

Proposal

Webb County, Texas

Proposal to Provide an Employee Classification and Wage Study, RFP # 2018-006

August 8, 2018

Springsted Human Capital Advisors
14285 Midway Road, Suite 340
Addison, Texas 75001

TL Cox, Executive Vice President
tlcox@springsted.com
469-515-0646

THIS FORM MUST BE INCLUDED WITH RFP PACKAGE; PLEASE CHECK OFF EACH ITEM INCLUDED WITH RFP PACKAGE AND SIGN BELOW TO COMFIRM SUBMITTAL OF EACH REQUIRED ITEM.

RFP # 2018-006

“Employee Classification and Wage Study”

Proposer Information

A minimum of five (5) references

Conflict of Interest form (Form CIQ)

Certification regarding Debarment (Form H2048)

Certification regarding Federal lobbying (Form 2049)

Code of Ethics Affidavit

Proof of No Delinquent Tax Owed to Webb County



A handwritten signature in black ink is written over a solid horizontal line. The signature is stylized and appears to consist of several overlapping loops and strokes.



Proposer Information

Name of Company: Springsted Human Capital Advisors
Address: 14285 Midway Road, Suite 340
City and State Addison, Texas 75001
Phone: (469) 515-0646
Email Address: tlcox@springsted.com

Signature of Person Authorized to Sign:


Signature

TL Cox
Print Name

Executive Vice President
Title

Indicate status as to "Partnership", "Corporation", "Land Owner", etc.

Corporation

August 8, 2018
(Date)

Note:

All submissions relative to these RFP shall become the property of Webb County and are nonreturnable.

If any further information is required, please call the Webb County Contract Administrator, Juan Guerrero, at (956)523-4125.

References

Name of Local / State government or private company	Address	Phone	Name of Contact	Contract Active, if not when did it expire (If applicable)
Upper Trinity Regional Water District (Lewisville, Texas)	PO Drawer 305 Lewisville, TX 75067	469-635-8170	Ms. Jan Morris, Manager of Personnel and Purchasing	Completed June 2017
Dallas Area Rapid Transit (DART, Dallas, Texas)	1401 Pacific Avenue Dallas, TX 75202-7235	214-749-3335	Ms. Tina Franco, Assistant Vice President, Human Capital	Completed December 2016
Florida Municipal Power Agency	8553 Commodity Circle Orlando, FL 32819	321-239-1005	Ms. Sharon Adams, Human Resources Director	Completed October 2017
City of Richmond Heights, Missouri	1330 South Big Bend Blvd Richmond Hts, MO 63117	314-655-3501	Ms. Pam Hylton, Assistant City Manager	Completed December 2016
City of Ankeny, Iowa	410 West First Street Ankeny, IA 50023	515-965-6408	Ms. Dawn Gean, Human Resources Director	Completed December 2016
Transylvania County, North Carolina	21 East Main Street Brevard, NC 28712	828-884-3100	Ms. Sheila Cozart, Director of Human Resources	Completed June 2014

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

Springsted Human Capital Advisors

2 Check this box if you are filing an update to a previously filed questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

None

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

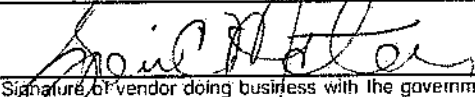
Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7 
Signature of vendor doing business with the governmental entity

August 8, 2018
Date

CERTIFICATION
REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY
EXCLUSION FOR COVERED CONTRACTS

PART A.

Federal Executive Orders 12549 and 12689 require the Texas Department of Agriculture (TDA) to screen each covered potential contractor to determine whether each has a right to obtain a contract in accordance with federal regulations on debarment, suspension, ineligibility, and voluntary exclusion. Each covered contractor must also screen each of its covered subcontractors.

In this certification "contractor" refers to both contractor and subcontractor; "contract" refers to both contract and subcontract.

