TX)
Santa Barbara County (CA)
Seminole County (FL)
Shelby County (TN)
Smith County (TX)
Sonoma County (CA)
Spotsylvania County (VA)
Stafford County (VA)
Washington County (WI)
Waukesha County (WI)
Webb County (TX)

Municipalities
City of Albany (NY)
City of Albuquerque (NM)
City of Alexandria (LA)
City of Alexandria (VA)
City of Asheville (NC)
City of Aspen (CO)
City of Aurora (CO)
City of Austin (TX)
City of Avondale (AZ)
City of Baltimore (MD)
City of Boston (MA)
City of Bowie (MD)
City of Bristol (CT)
City of Bryan (TX)
City of Buckeye (AZ)
City of Cape Coral (FL)
City of Cambridge (MA) – Public Library
City of Carrollton (TX)
City of Cedar Rapids (IA)
City of Carlsbad (CA)
City of Chandler (AZ)
City of Charlotte (NC)

City of College Station (TX)
City of Columbia (MO)
City of Dover (DE)
City of Fort Lauderdale (FL)
City of Fort Worth (TX)
City of Frederick (MD)
City of Gaithersburg (MD)
City of Garland (TX)
City of Gastonia (NC)
City of Glendale (AZ)
City of Goleta (CA)
City of Goodyear (AZ)
City of Grand Rapids (MI)
City of Greenville (NC)
City of Greenville (SC)
City of Henderson (NV)
City of Hollywood (FL)
City of Houston (TX)
City of Kansas City (MO)
City of Knoxville (TN)
City of Lansing (MI)
City of Las Vegas (NV)
City of League City (TX)
City of Livermore (CA)
City of Manassas (VA)
City of Maricopa (AZ)
City of Middletown (CT)
City of New Bedford (MA)
City of North Kansas City (MO)
City of Oklahoma City and Its Trusts (OK)
City of Olathe (KS)
City of Palo Alto (CA)
City of Phoenix (AZ)
City of Pittsburgh (PA)
City of Prescott (AZ)
City of Raleigh (NC)
City of Rehoboth Beach (DE)
City of Richmond (CA)
City of Salem (VA)
City of San Antonio (TX)
City of San Diego (CA)
City of San Marcos (CA)
City of San Marcos (TX)
City of Santa Cruz (CA)
City of Santa Monica (CA)
City of Seaford (DE)
City of Seattle (WA)
City of Sedona (AZ)
City of Sierra Vista (AZ)
City of Sioux Falls (SD)
City of Solon (OH)
City of St. Cloud (MN)
City of Surprise (AZ)
City of Virginia Beach (VA)
City of Wilmington (DE)
City of Wylie (TX)
Bloomfield Township (MI)
Terrebonne Parish (LA)
Town of Acton (MA)
Town of Buckeye (AZ)
Town of Millsboro (DE)
Town of Ocean City (MD)
Southern California Association of Governments
Spokane Regional Health District (WA)
Timberland Regional Library (WA)
Tulsa City County Library (OK)
U.S. Office of Personnel Management

Transportation Systems
Alaska Railroad Corporation
AC Transit (CA)
Bay Area Rapid Transit (CA)
Ben Franklin Transit (WA)
Bishop International Airport Authority (MI)
City of Austin – Transportation Dept. (TX)
Central New York Regional Transp Authority
Central Ohio Transit Authority (OH)
C-TRAN (WA)
Columbus Regional Airport Authority (OH)
Denton County Transportation Authority (TX)
Des Moines Area Regional Transit (IA)
Fort Wayne-Allen County Airport Authority (IN)
Golden Gate Bridge and Highway Transportation
    District (CA)
Harris County Transportation Authority (TX)
Hillsborough Area Regional Transit (FL)
Indianapolis Public Transportation (IN)
Jackson Square Aviation (CA)
Jacksonville Aviation Authority (FL)
Jacksonville Transportation Authority (FL)
Kansas City Area Transit Authority (MO)
Kenton County Airport Board (KY)
Lehigh Northampton Airport Authority (PA)
Lincoln Airport Authority (NE)
Maryland Transit Administration
Metro St. Louis (MO)
Metropolitan Atlanta Rapid Transit Authority (GA)
Metropolitan Knoxville Airport Authority (TN)
Metropolitan Nashville Airport Auth. (TN)
Milwaukee County Transportation Auth. (WI)
Naples Airport Authority (FL)
National Railway Labor Commission
New Jersey Turnpike Authority
Northeast Texas Regional Mobility Authority (TX)
Northern Arizona Intergovernmental Transportation
    Authority (AZ)
Orange County Transportation Authority (CA)
Pace, Suburban Bus Division of the RTA (IL)
Pierce Transit (WA)
Port Authority of Allegheny County (PA)
Port of Houston Authority (TX)
Raleigh-Durham Airport Authority (NC)
Regional Transit District (CO)
San Mateo County Transit (CA)
Southern California Regional Rail Authority (CA)
Transit Management of Southeast Louisiana (LA)
Transit Management of Washoe County (NV)
Valley Metro/RPTA (AZ)
Victor Valley Transit Authority (CA)
Virginia Railway Express
Washington DC Metropolitan Area Transit Authority
Wayne County Airport Authority (MI)

