



Jefferson Parish, LA

Proposal to Update and Provide a Comprehensive Wage and Salary Survey for The Classified Pay Plan

SOQ NO. 24-027

July 9, 2024 / TL Cox, Vice President



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July 9, 2024

Shanna Folse
Purchasing Specialist II
Jefferson Parish Purchasing Department
General Government Building
200 Derbigny Street, Suite 4400
Gretna, LA 70053

Re: Update and Provide a Comprehensive Wage and Salary Survey for The Classified Pay Plan

Dear Ms. Folse:

Thank you for the opportunity to submit this proposal to Update and Provide a Comprehensive Wage and Salary Survey for The Classified Pay Plan for The East Bank Consolidated Special Service Fire Protection District of Jefferson, Louisiana ("the Parish"). In 2020/2021, Segal conducted a similar project for the Eastbank Consolidated Fire Department and welcomes the opportunity to work with the Parish again on this engagement. 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 compensation 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 similar studies for public sector organizations in 42 states, including many throughout Louisiana. A representative sample of the clients our proposed team has worked with is as follows:

- City of Alexandria
- City of Thibodaux
- East Baton Rouge Parish School System
- Lafayette Parish School System
- Orleans Parish Sheriff's Office
- Rec & Park Commission, Parish of East Baton Rouge
- Terrebonne Parish
- Transit Management of Southeast Louisiana, Inc.
- City of Slidell
- Pointe Coupee Parish Police Jury
- City of Columbia (MO)
- Travis County (TX)
- City of Indianapolis (IN)
- City of Austin (TX)
- City of Kyle (TX)
- City of Little Rock (AR)

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 (including Jefferson Parish) 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

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a) Experience with Similar Projects

City of Houston, TX

- Reviewed and redesigned job classification system and structure for 14,000 employees
- Developed a total compensation labor market survey and database for 109 benchmark municipal jobs in 19 job families and Uniformed Police and Fire jobs
- Reviewed and redesigned point-factor job evaluation system
- Reclassified all civilian job titles
- Supported negotiations with police and fire fighter employee associations
- Worked with joint labor-management committee to develop revised prevailing wage rates applicable to unionized skilled trade occupations
- Conducted an Environmental Scan to collect information from four key major cities regarding practices for supporting their workforce through the HR function including organizational structure and internal processes
- Currently provide benefits consulting services related to health plan evaluations, prescription drug, dental program, health benefit claims auditing and total compensation statements
- Dates of Services: 1998–Current Client

Lexington County, SC

- Conducted a comprehensive classification and compensation study for all full time and part-time positions, including Police and Fire (1,540 employees in approximately 300 job titles)
- Developed a customized point factor system for use in evaluating changes in position responsibility for employees and to ensure internal equity
- Collected data on job classifications, provided information to meet FLSA, ADA and other local, state and federal requirements
- Conducted a compensation and pay practices market assessment covering 80 benchmark job titles and 16 public sector peer organizations and published data sources
- Updated pay schedule for all jobs covered by the study and recommended grade reassignments as appropriate
- Conduct an analysis of pay compression
- Developed recommendations for recommended compensation policies, procedures and guidelines to provide for implementation, ongoing administration and maintenance
- Developed new job descriptions for all positions
- Dates of Services: 2014–2015, 2019–2020

Travis County, TX

- Conducted classification analysis for 629 job titles
- Analyzed market data for approximately 100 benchmark jobs using 12 peer comparators and private sector data
- Developed pay schedules
- Recommended grade assignments for all job titles covered by the study
- Identified potential pay compression issues and provided alternative implementation solutions
- Recommended compensation policies
- Estimated the cost of implementing the recommended pay schedules and placement of each employee within the new pay ranges
- Compensation philosophy
- Date of Service: 2022 – Current Client

City of Fort Lauderdale, FL

- Conducted a comprehensive classification and compensation study for approximately 2,227 employees
- Developed and distributed a job analysis questionnaire to analyze City positions and develop FLSA recommendations
- Develop a recommended classification structure and assignments of individual positions to job titles
- Developed and applied a job evaluation system to establish and maintain internal equity
- Analyzed market data for 134 benchmark jobs from approximately 35 benchmark organizations using market data collected and provided by the City
- Updated current pay structure and developed pay schedules
- Recommended grade assignments for all job titles covered by the study
- Estimated the cost of implementing the recommended pay schedules and placement of each employee within the new pay ranges
- Development multi-year plan options for phasing in study recommendations
- Developed and recommendations for long-term management of the City's compensation system and development of administrative guidelines
- Dates of Services: 2016–2019

Experience with and knowledge of the Eastbank Consolidated Special Service Fire Protection District of Jefferson, Louisiana

In 2019 Segal conducted a similar project for the Eastbank Consolidated Fire Department that included the following:

- Reviewed existing pay plan for Jefferson Parish East Bank Consolidated Fire Department
- Conducted a comprehensive salary survey, collecting data from custom public sector agencies and augmenting that with information from reputable private sector sources
- Provided written findings resulting from that analysis

b) Demonstrated Knowledge of Compensation Systems

About our company

Segal (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, public sector entities and jointly trustee 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 1,100 employees working in the following offices throughout the U.S. and Canada.

Albuquerque	Edmonton	Phoenix
Atlanta	Philadelphia	Portland
Austin*	Hartford	Princeton
Boston / Braintree	Juneau	San Francisco
Chicago	Lansing	Seattle
Cleveland	Los Angeles	Toronto
Coral Springs	Minneapolis	Vancouver, BC
Denver	Montreal	Washington, DC
Detroit	New York	Worcester

For more than 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

Segal 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 we 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.

Segal 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.

Segal 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 Lo Cicero — Chairman
- David Blumenstein — President and Chief Executive Officer
- Joseph Fristachi — Senior Vice President and Chief Financial Officer
- Steven 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 segalco.com.

Our teams help a wide range of industries. No matter who you are, we can assist you.

