



Human Resources Committee

Mike Harris, Chairman
James Carius Community Room
101 S. Capitol Street
Pekin, Illinois 61554

Tuesday, February 18, 2025

Immediately following Finance Committee meeting

- I. Roll Call
- II. Approve the minutes of the January 21, 2025 meeting
- III. Public Comment
- IV. Unfinished Business
- V. New Business
 - HR-25-02 A. Recommend to approve bid for Compensation and Classification Study
 - HR-25-03 B. Recommend to approve the reclassification of the position of Purchasing Manager to an Accounting Analyst
 - HR-25-04 C. Recommend to approve Carle Health Physician Name Change
 - D. Executive Session – 5 ILCS 120/2(c)(2) – Collective Bargaining or Salary Schedules
- VI. Reports and Communications
- VII. Recess

Members: Chairman Mike Harris, Max Schneider, Joe Woodrow, Deene Milam, Eric Schmidgall, Kim Joesting, Russ Crawford, Dave Mingus, Nancy Proehl, Eric Stahl

Minutes pending committee approval



HUMAN RESOURCES COMMITTEE

Tazewell County Highway Department
Tuesday, January 21, 2025 – 4:46 p.m.

Committee Members Present: Vice Chairman Mike Harris, Deene Milam, Dave Mingus, Max Schneider, Eric Schmidgall, Eric Stahl, Nancy Proehl, Kim Joesting

Committee Members Absent: Chairman Bill Atkins, Joe Woodrow, Russ Crawford

Others Attending: Mike Deluhery, County Administrator

MOTION **MOTION BY MEMBER STAHL, SECOND BY MEMBER SCHNEIDER** to approve the following minutes:

- March 14, 2012 Search and Screening Committee Meeting
- August 11, 2014 Candidate Selection Committee Meeting
- October 7, 2014 Search and Screening Committee Meeting
- October 24, 2014 Hay Group Sub-Committee Meeting
- October 29, 2018 Position Evaluation Committee Meeting
- October 8, 2020 Position Evaluation Committee Meeting
- May 7, 2021 Ad-Hoc HR Search Committee Meeting
- March 21, 2022 Ad-Hoc Search Committee Meeting
- November 12, 2024 HR Committee Meeting

On voice vote, **MOTION CARRIED UNANIMOUSLY.**

MOTION **MOTION BY MEMBER SCHNEIDER, SECOND BY MEMBER STAHL** to move the Committee into Executive Session under 5 ILCS 120/2(c)(2) – Collective Bargaining or Salary Schedules at 4:50 p.m.

On voice vote, **MOTION CARRIED UNANIMOUSLY**

Chairman Harris moved the Committee out of Executive Session at 5:26 p.m.

DISCUSSION: Chairman Harris stated that we are going out for a bid on providing a salary study for the county.

Administrator Deluhery confirmed that this is for all county jobs and they are requesting job descriptions and feedback for salary ranges.

RECESS Chairman Harris recessed the meeting at 5:30 p.m.

(transcribed by S. Gullette)

COMMITTEE REPORT

Mr. Chairman and Members of the Tazewell County Board:

Your Human Resource Committee has considered the following RESOLUTION and recommends that it be adopted by the Board:

RESOLUTION

WHEREAS, the County’s Human Resource Committee recommends to the County Board to approve the bid for Compensation and Classification Study Services; and

WHEREAS, the committee members for this project (#2025-HR-01) are Mike Harris, Mike Deluhery, Mindy Darcy, Amy Fox, Linc Hobson, Sue Webster and Roger Workheiser. We received 9 proposals for this project from the following providers: CBIZ, Gallagher Benefit Services, Inc., The Segal Group, Paypoint HR, Management Advisory Group International, Inc. MGT, Arndt Municipal Group, McGrath Human Resources Group and The Arnold Group. Project cost per bid ranged in price from \$32,500 - \$245,000; and

WHEREAS, CBIZ was deemed the best bid option at a total project cost of \$97,500 (including optional custom survey); and

WHEREAS, the Compensation and Classification Study will allow the county to have CBIZ review all job descriptions, ensuring compliance with FLSA and EEOC guidelines. CBIZ will aid with the designing, building and training of a revamped pay scale. CBIZ will prepare a custom compensation survey comparing the county to pre-approved municipalities and government entities as well as public and private organizations providing us with valuable compensation comparable data. Training will be provided for selected staff to continue to utilize job classification and pay grade structures; and

WHEREAS, the project was funded for in the 2025 HR budget; and

WHEREAS, the County Administrator recommends approving the bid and is authorized to move forward with the project as submitted.

THEREFORE BE IT RESOLVED that the County Board approve this recommendation.

BE IT FURTHER RESOLVED that the County Clerk notifies the County Board Office, Human Resources Director, Finance, and the Auditor of this action.

PASSED THIS 26th DAY OF FEBRUARY 2025

ATTEST:

County Clerk

County Board Chairman

Tazewell County

Project # 2025-HR-01

Compensation and
Classification Study

01.24.2025 @ 2:00 P.M.

Bidder:	The Arnold Group	Paypoint HR	MAG International, Inc. Management Advisory Group	The Segal Co.	CBIZ Human Capital Services
Date/Time Received:	01.21.2025 @ 12:45 p.m.	01.22.2025 @ 11:30 a.m.	01.23.2025 @ 8:58 a.m	01.23.2025 @ 8:58 a.m	01.23.2025 @ 8:58 a.m
Base Bid: Total cost to complete the scope:	Option #1: \$98,634.00 3 payments through project (includes 1 year annual support) Option #2: \$125,249.00 split in payments over 3 years (includes three years annual support)	\$37,500.00	\$32,250.00	\$245,000.00	\$87,500.00
Optional Cost/Considerations: Costs for alternative projects/adjustments to the scope:	\$0.00 All scope of services included Optional Service: Job Description Review & Update: \$12,285.00		Any expenses for work done beyond the scope of services anticipated under this agreement will be approved prior to undertaking	N/A	\$97,500.00 including optional custom survey
Cost per hour or per job for work outside the scope:	\$0.00	\$125.00	Ad hoc services as requested, would be provided at an hourly rate of \$200/hour	Senior Consultant: \$475/hr Consultant: \$365/hr Associate Consultant: \$320/hr Senior Associate: \$280/hr	
Cost methodology: i.e. by job description, or project, etc.	Based on project, number of employees & unique job descriptions	Firm fixed price includes: Classification, Compensation, Job Descriptions	\$125/job description	N/A	
Additional fees: Any additional/potential fees not listed elsewhere	\$0.00 All costs included in project base bid	None	Any expenses for work done beyond the scope of services anticipated under this agreement will be approved prior to undertaking	N/A	
Start Date:	Immediately	Immediately upon award and contract	Immediately following execution of the contract	TBD	
Completion Date/Number of Days to completion:	8-12 max - can be done in less time	We estimate a project of this scope to be completed in 12-16 weeks	Approximately 120 days	TBD	

Tazewell County

Project # 2025-HR-01

Compensation and
Classification Study

01.24.2025 @ 2:00 P.M.

Bidder:	McGrath Consulting Group	Gallagher	Mgt of America	Arndt Municipal Support Inc	
Date/Time Received:	01.23.2025 @ 9:20 a.m.	01.24.2025 @ 9:22 a.m.	01.24.2025 @ 9:22 a.m.	01.24.2025 @ 11:30 a.m.	
Base Bid: Total cost to complete the scope:	Compensation & Classification study for an estimated 129 titles, including job description updates. \$65,600 (assumes approximately 100 job descriptions are updated - see job description payment below)	\$54,000.00	\$130,160.00	\$70,295.00	
Optional Cost/Considerations: Costs for alternative projects/adjustments to the scope:	Benefits Analysis \$6,000.00	Additional work beyond the scope will be charged at hourly rates. Update/writing job descriptions will be priced separately - \$550 per job description in addition to the "Total Cost"		N/A	
Cost per hour or per job for work outside the scope:	Principal: \$275 Senior Consultant: \$220 Consultant: \$195	Role Rates: Associate Consultant: \$225 Consultant: \$365 Senior Consultant: \$455 Principal: \$495 Managing Director: \$525-550		\$165.00/hour	
Cost methodology: i.e. by job description, or project, etc.	Development of new job descriptions is a per job title cost of \$210 per job description updates are \$175 per job title	Project		Per estimated hours to complete the project	
Additional fees: Any additional/potential fees not listed elsewhere	Travel expenses will be billed only if incurred and based on actual expenses, not to exceed the price listed. This would be limited to airfare, mileage/car rental, hotel and dinner for the consulting team. Travel not to exceed \$3,000 for two (2) site visits.			Actual travel expenses for meetings exceeding 4	
Start Date:	March, 2025	Start date would be week of 3/10, presuming the award on 2/26 as noted in the RFP		02.27.2025	
Completion Date/Number of Days to completion:	5 months from the initial meetings	Approximately 6 months		October, 2025 - 7 Months	

Tazewell County

Project # 2025-HR-01

Compensation and
Classification Study

01.24.2025 @ 2:00 P.M.