Utilities and Water Authorities
Beaufort-Jasper Water & Sewer Authority (SC)
Birmingham Water Works Board (AL)
Castaic Lake Water Authority (CA)
Central Arizona Project (AZ)
City of Austin – Austin Energy (TX)
City of Austin – Austin Water (TX)
Coachella Valley Water District (CA)
Colorado Springs Utilities
Columbus Water Works (GA)
Delta Diablo District (CA)
Denver Water (CO)
Des Moines Water Works (IA)
D.C. Water & Sewer Authority
Easton Utilities Commission (MD)
Florida Municipal Power Agency
Fairfax Water (VA)
Great Lakes Water Authority (MI)
Greenville Electric Utility System (TX)
Greenville Utilities Commission (NC)
Guadalupe-Blanco River Authority (TX)
Kerrville Public Utilities Board (TX)
Loudoun Water (VA)
Metropolitan District Commission (CT)
Narragansett Bay Commission (RI)
Navajo Tribal Utility Authority (AZ)
New Braunfels Utilities (TX)
Orange County Public Utilities (FL)
Platte River Power Authority (CO)
Prince William County Service Authority (VA)
Qualus Power Services (OH)
Raleigh Public Utilities District (NC)
Texas Municipal Power Authority
Toho Water Authority (FL)
Trophy Club Municipal Utility District (TX)
Upper Occoquan Service Authority (VA)
Water Replenishment District of Southern CA
West County Wastewater District (CA)

Other Clients
Accreditation Council for Graduate Medical Education
    ACGME
Baltimore County Public Library (MD)
Bexar County Juvenile Probation Department
CareerSource of Palm Beach County (FL)
Cecil County Public Library (MD)
Center for Health Care Services of Bexar County (TX)
Centralina Regional Council (NC)
Cincinnati and Hamilton County Public Library (OH)
Clearview Library District (CO)
Columbus Metropolitan Library (OH)
Commercial Metals Company (TX)
Community Behavioral Health (PA)
Cuyahoga Library District (OH)
Detroit Land Bank (MI)
Greater Vallejo Recreation District (CA)
International City/County Management Association (ICMA)
King County Housing Authority (WA)
Local Government Information Systems (LOGIS)
Maryland Fire and Rescue Institute
Maryland State Library
Melwood Horticultural Training Center Inc. (MD)
Minnehaha County Deputies Association (SD)
Northern California UFCW
Northern Virginia Regional Park Authority
Oakland Community Health Network (MI)
Orleans Parish Sheriff's Office (LA)
San Antonio Housing Authority (TX)
San Joaquin Council of Governments (CA)
Santa Barbara County Association of Govts (CA)
Santa Monica Libraries (CA)
Southeast Michigan Council of Governments (MI

Public School Districts
ABC Unified School District (CA)
Adams 12 Five Star School District (CO)
Alexandria City Public Schools (VA)
Arlington Public Schools (VA)
Boulder Valley School District (CO)
Chesterfield County Public Schools (VA)
Denver Public Schools (CO)
East Baton Rouge Parish School System (LA)
Fairfax County Public Schools (VA)
Frederick County Public Schools (MD)
Lafayette Parish School System (LA)
Loudoun County Public Schools (VA)
Norfolk Public Schools (VA)
Prince George's Co Public Schools (MD)
Prince William Co Public Schools (VA)
Spokane Public Schools (WA)
Springfield Public Schools (MA)
Stafford County Public Schools (VA)
Virginia Beach City Public Schools (VA)

Public Sector Higher Education
Bunker Hill Community College (MA)
Butler Community College (KS)
Central Piedmont Community College (NC)
Central New Mexico Community College
College of the Mainland (TX)
Collin County Community College (TX)
Colorado Community College System
Community College of Philadelphia (PA)
Community College System of New Hampshire
Delaware County Community College (PA)
George Mason University (VA)
Grand Rapids Community College (MI)
James Madison University (VA)
Juniata College (PA)
Maricopa County Community College (AZ)
Milwaukee Area Technical College (WI)
Morehead State University (KY)
Montgomery College (MD)
Mott Community College (MI)
Northern Virginia Community College
Northern Wyoming Community College
Palomar College (CA)
Parkland College (IL)
Portland Community College (OR)
Radford University (VA)
Texas A&M University Libraries
Thomas Edison State College (NJ)
University of Connecticut
University of the District of Columbia
Virginia Community College System
Yavapai Community College (AZ)

3. Experience Designing and Implementing Pay Plans (with approximately 700 positions)

Many of Segal's references in the Professional Services Questionnaire include well over 700 job titles. Additionally, we have several current projects with workforces similar in size and complexity to Jefferson Parish, including the City of Oklahoma City, Snohomish County, Thurston County, Athens Clarke County Unified Government, City of Laredo, City of Houston, Fulton County, Kalamazoo County, and several public higher education institutions.

4. Proposed Fees

Segal is fully aware of the sensitivity of budget allocations for public sector employers. We believe that you will find our approach focused toward achieving the Parish's objectives in the most cost-effective manner consistent with quality, accuracy, and timeliness.

Pricing reflects a single project, though we would be pleased to divide the Proposed Fees among Classified, Executive, Judicial, and the East Bank Consolidated Fire Department. This is based on our recent experience working with the East Bank Consolidated Fire Department and, specifically, the peer agencies chosen by the Department for their market survey.