By signing and submitting this certification the potential contractor accepts the following terms:

1. The certification herein below is a material representation of fact upon which reliance was placed when this contract was entered into. If it is later determined that the potential contractor knowingly rendered an erroneous certification, in addition to other remedies available to the federal government, the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, or the TDA may pursue available remedies, including suspension and/or debarment.
2. The potential contractor will provide immediate written notice to the person to which this certification is submitted if at any time the potential contractor learns that the certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The words "covered contract", "debarred", "suspended", "ineligible", "participant", "person", "principal", "proposal", and "voluntarily excluded", as used in this certification have meanings based upon materials in the Definitions and Coverage sections of federal rules implementing Executive Order 12549. Usage is as defined in the attachment.
4. The potential contractor agrees by submitting this certification that, should the proposed covered contract be entered into, it will not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the Department of Health and Human Services, United States Department of Agriculture or other federal department or agency, and/or the TDA, as applicable.

Do you have or do you anticipate having subcontractors under this proposed contract?

Yes

No

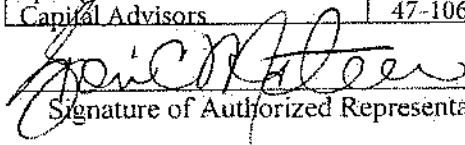
5. The potential contractor further agrees by submitting this certification that it will include this certification titled "Certification Regarding Debarment, Suspension, Ineligibility, and Voluntary Exclusion for Covered Contracts" without modification, in all covered subcontracts and in solicitations for all covered subcontracts.
6. A contractor may rely upon a certification of a potential subcontractor that it is not debarred, suspended, ineligible, or voluntarily excluded from the covered contract, unless it knows that the certification is erroneous. A contractor must, at a minimum, obtain certifications from its covered subcontractors upon each subcontract's initiation and upon each renewal.
7. Nothing contained in all the foregoing will be construed to require establishment of a system of records in order to render in good faith the certification required by this certification document. The knowledge and information of a contractor is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for contracts authorized under paragraph 4 of these terms, if a contractor in a covered contract knowingly enters into a covered subcontract with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the federal government, Department of Health and Human Services, United States Department of Agriculture, or other federal department or agency, as applicable, and/or the TDA may pursue available remedies, including suspension and/or debarment.

**PART B. CERTIFICATION REGARDING DEBARMENT, SUSPENSION,
INELIGIBILITY AND VOLUNTARY EXCLUSION FOR COVERED CONTRACTS**

Indicate in the appropriate box which statement applies to the covered potential contractor:

- The potential contractor certifies, by submission of this certification, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this contract by any federal department or agency or by the State of Texas.
- The potential contractor is unable to certify to one or more of the terms in this certification. In this instance, the potential contractor must attach an explanation for each of the above terms to which he is unable to make certification. Attach the explanation(s) to this certification.

Name of Contractor	Vendor ID No. or Social Security No.	Program No.
Springsted Human Capital Advisors	47-1064404	


Signature of Authorized Representative

August 8, 2018

Date

Bonnie C. Matson, Principal
Printed/Typed Name and Title of
Authorized Representative

CERTIFICATION REGARDING FEDERAL LOBBYING
(Certification for Contracts, Grants, Loans, and Cooperative Agreements)

PART A. PREAMBLE

Federal legislation, Section 319 of Public Law 101-121 generally prohibits entities from using federally appropriated funds to lobby the executive or legislative branches of the federal government. Section 319 specifically requires disclosure of certain lobbying activities. A federal government-wide rule, "New Restrictions on Lobbying", published in the Federal Register, February 26, 1990, requires certification and disclosure in specific instances.

PART B. CERTIFICATION

This certification applies only to the instant federal action for which the certification is being obtained and is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$100,000 for each such failure.

The undersigned certifies, to the best of his or her knowledge and belief, that:

1. No federally appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, or the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.
2. If any funds other than federally appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with these federally funded contract, subcontract, subgrant, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying", in accordance with its instructions. (If needed, contact the Texas Department of Agriculture to obtain a copy of Standard Form-LLL.)

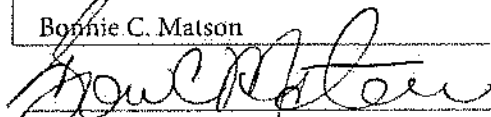
3. The undersigned shall require that the language of this certification be included in the award documents for all covered subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all covered subrecipients will certify and disclose accordingly.

Do you have or do you anticipate having covered subawards under this transaction?