Bidder:		
Date/Time Received:		
Base Bid: Total cost to complete the scope:		
Optional Cost/Considerations: Costs for alternative projects/adjustments to the scope:		
Cost per hour or per job for work outside the scope:		
Cost methodology: i.e. by job description, or project, etc.		
Additional fees: Any additional/potential fees not listed elsewhere		
Start Date:		
Completion Date/Number of Days to completion:		



Proposal To Serve:



Tazewell County, Illinois

Compensation and Classification Study Services
RFP #2025-HR-1



CBIZ Compensation Consulting
721 Emerson Road, Suite 400
St. Louis, MO 63141
(314) 692-2249

January 9, 2025

CBIZ Benefits & Insurance Services, Inc.
700 West 47th Street, Suite 1100
Kansas City, Missouri 64112
(816) 945-5500

Mindy L. Darcy
Tazewell County Finance Director /
Assistant County Administrator
Tazewell County, Illinois
11 S. 4th Street, Suite #120
Perkin, IL 61554

Dear Mindy:

In response to your request for proposal for a compensation and classification study services, CBIZ Benefits & Insurance Services, Inc. d/b/a CBIZ Compensation Consulting (“CBIZ” or “the Firm”) is pleased to present the following proposal describing how we can provide assistance to Tazewell County, Illinois (“the County”).

In serving the County, we will provide you with the highest quality of professional service. We will bring extensive resources, experience, fresh ideas and approaches, responsiveness to your interests, and sound judgment.

We are excited about this opportunity and look forward to working with you. Please let me know if you desire any additional information or explanation.

Sincerely,

Joe Rice
Managing Director, Compensation Consulting

(314) 590-4070
jrice@cbiz.com

Nancy M. Mellard
Executive Vice President – CBIZ Benefits & Insurance
Services, Inc.

(816) 945-5500
nmellard@cbiz.com



Exhibit 1: BID AGREEMENT

In submitting this proposal, as herein described, the undersigned agrees, that:

1. They have carefully examined the Scope of Work and all other provisions of this document and understand the meaning, intent and requirements of the same.
2. They will enter into contract negotiations and furnish the services specified.
3. They have reviewed all clarifications/questions/answers on the County's website.
4. Confidentiality: Successful proponent hereby acknowledges that information provided by Tazewell County is personal and confidential and shall not be used for any purpose other than the original intent outlined in the Request for Proposals. Breach of confidentiality shall be just cause for immediate termination of contract agreement.

COMPANY: CBIZ Benefits & Insurance Services, Inc.

SIGNED BY:


Nancy M. Mellard

TITLE: Executive Vice President

DATE: 1/20/2025



Response to Questions:



Tazewell County, Illinois

Compensation and Classification Study Services

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About CBIZ

CBIZ Benefits & Insurance Services, Inc., doing business as CBIZ Compensation Consulting, will assist the County on this engagement. CBIZ Benefits & Insurance Services, Inc. is a wholly-owned subsidiary of CBIZ, Inc.

CBIZ, Inc. (NYSE: CBZ) is a national professional services advisor with annual revenue of approximately \$2.8 billion. Headquartered in Cleveland, Ohio, CBIZ offers accounting, tax, advisory, benefits, insurance, and technology services from over 160 offices and through more than 10,000 associates located throughout the United States.



Your Team.

120+

offices

6,700+

team members

100,000+

clients



NYSE: CBZ

Local. Trusted Nationwide.

- Top 11

Largest Accounting Provider Nationally¹
- Top 30

Largest Broker of U.S. Business²
- Top 3

Institutional Consulting Team³

FINANCIAL & ACCOUNTING

CLIENT

BENEFITS & INSURANCE

Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Tenant Advisory Services

Benefits & Insurance

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- Property & Casualty
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100

Workplace Awards

in 2023



Commitment to Community

including

12 Million+ Lbs. of Food Donated

since 2009

¹Accounting Today – March 2024 ²Business Insurance magazine – July 2023 ³Baron's Top Institutional Consultants – 2023. The rankings for Baron's Top Institutional Consulting Teams are compiled based on a set of data supplied by the advisors. Baron's verifies this data and applies that ranking for media to generate a ranking based on results, not on a set quality of practice.

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Compensation Experts in the Public Sector

Many organizations face the challenge of balancing competitive compensation with regulatory compliance and ever-evolving employee expectations. Attracting top talent, navigating pay transparency, achieving pay equity, and minimizing pay compression all add layers of complexity.

In the public sector, we recognize the unique balance between taxpayer interests and the need to offer competitive compensation packages. CBIZ focuses on creating equitable and transparent compensation structures that comply with regulatory requirements while addressing the specific needs of public service professionals.

At CBIZ, we go beyond data by implementing practical, strategic solutions that directly address your unique compensation challenges. From designing salary structures that ensure competitiveness and equity, to alleviating pay compression, and ensuring ongoing policies support compensation philosophy goals, we deliver comprehensive plans that advance philosophies and goals.

Our compensation consulting services are anchored in benchmarking data relevant to your competitive landscape with a comprehensive implementation and salary administration plan that enhances your overall talent strategy, helping to attract high-caliber talent without risking internal imbalances.

CBIZ combines deep expertise with a sharp focus on the fine details that make compensation programs sustainable and impactful. While data is widely available, it's our commitment to thoughtful design and practical administration that sets us apart, helping clients move from insight to action.

With CBIZ, clients see higher job acceptance rates, attract higher caliber talent, reduce turnover, and build greater trust and satisfaction among employees—establishing a stable, motivated workforce that understands and values their compensation.

Service Team

Our Firm's ability to provide quality, efficient and timely service is largely dependent upon the skills and experience of our people. We are proud to present a team of individuals who have a proven record of bringing the necessary blend of technical competence, industry experience, innovative ideas and suggestions, and value-added services to our clients. Our philosophy of utilizing highly experienced personnel allows us to perform extremely efficiently and enables us to provide unmatched quality.

Joe Rice, Carrie Blackwell, Jennifer Fischer, Jason Holdener, Taylor Sprague, Adam Reckamp, Grant Gardiner, Gaby Davidson, Cece Golinvaux, and Elise Fuller will be responsible for the services provided. Professional summaries for each individual are presented in the appendix of this proposal. The service team will be assisted by other qualified human resources consulting professionals, as necessary.

Managing Director

Joe Rice

Joe will manage and oversee all aspects of the project and serve as the primary client contact.

Project Managers

Carrie Blackwell and Jennifer Fischer, SHRM-SCP

Carrie will lead the day-to-day project activities, providing guidance, timeline management, and quality control to consultants. Jennifer will serve as the lead for the job architecture and job description processes.

Data Scientist

Jason Holdener

Jason will serve as an analytical subject matter expert (SME), overseeing all statistical methods and complex data interpretation. In addition to ensuring that the project follows robust statistical practices, Jason will be responsible for providing actionable insights for implementation and optimizing compensation strategies.

Consultants

Taylor Sprague, Adam Reckamp, Grant Gardiner, Gaby Davidson, Cece Golinvaux, and Elise Fuller

Taylor, Adam, Grant, Gaby, Cece, and Elise will provide day-to-day technical and client service, assisting with all facets of the compensation analyses.

Project Approach

It is our understanding that the County is seeking a qualified compensation consulting firm to assist in reviewing and updating its formal market-competitive compensation plan for its employees.

In an effort to meet the County's needs, CBIZ proposes to conduct the project steps detailed on the following pages. The objective of the study will be to provide the County with a compensation plan that will continue to accurately reflect job roles and responsibilities, establish an organizational structure that is flexible in order to accommodate the County's growth and is well-aligned with its broader goals and strategies.