Segal

Administration and Technology Consulting
Benefit Audit Solutions
Compensation and Career Strategies
Compliance

Health and Welfare Benefits
HR and Benefits Technology
Insurance
Organizational Effectiveness
Retirement Benefits

Segal Benz

Benefits Communication
Communication Strategy
Personalized Benefit Statements
Surveys and Focus Groups
Website and Portal Design

Segal Marco Advisors

Corporate Governance and Proxy Voting
Defined Contribution Consulting
Discretionary Investment Management
Intermediary/Advisor Solutions
Investment Consulting
OCIO (Outsourced Chief Investment Officer)

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

Compensation and 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.

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.

c) Experience Designing and Implementing Pay Plans and Overall Compensation Systems for Fire Departments

Category	Client Name	Client Name Continued
States, Agencies, Retirement Systems	Central Arizona Fire and Medical Authority Office of the State Auditor Commonwealth of Massachusetts: <ul style="list-style-type: none"> • Bay Transportation Authority • Department of Transportation • School Building Authority • State Lottery • Treasurer & Receiver • Teachers' Retirement System District of Columbia State of Georgia: Department of Audits & Accts Merit System State of Alabama State of Alaska State of Arizona State of Colorado: Division of Human Resources State of Delaware State of Illinois: Board of Education	State of Maryland: Department of Budget & Management Department of Mental Health 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 Teachers' Retirement System, Universities Retirement System State of Iowa State of Oregon: <ul style="list-style-type: none"> • Department of Administrative Services • Legislature • 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 Michigan Supreme 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 Supreme Court of Virginia
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) Gaston County Government (NC) 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)	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) Montgomery County (MD) 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) Travis County (TX)

Category	Client Name	Client Name Continued
Municipalities	Lake County (IL)	Wake County (NC)
	Lane County (OR)	Washington County (WI)
	Laramie County (WY)	Waukesha County (WI)
	Laramie County Library System (WY)	Webb County (TX)
	City of Albany (NY)	City of Livermore (CA)
	City of Albuquerque (NM)	City of Manassas (VA)
	City of Alexandria (LA)	City of Maricopa (AZ)
	City of Alexandria (VA)	City of Middletown (CT)
	City of Asheville (NC)	City of New Bedford (MA)
	City of Aspen (CO)	City of North Kansas City (MO)
	City of Aurora (CO)	City of Oklahoma City and Its Trusts (OK)
	City of Austin (TX)	City of Olathe (KS)
	City of Avondale (AZ)	City of Palo Alto (CA)
	City of Baltimore (MD)	City of Phoenix (AZ)
	City of Beaverton (OR)	City of Pittsburgh (PA)
	City of Bellevue (WA)	City of Port St. Lucie (FL)
	City of Boston (MA)	City of Prescott (AZ)
	City of Bowie (MD)	City of Raleigh (NC)
	City of Bristol (CT)	City of Rehoboth Beach (DE)
	City of Bryan (TX)	City of Richmond (CA)
	City of Buckeye (AZ)	City of Salem (VA)
	City of Cape Coral (FL)	City of San Antonio (TX)
	City of Cambridge (MA) - Public Library	City of San Diego (CA)
	City of Carrollton (TX)	City of San Marcos (CA)
	City of Cedar Rapids (IA)	City of San Marcos (TX)
	City of Carlsbad (CA)	City of Santa Cruz (CA)
	City of Chandler (AZ)	City of Santa Monica (CA)
	City of Charlotte (NC)	City of Seaford (DE)
	City of College Station (TX)	City of Seattle (WA)
	City of Columbia (MO)	City of Sedona (AZ)
	City of Dover (DE)	City of Sierra Vista (AZ)
	City of Fort Lauderdale (FL)	City of Sioux Falls (SD)
	City of Fort Worth (TX)	City of Solon (OH)
	City of Frederick (MD)	City of St. Cloud (MN)
	City of Gaithersburg (MD)	City of Surprise (AZ)
	City of Garland (TX)	City of Virginia Beach (VA)
	City of Gastonia (NC)	City of Wilmington (DE)
	City of Glendale (AZ)	City of Wylie (TX)
	City of Goleta (CA)	Bloomfield Township (MI)
	City of Goodyear (AZ)	Terrebonne Parish (LA)
	City of Grand Rapids (MI)	Town of Acton (MA)
	City of Greenville (NC)	Town of Buckeye (AZ)
	City of Greenville (SC)	Town of Millsboro (DE)
	City of Henderson (NV)	Town of Ocean City (MD)
	City of Hollywood (FL)	Southern California Association of Governments
	City of Houston (TX)	Spokane Regional Health District (WA)
	City of Kansas City (MO)	Timberland Regional Library (WA)
	City of Knoxville (TN)	Tulsa City County Library (OK)
	City of Lansing (MI)	U.S. Office of Personnel Management
	City of Las Vegas (NV)	
	City of League City (TX)	
Transportation Systems	Alaska Railroad Corporation	Metropolitan Knoxville Airport Authority (TN)
	AC Transit (CA)	Metropolitan Nashville Airport Auth. (TN)
	Bay Area Rapid Transit (CA)	Milwaukee County Transportation Auth. (WI)
	Ben Franklin Transit (WA)	Milwaukee Mitchell International Airport (WI)
	Bishop International Airport Authority (MI)	Milwaukee Transport Services, Inc. (WI)
	City of Austin/Austin-Bergstrom International Airport (ABIA) (TX)	Naples Airport Authority (FL)
	City of Austin — Transportation Dept. (TX)	National Railway Labor Commission
	Central New York Regional Transp Authority	New Jersey Turnpike Authority
	Central Ohio Transit Authority (OH)	North East Texas Regional Mobility Authority (TX)
	C-TRAN (WA)	Northern Arizona Intergovernmental Transportation Authority (AZ)
	Columbus Regional Airport Authority (OH)	Orange County Transportation Authority (CA)
	Delaware River and Bay Authority (DRBA)	Pace, Suburban Bus Division of the RTA (IL)
	Denton County Transportation Authority (TX)	Pierce Transit (WA)

Category	Client Name	Client Name Continued
	Des Moines Area Regional Transit (IA) DM Airports, Ltd (Morristown Municipal Airport) 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) 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)	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) 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	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) 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 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	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)

Category	Client Name	Client Name Continued
	Community College of Philadelphia (PA)	Portland Community College (OR)
	Community College System of New Hampshire	Radford University (VA)
	Delaware County Community College (PA)	Texas A&M University Libraries
	George Mason University (VA)	Thomas Edison State College (NJ)
	Grand Rapids Community College (MI)	University of Connecticut
	James Madison University (VA)	University of the District of Columbia
	Maricopa County Community College (AZ)	Virginia Community College System
	Milwaukee Area Technical College (WI)	Yavapai Community College (AZ)

d) Proposed Fees for the Project

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.