Project Step	Fixed Fee
Step 1: Project Initiation Assumes we will be on-site a maximum of (3) days to meet or meet via videoconference with the Parish's Project Team and conduct stakeholder interviews, as well as time associated with learning about the Parish's current compensation and classification structures, policies, and practices.	$15,000
Step 2: Classification Analysis Assumes the following: • Analyze 700 job titles using existing job descriptions • Conduct employee presentations via videoconference • Recommend FLSA exemption status of all titles • Apply **Segal Evaluator™** job evaluation approach • Training and Knowledge Transfer	$120,000
Step 3: Salary Market Assessment Assumes the following: • Develop a customized base salary market survey document with up to 100 benchmark job titles, to be distributed to no more than 12 public sector peer employers • Optional private sector benchmarking using a maximum of three (3) published sources of private sector data • One draft and one final report of the market study findings	$50,000
Step 4: Recommendations Development Assumes the following: • Update or develop pay schedule(s) to cover all jobs covered by the study • Recommend grade assignments for all job titles covered by the study • Estimate the cost of implementing the recommended pay schedule, including recommendations regarding placement of each employee within the pay ranges, as well as one revised estimate based on Project Team's review and revisions • Assist with implementation and conduct training session with Human Resources staff (one day on-site)	$30,000
Step 5: Present Final Results to the Parish Assumes we develop and deliver one presentation, either on-site or via video conference, to the Parish.	$10,000
TOTAL FIXED FEE	**$225,000**

The proposed fee includes charges for all professional, analytic, and administrative services, as well as all expenses associated with materials, supplies, overhead, and travel for all tasks outlined in this proposal except as otherwise noted.

Our total fixed fee will be billed at the end of each month in 5 equal invoices for $40,000 and a final invoice for $25,000 upon completion of the project.

Please note: if the information in the census file is inaccurate additional hourly fees may be charged for data correction and preparation.

Travel expenses for meetings scheduled less than one week in advance will be charged additionally. If a scheduled meeting is cancelled by the client, any non-refundable travel expenses will be billed to the client at cost.

Our proposed fee assumes only the services and on-site meetings described in the proposal. Should the Parish request additional services or additional on-site meetings, we would charge the hourly rates shown below, as well as for the time and expenses associated with travel.

Title/Role	2022 Hourly Rate
Senior Consultant	$400
Consultant	$325
Associate Consultant	$285
Senior Associate	$250
Associate	$225

For your convenience, invoices can be paid by wire transfer. Please see the following information included below.

By Wire Transfer
JP MORGAN/CHASE BANK Acct Name: THE SEGAL COMPANY (WESTERNSTATES) INC. Acct Type: CHECKING Acct #: 1440-74105 ABA #: 021000021
Please reference client name and invoice.

5. Qualifications of Key Personnel

Segal brings to the Jefferson Parish project an excellent combination of skills and experience in public sector compensation and classification analysis and design. Specifically, Segal's consulting staff has extensive experience working with compensation systems in Louisiana, including:

- City of Thibodaux
- City of Alexandria
- Terrebonne Parish
- Orleans Parish Sheriff's Office
- Transit Management of Southeast Louisiana, Inc.
- East Baton Rouge Parish School System
- Lafayette Parish School System
- Rec & Park Commission, Parish of East Baton Rouge

The Segal project team consists of experienced consultants who are dedicated to meeting the needs of the Parish in a manner that is cost efficient, timely, and of high quality.

Staff Member	Role
TL Cox	Vice President, Client Relationship Manager
James Brittain	Project Manager
Greg Saylor	Analytical Team Lead
Lauren Price	Senior Analyst
Mira Ahluwalia	Analyst
Additional project team members will be added to ensure timely completion of project deliverables.	

We invite you to review the resume of each team member in the enclosed Professional Services Questionnaire.

6. Ability to Manage and Coordinate Projects

Segal believes that the key to successful project management is a combination of the delivery of high quality, client-focused consulting services and the critical support, review, collaboration, and approval of key strategic items and deliverables from the Parish Project Team.

Accordingly, our approach to aligning performance with your desired outcomes is based on the following standards and processes:

Needs-Based Staffing. Unlike many other consulting firms, where there is significant geographic focus (and financial structures that encourage local staffing), Segal works diligently to remove artificial geographic barriers to staff projects on a national basis. Our professionals are not "forced-fit" but are rather matched to your needs based on industry, market knowledge, and desired scope of work.

Seasoned Resources. We provide a diversity of resources, which puts us far above our competition. Many times, following the "sales" phase, other firms will assign less experienced or lesser-credentialed staff to complete the work. At Segal, our Client Relationship Managers aren't charged just to "sell" projects, but instead to focus on leading our project teams to ensure that timely, high-quality, and actionable deliverables are provided to each and every client.

Proactive Account Management. We place a premium value on our relationships with our clients. Our approach to account management and client satisfaction is proactive — we use an early warning system to identify and deal with potential client difficulties and anomalies as they emerge and before they become problematic.

Our Approach. We base our consulting approaches, analytics and methodologies on the unique circumstances of our clients. Our content expertise and ability to bring together disparate sources of data into a comprehensive assessment provides a richness and quality to our findings and reports. We move beyond the "tactical" and seek to become a strategic partner with our clients.

Quality. We follow a work product quality assurance process. Reports, memoranda, and deliverables on complex or technical matters are prepared by an experienced team member and reviewed by consultants who are experts in the area addressed by the material.

Continuous Client Feedback. We continuously seek client feedback and make adjustments as necessary throughout the project.

This is perhaps best illustrated by our recent work with Jefferson Parish East Bank Consolidated Fire Department.