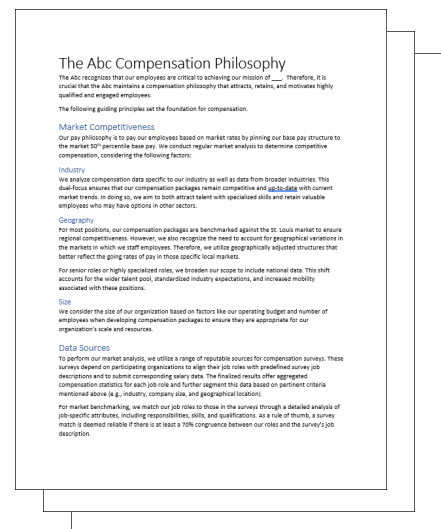
Phase I: Project Launch

Step 1 – Planning Discussion

Objective: To discuss foundational aspects of the project including compensation philosophy, market placement strategy, and project goals.

- Conduct a virtual meeting with the internal project team to discuss foundational aspects of the project, such as:
 - The compensation philosophy, including defining the market placement strategy and competitive labor market(s) in terms of geography, industry, and size of organization.
 - Differentiation or segmentation whereby segments of the workforce may warrant a separate compensation philosophy or special needs.
 - Current program strengths, areas for improvement, key challenges in recruiting and retaining talent, and culture.
 - The ideal competitive positioning of various rewards components, such as base salary, total cash compensation, and benefits.
 - The organizational structure, hierarchy of jobs, and ability for employees to advance through the organization.
 - The project goals and schedule, including key dates with employees, leadership, and governing bodies.
- Provide a draft compensation philosophy document (see Image 1) following the meeting to ensure that CBIZ and the County agree regarding the key factors that will drive subsequent analysis.

Image 1



Step 2 – Establish Project Team Meetings

Objective: To establish a structured communication channel for collaboration, transparency, issue resolution, and strategic alignment.

- Establish a structured and consistent communication channel between CBIZ and the County to achieve the following goals:
 - Facilitate a collaborative working relationship.
 - Enhance transparency, keeping all parties informed about project status and developments.
 - Provide a forum for timely identification and resolution of issues.
 - Ensures continuous alignment of data and strategic decisions.

- Set a fixed schedule for meetings (e.g., weekly, bi-weekly, monthly).
 - The frequency can be adjusted based on project phase and needs.
- While maintaining a regular schedule, remain flexible to accommodate urgent discussions or additional meetings, as needed.
- Submit weekly project status reports to keep the County fully informed of the project progress.

Step 3 – Data Collection and Reconciliation

Objective: To collect and assess necessary data for project accuracy and to reflect current job titles and supporting documentation.

- Issue a data request outlining the specific items required for the project. This will encompass organization scoping metrics, employee census information, current pay practices and programs, existing job documentation, organizational charts, and internal equity considerations.
 - The data request is included for reference as Appendix B.
- Collect data that represents a specific point-in-time snapshot of the organization.
 - Ongoing updates or refreshes of employee data can be facilitated independently using the Implementation File, which is described later.
- Thoroughly review the collected data to verify completeness and identify any discrepancies. This step is crucial to ensure the new compensation plan is based on current and accurate job titles and supporting documentation for each employee included in the plan.
- Cross-check submitted job descriptions with employee job titles. Confirm that a relevant job description exists for each employee and that all job descriptions are current and valid.

Step 4 – Stakeholder Education Presentations

Objective: To explain the goals and methods of the study to Department Heads and Elected Officials.

- Launch Presentation
 - Prepare and deliver a presentation to Department Heads and Elected Officials to cover the following topics:
 - Scope of the project
 - What to expect and not expect
 - Project methodology, steps, and education
 - Next steps
 - Questions and answers
 - Other relevant topics based on discussions with the County

Phase II: Evaluate Job Documentation

Step 5 – Job Analysis Questionnaire

Objective: To collect comprehensive information about each role, enabling participation in the process and ensuring alignment with job responsibilities.

- Evaluate the need to have employees complete a web-based job analysis questionnaire (JAQ)
- The JAQ may be valuable for the following reasons:
 - The JAQ is designed to collect comprehensive and current information about each role covered in the scope of the analysis, ensuring our compensation evaluation aligns with actual job responsibilities and requirements.

- Provide employees with an opportunity to participate in the process and communicate directly with the consultants.
- The following steps elaborate the JAQ process:
 - Provide a draft JAQ for review and opportunity to propose edits.
 - Provide draft communications to announce the JAQ process and expectations to supervisors and employees.
 - Launch a web-based JAQ directly to employee email addresses. Paper-based JAQs are available as well if needed for segments of the employee population.
 - Completed JAQs are electronically routed to supervisors for review and comment. Supervisors cannot change the employee submissions but will have the opportunity to provide clarifying comments and other helpful information.
 - The timeframe is expected to last three weeks, which in our experience blends the right amount of urgency to complete with time to do so thoughtfully.
 - Completed JAQs can also be used to support overtime classification eligibility under the Fair Labor Standard Act (FLSA) and identify essential duties helpful to Americans with Disabilities Act (ADA) compliance.
- We recommend a JAQ over employee interviews and audits as the JAQ provides clear documentation of employee and supervisor input, which leaves a clear record what was said. It also allows for more reflection when giving answers than interviews. As such, we have included employee interviews as an optional item.

Step 6 – Determine FLSA Status and EEO Job Classification Category

Objective: To review job roles against FLSA exemption tests and document appropriate classifications for compliance, as well as determine the appropriate EEO Category Classification.

- Review positions to determine EEO Job Classification Category.
- Assess positions against the federal FLSA exemption tests (Executive, Administrative, Professional, Computer Professional, Sales and Highly Compensated) to determine the appropriate FLSA overtime classification based upon the duties and responsibilities provided in the job descriptions and job analysis questionnaires.
- Document recommendations in a report listing the appropriate classification.
 - For exempt-classified jobs, the report will list the applicable exemption and a brief supporting rationale.
 - For nonexempt classified jobs, the report will provide a brief explanation as to why no exemptions were met.
- This report will provide backup for the exemption decisions in order to ease any subsequent Department of Labor or other government entity audits.
- CBIZ recommends that the County’s legal team review our findings for final validation.

Step 7 – Draft New Job Descriptions

Objective: To standardize job descriptions accurately based on revised job content.

- Review the existing format (if applicable) and discuss opportunities for refinement.
- Discuss with the County the validity of current job descriptions and the degree to which they should serve as a guide for revisions.
- The following sections may be included in the new job descriptions:
 - Job/Position Summary

- Essential Functions/Duties/Responsibilities
- Qualifications/Education and Experience
- Knowledge, Skills & Abilities
- Supervisory Responsibility
- Work Environment/Working Conditions
- Physical Work Requirements
- Utilize the job content collected in prior steps to draft updated job descriptions for each position covered in the scope of the project.
 - Based on the recommended reclassifications, job titles will be revised or consolidated. Additionally, job titles will be separated or increased to better reflect levels within the organizational hierarchy.
- Identify jobs for which information is not available or insufficient to draft a new job description and discuss options for drafting such job descriptions.
- Draft job descriptions in a standardized format that will:
 - Assist with the collaborative process of identifying reasonable accommodations under the Americans with Disabilities Act (ADA).
 - Contain supporting and relevant information to determine overtime exemption status under the Fair Labor Standards Act (FLSA).
- Provide final job descriptions in an electronic format and provide a job description template to be used in the development of future job descriptions.

Step 8 – Job Description Content Appeals Process

Objective: To provide a process for disputed updated job description content.

- Deliver draft job descriptions and solicit feedback for revisions (assumes one set of revisions).
- Provide a mechanism in which Department Heads and Elected Officials can flag new job description for re-evaluation.

Phase III: Market Research

Step 9 – Custom Compensation Survey (Optional)

Objective: To collect compensation data from comparable peer entities.

- Conduct a survey of compensation practices in which a group of pre-approved peer municipalities and government entities will be invited to participate and provide data.
- Collaborate to determine defensible, comparable entities against which the County should be compared. A maximum of twenty (20) entities is anticipated for selection.
- Peer organizations will be more inclined to respond if the survey is shorter and more straightforward. Therefore, while all or nearly all jobs are expected to be included in the survey, the exact number of benchmark jobs will be jointly agreed upon by CBIZ and the County.
- Distribute the survey instrument to the selected organizations for gathering salary information pertaining to the chosen benchmark jobs.
- Peers will be instructed to match their jobs to the predefined survey roles by comparing job responsibilities, rather than just job titles.
 - Utilizing this method ensures more accurate job matching compared to relying solely on publicly available or sunshine-requested data.

- Solicit participation from the peer organizations throughout the survey process to encourage and secure participation.
- Review the survey submissions to validate data and identify gaps; initiate follow-up discussions for clarification, as necessary.
- Compile a comprehensive yet straightforward summary, which will be shared with both the County and the survey participants. Individual participant data will remain confidential to safeguard anonymity, boost participation rates, and avoid any perception of anti-competitive practices.