Project Step	Fixed Fee
Step 1: Project initiation Assumes the following: <ul style="list-style-type: none"> One onsite meeting each with the Parish's Project Team and union representatives. Includes time associated with learning about the Parish's current compensation structures, policies and practices for Fire positions, including a discussion of items the Parish would like to improve upon from the prior survey. 	\$10,000
Step 2: Base salary market assessment Assumes the following: <ul style="list-style-type: none"> Develop a customized base salary market survey document with up to 30 benchmark job titles, to be distributed to no more than 11 public sector peer employers, as well as the use of up to three published data sources to represent the private sector market. One draft and one final report of the market study findings, including one onsite presentation to the Parish's Project Team and union representatives. Submit to the Parish a maximum of four (4) data packets: <ul style="list-style-type: none"> Market data collected for all peers and compared to existing Parish pay ranges Market data collected for only peers in Louisiana and compared to existing Parish pay ranges Market data collected for all peers and compared to the pay range step (in lieu of pay range minimum) that represents the average tenure for incumbents hired into the position (provided by the Parish) Market data collected for only peers in Louisiana and compared to the pay range step (in lieu of pay range minimum) that represents the average tenure for incumbents hired into the position (provided by the Parish) 	\$40,000
Total Fixed Fee (without optional services)	\$50,000
Optional Service 1: Revised market definition (replacing a benchmark organization used in the prior analysis with a new entity)	\$5,000/revised peer
Optional Service 2: Additional peer entities (addition of a benchmark organization that was not used in the prior analysis)	\$5,000/additional peer

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 (excluding optional services) will be billed at the end of each month in 3 equal invoices for \$15,000 and a final invoice for \$5,000 upon completion of the project.

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

Staff Member	Title/Role	2024 Hourly Rate
TL Cox	Vice President	\$475
Greg Saylor	Consultant	\$365
Rebecca Dayton	Associate Consultant	\$320
Mira Ahluwalia	Senior Associate	\$280
Tarun Ramnath	Associate	\$235

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 (Western States) Inc.
Acct Type: Checking
Acct #: 1440-74105
ABA #: 021000021

Please reference client name and invoice.

e) 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.

Segal's 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
Greg Saylor	Consultant
Rebecca Dayton	Associate Consultant
Mira Ahluwalia	Senior Associate
Tarun Ramnath	Associate

Additional staff will be added, as necessary, to ensure timely completion of project deliverables. We invite you to review the resume of each team member on the following pages.

TL Cox

Vice President

Project Role: Client Relationship Manager



Expertise

TL is a Vice President with Segal, focused on compensation consulting to public sector entities nationwide, include state and local governments, special districts, utilities and water authorities, and court/judicial systems. He has more than 15 years of combined experience in providing consulting services to public sector organizations related to clients' human resources and information technology needs, including more than four years with The Waters Consulting Group, Inc. prior to its combination with Segal.

TL's clients include:

States, Retirement and Court Systems

Minnesota Judicial Branch
State of California Superior Court, County of Los Angeles
State of Maine
State Oregon Legislature
Supreme Court of Michigan
Supreme Court of Virginia
Committee for Public Counsel Services (MA)

Counties

Coweta County (GA)*
Inyo County (CA)
Jefferson County (CO)

Jefferson Parish (LA)

Kalamazoo County Government (MI)
Los Alamos County (NM)
Montrose County (CO)
Pittsylvania County (VA)*
Saginaw County (MI)*

Terrebonne Parish (LA)

Wayne County (MI)
Webb County (TX)
Travis County (TX)

Municipalities

City of Alexandria (LA)
City of Ankeny (IA)*
City of Austin (TX)
City of Little Rock (AR)
City of Indianapolis (IN)
City of Bryan (TX)
City of Carrollton (TX)
City of Charlotte (NC)
City of College Station (TX)
City of DeSoto (TX)*
City of El Paso (TX)*
City of Farmington Hills (MI)
City of Gastonia (NC)*
City of Greenville (NC)

City of Olathe (KS)
City of Anaheim (CA)
City of Portland (TX)
City of Richland (WA)*
City of St. Cloud (MN)
City of Salem (VA)*
City of San Marcos (TX)
City of Santa Fe (NM)*
City of Slidell (LA)
City of Thibodaux (LA)
City of Thornton (CO)
City of York (PA)
Town of Mansfield (CT)*

Utilities and Water Authorities

Beaufort-Jasper Water & Sewer Authority (SC)
Capital Region Water (PA)*
Colorado Springs Utilities (CO)
Denver Water (CO)
Florida Municipal Power Agency (FL)
Fort Wayne City Utilities (IN)*
Greenville Utilities Commission (NC)
Kerrville Public Utilities Board (TX)
Minnehaha Creek Watershed District (MN)*
New Braunfels Utilities (TX)
Texas Municipal Power Agency (TX)
Toho Water Authority (FL)
Upper Trinity Regional Water District (TX)*

Transportation

Dallas Area Rapid Transit (TX)*
Jacksonville Aviation Authority (FL)
Metropolitan Nashville Airport Authority (TN)
Port of Corpus Christi Authority (TX)*
Regional Transportation District (CO)

K-12 School Districts

Craven County Schools (NC)*

* Engagements marked with (*) were completed with a different firm

City of Greenville (SC)
City of League City (TX)
City of Leavenworth (KS)*
City of Oklahoma City and Its Trusts (OK)

Other Clients

Greater Vallejo Recreation District (CA)
Iowa League of Cities (IA)*
Lamar University (TX)
Local Government Information Systems (MN)*
North Central Texas Council of Governments
Northeast Community College (NE)
San Joaquin Council of Governments (CA)
Santa Barbara County Association of Governments (CA)
Southeast Michigan Council of Governments (MI)
Southern California Association of Governments (CA)
Maricopa Association of Governments (AZ)
Sourcewell (MN)

Professional background

Prior to joining Segal, TL led the public sector compensation consulting practice for another large organization.