- Yes
 No

Name of Contractor/Potential Contractor	Vendor ID No. or Social Security No.	Program No.
Springsted Human Capital Advisors	47-1064404	

Name of Authorized Representative	Title
Bonnie C. Matson	Principal



Signature -- Authorized Representative

August 8, 2018

Date

**WEBB COUNTY PURCHASING DEPT.
QUALIFIED PARTICIPATING VENDOR CODE OF ETHICS
AFFIDAVIT FORM**

STATE OF ~~TEXAS~~ MINNESOTA

KNOW ALL MEN BY THESE PRESENTS:

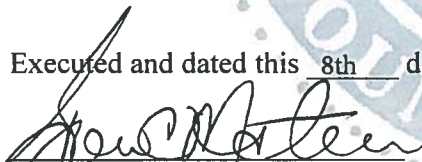
COUNTY OF ~~WEBB~~ RAMSEY

BEFORE ME the undersigned Notary Public, appeared Bonnie C. Matson, the herein-named "Affiant", who is a resident of Ramsey County, State of Minnesota, and upon his/her respective oath, either individually and/or behalf of their respective company/entity, do hereby state that I have personal knowledge of the following facts, statements, matters, and/or other matters set forth herein are true and correct to the best of my knowledge.

I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby confirm that I have reviewed and agree to fully comply with all the terms, duties, ethical policy obligations and/or conditions as required to be a qualified participating vendor with Webb County, Texas as set forth in the Webb County Purchasing Code of Ethics Policy posted at the following address: <http://www.webbcountytexas.gov/PurchasingAgent/PurchasingEthicsPolicy.pdf>

I personally, and/or in my respective authority/capacity on behalf of my company/entity do hereby further acknowledge, agree and understand that as a participating vendor with Webb County, Texas on any active solicitation/proposal/qualification that I and/or my company/entity failure to comply with the Code of Ethics policy may result in my and/or my company/entity disqualification, debarment or make void my contract awarded to me, my company/entity by Webb County. I agree to communicate with the Purchasing Agent or his designees should I have questions or concerns regarding this policy to ensure full compliance by contacting the Webb County Purchasing Dept. via telephone at (956) 523-4125 or e-mail to the Webb County Purchasing Agent to joel@webbcountytexas.gov.

Executed and dated this 8th day of August, 2018.


Signature of Affiant

Bonnie C. Matson, Principal, Springsted Human Capital Advisors
Printed Name of Affiant/Company/Entity

SWORN to and subscribed before me, this 8 day August, 2018



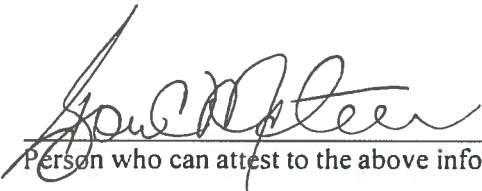

NOTARY PUBLIC, STATE OF ~~TEXAS~~
MINNESOTA

PROOF OF NO DELINQUENT TAXES OWED TO WEBB COUNTY

Name Springsted Human Capital Advisors owes no delinquent property taxes to Webb County.

Springsted Human Capital Advisors owes no property taxes as a business in Webb County.
(Business Name)

Springsted Human Capital Advisors owes no property taxes as a resident of Webb County.
(Business Owner)



Person who can attest to the above information

*** SIGNED NOTORIZED DOCUMENT AND PROOF OF NO DELINQUENT TAXES TO WEBB COUNTY.**


The State of Texas
County of Webb

Before me, a Notary Public, on this day personally appeared Bonnie C. Matson, know to me (or proved to me on the oath of _____) to be the person whose name is subscribed to the forgoing instrument and acknowledged to me that he executed the same for the purpose and consideration therein expressed.

Given under my hand and seal of office this 8th day of August 20 18.

Notary Public, State of ~~Texas~~ Minnesota




Maureen D Fuller

My commission expires the 8 day of August 20 18

(Print name of Notary Public here)



Springsted Human Capital Advisors
14285 Midway Road, Suite 340
Dallas, TX 75001
Tel: 972-481-1950
Fax: 972-481-1951
www.waters-company.com

a. Cover Letter

August 8, 2018

Mr. Juan Guerrero, Contract Administrator
Purchasing Department
Webb County
1110 Washington Street
Suite 101
Laredo, TX 78040

Re: **Request for Proposal to Provide an Employee Classification and Wage Study, RFP # 2018-006**

Dear Mr. Guerrero:

Please allow me to begin by thanking you for the opportunity to submit this proposal for Webb County's (i.e. the County or Webb County) review. Springsted Incorporated is one of the largest independent public sector advisory firms in the United States. For more than sixty (60) years we have partnered with entities large and small on a variety of initiatives including classification and compensation studies, community surveys, organizational improvement projects, strategic planning sessions and performance evaluation systems.

