PROPOSAL

City of Commerce

Citywide Classification & Compensation Study

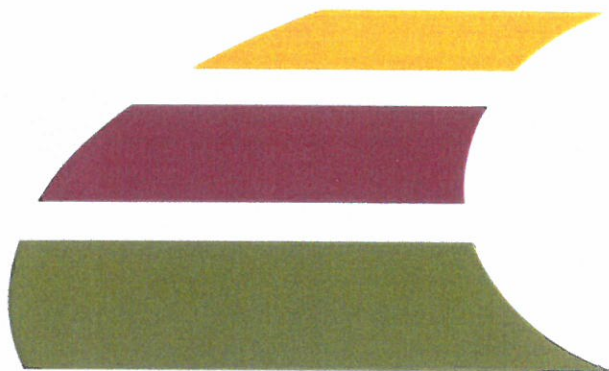### Request for Proposal

Due Date: January 19, 2018

5:30 PM PST

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

Director of Products and Services

CPS HR Consulting
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Your Path to Performance

a. Cover Letter

Mario Beas, Interim Director of Human Resources
City of Commerce
2535 Commerce Way
Commerce CA 90040

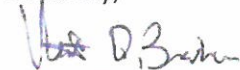**Subject: Citywide Classification & Compensation Study**

CPS HR Consulting (CPS HR) is pleased to submit this proposal to the City of Commerce (City) to evaluate, analyze and prepare a city-wide Classification and Compensation Study. With a rich history of assisting government agencies with their Classification and Compensation needs, we at CPS HR are confident that we can provide expert solutions to meet the City's needs.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. We provide best practice expertise that is unique because CPS HR believes in an integrated, systems-based approach to human resources. Our consultants understand that the multiple functional human resources disciplines (including classification and compensation) work together to foster an optimal Human Resource system.

- ■ *In-depth understanding of all local government operations, programs, and services.* CPS HR has been assisting public agencies meet their human resource needs for more than 31 years.

- ■ *Depth of experience preparing compensation and staffing studies.* CPS HR has conducted hundreds of compensation related studies for cities, counties, courts, special districts, and higher education institution within the last few years.

- ■ *Our familiarity and extensive experience in Southern California.* We have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions from several consulting engagements throughout Southern California. These engagements include multiple classification and compensation studies for the cities of Anaheim, Vista, Encinitas, Huntington Beach, El Segundo, Paramount, and Thousand Oaks to just name a few; as well as the counties of Orange, San Luis Obispo, Ventura; and special districts such as San Diego Association of Governments, Superior Court of California-County of Orange, Mojave Water Agency, OCTA, OCFA, and Ventura Regional Sanitation District. Possessing this in-depth experience with the region, combined with our overall classification and compensation experience, strengthens our understanding of the City's needs and what is required to meet your unique objectives.

Thank you for this opportunity; we very much look forward to working with the City of Commerce. Should you have any questions, please do not hesitate to contact our proposed Project Manager for this engagement, *Ms. Andi Bernard at (916) 471-3325 or via email at cbernard@cpshr.us.*

Sincerely,

Vicki Quintero Brashear, Director of Products and Services
2450 Del Paso Rd, Suite 220, Sacramento, CA 95834
(916) 471-3481; vbrashear@cpshr.us

CPS HR CONSULTING

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b. Consultant's Prior Experience and Qualifications

City of Temecula, CA (2017)

The City of Temecula is a repeat client for CPS HR. We worked on the City's annual reclassification requests (5 last year and 19 cases this year) from October to December, reviewed PDQs, interviewed all employees included in the study to determine proper allocation level, and met with City management to clarify/validate information. Draft and final reclassification study reports were provided.

City of Lancaster, CA (2017)

CPS HR Consulting was retained by the City of Lancaster to conduct a total compensation study for 50 benchmark classifications. The objective of the study was to determine the competitiveness of the City's base salary and total compensation in the labor market. To achieve this, CPS HR established a labor market of 10 comparable cities and collected and analyzed base salary and total compensation data. The data for this report was collected during the months of September through October 2017.

City of San Luis, AZ (2016-2017)

The City of San Luis retained CPS HR to conduct an agency wide classification and total compensation study. The classification study consisted of 255 positions allocated to 110 classifications. CPS HR produced a draft classification report, which outlined recommendations for reorganization and specific position allocations in the revised class structure for each of the positions encompassed in the study. The City and CPS HR completed the final classification report in March 2017. The compensation study included 10 labor market agencies and 40 benchmark positions. CPS HR produced the final compensation report in April of 2017.

City of Perris (2016-2017)

CPS HR was retained to conduct a classification and compensation study for the City of Perris. A draft classification report and draft total compensation report for classified, mid-management, and executive classifications was delivered.

Project Manager, Andi Bernard, was responsible for the initial kickoff meeting, benchmark selection discussions, labor market analysis, orientation presentations to employees and management, ongoing communication with the internal project team, and the review/submittal of the draft classification and draft compensation report.

Partial Project List

Classification and Compensation

We have conducted hundreds of classification and compensation studies for municipal agencies and special districts. In fact, we will be working concurrently on a study for the City of Paramount, which is a comparable agency to the City of Commerce.

Due to the significant number of projects, we provide a partial list of agencies for which we have provided classification and compensation services below. We have provided more detail on specific projects under our **References.** With the following list and the examples provided in our references, we demonstrate how we have collected data, performed analyses on said data, made recommendations, and worked successfully with our partners/clients.

Partial Public Agency Five Year Listing Classification and Compensation Projects *CPS HR has provided multiple services to these agencies	
Alameda Corridor East Construction Authority	Mojave Water Agency*
Amador-Tuolumne Community Action Agency	Monterey Peninsula Airport District
American Canyon, City of*	Monterey, County of*
Anaheim, City of*	Montgomery College, MD
Ashland, City of	Napa County Transportation & Planning Agency
Association of Bay Area Governments*	Oakdale, City of
Austin Energy	Orange, County of*
Bell, City of*	Paramount, City of
Berkeley, City of*	Petaluma, City of
Bernalillo, County of*	Placer, County of*
Brawley, City of	Redding, City of (Electric Utility)
California Bureau of State Audits	Regional Transportation Commission, NV
California Dept of Corrections and Rehabilitation	Rio Dell, City of*
California Department of Energy	Rocklin, City of*
California Department of Food and Agriculture	Roseville, City of (Electric Utility Department)
California Department of Human Resources	Sacramento Municipal Utility District
California Department of Real Estate	Sacramento, County of*
California Office of the Chief Information Officer	Safety Center, Inc.
California Seismic Safety Commission	San Diego County Water Authority
California State University, Sacramento	San Joaquin Regional Rail Commission