In addition to his consulting work, TL has provided project management, executive coaching, leadership development and training to public sector organizations and various international private sector companies. He has also served as Chief Information Officer for the City of Tulsa, OK.

Education/professional designations

TL graduated from Southeastern Oklahoma State University with a BA in Political Science/Communications and has a Master of Public Administration from The University of Texas at Arlington.

TL Cox
tcx@segalco.com
469.594.4664

* Engagements marked with (*) were completed with a different firm

Gregory D. Saylor

Consultant

Project Role: Project Manager



Expertise

Greg is a Compensation Consultant in Segal's Washington, DC office with 10 years of consulting experience. He analyzes client data to provide meaningful insights for clients, with work that includes market studies, job classification/job analysis and job description development. His clients have included:

Court Systems

State of California Superior Court, County of Los Angeles

Counties

Frederick County (MD)
Stafford County (VA)

Municipalities

City of Albany (NY)
City of Frederick (MD)

Higher Education

Allegheny College
Delaware County Community College (PA)
Pennsylvania State University
University of Louisville (KY)

Transportation

Milwaukee County Transportation Auth. (WI)
San Mateo County Transit District (CA)

Professional background

Prior to Segal, Greg worked as an Associate Consultant for HR Consultants, Inc., a Johnstown, PA-based human resource and management consulting firm. In his role, he worked with both private and public sector clients from many industries, including the financial, manufacturing, professional services and nonprofit industries. Greg has worked on a wide range of human resources and analytical projects, including job analysis, job evaluation, market analysis, compensation design, employee handbook/policy development, executive recruiting, affirmative action plan development and review, training development and workplace investigations.

Education/professional designations

Greg holds a BA from Shippensburg University with a dual major in Management, with a Human Resource Concentration, and Marketing. He is a member of WorldatWork and is in the process of attaining his Certified Compensation Professional (CCP) designation.

Gregory D. Saylor
gsaylor@segalco.com
202.833.6421
segalco.com

Rebecca Dayton

Compensation Associate Consultant

Project Role: Senior Compensation Analyst



Expertise

Rebecca is a Compensation Associate Consultant in Segal's Washington, DC office. She has 10 years of experience as a Human Resources Classification and Compensation consultant. Rebecca performs analytical work for compensation market studies and job classification analysis.

Clients

States, Agencies and Retirement Systems

State of Colorado Office of the State Auditor
State of Maine
State of New Hampshire (DAS)
State of Rhode Island
State of Washington
Court Systems
State of Colorado Judicial Branch
Commonwealth of Massachusetts Trial Court (MA)
State of Washington Administrative Office of the Courts

Higher Education

Alabama State University
Maryland Institute College of Art (MICA)
Montgomery College (MD)
Northern Virginia Community College (VA)
Towson University (MD)
University of Maryland Eastern Shore (MD)
University of Tampa (FL)

Other Clients

Fort Bend Central Appraisal District (TX)
Greater Vallejo Recreation District (CA)

Counties

Anne Arundel County (MD)
Frederick County (MD)
Greene County (VA)
Seminole County (FL)

Municipalities

City of Alexandria (LA)
City of Austin (TX)
Town of Chapel Hill (NC)
City of Frederick (MD)
City of Gastonia (NC)
Town of Morehead City (NC)
City of Salem (VA)
City of Shelby (NC)
City of Santa Fe (NM)

Utilities and Water Authorities

Florida Municipal Power Agency
Transportation
Central New York Regional Transportation Authority
Naples Airport Authority (FL)

Professional background

Before joining Segal in 2020, Rebecca worked for Baker Tilly Virchow Krause (formerly Springsted, Inc.). She performed compensation-related work for public sector entities, water and special district authorities, health organizations, nonprofits and higher education institutions. Her projects included developing classification, compensation and performance evaluation systems; developing career ladders; conducting FLSA reviews; and assisting with development of personnel policies.

Prior to this role, Rebecca served as the Practice Accreditation Coordinator for the American College of Radiation Oncology, a nonprofit professional association.

Education/professional designations

Rebecca received an Associate degree in Education from Salem Community College and an Associate degree in Physical Therapy Assisting from Radford University. She is currently pursuing her Bachelor's degree of Business Administration in Project Management from Strayer University. Once completed, she will begin the process of attaining her Certified Compensation Professional (CCP) designation.

Rebecca Dayton
rdayton@segalco.com
segalco.com

Mira Ahluwalia

Senior Compensation Associate, New York

Project Role: Analyst



Expertise

Mira is a Senior Compensation Associate in Segal's Compensation and Career Strategies practice, based in the New York office. She works on statistical analyses pertaining to compensation, pay equity, job analysis and other human capital projects. She also assists in developing compensation and benefit strategies in both a qualitative and quantitative manner. She works on a range of clients, including:

States, Agencies and Retirement Systems

City of Fairfax (VA)

Snohomish County (WA)

Higher Education

North Carolina Agriculture & Technology

Sonoma County Junior College District (CA)

Utilities and Water Authorities

Great Lakes Water Authority (MI)

Haselden Construction (CO)

Western Virginia Water Authority

Professional background

Prior to joining Segal, Mira interned at a large accounting firm in its auditing department.