For a variety of reasons, Springsted is the ideal firm to partner with the County on its employee classification and wage study:

- **Springsted is a leader in human resources consulting on both national and local levels.** The proposed Springsted consulting team has extensive expertise providing advisory services to organizations similar in size and complexity to Webb County. We've completed more than 190 compensation-related projects in the past few years alone!
- **Springsted is one of the leading providers of compensation services to the public sector, specifically local government.** In the past five (5) years, Springsted has completed classification and compensation studies for public sector organizations in twenty-two (22) states, *including Texas*. Therefore, our consultants have an in depth understanding of current market trends and

practices and will leverage this knowledge to help guide the County in this engagement. We will move beyond the traditional role of a “consultant” and instead become a trusted partner to the County, its leadership and employees.

- **Springsted has successfully worked with Counties across the United States on their classification and compensation needs.** County governments are different than their municipal counterparts. Effectively providing human resources services to counties requires an in-depth knowledge of county operations and jobs. Springsted has proven time and time again that we are the foremost provider of classification and compensation services to county government, as is demonstrated in the following proposal, as well as the fact that *we were the partner selected to provide these services to the Association of County Commissioners of Georgia, the North Carolina Association of County Commissioners, and the Virginia Association of Counties.*
- **Springsted has assigned to the Webb County project a consulting team with diverse public and private sector experience with extensive knowledge of the Texas market.** Springsted’s staff has a successful track record working with local government (and other public sector organizations) in Texas on their classification and compensation needs. For example, Springsted has recently completed compensation projects for the City of El Paso, Port of Corpus Christi Authority, Upper Trinity Regional Water District (Lewisville), and Dallas Area Rapid Transit (DART). Additionally, we are currently engaged with the City of DeSoto and City of Ingleside on a similar engagement.

Our team would be pleased to be counted among the firms you feel could effectively provide Webb County’s employee classification and wage study and would welcome the opportunity to discuss our qualifications and recommended approach in greater detail. Springsted Human Capital Advisors is not prohibited from entering into a contract with Webb County as a result of a financial interest as defined under Texas Govt. Code Sec. 2261.252(b).

Respectfully submitted,



TL Cox, Executive Vice President
Consultant

sml

(b) Table of Contents

b. Table of Contents

a. COVER LETTER	1
b. TABLE OF CONTENTS	3
c. EXECUTIVE SUMMARY.....	4
d. DESCRIPTION OF RELEVANT EXPERIENCE AND QUALIFICATIONS...5	
History and Leadership	5
Office Locations	6
Project Team.....	7
References	10
Experience	10
e. TECHNICAL PROPOSAL	12
A. Project Initiation – Data Collection	12
B. Employee Communication Sessions	13
C. Optional Development of Classification System	14
D. Review of Preliminary Classifications and Class Descriptions.....	14
E. Salary and Pay Practices Survey and Development of Pay Plan ..	15
F. Implementation Strategy and Staff Training.....	16
G. Final Report	16
H. Project Timeline.....	17
f. ATTACHMENTS.....	18
g. FEE PROPOSAL	21
Professional Fee (Market Only)	21
Professional Fee (Comprehensive)	21
Professional Fee and Project Schedule	21
Additional Work.....	22
PROJECT TEAM RESUMES	APPENDIX I

Mission Statement

The Springsted Group provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.

c. Executive Summary

As requested in Webb County's RFP, Springsted is pleased to provide the following executive summary identifying project phasing, inclusive of deliverables. Please note, this is reflective of two different work plans (using only market data and with Springsted's SAFE® process).