Due to statutory constraints shared with Segal regarding how pay ranges for fire suppression staff are determined, the Parish was unable to make individual adjustments to positions based on market data, as those adjustments would invariably have an effect on subsequent ranks (**which may not have necessarily needed an equivalent adjustment to be consistent with**

market findings). Similarly, the Parish didn't desire to increase pay range minimums and decrease pay range maximums to bring itself in alignment with all survey respondents for multiple ranks. The Parish, therefore, requested four (4) separate versions of the detailed market data to aid in its decision-making process going forward. This "pivot" enabled Segal to provide value-added information without necessarily achieving the initial objectives of the study.

7. Work Plan and Description of Services

Objectives and Deliverables

As explained in our proposal and summarized in the following chart, Segal's recommended approach meets the stated objectives for the project and provides, for the Parish's consideration, **value-added services and deliverables**. We welcome the opportunity to answer any questions or to adjust our methodology based on a revised understanding of the Parish's objectives and circumstances.

Understanding of Jefferson Parish's Objectives	Approach to Meeting the Parish's Expectations
1. Involvement from employees at all levels of the organization	• Project initiation • Comprehensive initial data request and review • Stakeholder interviews • Communication plan, inclusive of presentations to employees to explain the scope and deliverables
2. Comprehensive Evaluation of Parish Jobs	• Job analysis • Career ladders (as appropriate) • Updated titles (as appropriate) • **Segal Evaluator™** methodology
3. Salary Survey	• Custom survey document • Public and private (as appropriate) sector benchmarking • Reports for each benchmark job
4. Presentation of Findings and Recommendations	• Updated hierarchy/alignment of positions using **Segal Evaluator™ (internal equity)** • Salary range comparisons **(external competitiveness)** • Update or development of new pay plans • Implementation cost scenarios • Written final report • Final report presentation
5. Training	• Administrative guidelines • Training • Implementation assistance
6. Reports and Data	• Detailed project documentation • Tools to maintain the new system going forward

Step 1: Project Initiation

1. Initial Meeting

The first task of this project will be to meet with the Parish's Project Team and any other key advisors to the project. The purpose of the meeting is to:

- Confirm the goals and objectives of the study
- Discuss the Parish's current compensation and classification structures, as well as the apparent and underlying reasons for this project
- Finalize the timeline and specific dates for deliverables
- Clarify Segal's and the Parish's roles in each project phase
- Establish parameters and protocols for keeping the Parish's Project Team, elected and appointed officials, and employees updated and informed
- Identify data or information needed to support the overall assignment

This meeting will help identify a clear project strategy that will facilitate a smooth and effective working relationship, best positioning the Parish for a successful outcome.

2. Conduct Stakeholder Interviews

In addition to the initial meeting, we propose to conduct confidential, one-on-one interviews with key stakeholders such as elected officials and department directors. The purpose of these interviews is to understand the perspective and needs of key audiences, including their opinions regarding the effectiveness of the current compensation and classification policies with regard to meeting operational needs and staffing requirements.

We have found these discussions to be a very valuable step in understanding the advantages and opportunities to improve the current classification and compensation program, as well as to assist us with developing recommendations that the Parish's leadership is likely to be receptive of.

Our Expectations of the Parish for this Step

For the initial meeting and stakeholder interviews, we ask the Parish to coordinate the schedules of those who will participate, as well as provide a meeting room. In addition, we ask that the Parish provide the following information in electronic format:

- Salary structures
- Current personnel policy documents and current organization charts
- Up-to-date job descriptions in Microsoft Word
- Current and accurate employee census data

Step 2: Classification Analysis

1. Conduct Employee Presentations

Once the initial project work plan is finalized, we typically conduct employee presentations to introduce the project and to explain the scope of the engagement and the deliverables Segal expects to provide.

This will be an important time to answer questions so that employees' expectations can be managed. For example, it is important for employees to know we are not evaluating performance and that this study will not result in layoffs or salary reductions. At the same time, we will explain this study does not guarantee any pay raises or grade increases.

These sessions are an important way for the classification and compensation study to be accessible to employees. They provide Segal an opportunity to discuss the scope, provide appropriate transparency into our methodology, and answer questions or respond to concerns. In this way, the study, Segal and the Parish's Project Team gain credibility that is important to a successful implementation.

2. Job Analysis

Once the Parish responds to Segal's initial data request, we will analyze the Parish's jobs. We will review each job title and series and document distinguishing characteristics that define a particular job title within a job family.

3. Develop and Document a Recommended Classification Structure

As the job analysis progresses, we will develop and document a recommended job classification structure for the Parish. This structure will contain at least the following:

- List of job titles, with titling guidelines (that is, standards for using terms such as "Coordinator," "Administrator," "Manager," or "Director" in job titles).
- Distinguishing characteristics among jobs within a job family or career path. For example, the key differences between a Planner I and II.

We anticipate recommending:

- Consolidation of class titles that have highly similar responsibilities and requirements.
- Re-wording of class titles, based on standard occupational nomenclature or for consistency across the Parish.

The outcome will be a recommended classification architecture that clearly defines and documents classifications to facilitate both internal equity and external market comparisons.

Segal's classification structure is one of many deliverables that distinguishes our approach from others in the market.