Education/professional designations

Mira graduated *magna cum laude* with a BS in Business Administration from Purdue University and has nearly completed her MS in Human Resource Management with an emphasis in Total Compensation at Golden Gate University.

Mira Ahluwalia

mahluwalia@segalco.com

212.251.5327

segalco.com

Tarun Ramnath
Associate, New York
Project Role: Analyst



Expertise

Tarun is an Associate in Segal's Compensation and Career Strategies practice, based in the New York office. He conducts complex statistical analyses relating to compensation, job analysis and evaluation, benefits, pay equity and other human capital projects to assist in the development of custom programs to meet clients' strategic goals and philosophies.

Professional background

Prior to joining Segal, Tarun interned at Terracycle, an innovative recycling company, and at Deloitte as a Consulting Analyst.

Education/professional designations

Tarun holds a BA from Cornell University with a major in Economics and a minor in International Trade.

Tarun Ramnath
tramnath@segalco.com
segalco.com

f) Ability to Manage and Coordinate the Project

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 identified for the study.

g) Workplan and Type of Service Provided

We understand the Parish seeks the assistance of a consultant to update and provide a comprehensive wage and salary survey for the classified pay plan, affecting approximately 270-280 employees covered by 25-30 job titles.

Our proposed work plan for this assignment includes the following steps:

Step 1: Project initiation

Step 2: Base salary market assessment

We have described each project step in more detail below.

Step 1: Project initiation

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

- Confirm the goals and objectives of the study
- Discuss the Parish's current Fire compensation structure, as well as the 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 Project Team and union updated and informed
- Identify data 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.

Our expectations of the Parish for this step

For the initial project phase, 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:

- Current salary structures
- Current personnel policy documents
- Current organizational charts
- Up-to-date job descriptions in Microsoft Word

- Current and accurate employee census data

Step 2: Base salary market assessment

To conduct a valid, reliable and useful market study, we propose the following steps:

1. Develop a market study methodology
2. Identify benchmark job titles
3. Identify comparable employers to survey
4. Collect and analyze the market data
5. Prepare a report of our findings
6. Present final results

These steps are described in more detail below.

1. Develop a market study methodology

It is important for Segal, the Project Team, and the union (as appropriate) 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 how the data may be used by the Parish following Segal's involvement. 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 how it may act on the data provided.

For this project, we recommend conducting a custom-designed survey, targeted to your public sector peer employers, while 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.

2. Identify benchmark job titles

We understand that this survey is to include approximately 30 job titles. Segal will start with the benchmark jobs and summaries used in the prior analysis, but is open to updating them, as needed, as 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 Fire Department's workforce

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, or other characteristics.

For pricing purposes, we have assumed the custom market study will be distributed to up to 11 public sector entities (those used during the prior analysis since job matches have already been determined).

- Cherokee County, GA
- City of Baton Rouge, LA
- City of Clearwater, FL
- City of Fort Lauderdale, FL
- City of Jackson, MS
- City of Lake Charles, LA
- City of New Orleans, LA
- City of Round Rock, TX
- City of Tuscaloosa, AL
- Lafayette Consolidated Government
- St. Tammany Fire Protection District #1

We also anticipate that, for civilian positions, Segal will use up to three (3) published sources to represent private sector pay data.

The integrity of private sector comparisons is one 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.

4. Collect and analyze the market data

Segal will design a survey instrument for collecting the benchmark information, which we typically develop in Microsoft Excel. Once the Project Team (and the union, as appropriate) has reviewed and approved, we will distribute the market survey 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 and 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, we will develop a compensation benchmarking tool in Microsoft Excel that will become the property of the Parish at the completion of this project. We will also include any private sector data from published data sources, as applicable. The Excel model will have the functionality to apply the adjustments needed to ensure consistent market comparisons, including the four (4) separate data sets that will be provided to the Parish at the conclusion of the survey.

5. Prepare a report of our findings

Once all the data has 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 and job family

Our expectations of the Parish for this step

Task/Step	Parish's Project Team Role
1. Develop a market study methodology	<ul style="list-style-type: none">• Meet with Segal staff, provide direction on methodology
2. Identify benchmark jobs titles	<ul style="list-style-type: none">• Review and approve list of benchmark positions
3. Identify comparable employers to survey	<ul style="list-style-type: none">• Review and approve list of comparator agencies
4. Collect and analyze the market data	<ul style="list-style-type: none">• Review and approve survey document• Assist contacting survey recipients, if necessary• Complete survey on behalf of the Parish, including providing the pay range step that represents the average tenure for incumbents hired into a position• Review draft market data and provide comments
5. Prepare a report of our findings	<ul style="list-style-type: none">• Review draft report, provide feedback and approve final report

6. Present final results

We anticipate presenting the final results to 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 onsite presentation to the Parish's Project Team and union representatives, as appropriate.

- Background and reasons for the project
- Objectives and goals of the project
- Methodology used to conduct our analysis
- Key findings

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

h) Projected Time Frame

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

Anticipated Timeline in Months

	1	2	3
Step 1: Project initiation			
Step 2: Salary market assessment			

Exceptions to Terms and Conditions

Segal reserves the right to negotiate mutually agreeable terms and conditions of any contract awarded to it pursuant to this RFP. Segal's typical points of negotiation include:

- a. **Ownership of Deliverables:** To ensure client-ownership and full use of the deliverables, while retaining for Segal its right to its proprietary software, tools, techniques, consulting methodologies and report formats.
- b. **Insurance:** To reflect the scope and applicability of coverages maintained by Segal.
- c. **Indemnification:** To reflect an appropriate trigger before Segal's indemnification obligations apply (e.g., a determination that claims, damages, costs and expenses resulted from Segal's willful misconduct or negligence).
- d. **Data Security:** To reflect the industry standard protections that Segal employs around data security.