- 1. Project Initiation – Data Collection**
 - a. Kick-off materials and presentation
 - b. Project schedule
- 2. Employee Communication Sessions**
 - a. Position Analysis Questionnaire (PAQ)
 - b. Employee presentations
- 3. Optional Development of Classification System**
 - a. SAFE® job evaluation
 - b. Classification recommendations and corresponding employee allocation
 - c. Interviews/focus groups
- 4. Optional Class Specifications**
 - a. Development of new class specifications or update of existing class specifications, as necessary (i.e. Classification Study #14 in the RFP)
- 5. Salary and Pay Practices Survey and Update/Development of Pay Plan**
 - a. Job summaries
 - b. Salary and pay practices survey
 - c. Market comparisons
 - d. Preliminary and final pay plan(s)
 - e. Draft compensation philosophy
- 6. Implementation Strategy and Staff Training**
 - a. Implementation costing scenarios (up to 3)
 - b. Staff training
 - c. Administrative guidelines
- 7. Final Report**
 - a. Draft and final reports
 - b. Formal compensation philosophy
 - c. Concluding presentation

* Included for job evaluation only

**(d) Description of Relevant
Experience and Qualifications**

d. Description of Relevant Experience and Qualifications

History and Leadership

The Springsted Group is comprised of three companies: Springsted Incorporated, Springsted Investment Advisors and Springsted Human Capital Advisors. This structure was created to both delineate our service areas and to ensure compliance with new federal regulatory requirements. Springsted Incorporated (SI) provides Public Finance, Economic Development and Operational Finance/Fiscal Planning Services. Springsted Investment Advisors (SIA) provides Municipal Investment Advisor Services. Springsted Human Capital Services provides Classification and Compensation and Organizational Management as well as Executive Recruitment Services through Springsted | Waters Executive Recruitment.

Springsted is one of the largest and longest established independent public sector advisory firms in the United States. For over 60 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our managed growth is focused on providing clients with a balance of national perspective and local expertise.

Springsted is equally owned and managed by three employee-principals, two of which are women. Our headquarters are located in Saint Paul, Minnesota, with offices strategically located throughout the United States. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; Denver, Colorado; Atlanta, Georgia and Dallas, Texas. Saint Paul has been our corporate home since the firm first opened its doors in the early 1950s.

Currently, we have a staff of more than 75 professionals, including client representatives, consultants, project managers, analytical professionals and support personnel. Our size provides both subject matter expertise and contingency in the case of unforeseen circumstances.

Springsted's staff has been advising our clients in human resources for over 25 years. We have a strong staff with direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

Our Human Resource focus is in the area of position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

Office Locations**Springsted (Corporate Office)**

380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887
651-223-3000
651-223-3046 fax