Example of Job Structure Recommendations
Administrative Support Family

Proposed Title	Current Titles	Distinguishing Characteristics	Current Minimum Quals	Proposed Minimum Quals	Supervisory Role	Decision Making & Complexity	Technical Skills	Physical Activities	Working Conditions
Administrative Technician	Admin Tech I and II	Entry-level office admin and customer service role.	2 yrs college 1-2 yrs exper	HS/GED <1 yr exper	Individual Contributor	Routine Decisions/Low Complexity	Standard	Light	Office
Senior Administrative Technician	Admin Tech III and IV	Experienced-level office admin and customer service role. Assists with a wide variety of activities and programs. Requires significant knowledge of department/division work and activities.	2 yrs college 3-4 yrs exper	HS/GED 2 yrs exper	Individual Contributor	Procedural Decisions/ Somewhat Complex	Standard	Light	Office

4. Conduct FLSA Analysis

FLSA, or Fair Labor Standards Act, analysis is common in studies of this nature. As per the Parish's request, Segal will, based on Department of Labor (DOL) guidance regarding overtime exemption, review Parish jobs against the following exemption tests:

- Executive Exemption
- Administrative Exemption
- Learned Professional Exemption
- Creative Professional Exemption
- Computer Employee Exemption
- Highly Compensated Exemption

If necessary (based on content within the Parish's existing job descriptions), Segal can collect supplemental, targeted information on job duties that DOL identifies as key determinants of exemption status, such as:

- Whether an employee "customarily and regularly exercises discretion and independent judgment."

- Whether an employee is responsible for direct supervision of others (or whose recommendations are given "particular weight" when making personnel decisions).

- Whether the job's primary duty meets any of the DOL's exemption tests.

Using this information, we will apply the DOL "duties" tests and provide guidance to the Parish regarding:

1. Whether jobs should be classified as Exempt or Non-Exempt

2. If a job is Exempt, which test is applicable (Executive, Administrative, Learned Professional, Creative Professional, or Computer Professional)

Our final report will contain information on:

- Each job's current exemption status

- Our recommended exemption status

- The applicable test(s) for those positions we think are exempt from the overtime regulations

- The rationale for our recommendations

It is important to understand, however, that our recommendations regarding FLSA exemptions do not constitute a legal opinion. Our firm does not provide legal advice to our clients. You may wish to have our recommendations reviewed by independent legal counsel.

5. Apply Segal Evaluator™

Segal offers a unique method of job evaluation called **Segal Evaluator™**. It provides our clients a consistent, quantifiable way of assigning positions to the compensation plan. Based on the objective analysis and scoring of the criteria defined below, (*all of which are common to jobs in local government*), **Segal Evaluator™** will be used to augment the classification process described above.

Based on the Parish's existing job descriptions, ratings for each criteria will be determined and a total value will be calculated for each position. The final hierarchy will then reflect both sound compensation practices and the Parish's collective organizational values. It is intended that this hierarchy will establish relative internal equity and that the compensation structure will be driven by market comparisons.

Compensable Factors	Measurement
Formal Education	Measures the minimum formalized training or education that is required for entry into the position
Experience	Measures the minimum level of work experience required for entry into the position
Management/Supervision	Measures the supervisory or managerial role of the job and the degree of complexity of work performed by those being supervised
Human Collaboration Skills	Measures the job requirements of interaction with others outside direct reporting relationships
Freedom to Act/Impact of Action	Measures the degree of freedom to exercise authority as well as assesses the impact of actions

Compensable Factors	Measurement
Technical Skills	Measures the job difficulty in terms of application of the knowledge required by the job
Fiscal Responsibility and/or Risk Impact	Measures the accountability and participation, if any, as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility
Working Conditions	Measures the surroundings or physical conditions under which the work must be performed

To summarize, **Segal Evaluator™** will:

- Use specific compensable factors across departments, workgroups, and positions to create an internal hierarchy of jobs
- Provide an objective, quantitative approach that is easily understood by employees at all levels within the organization
- Determine values for each factor and calculate a total score for each position
- Provide an organization-wide hierarchy that establishes internal equity
- Complement and co-exist with market data in structure development

The outcome will be a spreadsheet that shows all job titles and our recommended grade alignment. Unless otherwise agreed to, it will be the responsibility of Human Resources to vet job evaluation scores with each respective department.

From Human Collaboration Skills to Freedom to Act/Impact of Action, the Segal Evaluator™ methodology can be customized by the Parish to achieve internal equity across work groups, departments, and elected offices.

EXAMPLE OF JOB ANALYSIS WORKBOOK

Segal Recommended Job Title	JE Grade	JE Points	Formal Education	Work Experience	Management & Supervision	Human Collaboration	Freedom to Act/Impact of Actions	Knowledge & Skills	Fiscal Responsibility	Working Conditions & Physical Effort
Senior Management Analyst	111	643	Bachelor's Degree	3 to 5 years experience	Supervising semi complex work	Policy recommendations with moderate impact	Limited direction with moderate impact	Moderate skills and comprehensive application	Moderate fiscal responsibility	Good conditions with occasional physical effort
Management Analyst	109	509	Bachelor's Degree	1 to 3 years experience	Occasional direction of semi complex work	Policy recommendations with moderate impact	General direction with moderate impact	Moderate skills and advanced application	Moderate fiscal responsibility	Good conditions with little physical effort
Management Assistant	108	458	Bachelor's Degree	Up to 1 year experience	None	Negotiating interaction with moderate impact	General direction with moderate impact	Advanced skills and standard application	Limited fiscal responsibility	Good conditions with little physical effort
Senior Administrative Assistant	107	436	6 months + training beyond High School	3 to 5 years experience	Lead worker of semi complex work	Negotiating interaction with moderate impact	General direction with moderate impact	Standard skills and comprehensive application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant III	105	360	6 months + training beyond High School	3 to 5 years experience	Occasional direction of semi complex work	Negotiating interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant II	103	293	High School diploma or equivalency	1 to 3 years experience	Occasional direction of semi complex work	Advising interaction with moderate impact	Procedural direction with moderate impact	Standard skills and advanced application	Limited fiscal responsibility	Good conditions with little physical effort
Administrative Assistant I	101	194	High School diploma or equivalency	Up to 1 year experience	None	Advising interaction with moderate impact	Immediate direction with moderate impact	Standard skills and application	None	Good conditions with little physical effort

★ Segal

6. Training and Knowledge Transfer

Upon completion of the project, Segal will provide the Parish with all analytic tools and materials developed. These tools and materials are in standard Microsoft Office software (Word, Excel, PowerPoint).