Required Forms

Attached are the following completed forms, as required by the RFP:

- General Professional Services Questionnaire

General Professional Services Questionnaire

A. Project Name and Advertisement Resolution Number:

Jefferson Parish Government, LA SOQ NO. 24-027 Update and Provide a Comprehensive Wage and Salary Survey for The Classified Pay Plan for The East Bank Consolidated Special Service Fire Protection District of Jefferson, Louisiana

B. Firm Name & Address:

The Segal Company (Western States), Inc. d/b/a Segal
901 Mopac Expressway South
Building 1, Suite 300
Austin, TX 78746

C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:

Thomas L. Cox, Vice President
The Segal Company (Western States) Inc., d/b/a Segal
901 Mopac Expressway South
Building 1, Suite 300
Austin, TX 78746
T 214.466.2464 | M 469.594.4664 | F 214.481.0460
tcox@segalco.com

D. Address of principal office where Project work will be performed:

901 Mopac Expressway South
Building 1, Suite 300
Austin, TX 78746

E. Is this submittal by a JOINT-VENTURE? Please check:

YES _____ NO X

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

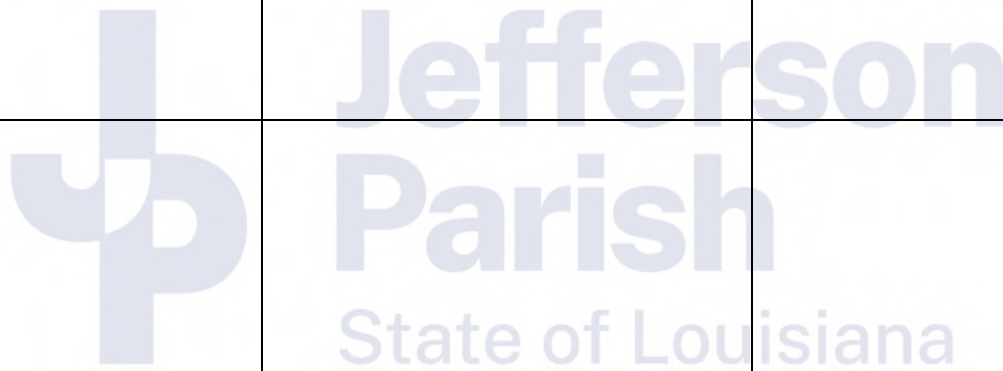
F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.

1.

2.

General Professional Services Questionnaire

G. Has this JOINT-VENTURE previously worked together? Please check: YES _____ NO _____ N/A		
H. List all subcontractors anticipated for this Project. Please note that <u>all subcontractors must submit a fully completed copy of this questionnaire</u>, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.		
Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. N/A All services will be conducted by Segal consultants.		
2.		
3.		
4.		
5.		



General Professional Services Questionnaire

I. Please specify the total number of support personnel that may assist in the completion of this Project: <div style="border-bottom: 1px solid black; width: 100px; margin-top: 5px;">5</div>
J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.
PROFESSIONAL NO. 1
Name & Title:
Thomas L. (TL) Cox, Vice President
Name of Firm with which associated:
The Segal Company (Western States), Inc.
Description of job responsibilities:
Client Relationship Manager
Years' experience with this Firm:
5 years
Education: Degree(s)/Year/Specialization:
Mr. Cox graduated from Southeastern Oklahoma State University with a B.A. in Political Science/ Communications, and has a Master of Public Administration from The University of Texas at Arlington.
Other experience and qualifications relevant to the proposed Project:
Prior to joining Segal, Mr. Cox led the public sector compensation consulting practice for another large organization. Mr. Cox has more than 15 years of combined experience in providing consulting services to public sector organizations related to clients' human resources and information technology needs, including more than four years with The Waters Consulting Group, Inc. prior to its combination with Segal. In addition to his work in consulting, Mr. Cox has provided project management, executive coaching, leadership development, and training to public sector organizations and various international private sector companies, also serving as Chief Information Officer for the City of Tulsa, OK.

General Professional Services Questionnaire

PROFESSIONAL NO. 2
Name & Title:
Gregory D. Saylor, Consultant
Name of Firm with which associated:
The Segal Company (Western States), Inc.
Description of job responsibilities:
Project Manager
Years' experience with this Firm:
7 years
Education: Degree(s)/Year/Specialization:
Greg holds a BA from Shippensburg University with a dual major in Management, with a Human Resource Concentration, and Marketing. He is a member of WorldatWork and is in the process of attaining his Certified Compensation Professional (CCP) designation.
Other experience and qualifications relevant to the proposed Project:
Prior to Segal, Greg worked as an Associate Consultant for HR Consultants, Inc., a Johnstown, PA-based human resource and management consulting firm. In his role, he worked with both private and public sector clients from many industries, including the financial, manufacturing, professional services and nonprofit industries. Greg has worked on a wide range of human resources and analytical projects, including job analysis, job evaluation, market analysis, compensation design, employee handbook/policy development, executive recruiting, affirmative action plan development and review, training development and workplace investigations.

General Professional Services Questionnaire

PROFESSIONAL NO. 3
Name & Title:
Rebecca Dayton, Associate Consultant
Name of Firm with which associated:
The Segal Company (Western States), Inc.
Description of job responsibilities:
Senior Compensation Analyst
Years' experience with this Firm:
4.5 years
Education: Degree(s)/Year/Specialization:
Rebecca received an Associate degree in Education from Salem Community College and an Associate degree in Physical Therapy Assisting from Radford University. She is currently pursuing her Bachelor's degree of Business Administration in Project Management from Strayer University. Once completed, she will begin the process of attaining her Certified Compensation Professional (CCP) designation.
Other experience and qualifications relevant to the proposed Project:
<p>Before joining Segal in 2020, Rebecca worked for Baker Tilly Virchow Krause (formerly Springsted, Inc.). She performed compensation-related work for public sector entities, water and special district authorities, health organizations, nonprofits and higher education institutions. Her projects included developing classification, compensation and performance evaluation systems; developing career ladders; conducting FLSA reviews; and assisting with development of personnel policies.</p> <p>Prior to this role, Rebecca served as the Practice Accreditation Coordinator for the American College of Radiation Oncology, a nonprofit professional association.</p>

General Professional Services Questionnaire

PROFESSIONAL NO. 4
Name & Title:
Mira Ahluwalia, Senior Compensation Associate
Name of Firm with which associated:
The Segal Company (Western States), Inc.
Description of job responsibilities:
Senior Compensation Analyst
Years' experience with this Firm:
3 years
Education: Degree(s)/Year/Specialization:
Ms. Ahluwalia graduated magna cum laude with a BS in Business Administration from Purdue University and has nearly completed her MS in Human Resource Management with an emphasis in Total Compensation at Golden Gate University.
Other experience and qualifications relevant to the proposed Project:
Prior to joining Segal, Ms. Ahluwalia interned at a large accounting firm in its auditing department.