Partial Public Agency Five Year Listing Classification and Compensation Projects *CPS HR has provided multiple services to these agencies	
Clark, County of*	San Joaquin, County of*
Contra Costa, County of	San Luis Obispo, County of
El Segundo, City of	Sierra Nevada Conservancy
Eureka, City of	Stanislaus, County of*
Glenn, County of*	State Bar of California
Greater Los Angeles County Vector Control District	Superior Court of California, Orange County
Housing Authority of Santa Clara	Tehachapi, City of
Imperial, County of	Temecula, City of*
Jurupa Community Services District	Ventura, County of*
Lancaster, City of	Vista, City of*
Los Angeles Co Employees Retirement Assoc.*	Waxahachie, City of
Los Angeles Department of Water and Power	Western Area Power Administration
Madera, City of	Yosemite Community College*

c. References

Agency: City of San Luis, AZ

Address: 1090 E. Union Street, San Luis, AZ 85349

Contact: Olivia Jenkins, Human Resources Director; Phone: (928)341-8579;
Email: ojenkins@cityofsanluis.org

Agency: City of Perris

Address: 101 North D Street, Perris, CA 92570

Contact: Isabel Carlos, Assistant Director of Administrative Services; Phone: (951) 943-6100;
Email: ICarlos@cityofperris.org

Agency: City of Berkeley (Master Contract)

Address: 2180 Milvia Street, Berkeley, CA 94704

Contact: Rebecca Chen, Senior Human Resources Analyst; Phone: (510) 981-6822;
Email: RChen@cityofberkeley.info

Agency: City of Temecula

Address: 41000 Main Street, Temecula, CA 92590

Contact: Isaac Garibay, Human Resources Manager; Phone: (951) 302-4150; Email:
isaac.garibay@TemeculaCA.gov

Agency: City of Lancaster

Address: 44933 Fern Avenue, Lancaster, CA 93534

Contact: Kathleen Abaied, Human Resources Manager; Phone: (661) 723-6093; Email:
kabaied@cityoflancasterca.org

d. Organizational Chart

Project Managers

We have selected *Ms. Cecilia ("Andi") Bernard* and *Ms. Christi Tenter* to serve as project managers for this engagement because of their strong project management skills and depth of experience with a broad range of classification and compensation studies.

Ms. Bernard brings to the CPS HR team over 20 years of experience in public and private sector human resources, of which 13 of those years included classification and compensation work. She also possesses 15 years of experience working with multiple large unions as it relates to labor relations, employee relations, and classification and compensation studies. Her range of experience includes negotiating at the bargaining table, mediating, hearing grievances, and facilitating meetings and conferences. Her experience also includes working for the County of Orange and County of Riverside. Ms. Bernard will manage the compensation study activities.

Ms. Tenter is a tenured professional in Human Resources having over 20 years' experience in the field with a strong understanding of the various stakeholder interests in the classification and compensation analysis process. Ms. Tenter is a former Human Resources Manager for a large city, which included working closely with union leadership in developing effective recruitment practices and serving as a primary participant in law enforcement union negotiations. Her career in HR has been exclusive to unionized workforces and labor practices. Ms. Tenter will manage the classification study activities.

Their role will be to work directly with the City and designated stakeholders to (i) ensure the City's study needs and goals and objectives are understood and accurately communicated to City management, other key stakeholders, and the CPS HR Project Team; (ii) conduct client meetings; (iii) be responsive to all client requests; (iv) manage the work of the Project Team; (v) meet timeline and budget expectations; (vi) conduct quality control of deliverables; and (vii) meet/provide information/present results to the City's stakeholders.

Consultants and Roles

CPS HR has assembled a uniquely qualified team of professionals to assist the City with its studies. We are committed to meeting the highest professional standards of quality, therefore team members have been selected for their relevant experience and professional maturity in dealing with project environments such as this. Each of the team members has broad and deep experience in public sector classification and compensation systems and analysis and are readily available to assist the City with this project. The consultants we have assigned for work under this contract are listed in the following project staffing chart.

Organizational Project Staffing Chart

PROPOSED CPS HR TEAM—STAFF EXPERTISE AT A GLANCE		
CPS HR Consultant Name/Project Role	**Years of Experience**	**Role/Responsibility**
Andi Bernard, Co-Project Manager	**20+**	Manage overall project operations, act as client liaison, and actively develop and administer the project deliverables; her focus will be on compensation activities
Christi Tenter, Co-Project Manager	**20+**	Manage overall project operations, act as client liaison, and actively develop and administer the project deliverables; her focus will be on classification activities
Tami Brown, CCP, Project Consultant	**10+**	Actively involved in the development of all project deliverables
Edelynne Austria-Gavino, CCP, Project Consultant	**10+**	Actively involved in the development of all project deliverables
Justin Tucker, Project Consultant	**15+**	Actively involved in the development of all project deliverables

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e. Team Member Resumes

Cecilia (Andi) Bernard, B.S.

Ms. Bernard is a Project Consultant with CPS HR Consulting. She has over 20 years of compensation and classification experience. She is an experienced professional with a successful track record of delivering effective strategies to obtain business initiatives. She has worked administratively and strategically with the Riverside Sheriff's Department and the Riverside County Department of Social Services while developing and maintaining trustworthy cross-functional partnerships with all levels of management. She has successfully led multiple department initiatives to streamline systems and processes.

Employment History

- Project Consultant, CPS HR Consulting
- Senior Employee Relations Manager/HR Manager, County of Orange, HR Services, Santa Ana, CA
- Social Services HR Services Manager, County of Riverside, Human Resources, Riverside, CA
- Sheriff's HR Services Manager, County of Riverside, Human Resources, Riverside, CA
- Senior HR Analyst, County of Riverside, Human Resources, Riverside, CA
- HR Analyst II, County of Riverside, Human Resources, Riverside, CA
- On-Premise Manager, Spherion, Recruitment & Staffing Branch, Ontario, CA
- On-Premise Supervisor, Recruitment & Staffing Branch, Ontario, CA

Professional Experience

- **County of Orange, Human Resource Services (HRS) - Santa Ana, CA**

  Management responsibilities for all aspects of human resources over the Probation Department supporting approximately 1,200 employees. Core responsibilities for the Probation Department include records management, FMLA/ADA/PDL/EEO/WC compliance, workforce planning, classification and compensation, employee relations (sworn and non-sworn), labor relations, and leave management.