Segal will conduct a training session with the Parish's Human Resources staff to transfer the tools, methodologies, and recommendations - including a description of the analytic processes that we used to conduct the study, as well as assistance with defining the operational needs that result from the potential changes in policy.

Because it is difficult to predict with any certainty exactly what kind of implementation assistance will be required for this project, our fee assumes up to eight (8) hours of consulting time.

Our Expectations of the Parish for this Step

Task/Step	Parish's Project Team Role
1. Conduct Employee Presentations	• Send invitations/announcements to employees • Reserve room and arrange for audio-visual media • Review and approve presentation language • Attend presentations
2. Analyze the Jobs	• Provide employee census data and information on the current job title structure in electronic format • Be available for questions and clarification
3. Develop and Document a Recommended Classification Structure	• Review draft structure and provide comments • Approve final classification structure
4. Conduct FLSA Analysis	• Provide information on current FLSA status • Seek outside legal counsel, as appropriate
5. Apply **Segal Evaluator™** Approach (Internal Equity)	• Provide information on current job evaluation approach, if applicable • Review draft and provide comments • Approve final **Segal Evaluator™** approach
6. Training and Knowledge Transfer	• Arrange training session and identify attendees

Step 3: Salary Market Assessment

1. Develop a Study Methodology

It is important for Segal and the Project Team to gain consensus on the overall goals and strategy regarding compensation, including the market study. We will work with the Parish's Project Team to clarify and finalize the market study methodology.

Our goal is to have a common understanding of the various options for conducting the market study, as well as an understanding of the implications on subsequent design of new salary structures. This understanding will allow us to develop and conduct a market study that is consistent with the Parish's compensation goals and will support the Parish's expectations.

For this project, we recommend conducting a custom-designed survey targeted to your public sector peer employers, while, if desired by the Parish, using published sources to represent private sector pay data. We recommend this for the following reasons:

- Custom surveys provide the most currently available data.

- Custom surveys allow you to target specific geographic markets, employers, and jobs.

- Custom surveys allow you to collect information that is not usually available in published data sources, such as scheduled salary ranges, union status, etc.

- Published sources may be the only method of gathering private sector data, since these organizations rarely respond to market surveys from other employers.

> **The integrity of private sector comparisons is another area where Segal leads the market. We leverage multiple sources, prominent in the industry, for our cross-sector benchmarking, while many consultancies rely only on a single source.**

2. Identify Benchmark Job Titles

We understand that this project covers approximately 700 job classification titles. We will recommend a list of benchmark job titles to include in the market study. Our goal will be to identify a list of jobs that:

- Capture a broad array of occupational groups, departments, and pay levels throughout the Parish

- Are readily found and matched within public sector organizations and the private sector (as applicable)

- Cover a large proportion of the Parish's workforce

For pricing purposes, we anticipate that up to 100 job titles will be identified as benchmarks from the current list of approximately 700 titles.

> At this phase of the project Segal will prepare a detailed benchmark analysis showing our recommended benchmark jobs and meaningful statistics about how those jobs cover different sections of the Parish's workforce. Our experience has shown this analysis is unique to Segal and is especially important in organizations the size and complexity of Jefferson Parish.

3. Identify Comparable Employers to Survey

The next step will be to determine the comparable employers to include in the study. Typically, these employers include public sector entities that are geographically proximate to the Parish and are likely to have matching jobs. In addition, it might also include public sector employers outside of the immediate commuting area, but that are similar to the Parish in terms of size, scope, population, similarity in services provided, or other characteristics.

We will discuss this list with the Project Team and make modifications as necessary. For pricing purposes, we have assumed the custom market study will be distributed to up to 12 public sector entities and use up to three (3) published sources to represent private sector pay data.

4. Collect and Analyze the Market Data

Segal will design a survey instrument for collecting the market information, which we typically develop in MS Excel. The types of information we anticipate collecting through the survey include:

Information Specific to Each Benchmark Job

- Matching job title
- Pay ranges (minimum and maximum rates)
- Actual average pay rates for each job title
- FLSA status
- Other similar information

We will also draft brief job summaries for each benchmark title to assist survey participants with matching jobs consistently and appropriately.

Once the Project Team has reviewed and approved the survey document, we will distribute it to the approved group of comparable employers. We make many efforts to achieve the goal of 100% participation from each invited employer, yet we cannot guarantee that we will obtain good data from each of the employers invited to participate or for all of the jobs requested.

Respondents will return completed surveys and supplemental materials directly to Segal. We will review and validate each survey response for completeness and reasonability, and then follow up with survey participants, as necessary, to clarify any incomplete or inconsistent responses.