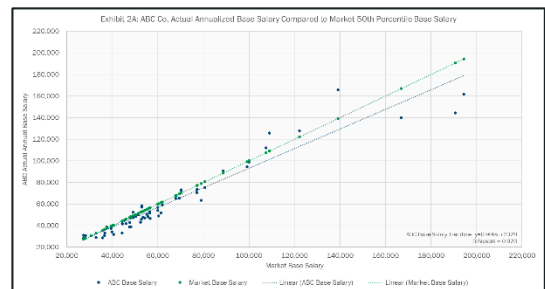
Step 10 – External Market Analysis

Objective: To conduct a comprehensive compensation benchmarking analysis, ensuring industry comparisons are relevant and accurately tailored to the specific roles and responsibilities of each job.

- Conduct published survey benchmarking analysis to collect and document competitive base salary and total cash compensation (base salary plus annual incentive) data for all of the jobs included in the scope of the proposal.
- Identify survey sources within our survey library to identify appropriate market comparisons.
- [IF DOING CUSTOM SURVEY] In addition to data collected from the custom survey, utilize our proprietary database that automatically compiles data from numerous published surveys to identify appropriate supplemental data for the analysis.
- Evaluate and incorporate any surveys to which the County subscribes into the analysis.
- Analysis will be based on comparable organizations as discussed in the planning discussion.
 - The three most important labor market characteristics are the size of the organization, geographic scope, and industries from which an organization recruit’s talent.
 - CBIZ will determine each characteristic as it relates to the County before reviewing survey sources and conducting the market analysis.
- Match jobs to surveys based on the actual skills, duties, and responsibilities as opposed to merely matching jobs based on title.
- Evaluate adding or removing positions to support organization design changes in line with the planning discussion.
- Review job titles and propose changes to improve internal consistency and match external standards.
- Document market pricing benchmarking results at the 25th, 50th, and 75th percentiles (see Image 2), as well as other percentiles (e.g., 65th percentile) if relevant to market placement philosophy.

Image 2

ABC Co. Preliminary Compensation Study Results Exhibit 1 - Market Summary Data Effective July 1, 2023								
CBIZ Code	Current Job Title	Market Base Salary Percentiles			Proposed Pay Grade	Market Total Cash Compensation Percentiles		
		25th	50th	75th		25th	50th	75th
105	Chief Financial Officer	174,500	194,454	235,761	16	209,053	239,798	302,744
157	Senior Vice President, Operations	171,079	190,642	231,139	16	204,954	235,097	296,808
163	Vice President, Development	150,806	166,940	189,717	15	198,027	227,327	272,798
110	Director, Planning & Systems	124,981	139,142	158,147	14	186,874	207,839	237,970
108	Controller	106,330	122,262	142,751	13	113,655	132,094	158,300
114	Facilities Engineer	98,911	109,021	117,513	12	103,856	114,473	123,389
114	Facilities Engineer	98,911	109,021	117,513	12	103,856	114,473	123,389
164	Vice President, Education	89,096	107,569	125,929	12	121,064	143,737	175,067
154	Senior Manager, Human Resources	92,614	100,093	110,219	11	98,160	106,167	116,977
130	Manager, Compensation & Benefits	91,629	99,119	109,170	11	96,939	104,934	115,634



Phase IV: Design Preliminary Compensation System

Step 11 – Pay Structure(s)

Objective: To develop market-based pay structures ensuring external competitiveness, internal equity, and rational pay decisions.

- Develop new market-based pay plans to simplify compensation administration and to help the County maintain its competitive position, or update the salary ranges currently in place.
- Pay structures will consist of pay grades, each with a salary range minimum, midpoint, and maximum.
 - The salary range minimum will approximate competitive entry level pay.
 - The salary range midpoint will approximate the target market competitive placement (e.g., market 50% percentile).
 - The salary range maximum is a tool of management control that establishes a cap on pay. This approximates the upper range of market competitive pay and encourages employees to expand their skills and seek promotion opportunities.
- Discuss the need for, and pros and cons of, creating separate salary structures for different segments of the workforce.
- Evaluate the design characteristics of the structure, including the number of grades, range spreads, and midpoint differentials to align with internal job architecture and scope of positions.
- Evaluate the means by which employees progress through the pay structure, such as performance based, open ranges, or step based.
- Finalize the draft market-competitive pay structures considering the number of jobs, career levels, compensation philosophy, and potential for future growth.
- Slot jobs into the pay structure(s) based upon the market-competitive compensation data.

Step 12 – Implementation Analysis

Objective: To compare actual compensation practices with market data and assess financial impact of proposed changes.

- Compare actual compensation practices to the market-competitive data collected in the market analysis step and the pay structures designed previously (see Image 3).

Image 3



- Assess the financial impact of implementing the recommended compensation practices.
- Identify any employees paid below the proposed pay grade minimums or above the proposed pay range maximums.

- Document the results on a job-by-job and employee-by-employee basis with specific pay recommendations.

Step 13 – Alternative Implementation Analysis

Objective: To provide an alternative approach to comparing actual compensation practices with market data and assessing financial impact of proposed changes.

- Outline an alternative implementation scenario.
- Describe the advantages, disadvantages, and financial impact of the alternative scenario.
- Identify any employees paid below the proposed pay grade minimums or above the proposed pay range maximums.
- Document the results on a job-by-job and employee-by-employee basis with specific pay recommendations.

Step 14 – Pay Compression Analysis

Objective: To address current pay compression issues and create space to avoid future pay compression.

- Pay compression exists primarily in two scenarios:
 - When employees with less tenure are paid a similar rate or higher compared to peers with greater tenure.
 - When subordinates are paid at a rate too near that of their supervisor.
- Analyze peer-to-peer compression by designing a compression-based pay model to identify inequitable pay.
 - Pay compression is identified by comparing current pay to a theoretical salary-range placement based on job experience and performance.
 - Should current pay lag the calculated range placement, an increase is recommended.
 - The tool will be interactive to allow for modeling of different scenarios that can back into a budget number and can be set to implement the changes over multiple years.
- Analyze subordinate-to-supervisor compression by analyzing pay spreads and identifying areas for further evaluation. In some cases, such as in dual career path job families, compression may be identified but it may not be an issue.

Phase V: Deliver Results

Step 15 – Preliminary Results Meeting

Objective: To review draft results of the full project deliverables and begin the process of gathering feedback.

- Complete an internal project team review of the draft analysis as a final quality check.
- Conduct a virtual meeting to review the draft results. Items for review include:
 - Project report and supporting exhibits
 - Market pricing results
 - Pay structure design
 - Internal equity of each job
 - Implementation cost analysis
- Discuss the need for compression-based pay adjustments to alleviate internal pay compression and/or improve the overall pay competitiveness to the market.
- Provide copies of project report and supporting exhibits.
- Discuss strategies for implementation including cost and phases if necessary.

Step 16 – Incorporate the County’s Feedback

Objective: To gather feedback on internal equity and salary structure adjustments for optimal implementation strategy.

- Gather internal equity feedback regarding adjustments needed to correct for internal comparisons between jobs.
- Identify salary structure adjustments needed to address cultural considerations.
- Discuss and determine the optimal implementation strategy that considers cost, culture, timeline, and other issues.
- All changes to employee data should be in writing so that CBIZ can proof data entry to make sure the County’s reports are accurate.
- The County will have the opportunity to make one set of changes.

Step 17 – Implementation File

Objective: To provide a comprehensive file for managing employee data changes and modeling implementation costs.

- Provide a comprehensive Implementation File that allows the County to process employee data changes and model implementation costs.
- Key Features of the Implementation File:
 - **Employee Data Refresh:** Facilitate the updating and management of employee data to align with new compensation structures.
 - **Job Editing:** Enable modifications for new positions, reclassifications, and slotting to reflect organizational changes.
 - **Cost Modeling:** Incorporate salary structure edits and compression model refinement for accurate financial planning.
 - **Live Data Visualization:** Generate dynamic tables and charts that reflect real-time changes, providing a clear overview of the compensation landscape post-implementation.
- The Implementation File is intended as a strategic tool exclusively for the initial implementation phase. It is designed to assist in the point-in-time transition to the new compensation model. It is important to note that CBIZ’s role does not include ongoing maintenance or support of the file following the completion of the project.

Step 18 – Present Final Results

Objective: To provide a comprehensive presentation of the final project results, ensuring transparency to stakeholders.