  Key accomplishments:

  - Established a classification and compensation presence on the Probation Human Resource Services Satellite Team. This included training Administrative Managers on fundamental concepts of classification studies including the involvement of labor unions, position description questionnaires, desk audits, reallocation recommendations for current employees, and workforce planning.

  - Identified critical areas of noncompliance with FMLA, ADA, and POBR, and implemented training and procedures to mitigate financial liability.

  - Established esteemed rapport with the Orange County Employees Association to implement complex side letters and settlement agreements impacting the daily operation of Juvenile Hall.

■ **County of Riverside, Human Resources (HR) – Riverside, CA**

<u>Social Services Human Resources Services Manager</u>. Management responsibilities for all aspects of human resources over the Department of Public Social Services supporting 3,485 employees. Core responsibilities include recruitment, assessment, talent development, workforce planning, classification & compensation, employee relations, and leave management.

Key accomplishments:

- Reengineered the Eligibility Technician recruitment and expedited the process from approximately four months to seven weeks.

- Implemented a leave management system to return employees to work or manage their leave time expeditiously.

- Increased the time to certify recruitment lists from an average of 60 days to 28 days on average for the Department of Public Social Services.

- Managed analysts conducting classification and compensation studies including reviewing and authorizing PDQ analysis, classification and compensation recommendations, job specification revisions, creation of new classifications and the reclassification of current employees.

Professional Affiliations

■ Member of the California Public Employers Labor Relations Association (CALPELRA)

Education

■ B.S., Chemistry, California State Polytechnic University, Pomona, CA

Christi Tenter, B.S.

Profile

Ms. Tenter is a Principal Human Resources consultant with CPS HR Consulting. She is a tenured professional in Human Resources who possesses over 20 years' experience in the field with significant Classification and Compensation expertise and a strong understanding of the various stakeholder interests in the process.

Employment History

- Principal HR Consultant, CPS HR Consulting
- Human Resources Manager, City of Bakersfield
- Sr. Human Resources Manager, Dean Foods (aka Morningstar Foods)
- Manager, Human Resources, Unified Western Grocers, Inc.

Professional Experience

City of Bakersfield

- Provide Human Resources leadership and program direction under authority of City Manager.
- Develop and maintain a sustainable classification and compensation system for the City of Bakersfield.
- Develop and execute strategic Human Resources programs (Training, Compensation & Benefits, Recruitment, etc.)
- Coaching and conflict management solutions including progressive disciplinary actions citywide.
- Facilitate effective negation strategies with represented units.
- Oversee operating and capital budgets for Human Resources and participate in City Budget Committee.
- Ensure government compliance with local, State and Federal regulations (i.e., ADA, FMLA, EEOP, etc.)
- Serve as commission secretary for three different commissions.

Dean Foods; aka Morningstar Foods, LLC.

- Provide Human Resources leadership to six (6) dairy manufacturing facilities within California and Texas.
- Maintain labor relations with bargaining unit employees governed by five applicable CBAs.
- Coaching and conflict management solutions including progressive disciplinary actions for salaried personnel.
- Conducted division audits to ensure HR programs are complaint under applicable laws and company guidelines.
- Responsible for recruitment and talent development efforts within division.
- Member of Corporate Legal Policy Advisory Committee charged with creating companywide policies for HR.
- Ensure government compliance, ADA, FMLA, COBRA, AAP, Worker's Comp, etc.

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Unified Western Grocers, Inc.

- Supervise Human Resources functions for Northern California Division (Sales, Marketing, Operations and Administration).
- Maintain labor relations with bargaining until employees under six (6) applicable collective bargaining agreements.
- Coaching and conflict management solutions including progressive disciplinary actions for salaried personnel.
- Responsible for all recruitment and selection efforts for division.
- Ensure government compliance, ADA, FMLA, COBRA, Worker's Comp, etc.

Professional Affiliations/Certifications

- Certified Facilitator, Development Dimensions International (DDI)
- Professional in Human Resources (PHR)
- Society in Human Resources Management (SHRM)

Education

- B.S., Business Administration; Management with emphasis in Human Resources, California State University, Stanislaus, Turlock, CA

Tami L. Brown, CCP, SHRM-SCP

Profile

Ms. Brown has over ten years of innovative compensation and classification experience in large, complex public-sector organizations. In her various roles in human resources and compensation, she has been a strategic partner to executive management, operational management and HR colleagues in leading project initiatives. She has provided strategic support for the design, implementation and administration of innovative compensation and classification programs to attract, incent and retain employees. She has extensive project management experience, including leading teams and budget management.

Ms. Brown holds a Bachelor of Science degree with a concentration in Economics and has obtained her certification as a SHRM Senior Certified Professional and as a Certified Compensation Professional through WorldatWork.

Employment History

- Principal Consultant, CPS HR Consulting, Anaheim, CA
- Compensation and Benefits Director, University of CA, Riverside
- Senior System-Wide Compensation Consultant, University of CA, Office of the President
- Compensation Manager, University of CA, Irvine Medical Center
- Senior Compensation Manager, Southern California Edison
- Compensation/Benefits/HRIS Director, Antelope Valley Health Care District, CA
- Compensation and Benefits Administrator, US Dept. of Energy, Jefferson Laboratory
- Compensation Consultant, University of CA, UCLA & Office of the President

Professional Experience

Compensation

- Developed and implemented campus systems, communications and policies to support a new system-wide compensation and classification program.
- Successfully implemented new classification compensation program at University of California, Riverside. Facilitated the implementation of new classification compensation program at multiple southern California universities.
- Gained approval and implemented a pay equity program for all non-represented positions, including market pricing of all positions and related analysis, at Irvine Medical Center.
- As the team project leader, developed and implemented a new salary structure for senior management positions including a new bonus and long-term incentive program at Southern CA Edison.
- Developed, implemented and managed a new market-based salary structure, including job/employee mapping, market pay analysis, and all related policies and communications.
- Managed organization-wide job description project; developed new template, wrote and/or revised the hospital's job descriptions.
- Developed and successfully implemented an on-line performance management tool (Success Factors) across the organization.

- Developed, implemented and managed a new pay for performance program including new focal point review period, annual merit increases, and budget impact analysis and reporting.