Data Analysis

To analyze the data, Segal will develop a compensation benchmarking tool in MS Excel **that will become the property of the Parish at the completion of this project**. The Excel model will have the functionality to apply the adjustments needed to ensure consistent market comparisons, such as:

- Adjustments for differences in workweek hours[1]
- Geographic adjustments (for any entities or data sources outside the commuting area)
- Aging adjustments (for any published sources with data that is more than a year old)

In addition, the Excel model will include numerous tables and charts that show the Parish's market position in a variety of detailed and summary formats. We will analyze the survey data to determine the Parish's market position relative to the market average minimum, midpoint, and maximum pay rate for each benchmark job title. We then compare these averages to the Parish's pay ranges to determine the market position for each job title and occupational group. Based on industry standards that align with federal antitrust/safe harbor guidelines, benchmarks that receive less than five (5) total responses will not be included in our final report.

Our first deliverable to you will be a set of **detailed market data tables** that show the matching job title and pay range information associated with each job title, similar to the example shown below. We will meet with you to review each job match and finalize the information before proceeding to the next steps in the process.

---

[1] We recommend workweek adjustments for non-exempt (hourly) positions only

Detailed Market Data by Job Title

Administrative Specialist					
Data Sources	**Matching Job Title**	**Workweek**	**Pay Range Minimum**	**Pay Range Midpoint**	**Pay Range Maximum**
Public Sector					
Employer #1	Administrative Officer II	40.00	$54,256	$61,792	$69,328
Employer #2	Executive Assistant	37.50	$40,168	$51,121	$62,075
Employer #3	Senior Administrative Assistant	40.00	$34,681	$43,986	$53,291
Employer #4	Specialist Administrative Support	40.00	$35,089	$46,785	$58,481
Etc.		…	…	…	…
Client			$38,242	$50,035	$61,828
Public Sector Market Average			**$38,377**	**$49,291**	**$60,205**
Client as a % of Public Market Average			**100%**	**102%**	**103%**
Private Sector					
Published source 1	Administrative Specialist - Level 3	40.00	$38,707	$45,892	$55,296
Published source 2	Administrative Support III	40.00	$41,483	$51,736	$63,494
Published source 3	Administrative Services - U3	40.00	$41,098	$52,159	$64,032
Client			$38,242	$50,035	$61,828
Private Sector Market Average			**$40,429**	**$49,929**	**$60,941**
Client as a % of Private Sector Market Average			**95%**	**100%**	**101%**
Client		38.75	**$38,242**	**$50,035**	**$61,828**
Overall Market Average			**$39,403**	**$49,610**	**$60,573**
Client Market Ratio			**97%**	**101%**	**102%**
Client Market Gap			**3%**	**-1%**	**-2%**

Once you have reviewed and approved the job matches and detailed data tables, we will then prepare summary tables and charts that show the Parish's market position in various forms, such as those shown below.

Base Pay Market Position
by Sector

	Client Pay Ranges as a Percent of the Market Average		
Sector	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector	106%	101%	97%
Private Sector	83%	80%	75%
Overall	100%	95%	90%

Client Market Position by Data Source

		Client as a Percent of the Average		
Public Sector Peer Employer	# of Job Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Peer Organization Name	46	116%	108%	102%
Peer Organization Name	57	124%	104%	93%
Peer Organization Name	58	101%	95%	90%
Peer Organization Name	59	113%	107%	103%
Private Sector Data Source				
Data source	24	97%	98%	99%
Data source	10	91%	82%	70%
Data source	30	97%	98%	99%
Data source	54	90%	89%	88%
Overall		**100%**	**95%**	**90%**

Client Overall Market Position

Client as a Percent of the Overall Market Average

Job Family and Benchmark Title	# of Job Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Accounting/Finance/Business				
Account Clerk II	12	92%	88%	85%
Payroll Coordinator	12	113%	103%	96%
Senior Buyer	13	113%	110%	107%
Senior Financial Analyst	12	102%	97%	93%
Buildings and Facilities				
Maintenance Mechanic II	13	94%	91%	88%
Building Operations Supervisor	13	114%	110%	106%
Building Operations Manager	13	116%	109%	102%
Engineering				
Senior Engineering Technician	11	102%	100%	98%
Senior Civil Engineer	12	96%	91%	87%
Human Resources				
Human Resources Analyst	10	95%	94%	92%
Compensation Manager	5	91%	87%	82%
Human Resources Director	5	99%	86%	79%
Information Technology				
Applications Analyst Programmer	14	90%	95%	98%
Senior Business Analyst	12	90%	97%	100%
Senior Network Analyst	13	89%	93%	96%
Principal Database Administrator	12	101%	100%	98%
Information Technology Manager	15	97%	89%	83%
Job Family XXX				
Benchmark Job Title XXX	11	101%	99%	97%
Benchmark Job Title XXX	11	105%	99%	95%
Job Family XXX				
Benchmark Job Title XXX	13	99%	92%	87%
Benchmark Job Title XXX	14	86%	81%	77%
Benchmark Job Title XXX	13	100%	96%	91%

5. Prepare a Report of Our Findings

Once all data have been collected, reviewed, and analyzed, we will prepare a report detailing our methodology and findings. The report will include at least the following items:

- An Executive Summary, briefly describing our key findings

- A description of the study objectives and methodology

- The Parish's competitive market position for pay, applicable to each benchmark job title

- Appendices showing detailed information collected for the market study

Our Expectations of the Parish for this Step

Task/Step	Parish's Project Team Role
1. Develop Compensation Strategy and Market Study Methodology	• Meet with Segal staff, provide direction on strategy and methodology
2. Identify Benchmark Jobs	• Review and approve list of benchmarks
3. Identify Comparable Employers	• Identify and approve list of comparators
4. Collect and Analyze the Market Data	• Review and approve survey document • Assist with contacting survey recipients, if necessary • Complete survey on behalf of the Parish • Review draft market data and provide comments
5. Prepare and Deliver Report	• Review draft report, provide feedback, and approve final report

Step 4: Recommendations Development

1. Design a Recommended Salary Schedule

Once the market study report has been finalized, with the guidance of the Project Team, Segal will develop recommended new salary structures that are consistent with the market findings and the Parish's pay philosophy.