- Work through feedback requests and issue the final project report.
- If needed, prepare and present summarized results to a leadership team, employees, and/or the County Board.
 - Prepare a draft presentation summarizing the scope of the project, methodology, findings, and recommendation for the project team review and feedback.
 - Present the approved presentation onsite to the respective audience and address any questions.

Step 19 – Employee Compensation Statements

Objective: To provide implementation plan communications to employees

- Prepare a draft letter for the project team to review that outlines the outcomes from the compensation study.
- The letter can include relevant compensation study results such as any job title changes, pay grade assignment, range parameters, compensation metrics (e.g., compa-ratio), and itemized pay changes.
- Produce individual letters for the County to distribute to employees.

Phase VI: Post-Implementation Support

Step 20 – Salary Administration Guide

Objective: To update and provide a guide for maintaining the compensation plan.

- Equip the County with a salary administration guide that provides direction for maintaining the compensation plan.
- Topics may include:
 - annual compensation planning
 - pay increase recommendations
 - hiring pay
 - promotions
 - demotions
 - job classification/reclassification
 - assigning new jobs to the pay structure
 - policy exceptions
 - approvals and notifications
- Provide policies and procedures for the administration of supplements and stipends.
 - Benchmark data for supplements and stipends are unreliable and rare.
 - Topics may include:
 - Position eligibility
 - Employee eligibility
 - Possible positions supplements or stipends

Step 21 – Program Training

Objective: To train staff on compensation plan implementation and ongoing maintenance.

- Conduct a training conversation with key staff to ensure the successful implementation and ongoing maintenance of the compensation plan.
 - Train staff on the compensation project methodology, labor markets, and design features.
 - Teach staff about system implementation and communications techniques, including sample communications for staff.
- Review the salary administration guide and explore examples with staff to ensure successful administration going forward.
- Ensure that staff understand the salary structure and annual adjustment process by reviewing the structure update tool and sample annual letter (described in Ongoing Services below).
- Provide a job evaluation worksheet for the County to slot new or modified positions. The worksheet will evaluate factors such as market data and internal equity, based on compensation philosophy.
- Answer questions to ensure staff have the knowledge necessary to implement and maintain the compensation system.

Step 22 – Ongoing Classification Support

Objective: To evaluate and grade new positions as well as revised positions on an as-needed basis after implementation.

- Conduct individual job market benchmarking and structure classification following the completion of the compensation study for up to eight non-executive positions annually for 2 years after implementation.
 - Collect appropriate job documentation.
 - Evaluate market compensation consistent with the compensation philosophy, labor market characteristics, and survey sources employed in the compensation study.
 - Document analysis and recommendations in a report and deliver for review and feedback.
- Annual Services

Annual Salary Planning Letter

Objective: To offer recommendations for ongoing compensation changes and adjustments that maintain market competitiveness.

- Provide the County with an annual letter of salary trend market intelligence for up to five years. The letter will assist with the following:
 - Share trends for what other organizations are forecasting for their annual salary increase process. This will assist the County with benchmarking increase budgets to the market.
 - Share trends for what other organizations are forecasting for annual salary structure adjustments. This will assist the County with annual structure updates that will ensure salary range minimums remain competitive and that salary range maximums remain appropriate.
- No additional fees will be charged for the annual salary trend market intelligence letter.

Image 4



Communication Strategy

CBIZ understands that the County is committed to communicating the project scope and the results of the study to both department heads and greater employee population. Therefore, CBIZ can support the following communication options within the scope of the proposal.

Project Kick-off Meetings

- Prepare and deliver a presentation to key stakeholders to cover the following topics:
 - Scope of the project
 - What to expect and not expect
 - Project methodology, steps, and education
 - Next steps
 - Questions and answers
 - Other relevant topics based on discussions with the County
- Facilitate the presentation in multiple sessions, if needed, over the course of one day.

Employee Questionnaire

- CBIZ develops a web-based questionnaire that all employees will be given the opportunity to complete.
- The questionnaire requests information related to employees' current job roles and responsibilities.

Progress Communications

- CBIZ will provide weekly progress reports to the Human Resources Director.

Meeting to Review Draft Results

- The County Management Team and HR provide changes, if any, to CBIZ. At the County's direction, CBIZ makes one round of changes to the analyses and delivers updated results to the County.
- Any additional changes requested by the County will be outside of the scope of the project and will result in additional fees.

Project Results Meetings

- Prepare and deliver a similar presentation to the Kick-Off Meeting, but with the additional sections of findings and recommendations.
- Address any employee questions.
- Facilitate the presentation in multiple sessions, if needed, over the course of one day.

Employee Compensation Statements

- Prepare a draft letter for the project team to review that outlines the outcomes from the compensation study.
- The letter can include relevant compensation study results such as any job title changes, pay grade assignment, range parameters, compensation metrics (e.g., compa-ratio), and itemized pay changes.
- Produce individual letters for the County to distribute to employees.

Additional Communication/Training

- Equip County with a salary administration guide that provides direction for maintaining the compensation plan. See Phase V: Post-Implementation Support for detailed information.
- Conduct training with key staff to ensure the successful implementation and ongoing maintenance of the compensation plan. See Phase Vi: Post-Implementation Support for additional information.

- Create a FAQ document addressing common queries employees may have about the revised pay structure.

Client Responsibilities

Data Provision

- Provide the data request items, primarily consisting of complete employee data, all necessary job descriptions, organizational charts, and any other relevant documentation at the outset of the project.

Project Team Participation

- Assign internal team members who will actively participate in the project, attending meetings and contributing to the discussions.
- Facilitate internal coordination among various departments to ensure smooth information flow and decision-making.
- Provide timely decisions and approvals to keep the project on schedule.

Review and Feedback

- Review the draft compensation philosophy document and provide feedback.
- Actively review and comment on draft deliverables; engage in collaborative discussions to finalize the compensation plan.
- Offer guidance and input on any presentations or communications extending beyond the project team.

Implementation and Training

- Take responsibility for implementing the compensation strategy and adjustments as recommended at the conclusion of the project.
- Ensure relevant staff attend training sessions provided by CBIZ to understand the compensation plan and tools.

Post-Project Data Management

- Regularly monitor and adjust the compensation plan as needed, based on changes within the organization and the external market.
- CBIZ will provide annual recommendations to support this process.
- CBIZ can support the ongoing benchmarking of jobs through ad hoc services. Ad hoc services are subject to additional fees.

Compliance and Legal Obligations

- All recommendations provided should be thoroughly reviewed by your internal legal team. Our guidance is provided based on our expertise in compensation consulting and does not constitute legal advice. It is essential that your legal counsel assesses these recommendations in the context of your organization's specific legal and regulatory framework.

Quality Control Process

- At CBIZ, our project management process is meticulously structured to ensure the highest standards of quality assurance, offering comprehensive and tailored solutions from the initial engagement to the final deliverable.
- Key Events:
 - Client Planning and Data Gathering: Engage with the client to understand their compensation philosophy, gather necessary data, and set project timelines and deliverables.
 - Conduct Pre-benchmarking Analysis: Assess the client’s organizational structure, identify any unique situations or pre-existing conditions, and review current compensation structures.
 - Internal Strategy and Alignment Meetings: Conduct internal meetings to align on the project approach, discuss the project scope from the proposal, and ensure team alignment on project steps and timeline.
 - Quality Review of Initial Analysis: ensure that the analysis file is working as expected and evaluate overall benchmarking in the context of the full results.
 - Internal Reviews: Consultants complete a series of internal reviews with the Project Manager and Director.
 - Client Preliminary Results Meeting: Present preliminary findings to the client, solicit feedback, and adjust the project approach as necessary based on client input.
 - Finalizing Results and Deliverables: Update and finalize all project reports and exhibits based on client feedback, ensuring all deliverables meet the set standards and client expectations.
 - Project After-Action Review and Wrap-Up: Conduct a comprehensive review to document lessons learned and successes, ensuring continuous improvement in our project management processes.

References

CBIZ frequently conducts classification and compensation studies for our public sector clients. Projects similar to that requested by the County that have been recently performed by CBIZ are described below. Each contact person identified may be contacted to verify the quality of CBIZ's work and competence of the Firm's assigned staff. CBIZ would be happy to provide additional references upon request.