Benefits

- Managed the health and welfare programs, including voluntary benefit programs, wellness and savings programs.
- Managed the Leave Administration program including the outsourcing of the program to a third-party administrator for improved efficiencies and reliability.
- Partnered with external organizations, brokers and consultants to ensure high quality performance, cost containment and best practices for services delivered to the organization.
- Managed the defined benefit retirement plan and the 403b retirement plan.

Edelynne Austria-Gavino, CCP, PHR, SHRM-CP

Ms. Austria-Gavino possesses over ten years of experience in Compensation, Benefits, and Human Resources, as well as over ten years of experience in the high-tech/government contracting industry. She has extensive experience in leading HCM design and implementation and is CCP, PHR, and SHRM-CP certified.

Employment History

- Project Consultant, CPS HR Consulting
- Corporate Compensation Manager, Cubic Corporation, VA
- Senior Compensation Analyst, SAIC, Reston, VA
- Compensation Analyst, Vangent, Inc., VA
- Consultant/Human Resources Generalist, Independent Benefit Services
- Financial Services Professional, Navy Federal Credit Union, American Home Mortgage, HCI

Professional Experience

Corporate Compensation Manager, Cubic Corporation

- Manages global compensation and stock administration programs to ensure consistent and equitable pay practices, compliance with Company policies, and conformance with legal requirements. Performs and oversees a variety of analytical and administrative duties to ensure consistency of job descriptions/requirements and compensation guidelines company-wide. Advises senior management/business leaders regarding best practice pay practices and philosophies.

Senior Compensation Analyst, SAIC

- Serve as a trusted Compensation Advisor to Line HR, Staffing, and Management by providing sound advice and recommendations as it pertains to guidance on job classification, salary recommendations, and overall compensation best practices while balancing it with business needs and objectives. Conduct analyses of jobs and salaries to evaluate internal equity and external competitiveness as well as legal and regulatory compliance of pay practices and programs. Ensure compensation programs are aligned with business requirements and overall compensation philosophy.
- Job Structure Redesign: Involved as a SME in the redesign of SAIC's job structure. Responsibilities include developing standardized job descriptions and establishing competitive market salary ranges for all current positions.
- Geographic Salary Structure Design: Responsible for the design and implementation of SAIC's salary structure from a national structure to a geographic structure that is more closely aligned with local cost of labor data.
- Project Gemini: Involved as a SME/Business Analyst in the redesign and restructuring of the Total Rewards function as part of the transformation of SAIC into two independent, publicly traded companies. Key tasks included assessment of current and future state of the Total Rewards function and developing strategy and requirements for implementation and delivery.

- Fusion Compensation: Participated in the design and review of the Compensation/ HRIS tool (Fusion Comp) for enterprise use. Tasks involved an assessment of current Compensation practices and policies and developing recommendations and requirements to automate Compensation processes in Fusion Compensation.
- Fusion Non-Annual Bonus Module: Led the design and delivery of the non-annual bonus module. Tasks involved refining requirements and partnering with the IT development team, key HR functions, and Line Management; leading and developing service delivery and implementation for the enterprise.
- Annual Merit Cycle: Developed annual salary budget increase recommendations and guidance; partnered with Information Technology team to develop system requirements and enhancements for annual merit process. Led implementation, service delivery, and cross-functional training for the enterprise.
- Partnered with Pricing, Contracts, and Recruiting for proposal/RFP efforts.
- Led job classification/job study review projects for market pricing and regulatory compliance purposes.
- Successfully completed classification and SCA Conformance review of Consulting (CE) and Unscheduled Professional (USP) employees for FLSA compliance.
- Standardized position titling practices to ensure consistency in practice throughout the organization.

Compensation Analyst, Vangent, Inc.

- Conducted analyses of jobs, hourly wages, salaries and all incentive programs to evaluate internal equity and external competitiveness, as well as legal and regulatory compliance of the company's pay practices and programs.
- Participated in the redesign of the Compensation Salary Structure to include developing standardized job descriptions and establishing competitive market salary ranges for all current positions.
- Reviewed and made recommendations regarding job classification and market rates with managers and HR & Recruiting Team for new hires, internal promotions/ adjustments, as well as labor market analyses for proposal bids/RFPs.
- Conducted job evaluation and analysis to include FLSA exemption testing.
- Managed and administered base pay, spot award, and executive compensation programs.
- Consulted with management and HR on a broad range of issues relevant to Compensation, corporate policies, and procedures.
- Compiled and analyzed data from Compensation salary surveys and internal HRIS systems.
- Participated in Compensation salary surveys.

Education

- M.S., Management (HR focus), University of Maryland University College, Adelphi, MD
- B.S., Family Studies, Minor Psychology, University of Arizona, Tucson, AZ

Professional Certifications/Affiliations

- Certified Compensation Professional (CCP)
- Certified Professional in Human Resources (PHR)
- SHRM Certified Professional (SHRM-CP), Society for Human Resource Management
- World at Work
- Compensation & Benefits Association of San Diego
- Phi Kappa Phi Honor Society

Justin Tucker, M.A.

Profile

Mr. Tucker is an HR Consultant with CPS HR Consulting. He has a Master's Degree in Industrial & Organizational Psychology with vast experience in surveys, job analysis, need analysis, statistical procedures, and program evaluation.

Employment History

- HR Consultant, CPS HR Consulting
- Industrial Psychologist, FedEx Freight
- Assessment & Development Spct, Personnel Board of Jefferson County, AL
- Training & Development Intern, Biltmore Estates

Professional Experience

- Plan and utilize applied industrial psychology methodology (e.g., surveys, job analyses, need analyses, statistical procedures, and program evaluations).
- Assist with the design, development, and implementation of content valid performance management and selection procedures.
- Assist in the research, design and implementation of training/education in HR procedures including assessment, selection, and performance management.
- Perform statistical analyses and interpret data for a various human resource issues (e.g., employee survey results, AI analysis).
- Participate in or coordinate projects and/or Subject Matter Expert teams working to resolve specific human resources issues.
- Update policies, procedures, and intranet sites needed in the areas of assessment, selection, performance management, training, and testing.
- Conducted job analyses by gathering background information, meeting with subject matter experts, and collecting and analyzing data to define job domains (e.g., work behaviors, tasks, and KSAs).
- Developed legally defensible and content valid selection tools (e.g., structured interviews, work samples, minimum qualifications) based on job analyses.
- Assisted in yearly Classification and Compensation survey of jobs by conducting job analyses and desk audits to identify and document changes in work tasks, and to determine if employees are properly classified.