We anticipate that the pay schedule will consist of pay grades with minimum, midpoint, and maximum pay rates. Typically, we construct pay schedules to have consistent intervals between grades (usually 5% to 10%) as well as consistent range widths (typically 40% to 60%). The pay structure may include either steps or open ranges depending on the pay philosophy of the Parish. We will work with the Parish's Project Team to determine the most appropriate structure for your organization.

2. Recommend Pay Grade Assignments

We will then recommend grade assignments for all jobs covered by the study.

First, we will recommend grade assignments for benchmark jobs based on the market study findings. Typically, our goal is to identify the grade that is within 5% of the market average at the midpoint.

Next, we will recommend grade assignments for non-benchmark jobs using the results of the classification analysis and **Segal Evaluator™**. Our recommendations will be based on job content similarities and differences that were identified in the classification structure and **Segal Evaluator™**, such as minimum qualifications, scope of responsibilities, supervisory role, and other considerations.

Last, we will review the grade assignments with the Project Team, highlighting situations that represent significant change from the current pay relationships. Once you have had an opportunity to review and internally vet the recommendations, we will finalize the grade assignments as part of our final recommendations.

Our goal will be to ensure the new system 1) is market based, 2) considers the comparable worth based on job duties and competencies, and 3) is easily understood and used by managers and employees.

3. Determine Cost Impact

We will estimate the annualized cost of implementing the new/revised classification structure and pay scales.

This will require determining rules for placing current employees within the new pay ranges. While the prior steps determined the grade assignment for each position, this step involves determining each employee's salary within the assigned grade of the revised pay structure on the day of implementation.

We will work with you to determine the placement criteria. These criteria could include factors such as:

- Time the employee has been in the position
- Time the employee has worked for the Parish
- Current position in the salary range
- Desired market position for individual salaries
- Internal equity and pay compression considerations
- Results of recent performance appraisals

Based on the guidance of the Project Team regarding these criteria, we will identify each employee's recommended salary within the applicable pay range and will then determine the first-year annual cost of implementing the new classification structure and pay schedule.

Since we understand that successful implementation may depend heavily on the cost of implementation, our recommendations include two costing models for the Parish's consideration.

Each model will be constructed to provide the Parish with the ability to conduct sensitivity analysis (changes to the variables) independent of Segal.

4. Assist with Implementation

Our extensive work with the public sector makes us sensitive to the importance of planning for adequate input (and in some cases formal approval) by a variety of stakeholders such as department directors, senior executives, elected officials, and other stakeholders. Because it is difficult to predict with any certainty exactly what kind of implementation assistance will be required for this project, our fee assumes consulting time that could include such activities as the following:

- Developing an implementation schedule that takes into consideration potential phased approaches, based on the Parish's operational priorities, culture, and availability of funding
- Drafting a check list of the items that will need to be addressed prior to implementing the recommended changes
- Assisting the Parish with supporting the study results and recommendations with key stakeholders, including elected officials
- Assisting with developing employee communication materials
- Preparing presentation materials for decision makers
- Providing a training session with the Parish's Human Resources staff to transfer the tools, methodologies, and recommendations - including a description of the analytic processes that Segal used to conduct the study, as well as assistance with defining the operational needs that result from the potential changes in policy

Our Expectations of the Parish for this Step

Task/Step	Parish's Project Team Role
1. Design a Recommended Salary Schedule	• Discuss objectives/goals with Segal team, provide direction and input • Review and approve pay schedule design
2. Recommend Pay Grade Assignments	• Provide information on current pay grade assignments • Be available for questions and discussion • Review and approve methodology and pay grade assignments
3. Determine Cost Impact	• Provide employee census information • Provide information on fiscal ability and conditions • Discuss and approve implementation criteria • Review and approve cost model
4. Assist with Implementation	• Determine assistance needed • Provide direction to Segal team • Coordinate logistics for the HR training session

Step 5: Present Final Results to the Parish

We anticipate presenting the final results to the Parish. While it is difficult to anticipate at this time the exact nature of this presentation, our price proposal assumes we will develop and deliver one on-site presentation that will contain at least the following elements:

- Background and reasons for the project
- Objectives and goals of the project
- Methodology used to conduct our analysis
- Key findings and outcomes
- Our recommendations, including potential implications of those recommendations

We will draft the presentation for the Project Team's review, and then will finalize the document based on your comments and input. We anticipate that a senior member of Segal' Team will deliver the presentation, in conjunction with a senior member of the Parish's Project Team.

Project Schedule

Segal is available to begin this project upon authorization to proceed. Immediate tasks will be to complete the project initiation and stakeholder interviews and to plan for and discuss the employee communication sessions and develop the overall project timeline.

Please note: Segal is unable to begin any project without a signed contract from the Parish.