Client List

County Governments

- Harris County, Texas (we haven't been putting them on proposals)
- Pima County, Arizona
- Perry County, Missouri
- St. Charles County, Missouri
- St. Francois County, Missouri
- Ste. Genevieve County, Missouri
- St. Louis County, Missouri

Municipalities/City Government

- City of Bristol, Tennessee
- City of Charleston, South Carolina
- City of Chesterfield, Missouri
- City of Fenton, Missouri
- City of Frontenac, Missouri
- City of Ladue, Missouri
- City of Lansing, Kansas
- City of Manchester, Missouri
- City of Nixa, Missouri
- City of O'Fallon, Illinois
- City of Overland Park, Kansas
- City of Perryville, Missouri
- City of Paducah, Kentucky
- City of Spring Hill, Kansas
- City of Ste. Genevieve, Missouri
- City of St. Charles, Missouri
- City of Sunset Hills, Missouri
- City of University City, Missouri
- City of Wentzville, Missouri

Cost Methodology

Our professional fee structure is based upon standard hourly rates for consulting services. We have repeatedly found that our philosophy of utilizing highly experienced personnel allows us to provide effective and efficient services at a cost that represents an exceptional value. Based upon our prior experience in conducting similar projects, professional fees for the project are as follows:

Project Steps	Consultant Hourly Allocation
Step 1 - Planning Discussion 2 Hours at \$300/hour; 0 Hour at \$450/hour; 2 Hours at \$650/hour	\$1,900
Step 2 - Establish Project Team Meetings 6 Hours at \$300/hour; 0 Hour at \$450/hour; 6 Hours at \$650/hour	\$5,700
Step 3 - Data Collection and Reconciliation 2 Hours at \$300/hour; 1 Hour at \$450/hour; 0.5 Hour at \$650/hour	\$1,375
Step 4 - Stakeholder Education Presentations 1 Hour at \$300/hour; 0 Hour at \$450/hour; 3 Hours at \$650/hour	\$2,250
Step 5 - Job Analysis Questionnaire 4 Hours at \$300/hour; 1 Hour at \$450/hour; 1 Hour at \$650/hour	\$2,300
Step 6 - Determine FLSA Status and EEO Job Classification Category 7 Hours at \$300/hour; 1 Hour at \$450/hour; 1 Hour at \$650/hour	\$3,200
Step 7 - Draft New Job Descriptions 22 Hours at \$300/hour; 3 Hours at \$450/hour; 2 Hours at \$650/hour	\$9,250
Step 8 - Job Description Content Appeals Process 6 Hours at \$300/hour; 2 Hours at \$450/hour; 1 Hour at \$650/hour	\$3,350
Step 9 - Custom Compensation Survey (Optional) 15 Hours at \$300/hour; 5 Hours at \$450/hour; 5 Hours at \$650/hour	\$10,000
Step 10 - External Market Analysis 33 Hours at \$300/hour; 13 Hours at \$450/hour; 6 Hours at \$650/hour	\$19,650
Step 11 - Pay Structure(s) 4 Hours at \$300/hour; 2 Hours at \$450/hour; 1 Hour at \$650/hour	\$2,750
Step 12 - Implementation Analysis 10 Hours at \$300/hour; 4 Hours at \$450/hour; 4 Hours at \$650/hour	\$7,400
Step 13 - Alternative Implementation Analysis 5 Hours at \$300/hour; 1 Hour at \$450/hour; 1 Hour at \$650/hour	\$2,600
Step 14 - Pay Compression Analysis 2 Hours at \$300/hour; 1 Hour at \$450/hour; 1 Hour at \$650/hour	\$1,700
Step 15 - Preliminary Results Meeting 7 Hours at \$300/hour; 3 Hours at \$450/hour; 2 Hours at \$650/hour	\$4,750
Step 16 - Incorporate Feedback 7 Hours at \$300/hour; 1 Hour at \$450/hour; 2 Hours at \$650/hour	\$3,850
Step 17 - Implementation File 2 Hours at \$300/hour; 1 Hour at \$450/hour; 0.5 Hour at \$650/hour	\$1,375
Step 18 - Present Final Results 2 Hours at \$300/hour; 1 Hour at \$450/hour; 1 Hour at \$650/hour	\$1,700
Step 19 - Employee Compensation Statements 2 Hours at \$300/hour; 1 Hour at \$450/hour; 0 Hour at \$650/hour	\$1,050
Step 20 - Salary Administration Guide 3 Hours at \$300/hour; 2 Hours at \$450/hour; 1 Hour at \$650/hour	\$2,450
Step 21 - Program Training 2 Hours at \$300/hour; 0 Hour at \$450/hour; 1 Hour at \$650/hour	\$1,250
Step 22 - Ongoing Classification Support 16 Hours at \$300/hour; 4 Hours at \$450/hour; 2 Hours at \$650/hour	\$7,900
Total of projects included in the scope:	\$87,750
Total Including Optional Custom Survey:	\$97,750

Additional Information

Disclosures

If the County agrees with and accepts the contents of this proposal (including, but not limited to the Project Approach and Professional Fees and Expenses), please sign in the space provided below and return one signed copy of the proposal to CBIZ via e-mail.

CBIZ's compensation professionals assert that they will not be acting as a member of management or making management decisions or providing the primary basis for management to make decisions that are significant to the subject matter under audit. Other factors that should be considered in making decisions include, but are not limited to, employee performance, tenure, and experience as well as economic and organizational influences.

Exceptions

General Instructions To Bidders, #5, I. Liability and Insurance, Certificates of Insurance:

As a large, publicly traded professional services firm with thousands of active clients, our insurance carriers will not issue a notice directly to our clients. In the unlikely event that coverage is canceled and not replaced with like coverage, CBIZ can agree to provide such notice. Alternatively, CBIZ can agree to provide a current Certificate of Insurance to the County every 30 days to demonstrate our compliance with this requirement.

Appendix A: Professional Summaries



Joe Rice

Managing Director, Compensation Consulting

Saint Louis University, B.A. History

Saint Louis University, B.A. Education

Mr. Rice leads a comprehensive practice in broad-based compensation. With extensive experience working within organizations in total rewards and human resources roles, he has a track record of success in developing and executing total rewards programs, including base pay, incentives, benefits, and retirement programs, for large multi-national organizations.

As the head of CBIZ's broad-based compensation practice, Mr. Rice provides expert evaluation and counsel on organization-wide total rewards practices. He is known for his strategic approach, innovative solutions, and proven results.

In addition to his professional achievements, Mr. Rice is also actively involved in the broader compensation and benefits community, serving as the President of the Compensation and Benefits Network of Greater St. Louis (CBN), a member organization dedicated to advancing the field of total rewards and fostering professional development among its members.



Carrie Blackwell, CCP

Senior Project Manager, Compensation Consulting

Missouri State University, B.S. Human Resources Management

Mrs. Blackwell oversees a team of compensation consultants and provides project management oversight and quality control. She has over 20 years of experience in a corporate setting managing broad based compensation programs in both the public and private sectors.

Mrs. Blackwell holds a B.S. degree in Human Resources Management and holds the accreditation, Certified Compensation Professional (CCP).



Jennifer Fischer, SHRM-SCP

Project Manager, Compensation Consulting

University of Missouri-Columbia, M.B.A.

University of Missouri-Columbia, B.S.B.A, Human Resource Management

Ms. Fischer is a Project Manager for CBIZ Compensation Consulting in the St. Louis, Missouri office where she oversees a team of compensation consultants and provides project management oversight and quality control. She brings over twenty-five years of experience in providing compensation and HR consulting services as an external consultant, as well as internally within corporate management teams.

Ms. Fischer has significant experience in all facets of human resources, including broad based compensation design and analysis, employee and leadership development, policy and procedure design and implementation, compliance, organizational assessment, mergers and acquisitions, and systems integration. She has worked across multiple industries as both a consultant and a business leader.

Ms. Fischer obtained her Master of Business Administration degree from the University of Missouri-Columbia, with an emphasis in Finance. She also received her Bachelor of Science Business Administration degree from the University, majoring in Human Resources Management.



Jason Holdener

Data Scientist / Senior Compensation Consultant

Saint Louis University, M.S. Bioinformatics and Computational Biology Southern Illinois

University-Carbondale, B.S. Human Physiology

Mr. Holdener is a Data Scientist/Senior Compensation Consultant with CBIZ Compensation Consulting located within the St. Louis, MO branch. He works on a variety of projects including extracting publicly available compensation data, statistical analysis of large datasets, natural language processing tasks, data visualization, and others that are directed at ensuring our clients receive quality results and improving the overall workflow of his team and colleagues.

Mr. Holdener acquired his Master of Bioinformatics and Computational Biology from Saint Louis University and during that time gained valuable knowledge and skills on extracting, transforming, and visualizing data at scale.