Wisconsin Office

710 North Plankinton Avenue
Suite 804
Milwaukee, WI 53203
414-220-4250
414-220-4251 fax

Missouri Office

9229 Ward Parkway, Suite 104
Kansas City, MO 64114
816-333-7200
816-333-7299 fax

Iowa Office

300 Walnut Street, Suite 215
Des Moines, IA 50309-2258
515-244-1358
515-244-1508 fax

Illinois Office

830 W Route 22, Suite 385
Lake Zurich, IL. 60047
972-481-1950
972-481-1951 fax

Virginia Office

9097 Atlee Station Road, Suite 200
Mechanicsville, VA 23116
804-726-9748
804-277-723-5202 fax

Georgia Office

30 Island Point
Newnan, GA 30263
770-252-7998
770-252-5626 fax

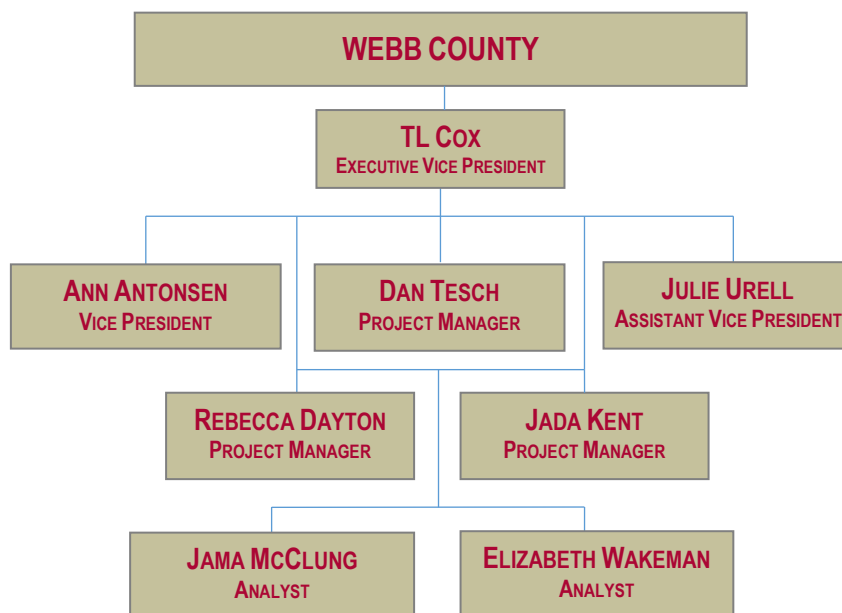
Colorado Office

8400 Prentice Avenue
Suite 500
Greenwood Village, CO 80111
303-893-5800
303-771-1334 fax

Texas Office

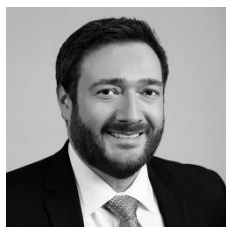
14285 Midway Road
Suite 340
Addison, TX 75001
972-481-1950
972-481-1951 fax

Project Team



T.L. Cox

Executive Vice President and Consultant

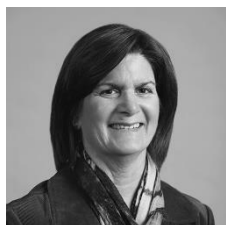


Mr. TL Cox is an executive vice president and consultant with an extensive background in classification and compensation, information technology, program/project management, procurement, process re-engineering and organizational transformation. Mr. Cox previously served the roles of Chief Information Officer (CIO), Director of Consulting Services and Solutions, Program Manager and

Systems Administrator/Analyst for various public and private organizations. As Director of Consulting Services and Solutions for a nationally recognized HR Consulting firm, Mr. Cox completed classification and compensation studies for cities, counties, special districts, non-profit organizations and institutions of higher education. Additionally, he directed the company's total compensation solutions, pay structure design and modification platforms and online salary and benefit surveys for various municipalities as well as national and state municipal associations.

Ann S. Antonsen

Vice President and Consultant



Ms. Ann Antonsen is a consultant with a strong background in organizational management and human resources that she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She also specializes in performing organizational

studies, revising and developing personnel policies and manuals and in conducting organizational management training sessions and providing general human resources assistance.

Julie A. Urell, SPHR, SHRM-SCP

Assistant Vice President and Consultant



Ms. Julie Urell has served in senior manager, director and consulting human resources roles for non-profit, affordable housing and global manufacturing organizations. In these capacities, she has direct application experience as well as tactical and strategic insight across a variety of human resources functions. Areas of interest and specialization include employment practices and benefit/retirement plan development and compliance, human resource systems optimization and deployment and classification and compensation systems. Ms. Urell holds a Master of Business Administration from the University of St. Thomas and a bachelor's degree in human resources management from the University of Iowa. She previously served as Board Director - Website Development for Leading Edge Human Resources Network (LEHRN), a regional HR information systems organization. She also is a certified Senior Professional, Human Resources with the Human Resource Certification Institute (HRCI) and is a Senior Certified Professional with the Society for Human Resource Management (SHRM).

Daniel "Dan" Tesch

Project Manager



Mr. Dan Tesch has over 25 years of experience as a Human Resources management professional in local government. He is recognized as a leader in both professional and non-profit organization and has provided internal leadership, policy development, recruitment and training. Prior to joining Springsted in the January of 2013, Mr. Tesch was the Interim Human Resources Director for the City of West St. Paul, Minnesota and held the position of Assistant City Administrator / Director of Administration/Interim City Administrator for the City of Lino Lakes, Minnesota. He has a Mini MBA from the University of St. Thomas and a Bachelor of Arts in Public Administration from St. Cloud State University.

Rebecca A. Dayton

Project Manager



Ms. Rebecca Dayton joined Springsted's Management Consulting Services Group in the winter of 2011. She has a human resources generalist knowledge base, specializing in classification and compensation studies, performance evaluations, executive search and benefits review. Ms. Dayton has an Associate degree in Education from Salem Community College. She also has course work towards a Bachelor's

degree in Business Administration from Virginia Commonwealth University and from Strayer University online college.