Education

- M.A., Industrial and Organizational Psychology, Western Kentucky University, KY
- B.A., Psychology, University of Alabama, AL

f. Management Overview and Approach

The CPS HR Approach to Consulting

Our approach to consulting can be summarized in the following statements:

- CPS HR fully understands that compensation studies require an iterative, collaborative, and flexible approach, rather than an approach based on imposing change, and our work plans are designed to be inclusionary and collaborative with all City stakeholders.

- Compensation systems should be designed to serve as a foundation for an organization over many years. We believe our greatest strength is our ability to work with our clients to develop well thought out systems which will withstand changing operational and economic conditions.

Upon completion of the City's project, the activation plan will involve moving measured tasks from the design stage to the implementation stage. CPS HR will assist the City's Internal Project Manager, and any other stakeholders with implementation and systems questions to engage them in dialogue on the assignability, actionable tasks, measurable elements, methodologies, goals and objectives of the new classification and salary system. CPS HR will collaborate with the City in consideration of potential changes and what they will mean collectively and on an individual basis. In addition, we will foster dialogue that leads to a general and mutual understanding, reasonableness, and acceptance of these changes.

Our Understanding of the Scope of Work

The City of Commerce (City) is seeking the services of a professional consulting firm that is experienced in the review, development, and implementation of classification and compensation systems to update study classifications and provide a comprehensive salary study. Currently, the City employs approximately 153 full-time and 396 part-time employees. There are 137 classifications. One collective bargaining unit represents all full-time employees. Department Heads and several confidential employees are not represented.

We understand that part-time classifications are an option for this study and are not a requirement, however, the City is interested in receiving information for the option of a part-time classification study. We have included this information under the **g. Fee Proposal** section.

The desired outcomes and objectives for the City of the comprehensive classification and compensation study include:

- Attracting and retaining qualified, high performing workers who will be paid equitable salaries;
- Providing a salary structure that enables the City to maintain a competitive position with other like entities within the same geographic area;
- Trained HR staff on the implementation and maintenance of the adopted classification and compensation system;
- Classification specifications which are legally defensible; and
- Assisting the City with the positioning their classifications by providing recommendations on staff alignments, reporting relationships, and organizational structure.

Classification Study Work Plan

As a general concept for any classification study, ongoing management of a relatively simple, well-delineated, and valid classification plan is an important organizational goal. Using such a plan, an organization should be able to identify and maintain consistent structural relationships, develop equitable compensation plans, and have substantial protection against outdated job descriptions that can impact the findings of a compensation study. When conducting a classification review, the overarching aspects of these important factors should be taken into consideration.

- **Classification Concepts and Allocation Factors** – As the foundation upon which all classification and compensation decisions are based, there should be underlying concepts that clearly identify how levels of work are titled, differences within these job levels, and how various levels are distinguished. Allocation factors should be established and utilized consistently throughout each analysis.

- **Defensibility** – This requires that any classification methodology, irrespective of where the methodology is used, must stand on its own merits under the scrutiny of multiple stakeholders.

- **Comprehensiveness and Clarity** – The classification structure should be comprehensive and inclusive of all functional areas and levels of work. It should also be clear, concise, and understood not only by those who administer it, but those affected by the classification decisions. While this may not satisfy all employees or their management on final classification recommendations, it is easier to gain acceptance if the process is transparent and employees and management recognize the reasoning behind the broader classification decision.

- **Administration** – A good classification plan balances "ease of administration" with position validity. Classification plan administrative tasks should not be so cumbersome or complex that they hinder timely and efficient ongoing maintenance.

- **Timeliness** – For classification decisions to be accepted by both employees and management, classification decisions must be timely. The longer classification decisions take, the more employee and managerial dissatisfaction with the system is likely to occur.

- **Accountability** – The human resources function and its classification decisions are not without regular challenge. Therefore, for any plan to be effective, there must be accountability and integrity at all levels of the process.

The classification work plan outlined in this section is intended to define all tasks within a comprehensive classification study, from employee orientation sessions to final reports as well as the types of deliverables associated with certain tasks. This work plan does not provide for an employee review/appeal process; however, one can be built into the work plan should the City desire such a review.

Task 1 – Receive and Review Background Material. Upon contract execution, CPS HR will gather background information including the following materials: (1) Organization Charts depicting organizational structure and report relationships; (2) Classification Specifications (MS Word format preferred); (3) Position Allocations; (4) Relevant Policies and Procedures; (5) Memorandums of Understanding (MOUs); and (6) Past Classification and Compensation Studies.

Task 2 – Initial Project Meetings. The CPS HR Project Manager will meet with the City's Internal Project Manager, Human Resources, Labor Union, and designated key stakeholders to initiate the project by confirming study goals, objectives, tasks to be performed, and methodologies. During this meeting, CPS HR and the City will also discuss and agree upon a communication plan for this study, since open and consistent communication is a key element in project acceptance and success. Some agencies prefer to appoint a classification and compensation committee to help guide the project.

Task 3 – Develop Job Evaluation Tools. CPS HR will develop tools to ensure valid information is gathered, analyzed, and documented consistently. This activity includes finalizing a Position Description Questionnaire (PDQ) for approval by the City, and distribution of the PDQ to study participants. Each PDQ is designed to capture specific information, and to be used in studies with multiple analytical goals such as position allocation and classification specification development/revisions. CPS HR will work with City management and appropriate labor unions to design a PDQ which meets the City's specific study needs.

Note: CPS HR has worked with several clients recently to test different versions of an automated PDQ, which has proven to be more efficient than traditional PDQ collection methods. We will work collaboratively with your project team to identify the most appropriate and effective job evaluation tool for the City's study. We have found this solution to provide a significant savings to agency staff with respect to completing cumbersome and lengthy PDQs.

Task 4 – Conduct Orientation/Training Sessions. The CPS HR Project Manager will draft an email to union stakeholders and all employees included in the study and invite them to attend a study orientation session. The purpose of the orientation session is to (i) Communicate study goals, methodology, and processes; (ii) Provide the PDQ and explain to employees how the document should be completed; (iii) Explain the role of employees, supervisors, and managers in the study; and (iv) Respond to employee questions regarding the study process.

These tasks and processes are critical in gaining employee understanding, trust, and acceptance of the study. Where possible, we encourage human resources staff to attend the meeting(s) to familiarize themselves with employee questions and the responses to those questions.