Taylor Sprague

Senior Compensation Consultant

University of Missouri-Columbia, B.S. Human Environmental Science

Mr. Sprague is a Senior Consultant with CBIZ Compensation Consulting in the Denver office. Since joining CBIZ, Mr. Sprague's experience includes the use of compensation surveys to conduct market analysis for a wide variety of positions, industries and organizations in regard to the design of compensation plans. He also has experience evaluating job questionnaires and compiling custom compensation survey reports for specific positions and industry benchmarking.

Mr. Sprague received a B.S. in Human Environmental Science with an emphasis in Personal Financial Planning, and a minor in Business from the University of Missouri-Columbia.



Adam Reckamp

Compensation Consultant

University of Missouri, B.S. Journalism and Business Marketing

Mr. Reckamp is a Consultant with CBIZ Compensation Consulting working out of the St. Louis office. Since joining CBIZ, his experience includes compensation market analysis across a wide scope of industries, positions and types of organizations. In addition to his work on organization-wide compensation studies, Mr. Reckamp is experienced in conducting executive compensation analyses as well as with job evaluation and documentation.

Mr. Reckamp earned a B.S. in Journalism and a minor in Business from the University of Missouri-Columbia.



Grant Gardiner

Compensation Consultant

University of Missouri-Columbia, B.A. Business Management

Mr. Gardiner is a Consultant with CBIZ Compensation Consulting working out of the St. Louis office. His experience includes both organization-wide and executive compensation market analysis for a wide range of organizations, positions, and industries.

Mr. Gardiner earned a B.A. in Business Management from the University of Missouri-Columbia.



Gaby Davidson

Compensation Consultant

University of Missouri-Columbia, B.B.A Finance

Ms. Davidson is a Consultant with CBIZ Compensation Consulting in the St. Louis office. Since joining CBIZ, her experience includes market benchmarking analysis across a wide scope of industries, positions, and types of organizations.

Ms. Davidson earned a BBA in Finance from the University of Missouri.



Cece Golinvaux

Compensation Consultant

Saint Louis University, Richard A. Chaifetz School of Business, Master of Business Administration

Saint Louis University, Bachelor of Science in Criminology and Criminal Justice

Ms. Golinvaux is a Consultant with CBIZ Compensation Consulting in the St. Louis office. Since joining CBIZ, her experience includes conducting research and data analysis to help design and implement strategic compensation and total rewards programs.

Prior to this role, held positions in data analytics and consulting, offering support to various organizations in enhancing their operational and strategic decision-making. Experience includes working in nonprofit sectors, focusing on data analysis and community support initiatives.



Elise Fuller

Compensation Consultant

University of Missouri, Bachelor of Business Administration, emphasis in Management

University of Missouri, Bachelor of Business Administration, emphasis in Marketing

Ms. Fuller is a Consultant with CBIZ Compensation Consulting in the St. Louis office, with a focus on advising organizations in compensation planning and strategy to align with business goals and market trends.

Before joining CBIZ, experience included various HR roles, where responsibilities ranged from managing daily operations to supporting HR compliance and employee relations functions. Earlier positions supported HR administration, enhancing skills in people management, compliance, and operational coordination.

Professional achievements include awards like the President's Volunteer Service Award (Gold and Bronze) and honors on the University of Missouri Dean's List, underscoring a dedication to excellence and community service. Outside of work, interests include volunteering and exploring personal development through community service initiatives.

Appendix B: Data Request

- Employee census: The following data fields are extremely important and should be provided for each employee included in the scope of the study. An Excel template has been provided for your convenience.
 - Unique employee identification number (NOT Social Security Number)
 - Employee name
 - Job title
 - Job code (if available)
 - Date of hire
 - Date of service within the current title
 - Department name
 - Job family (if available)
 - Sub-job family or function (if available)
 - Pay period (i.e., monthly, semi-monthly, bi-weekly, weekly, etc.)
 - Standard hours worked per pay period (to calculate full-time equivalent)
 - Exempt/non-exempt status under the Fair Labor Standards Act (FLSA)
 - Current Salary (annual or hourly)
 - Current salary grade/range (if available/applicable; if salary grade is provided by employee, salary ranges by grade may be provided as a separate Excel file)
 - Most recent performance score (if available)
 - Employee email address (for the job analysis questionnaire process)
 - Supervisor email address (for the job analysis questionnaire process)
 - Supervisor name
 - Supervisor employee identification number
- Current or most recent fiscal year revenue/budget
- Copies of job descriptions
- Any additional salary structure(s) information such as the number of salary grades, minimum, maximum and steps for each grade and which job titles slot into which structures and grades
- Any plan documents or other documentation related to the current annual incentive/bonus and long-term incentive programs
- Organizational charts
- Current compensation philosophy documentation (if available)
- A copy of past compensation study results
- Human Resource policies and procedures related to compensation and benefits administration
- Copies of any salary surveys which you currently use (original hard copies are acceptable and will be returned at the end of the project)

Tazewell County
Project #2025-HR-01
Compensation and Classification Study
REFERENCES

Please provide at least five references from prior comparable projects.

Vendor/Contractor: CBIZ Benefits & Insurance Services, Inc.

Project completed for:	Pima County, Arizona
Date project completed:	June 2023
Scope of project completed:	Comprehensive compensation system redesign project including developing a job classification structure
Representative to contact:	Dustin Green
Representative's phone number:	(520) 724-8111

Project completed for:	Perry County, Missouri
Date project completed:	December 2021
Scope of project completed:	Organization-wide compensation and benefits study
Representative to contact:	Jared W. Kutz
Representative's phone number:	(573) 547-4242

Project completed for:	St. Charles County, Missouri
Date project completed:	April 2024
Scope of project completed:	Job Classification Development Study
Representative to contact:	Samantha Shadrach
Representative's phone number:	(636) 949-7900 ext. 7190

Project completed for:	St. Francois County, Missouri
Date project completed:	September 2022
Scope of project completed:	Organization-wide compensation study
Representative to contact:	Corey Schrum
Representative's phone number:	(573) 756-5411 ext.221

Project completed for:	Ste. Genevieve County, Missouri
Date project completed:	December 2021
Scope of project completed:	Organization-wide compensation and benefits study
Representative to contact:	Sue Wolk
Representative's phone number:	(573) 883-5580 ext. 2

Tazewell County
Project #2025-HR-01
Compensation and Classification Study
BID FORM

Vendor/Contractor: CBIZ Benefits & Insurance Services, Inc.

Option # **of**
 (use additional form for each option)

Base Bid: Total cost to complete the scope:	\$87,750
Optional Cost/Considerations: Costs for alternative projects/adjustments to the scope:	Cost of Optional Custom Survey: \$10,000
Cost per hour or per job for work outside the scope:	The cost of evaluating market-competitive compensation and recommending grade assignments for new positions or revised positions after the project will be \$750 per position (excludes executive and sales positions). Hourly Rates: Director - \$650/hr, Project Manager - \$450/hr, Consultants - \$300/hr.
Cost methodology: i.e. by job description, or project, etc.	Please see the Cost Methodology section of the Response to Questions
Additional fees: any additional/potential fees not listed elsewhere.	No Additional fees anticipated
Start Date	End of March
Completion Date/Number of Days to Completion	Middle of September / Approximately 24 Weeks

*Contract will be awarded as a complete package to one bidder giving consideration to the total project cost, expected start and completion dates, etc.

Company name: CBIZ Benefits & Insurance Services, Inc.

Signature: 
 Nancy M. Mellard

Title: Executive Vice President

Date: 1/20/2025

Email & Phone Contact Information: jrice@cbiz.com 314-590-4070

**Tazewell County
 Project #2025-HR-01
 Compensation and Classification Study
 SUBCONTRACTOR LISTING**

Vendor/Contractor: CBIZ Benefits & Insurance Services, Inc.

Subcontractor name & address:	
Scope of work to be completed by subcontractor:	

Subcontractor name & address:	
Scope of work to be completed by subcontractor:	

Subcontractor name & address:	
Scope of work to be completed by subcontractor:	


Subcontractor name & address:	
Scope of work to be completed by subcontractor:	

We hereby submit our proposal for the **Compensation and Classification Study, Project #2025-HR-01**

CBIZ Benefits & Insurance Services, Inc., herein called "bidder,"
Company Name

acknowledges receipt of the following documents, which are incorporated herein by reference and together with this proposal, are herein called "contract documents."