Jada Kent

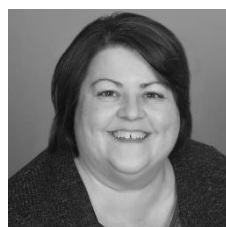
Project Manager



Ms. Jada Kent is a Project Manager with a background in public sector human resources and previously worked as a Project Manager for Springsted | Waters. Prior to joining Springsted, Ms. Kent served in both the Army and the Air Force National Guard, respectively, as a Public Affairs Specialist. Ms. Kent completed Bachelor of Arts degree in U.S. History, with a minor in Political Science from the University of North Texas. As an undergrad, she represented UNT in Moot Court competition and was the recipient of multiple oral litigation awards. Ms. Kent also completed a Master of Arts in Public Administration from the University of Texas at Dallas where she focused on Human Resources Management and Government Financial Management.

Jama McClung

Analyst



Ms. Jama McClung joined Springsted's Management Consulting Group in 2010 supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Ms. McClung has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades, and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers. She attended Glenville State College and is currently completing course work towards a Bachelor's degree in Business Administration.

Elizabeth Wakeman

Analyst



Ms. Elizabeth Wakeman joined Springsted's Human Capital Advisors Group in January 2018 as a Compensation Analyst. Her specialty focus is classification and compensation studies. Ms. Wakeman has several years' experience in the private sector across a broad spectrum of organizations, including family-owned firms, third-party administrator firms and larger corporate organizations. Ms. Wakeman has held the titles of Benefits Administrator, Retirement Plan Administrator, and Payroll Specialist, and most recently, helped a private sector company create its first formal classification and compensation system. She holds a Bachelor's Degree in Business Administration from the University of Wisconsin – River Falls.

Full Project Team Resumes can be found in Appendix I.

References

Upper Trinity Regional Water District (Lewisville, Texas)

Comprehensive classification and compensation study

Ms. Jan Morris, *Manager of Personnel and Purchasing*

469-635-8170

jmorris@utrwd.com

Dallas Area Rapid Transit (DART, Dallas, Texas)

Compensation manual services

Ms. Tina Franco, *Assistant Vice President, Human Capital*

214-749-3335

tfranco@dart.org

Florida Municipal Power Agency

Comprehensive classification and compensation study

Ms. Sharon Adams, *Human Resources Director*

321-239-1005

Sharon.Adams@fmpa.com

City of Richmond Heights, Missouri

Comprehensive classification and compensation study

Ms. Pam Hylton, *Assistant City Manager*

314-655-3501

phylton@richmondheights.org

City of Ankeny, Iowa

Comprehensive classification and compensation study

Ms. Dawn Gean, *Human Resources Director*

515-965-6408

dgean@ankenyiowa.gov

Transylvania County, North Carolina

Comprehensive classification and compensation study

Ms. Sheila Cozart, *Director of Human Resources*

828-884-3100

sheila.cozart@transylvaniacounty.org

Experience

Although we have included below a lengthy list of organizations for whom Springsted has provided classification and compensation services, to simplify Webb County's evaluation process, we have augmented this list by including a brief narrative of select experience our staff provides, as well as a generalized list of outcomes consistent to our many custom compensation engagements.

- ***Evaluating the appropriateness of (and potentially consolidating) job titles:*** The assignment of job titles (including the potential for consolidation where warranted) is an integral part of each comprehensive classification and compensation study that Springsted conducts. Springsted provides a consistent, easy to explain and

understand rationale for the assignment of job titles, which would be vital to Webb County's success in this project given the diversity of jobs included in the scope of work.

- **Analyzing extensive total compensation survey data:** Springsted has assigned to the Webb County project a consulting team with diverse public and private sector experience gathering and analyzing survey data. This group will work under the leadership of a practice director with extensive experience in both custom classification and compensation studies and web-based salary and benefit surveys for thousands of organizations. TL Cox has directed, through Springsted's online platform SurveyNavigator™, the salary and benefit surveys for various state municipal leagues and individual municipalities. This experience is unique to Springsted's proposal, and thus Springsted is singularly positioned to ensure Webb County's success in this study.
- **Providing detailed implementation cost estimates:** Although discussed in greater detail below, Springsted has the experience and capability to guide Webb County in the most effective implementation costing scenarios and to prepare highly complex financial models leveraging our staff's expert Microsoft Excel skillset.
- **Presenting compensation results:** Springsted's staff has broad experience interacting with employees at all levels in our client organizations. From executives primarily in office working environments to individual contributors in the field, we have successfully engaged employees to establish credibility in our methodology and results. Likewise, our staff has a distinct ability to present the results of compensation studies in such a way that elected officials from all walks of life can understand.