Task 5 – PDQ Completion. All study employees in single position classifications and a representative sample of employees in multiple position classifications will have the opportunity to provide information about the duties and responsibilities noted in the job specifications, duties not covered in the job specification, minimum qualifications, and physical demands. Each incumbent's supervisor will then review the collected data to ensure that the incumbent has accurately and sufficiently captured all pertinent information on job context and work output. CPS HR will look for innovative ways to automate the PDQ for your study and make the completion process efficient. We have found our automated approach provides a more uniform and accurate description, and offers more efficiency in completing the form. The completion of PDQs can cause delays in the project timeline if employees are not able to provide the required information in a timely manner.

Task 6 – Receive and Review PDQs/Prepare for Job Evaluation Interviews. The CPS HR Project Team will thoroughly review each PDQ to obtain an understanding of the duties and responsibilities assigned to each position after the supervisor has reviewed and evaluated the content. Job evaluation interview questions for study employees will be developed based upon the results of the documentation review. CPS HR project team members will develop an interview schedule and will coordinate the schedule with

the City's designated staff member (this individual will assume responsibility for coordinating the interview schedule with CPS HR and the study employees, notifying employees of their allotted time and date, making changes to the schedule, notifying all parties concerned, and reserving any conference rooms).

Task 7 – Conduct Job Evaluation Interviews. In addition to the PDQs, job evaluation interviews will be conducted with all employees in single position classifications and a representative sampling of employees in multiple position classifications to ensure the CPS HR Project Team has a complete understanding of the duties and responsibilities assigned to each position. CPS HR's budget assumes that position interviews or group interviews will be conducted with up to 40% of the employees/incumbents and appropriate supervisory and management personnel, as required. Interviews with supervisors or managers may also be held to further clarify information documented on their subordinate employees' PDQs. For planning purposes, each individual interview is approximately 60 minutes and supervisor or manager interviews range from 45 minutes to an hour.

Task 8 – FLSA Analysis. The CPS HR Project Team will analyze the duties and responsibilities of each position and provide recommendations to ensure compliance with the Fair Labor Standards Act (FLSA) exempt/non-exempt designations. Each position will be thoroughly reviewed based on the duties, responsibilities, scope of authority, and span of control for purposes of determining whether it is exempt or non-exempt under FLSA. We will provide a brief write-up on any positions that we find are not properly designated and summarize all other positions. The CPS HR Project Team will prepare a summary report in a table format presenting the following information: (i) Employee name; (ii) Current classification; (iii) Current FLSA status, (iv) Recommended FLSA status; (v) Exemption type (if applicable); and (vi) Summary on the rationale for the exemption (if applicable).

Task 9 – ADA Analysis. The CPS HR Project Team will assess each position's essential functions. CPS HR will prepare a questionnaire as part of the data collection effort to gather information about the physical demands. In addition, the Project Team will capture data through the PDQs about essential functions. These essential functions will be verified through discussions with incumbents and supervisors.

Task 10 – Identification of Career Ladders and Promotional Opportunities. The City has also requested that the selected consultant provide career progressions within the classification plan. Career ladders will be developed to provide clarity on career progression, employee growth and development opportunities. It is our experience that the criteria for that growth, i.e. does the employee require time in classification, or will additional education be required, provides more clarity on how one can progress through a job series and this level of distinction is included within our Career Ladders.

Task 11 – Analyze Classification Data. The Project Team will analyze all information collected from the incumbents and his/her supervisor/manager, and interviews to identify the job level; scope; typical duties; requisite knowledge, skills, abilities; and other job-related characteristics. This analysis will be used to make recommendations on how the study position(s) should be allocated within the City's classification structure; however, there are sometimes instances where there is no current classification to which a position can be assigned.

Task 12 – Revise Classification Specifications. Once the City has approved the classification study findings, the classification specifications will be revised/created accordingly. The format for classification specification revisions will be submitted to the City for approval. Our methodology for this task will result in:

- Accurately identifying the specific essential duties and responsibilities; required knowledge, skills, and abilities; minimum education and experience requirements; and minimum special qualifications for each position in the study.

- Reviewing, revising, editing, and developing written classification specifications for each study classification that clearly specify and describe a general statement of duties; any distinguishing features of the class; essential duties, knowledge, skills, and abilities; acceptable minimum education and experience; and required special training and certifications.

- Describing the typical work environment for the classification.

- Ensuring compliance with the provisions of the Americans with Disabilities Act.

Task 13 – Prepare, Submit, and Present Final Classification Report. CPS HR's reporting will include a discussion of our methodology and a narrative summary to support our recommendations in the Draft Classification Report submitted to the City for feedback. CPS HR will research any comments and issues raised during the on-site review of the Draft Classification Report with allocation tables for the FLSA analysis and study employee position placement recommendations. Once these have been resolved, an original and the requested number of copies of the Final Classification Report will be submitted and presented to the City. The City will be responsible for approving and implementing classification specification content changes through their standard process, including any necessary notifications to employees, employee representatives, or their Department of Human Resources.

Task 14 – Classification System Maintenance Training. At the conclusion of the study, the CPS HR Project Manager will conduct a training session on the development and maintenance of the classification plan with the City Department Heads, Supervisors, and other key staff members. This session would be scheduled to be concurrent with the on-site presentation of the Final Classification Report. It is CPS HR's standard practice for trainings of this nature to conduct a one-day training session with the City's designated staff to provide more comprehensive details on the classification study processes, methodologies, deliverables, and ongoing plan administration. The goal of this training day will be to assist the City's staff in understanding the job evaluation analyses/processes and to provide the City with the tools necessary for the continued maintenance of the classification plan. CPS HR will also provide the City with a manual to describe implementation and ongoing maintenance of the system.

Compensation Study Work Plan

The compensation work plan outlined in this section is intended to define all tasks within a comprehensive compensation study from labor market selection to final reports, and the types of deliverables associated with the task.

Task 1 – Review the City's Background Materials. Upon contract execution, CPS HR will request background information from the City to ensure the Project Manager and the project team is prepared for the initial meeting. Typical material requests for compensation studies include salary schedules, benefits summaries, compensation policies and procedures, classification specifications, MOUs, and any other documents relevant to the study. With much of the information available online, CPS HR will only request information that is not readily available. The CPS HR Project Manager will coordinate activities through and report to the City's Internal Project Manager, Human Resources, and other designated key stakeholders.