General Professional Services Questionnaire

PROFESSIONAL NO. 5
Name & Title:
Tarun Ramnath, Associate
Name of Firm with which associated:
The Segal Company (Western States), Inc.
Description of job responsibilities:
Analyst
Years' experience with this Firm:
2 years
Education: Degree(s)/Year/Specialization:
Tarun holds a BA from Cornell University with a major in Economics and a minor in International Trade.
Other experience and qualifications relevant to the proposed Project:
Prior to joining Segal, Tarun interned at Terracycle, an innovative recycling company, and at Deloitte as a Consulting Analyst.

General Professional Services Questionnaire

K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.

PROJECT NO. 1

Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Jefferson Parish Government / Eastbank Consolidated Fire Dept 834 South Clearview Parkway Jefferson, LA 70123</p> <p>Chief Stephen Schmitt Administrative Assistant To The Fire Chief</p> <p>(504)736-6213 sschmitt@jeffparish.net</p>	<ul style="list-style-type: none"> • Reviewed existing pay plan for Jefferson Parish East Bank Consolidated Fire Department • Conducted a comprehensive salary survey for 27 benchmark positions, collecting data from representative and competitive pay sources from appropriate labor markets • Developed a pay plan that has external competitiveness and internal equity • Developed and provided assistance for an implementation plan that is fair, equitable, and within the financial resources of Jefferson Parish • Provided written recommendations resulting from the plan study to include best practices, options, and a detailed cost analysis for all recommendations
Length of Services Provided:	Cost of Services Provided:
December 2019 - December 2020	\$60,000

PROJECT NO. 2

Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Houston, TX HR Financial and Accounting Management 611 Walker, 4th Floor Houston, TX 77002</p> <p>Bob Johnson Division Manager, Compensation</p> <p>(832) 393-6083 bob.johnson@houstontx.gov</p>	<ul style="list-style-type: none"> • Reviewed and redesigned job classification system and structure for 14,000 employees • Developed a total compensation labor market survey and database for 109 benchmark municipal jobs in 19 job families and Uniformed Police and Fire jobs • Reviewed and redesigned point-factor job evaluation system • Reclassified all civilian job titles • Supported negotiations with police and fire fighter employee associations • Worked with joint labor-management committee to develop revised prevailing wage rates applicable to unionized skilled trade occupations • Conducted an Environmental Scan to collect information from four key major cities regarding practices for supporting their workforce through the HR function including organizational structure and internal processes • Currently provide benefits consulting services related to health plan evaluations, prescription drug, dental program, health benefit claims auditing and total compensation statements
Length of Services Provided:	Cost of Services Provided:
1998–2020, Current Client	Contract amount: ≈ \$857,000 for multiple projects

General Professional Services Questionnaire

PROJECT NO. 3	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>San Diego Metropolitan Transit 1255 Imperial Avenue Suite 1000 San Diego, CA 92101</p> <p>Brendan Shannon Director of Human Resources</p> <p>(619) 557-4569 brendan.shannon@sdmts.com</p>	<ul style="list-style-type: none"> Administered a base salary market assessment of other transit agencies (within California and nationally), additional public sector organizations, as well private sector comparisons Developed pay structures that reflect MTS's new competitive market Collaboratively developed an implementation plan that better aligns MTS to market and alleviates compression while better improving future administrative capabilities
Length of Services Provided:	Cost of Services Provided:
2023-2024	Contract amount: \$518,028

PROJECT NO. 4	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Sioux Falls, SD 224 West Ninth Street Sioux Falls, SD 57117</p> <p>Bill O'Toole Director of Human Resources</p> <p>(605) 367-8740 botoole@siouxfalls.org</p>	<p>In 2017-2018:</p> <ul style="list-style-type: none"> Conducted a compensation and benefits study for approximately 1,200 employees covered by 269 job titles and represented by The American Federation of State, County and Municipal Employees (AFSCME), The International Association of Firefighters (IAFF) and The Fraternal Order of Police (FOP) Developed a custom total compensation survey document Analyzed market data for 80 benchmark job titles using 10 public sector peer comparators and three published data sources to represent the private sector market Recommended adjustments to the salary plans for the Appointive, Mid-management, Classified, General, Police and Fire employee groups that are consistent with the market findings and the City's pay philosophy Recommended grade assignments for all job titles and pay plans covered by the study Drafted updated compensation policies Presented final results to the City
Length of Services Provided:	Cost of Services Provided:
2008, 2017-2018	Contract amount: ≈ \$126,000 for multiple projects

General Professional Services Questionnaire

PROJECT NO. 5	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Lexington County, SC 212 South Lake Drive Lexington, SC 29072</p> <p>Chris Murrin MHRER, GPHR, SPHR Deputy County Administrator</p> <p>(803) 785-8225 cmurrin@lex-co.com</p>	<ul style="list-style-type: none"> • Conducted a comprehensive classification and compensation study for all full time and part-time positions, including Police and Fire (1,540 employees in approximately 300 job titles) • Developed a customized point factor system for use in evaluating changes in position responsibility for employees and to ensure internal equity • Collected data on job classifications, provided information to meet FLSA, ADA and other local, state and federal requirements • Conducted a compensation and pay practices market assessment covering 80 benchmark job titles and 16 public sector peer organizations and published data sources • Updated pay schedule for all jobs covered by the study and recommended grade reassignments as appropriate • Conduct an analysis of pay compression • Developed recommendations for recommended compensation policies, procedures and guidelines to provide for implementation, ongoing administration and maintenance • Developed new job descriptions for all positions
Length of Services Provided:	Cost of Services Provided:
2014–2015, 2019–2020	\$218,077