- A. Invitation to Bid
- B. Legal Notice
- C. General Instructions to Bidders
- D. Scope of Work and Specifications included
- E. Bid Form
- F. Reference Form
- G. Subcontractor Listing
- H. Non-Collusion and Certification of Eligibility Affidavit
- I. Agreement for County of Tazewell (Sample)


Signature & Title

Nancy M. Mellard - Executive Vice President

1/20/2025
Date

COMMITTEE REPORT

Mr. Chairman and Members of the Tazewell County Board:

Your Human Resources Committee has considered the following RESOLUTION and recommends that it be adopted by the Board:

RESOLUTION

WHEREAS, the County’s Human Resources Committee recommends to the County Board to re-classify the position of Purchasing Manager to Accounting Analyst; and

WHEREAS, the Purchasing Manager is retiring effective February 28, 2025; and

WHEREAS, this vacancy provides an opportunity to review and reorganize the operations of the Finance Office to more effectively provide the services, support and reporting desired by the County Board and County leadership; and

WHEREAS, the Purchasing Manager position is a salary grade 14 while the proposed Accounting Analyst position was determined to be a salary grade 16 using the Korn Ferry methodology; and

THEREFORE BE IT RESOLVED that the County Board approve this recommendation.

BE IT FURTHER RESOLVED that the County Clerk notifies Human Resources, Finance Director, and the Payroll Division of this action.

PASSED THIS 26th DAY OF February, 2025.

ATTEST:

Tazewell County Clerk

Tazewell County Board Chairman



Tazewell County Job Description

Job Title: Accounting Analyst
Department: County Administration
Reports to: Assistant County Administrator/ Finance Director
FLSA Status: Exempt
Grade: 16
Prepared Date: February 12, 2025

SUMMARY: Under the direction of the Assistant County Administrator/ Finance Director, the Accounting Analyst performs work of considerable difficulty in the planning and operations of the Finance Department including the areas of audit, budget, purchasing, accounts payable, and fixed assets; provides complex administrative support to the Assistant County Administrator/Finance Director and Budget Director and performs related work as required; performs technical and administrative tasks in the processing and maintenance of financial and budget-related data; assists in the preparation of the annual budget, schedule of federal awards, and external audit; assists with forecasting and analysis of revenue and expenditure trends and monitors them against adopted budget amounts; directs and supports departments in compliance with County, State and Federal budgetary and financial policies and regulations; assists with special projects and other activities as assigned.

JOB RELATIONSHIP: Under the direct supervision and direction of the Assistant County Administrator/ Finance Director.

ESSENTIAL DUTIES AND RESPONSIBILITIES: include the following. Other duties may be assigned to meet business needs.

- Assists with the day-to-day operations of the Finance Department.
- Provides direction and advice in the resolution of financial questions with department heads, elected officials and county board members.
- Assists with the preparation of materials for the County Board and committee board agendas and attending meetings.
- Assists with the external audit including preparation of work papers, performing analysis, and preparing journal entries. Assists throughout the preparation of the Annual Comprehensive Financial Report (ACFR) in accordance with Generally Accepted Accounting Principles (GAAP), including working to provide the external auditors with the necessary reports and information, coordinating with other departments, preparing necessary work papers and assisting with the Management's Discussion and Analysis section.
- Prepares documents related to the bidding process.

- Provides guidance to the Accounts Payable Manager. Interacts with management throughout the organization at all levels.
- Maintains confidentiality due to the sensitive and confidential issues handled by the position.
- Assists with the annual budget preparation process; maintains a thorough understanding of the budget preparation process.
- Assists with the procurement process, including explaining purchasing policy requirements, preparing bid documents, tracking questions, sending out addenda, and preparing results.
- Assists with tracking grants, compiling documentation and reporting in accordance with OMB Circular A-133.
- Conducts research and financial analysis; makes recommendations to the Finance Director and Budget Director on financial matters.
- Serves as a resource to County personnel on the financial system and budget related topics by attending user group meetings, developing policy and procedures, and learning the financial system.
- Conducts detailed general ledger account and fund analysis and reconciliation and prepares journal entries to correct any inaccuracies found.
- Demonstrates ability to think and act independently and collaboratively.
- Completes projects and other duties as assigned or required.

QUALIFICATIONS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

EDUCATION and /or EXPERIENCE:

- Bachelor's degree from an accredited college or university required in Accounting or Finance.
- 2 years' experience in accounting with knowledge and understanding of Generally Accepted Accounting Principles (GAAP) preferred.
- Experience in government finance preferred.

TECHNICAL SKILLS: Experience with Microsoft Office applications, personal computers, keyboarding, spreadsheets, word processing, adding machine, printers, multi-line phone system, fax machines, digital copier, and other office equipment. Experience using complex financial accounting and budgeting software a plus.

MATHEMATICAL SKILLS: Ability to add, subtract, multiply, divide, and determine percentages, ratios, order of operations, exponents, general algebra concepts.

CERTIFICATES, LICENSES, REGISTRATIONS: Advanced certification, such as a Certified Public Accounting (CPA) is a plus.

REASONING ABILITY: Ability to apply common sense understanding to carry out detailed written or oral instructions and communicate work assignments thoroughly to office staff. Apply induction to situations.

LANGUAGE SKILLS: Ability to read, analyze, evaluate and interpret documents such as financial reports, policies, contracts, collective bargaining unit agreements, insurance and risk documents. Ability to write routine reports and correspondence and have the ability to speak effectively before department heads, committee members and employees.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. While performing the duties of this job, the employee is frequently required to sit 90% of the time; stand 5% of the time; walk 5% of the time; and talk; or hear. The employee is occasionally required to stand; walk; use hands to finger, handle, or feel; reach with hands and arms; and stoop; kneel; or crouch. The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, distant vision and depth perception.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Normal quiet office working conditions.

The preceding job description has been designed to indicate the general nature and essential duties and responsibilities of work performed by employees within this classification. It may not contain a comprehensive inventory of all duties, responsibilities, and qualifications required of employees to do this job.

COMMITTEE REPORT

Mr. Chairman and Members of the Tazewell County Board:

Your Human Resource Committee has considered the following RESOLUTION and recommends that it be adopted by the Board:

RESOLUTION

WHEREAS, Tazewell County Employees has a Physician Hospital Organization Agreement (“Agreement”) with Health Plus Inc. (“HP”), with an effective date of June 1, 2022; and

WHEREAS, CHPP has assumed the operations of HP effective January 1, 2025, and

WHEREAS Tazewell County Employees and CHPP desire to update the Agreement to reflect the current relationship between the Parties.

NOW THEREFORE, in consideration of the covenants contained herein, it is mutually agreed by and between the parties as follows:

1. As of January 1, 2025 (“Transfer Date”), HP hereby assigns to CHPP its rights and obligations under the Agreement. CHPP hereby assumes the rights from and agrees to perform all obligations of HP under the Agreement. The Parties agree that as of the Transfer Date, CHPP is to be substituted for HP under the Agreement and all references in the Agreement to HP shall refer to CHPP.
2. Except as amended and supplemented hereby, all of the terms of the Agreement shall remain and continue in full force and effect and are hereby confirmed in all respects.
3. This Amendment may be executed in any number of counterparts, each of which shall be an original and all of which together shall constitute one and the same document, and is binding on all parties notwithstanding that each of the parties may have signed different counterparts. Facsimiles or scanned copies of signatures or electronic images of signatures shall be considered original signatures.

THEREFORE BE IT RESOLVED that the County Board approve this recommendation.

BE IT FURTHER RESOLVED that the County Clerk notifies the County Board Office, Human Resources Director, Finance, and the Auditor of this action.

PASSED THIS 26th DAY OF FEBRUARY 2025

ATTEST:

 County Clerk

 County Board Chairman

Second Amendment to the Agreement

This Second Amendment to the Physician Hospital Organization Agreement (“Second Amendment”), effective as of the date of the last signature below (the “Effective Date”), is made by and between Carle Health Physician Partners, Inc., formerly Health Plus, Inc. (“CHPP”) and Tazewell County Employees (“Organization”). Unless the context of the sentence would provide a different interpretation, Carle and Organization may be collectively referred to herein as the “Parties” and individually as a “Party.”

RECITALS

WHEREAS, Tazewell County Employees has a Physician Hospital Organization Agreement (“Agreement”) with Health Plus Inc. (“HP”), with an effective date of June 1, 2022.

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IN WITNESS WHEREOF, the parties hereto have executed this Amendment the day and year as written below.

Carle Health Physician Partners

Tazewell County Employees

By: _____

By: _____

Print: _____

Print: _____

Title: _____

Title: _____

Date: _____

Date: _____