Task 2 – Initial Project Meeting/Labor Market Agency and Benchmark Selection. The CPS HR Project Manager will meet with the City's Internal Project Manager, Human Resources, appropriate labor unions, and any other designated stakeholders to discuss the study methodologies, deliverables, timelines, communication, and data collection methods. The CPS HR Project Manager will determine the City's compensation philosophy in this meeting to obtain direction and consensus. Additionally, the CPS HR Project Manager will be available to conduct a workshop with these key stakeholders to discuss the following elements of compensation policy if so desired:

- ■ **Labor Market Agency Selection** - This section of the workshop focuses on the typical labor market selection criteria and the process by which CPS HR will evaluate and prepare recommendations for the City's labor market agencies; such selection criteria typically includes: (i) Geographic Proximity; (ii) Size of the organization (measures may include number of employees or population); (iii) Services provided; (iv) Past labor market agency practices; (v) Cost of Living/Cost of Wages; and (vi) Competitive Recruitment Range/Agencies.

CPS HR will discuss and assess the current employment population and demographics to refine the market list (i.e., where do most current employees reside, what employers attract your employees, etc.). CPS HR does not simply recommend the most comparable agency based on size and services, but those that are competitive in determining the market on both the high and low end and in attracting talent. These agencies may differ between sworn and miscellaneous staff.

- ■ Additional topics include:
  - ● Labor market position (i.e., median, mean, or other percentile)
  - ● Benchmark classifications to be selected based on the following criteria: (i) They should be classifications for which counterparts can readily be found in surveyed employers so that sufficient compensation data can be gathered. Classifications which have a large number of comparables from other agencies are generally selected as benchmark classifications; and (ii) Benchmark classifications should have significant relationships to other classifications in their occupational group. This ensures that they will make good reference points in relating and establishing salaries for other classifications within their occupational groups.
  - ● Elements of total compensation to be surveyed

Using the selection criteria, the CPS HR project team will conduct research on potential labor market agencies and will provide the City with recommendations concerning the survey agencies and benchmark classifications to be used in the study. The budget for this proposal assumes that no more than 50 benchmark classifications will be surveyed within a labor market of no more than 15 public sector agencies. To reduce costs, CPS HR recommends the City assist with the collection of survey data from other agencies. We have found that agencies are much more likely to respond to a colleague than a representative from a consulting firm.

Task 3 – Design, Develop, and Distribute the Survey Instrument. The CPS HR project team will develop a comprehensive survey instrument to ensure the effective collection of salary data from each of the survey agencies. The survey instrument will include a brief description of each of the survey classifications with a request for the minimum and maximum monthly salary for each. It will also include a section to collect compensation policies and pay delivery systems, incentive pay, pay for performance, and other special pay options to identify current compensation trends within the established labor market. CPS HR's survey instrument is designed to be completed electronically or, if need be, in hard copy.

Task 4 – Review, Analyze, and Validate Labor Market Survey Data. To ensure the City receives the most accurate data for its studies, CPS HR will not solely rely on the completed surveys received from the labor market agencies without checking the validity of the submissions. Thus, in conjunction with the survey instrument received from each labor market agency, the project team will review any additional survey agency background materials such as copies of classification specifications, organization charts, staffing information, and other useful materials to substantiate the accuracy of the comparability of the matches. It is critical that the project team review such documents since titles alone can often be misleading and should not be relied upon. Further, CPS HR is committed to attaining full participation from the labor market agencies, either through obtaining each agency's agreement to complete the survey, and/or by the project team's completion of surveys as needed. Once the project team has completed their survey analysis tasks, the CPS HR Project Manager will audit the final data as part of our quality review process.

To determine whether a match from a labor market agency is comparable to the City's benchmark, CPS HR utilizes a whole job analysis methodology; this commonly used methodology analyzes the job as a whole, rather than by individual factors, by evaluating the core duties and responsibilities, the nature and level of work performed, and the minimum qualifications to determine whether the classification is comparable enough to be utilized as a match. The methodology recognizes slight differences in duties assigned to matches from other labor market agencies which do not impact the type, nature, and level of work performed. Matches should not be so broad that they include classifications performing dissimilar work, or work done at a higher or lower level, but they also should not be so narrow that they exclude matches doing comparable work, with slight differences in work that do not change the level and nature of work.

Task 5 – Design and Develop Data Spreadsheets. CPS HR will develop an individual data sheet for each survey classification that presents the comparable classification used in each agency with the relevant data associated with that classification, such as the position ranking within the labor market and salary range minimum and maximum. The labor market data analyses will be conducted based upon the labor market position affirmed within the City's compensation philosophy (e.g., median, mean, or other percentile). Each comparable match for each survey classification is reported in the relevant data sheet for full disclosure and review by others. We find this level of transparency in matching provides for a better understanding and acceptance of study results.

Task 6 – Conduct Internal Equity Analysis/Prepare Draft Salary Recommendations. A comprehensive and balanced pay program is the result of the analysis of external labor market data, combined with an analysis of important internal relationships that reflect the City's value system of jobs. With the whole job methodology, the internal pay relationship analysis for non-benchmark classifications will involve several steps to arrive at sound and equitable relationships. Among others, the most important of these steps will include:

- Analysis of existing and historical pay relationships

- Analysis of base compensation within the organizational hierarchy to establish consistent classification and job series pay parameters within departments and laterally Citywide

- Development of consistent, uniform, and realistic guidelines for determining internal relationships including span of control, nature and level of work performed and related components

- Recommendations of pay in consideration of skill, effort, and responsibility performed under similar working conditions following factors including seniority system, merit system, and/or earnings by quality pursuant to Labor Code 1197.5

- Recommendation of equitable and appropriate internal relationship differentials based on the above

- Analysis of the impact of mandated minimum wage increases on internal equity and the compensation schematic

Provided is the methodology CPS HR utilizes for establishing salary levels for benchmark and non-benchmark classifications in our compensation studies. This methodology would be applied to all the City study classifications: (1) The first step is to conduct a comprehensive understanding of the City's approach to identify the benchmark classifications to be used in the salary setting process; (2) The second step is to establish salary recommendations for these benchmark classifications by setting the salary level based on the market data; (3) The third step is to conduct a comprehensive review of the City's current internal alignment differentials to determine what their practices are, and if they should be adjusted; (4) The fourth step is to apply recommended internal differentials within job families to build the salary recommendations for classifications which have significant relationships to each other because they are in the same job series or family; (5) The fifth step is to determine what classifications remain that are not benchmark classifications, or classes that minimal comparable data was available for, and are also not part of a job series or family. These classifications are then reviewed to determine which classifications are the subject classifications currently internally aligned with and whether that relationship should be changed. Evaluation factors include the nature and level of work performed, as well as the minimum qualifications.