PROJECT NO. 6	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Travis County, TX 700 Lavaca Street Suite 900 Austin, TX 78701</p> <p>Mr. Todd Osburn Assistant Director, Total Rewards</p> <p>(512) 854-9165 todd.osburn@traviscountytexas.gov</p>	<ul style="list-style-type: none"> • Conducted classification analysis for 629 job titles • Analyzed market data for approximately 100 benchmark jobs • using 12 peer comparators and private sector data • Developed pay schedules • Recommended grade assignments for all job titles covered by the study • Identified potential pay compression issues and provided alternative implementation solutions • Recommended compensation policies • Estimated the cost of implementing the recommended pay schedules and placement of each employee within the new pay ranges • Compensation philosophy
Length of Services Provided:	Cost of Services Provided:
2022–Present	Contract amount: ≈ \$500,000 for multiple projects

General Professional Services Questionnaire

PROJECT NO. 7	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Superior Court of California, County of Los Angeles 111 North Hill Street Los Angeles, CA 90012</p> <p>Ms. Nancy Dietl Griffin Chief Human Resources Officer</p> <p>(213) 633-0055 NGriffin@lacourt.org</p>	<ul style="list-style-type: none"> Conducted a total compensation study of the Court's attorney and law clerk job classifications covering approximately 140 attorneys and law clerks in 13 job classifications Conducted court-wide comprehensive classification and compensation projects for operational (judicial) and non-operational positions including recommendations development and implementation assistance. Conducted a job analysis and developed recommendations for maintaining internal equity Developed and distributed a customized total compensation survey document with relevant peer comparators and private sector data Conducted an analysis of pay and pay policies using relevant peer comparators and private sector data Conducted an analysis of benefits using relevant peer comparators and private sector data Recommended salary ranges and pay grade assignments for the attorney and law clerk classifications Developed recommendations for compensation and benefits levels that are appropriate for the Court's financial goals Developed a report with our market study findings and deliver to the Court as needed Provided assistance with implementation, including the development of employee communications
Length of Services Provided:	Cost of Services Provided:
<p>Dates of Services: 2020 - 2021</p>	<p>Contract amount: \$75,000 fixed fee</p>

PROJECT NO. 8	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>City of Columbia, MO 701 E. Broadway, 5th Floor Columbia, MO 65201</p> <p>Kathy Baker Human Resources Director</p> <p>(573) 874-2489 hr@como.gov</p>	<ul style="list-style-type: none"> Conducted a comprehensive classification and total compensation market assessment for approximately 1,464 employees covered by 406 job titles Conducted employee presentations regarding the study process and to provide instructions regarding completion of the Job Description Questionnaire (JDQ). Developed and distributed a job analysis questionnaire to analyze City positions and develop FLSA recommendations Developed recommended career ladders and promotional opportunities within selected occupational categories Developed a recommended classification structure and assignments of individual positions to job titles Developed and applied a job evaluation system to establish and maintain internal equity Conducted a total compensation market study, of comparable public sector peer employers and private sector pay data, to determine whether the City's current salaries are market competitive. Conducted a compression analysis Conducted a pay equity analysis Developed a market competitive salary structure and pay grade assignments Calculated the cost impact to implement our recommended salary structure Developed recommended pay policies Assisted with implementation
Length of Services Provided:	Cost of Services Provided:
<p>2018, 2021</p>	<p>Contract amount: \$210,942</p>

General Professional Services Questionnaire

PROJECT NO. 9	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Southeast Michigan Council of Governments 1001 Woodward Avenue, Suite 1400 Detroit, MI 48226</p> <p>Misty Jordan Finance Manager</p> <p>(313) 324-3364 jordan@semcog.org</p>	<ul style="list-style-type: none"> • Conducting classification and compensation study for all classifications • Using Segal's proprietary job evaluation methodology to disassemble the existing overly generalized classifications and to update the alignment ensuring internal equity; to increase the specificity and accuracy of SEMCOG's job architecture • Administering a total compensation market assessment of other councils of government, metropolitan planning organizations and additional public sector agencies, as well private sector comparisons • Developing pay structures that reflect and providing implementation assistance • Creating job descriptions • Providing a comprehensive final report and administrative guidelines
Length of Services Provided:	Cost of Services Provided:
2020–Current client	\$44,500

PROJECT NO. 10	
Project Name, Location and Owner's contact information:	Description of Services Provided:
<p>Kalamazoo County Government, MI 201 W. Kalamazoo Avenue Kalamazoo, MI 49007</p> <p>Kristine D. Cunningham, MPA Director, Human Resources Department</p> <p>(269) 384-8100 kdcunn@kalcounty.com</p>	<ul style="list-style-type: none"> • Conducted a classification analysis and total compensation market assessment for 287 job classifications • Used Segal's proprietary job evaluation methodology to update the alignment of the classifications to ensure internal equity • Updated job descriptions • Designed a recommended salary schedule and pay grade assignments • Conducted an internal pay equity analysis • Estimated the annualized cost of implementing the new/revised classification structure, pay scales and pay equity recommendations • Assisted with implementation
Length of Services Provided:	Cost of Services Provided:
2021-2022, Current client	\$212,972

General Professional Services Questionnaire

L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.

Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. N/A	N/A	N/A
2.		
3.		
4.		

M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.

Jefferson Parish
State of Louisiana

N. To the best of my knowledge, the foregoing is an accurate statement of facts.

Signature:  **Print Name:** Thomas L. Cox

Title: Vice President **Date:** 7/9/2024