The following steps are followed for each classification within the pay plan. The salary recommendations for each study classification will display the following information:

- Classification title
- Current monthly range maximum
- Recommended monthly range maximum
- The percentage difference and/or dollar amount difference between the current and recommended monthly range maximum and the steps within a range, if desired

This information will provide the City with the percentage and dollar amount of any increase on a classification-by-classification basis.

As an alternative, CPS HR can prepare a customized point factor approach. This approach will place each job on a consistent scale using job factors that are important to the City. CPS HR will begin the process with its standard point factor approach. That approach will be presented to a compensation committee or some other stakeholder group to finalize the chosen job factors and their relative weights.

Task 7 – Prepare Draft Compensation Report. The project team will develop a Draft Compensation Report detailing the results of the labor market survey. This draft report will comprise the following:

- Scope of the study

- Labor market agencies, including the comparable characteristics (e.g., size, scope of services, number of employees, etc.)

- Study benchmarks, including the City's methodology utilized to identify benchmarks

- Labor market data analysis/methodologies

- Results of the base salary survey

- Salary recommendations for all classifications to assure internal equity and external competitiveness

- Impact of future salary considerations based upon minimum wage increases

The CPS HR Project Manager will meet with the City's Internal Project Manager, Human Resources, and any designated key stakeholders to discuss the Draft Compensation Report and to respond to any questions, comments, or concerns on the report.

Task 8 – Research and Resolve Issues/Prepare the Final Compensation Report. Based upon the City's review of the Draft Compensation Report, the project team will follow-up and resolve any outstanding compensation issues. Hard and electronic copies of the Final Compensation Report and the automated internal equity analysis will be delivered to the City and the results presented to City management, Labor Union, and any other designated City stakeholders. Given the proximity of CPS HR's staff, we are available for additional on-site, in-person meetings as required.

Task 9 – Compensation System Maintenance Training. At the conclusion of the study, the CPS HR Project Manager will conduct a training session on the development and maintenance of the compensation plan with designated City staff. This session would be scheduled to be concurrent with the on-site presentation of the Final Total Compensation Report. It is CPS HR's standard practice for trainings of this nature to conduct a one-day training session with the City's designated staff to provide more comprehensive details on the compensation study processes, methodologies, deliverables, and ongoing plan administration. The goal of this training day would be to assist the City's staff in understanding the compensation survey analyses/processes and to provide the City with the tools necessary for the continued maintenance of the compensation plan. CPS HR will also provide the City with a document describing the procedures to follow for new classifications.

Proposed Timeline

Commitment to the Proposed Timeline

The team members selected will be dedicated to this project to ensure that the deadlines for completion are met. CPS HR is open to discussion regarding the commencement of the compensation study in the interest of the City's operational goals. The final timeline after that point is highly dependent on any dialog/meetings/time the City will need to review the data internally. CPS HR will be able to commence work upon contract completion.

Our timeframes are based upon the assumption that (i) the selected labor market agencies will provide the information required within the specified timeframe, and that (ii) the City will be able to review, comment on, and approve study products within agreed upon timeframes. During the study, the CPS HR Project Manager will provide the City with interim status reports weekly on project progress and will assess any impacts on the timeline. We use sound and proven project management procedures to ensure our engagements are completed in a timely manner. It is customary for CPS HR to manage time and invoicing with a bi-weekly or monthly project status reports. We can also use Wrike™ software to provide project management information and timelines about the work product.

Task #	Classification Study *Note: bi-weekly updates will be provided by CPS HR project manager*	Week Number(s)
1	Receive and Review Background Materials	Week 1
2	Initial Project Meetings	Week 2
3	Develop Job Evaluation Tools	Weeks 3-4
4	Conduct Orientation Sessions	Week 5
5	PDQ Completion	Weeks 6-9
6	Receive and Review PDQs/Prepare for Job Evaluation Interviews	Weeks 10
7	Conduct Job Evaluation interviews	Weeks 11-13
8	FLSA Analysis	Week 14
9	ADA Analysis	Week 14
10	Identification of Career Ladders and Promotional Opportunities.	Week 15
11	Analyze Classification Data	Weeks 15-17
12	Revise Classification Specifications	Weeks 18-20
13	Prepare, Submit, and Present Final Classification Report and Client Review	Weeks 21-22
14	Classification System Maintenance Training	

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Task #	Total Compensation Study *Note: bi-weekly updates will be provided by CPS HR project manager*	Week Number(s)
1	Review the City's Background Materials	Ongoing
2	Initial Project Meeting, Labor Market Agency, Specialty Pay, and Benchmark Selection	Weeks 1-2
3	Design, Develop, and Distribute Survey Instrument	Weeks 10-12
4	Review, Analyze, and Validate Labor Market Survey Data	Weeks 13-17
5	Design and Develop Data Spreadsheets	Weeks 18-19
6	Conduct Internal Equity Analysis/Prepare Draft Salary Recommendations	Weeks 20-21
7	Prepare Draft Compensation Report	Weeks 22-23
8	Research and Resolve Issues/Prepare the Final Compensation Report	Week 24-25
8a	Present to Management, Union and Bargaining Units	Week 26
9	Compensation System Maintenance Training	

g. Fee Proposal

Professional Fixed Fee

The professional fixed fee to complete the City's classification study is **$24,047.50.** The costs to complete the compensation study review, internal equity study, and recommendations is **$23,170.00. The total cost for both portions would be $47,217.50.**

The cost to complete classification study for the part-time employees is $8,300. (Assumes same steps will be followed as for the full-time employees.) The cost to complete the compensation study for part-time employees is $4,880.

Reimbursable Expenses

Actual out-of-pocket expenses for such items as consultant travel, printing/copying, binding, and postage/delivery charges are reimbursable at cost. There is no mark-up on expenses. Most of the staff assigned to this project live in the Los Angeles county area so travel expenses should be minimal.

CPS HR is flexible with the proposed work plan; alternate approaches may be discussed with the City 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. If changes or additional services are required, we will be happy to discuss changes to the project tasks and/or schedule. Any assistance the City can provide with this task could greatly reduce the costs. In addition, the use of focus groups for the collection of data could dramatically reduce the price depending upon the number of incumbents that need to be interviewed.

Rates for Additional Services

A rate schedule is presented below for any additional work desired by the City that is not specified in the work plan prepared for this proposal.

Schedule of CPS HR Billing Rates					
Project Manager	$120/hr	Project Consultant	$100/hr	Project Technician	$70/hr

H. Exceptions/Deviations

CPS HR does not propose any exceptions or deviations from the requirements of this RFP.