Although each engagement is different, the following are the general results Springsted has achieved on behalf of our public sector clients:

- Established fair and equitable relationships among positions throughout various pay structures (internal equity);
- Identified relevant market conditions to strategically select benchmark organizations;
- Included employee input and participation to promote transparency and consistency in the job classification and compensation processes;
- Developed pay structures that reflect the defensible, quantifiable alignment of positions and market competitiveness;
- Maintained compliance with state and federal laws (FLSA, for example); and
- Implemented modified job classification and compensation systems within our client's defined budget parameters.

e. Technical Proposal

A. Project Initiation – Data Collection

The Springsted Project Director will meet with the designated County staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. All current classification and compensation data will be assembled and evaluated to determine the status of existing human resource management programs and to identify apparent challenges and opportunities.

The purposes of the meeting are to:

1. Introduce the Project Director
2. Discuss the background and experience of Springsted Incorporated and the consulting team
3. Discuss, in detail, the methodology to be used in conducting the study, the role of the consultant and the employees and the amount and type of employee participation
4. Ascertain the major issues the County wants the study to address
5. Review the project schedule and determine significant milestones
6. Determine the frequency and content of status reports
7. Discuss methods of communicating the status of the study to employees
8. Discuss how information about each employee's job will be obtained
9. Review Springsted's copyrighted *Systematic Analysis and Factor Evaluation* (SAFE®) system of job evaluation

After meeting with the HR team and other appropriate officials, a staff meeting will be held with department directors to discuss the project objectives and procedures and to explain the use of position analysis questionnaires (PAQ, provided by Springsted) and to schedule their distribution, collection, review and verification. Springsted will also distribute a specific questionnaire to each director to understand organizational arrangement, mission, goals and objectives and to determine what challenges, if any, they are experiencing with the existing classification and compensation systems.

Compensation Philosophy

A compensation philosophy guides the design of a compensation system and answers key questions regarding an organization's pay strategy and how that strategy supports overall organizational goals.

External competitiveness and internal equity are among the most important areas addressed in a pay philosophy. An organization's desired market position involves defining the competitive market (i.e. "who do we compete with for talent?") and identifying where the organization wants to be positioned within that market (i.e. "how competitive will our structures(s) be when compared to market?"). Webb County's desired competitive position should balance what it takes to attract new employees and retain skilled employees with the organization's financial resources.

Internal equity expresses the internal value the County places on positions (i.e. how are the relationships between and among positions throughout the workforce established?).

During this phase of the project, Springsted will work with the County on identifying the compensation philosophy that will be adopted upon implementing its new system. Then, based on the salary survey analysis, the classification system developed, and this compensation philosophy, Springsted will develop an appropriate salary schedule. It will reflect the final alignment of positions as determined through the SAFE[®] evaluation, the market data collected, and the noted policy decisions.

B. Employee Communication Sessions

Success in a classification and compensation review requires meaningful employee involvement and transparency. The initiation phase provides an opportunity for County's leadership to get "on the same page" regarding the study and these employee sessions allow everyone from mid-level management to frontline employees the opportunity to learn about the project.

Immediately following the initial planning meetings, Springsted will conduct informative presentations for employees that will explain the engagement: what is included, what is not included and the approach that will be taken to achieve the desired deliverables.

During these meetings, Springsted will distribute the position analysis questionnaire (PAQ) to employees. The purpose of the questionnaire is to collect updated information that will be used in the development of the classification system and in the salary survey. Springsted cannot stress enough how critical this questionnaire and the corresponding review and approval process are to the success of the initiative. We therefore provide an opportunity for each employee's supervisor to review and comment on the data supplied by the employee and provide specific comments concerning various job factors that affect the position.

Our compensation professionals will, of course, serve as the final safeguard of the integrity of these questionnaires and will work through the HR team to follow-up on issues that we identify. However, we believe that encouraging ownership of this process outside of Springsted's staff and HR is necessary to get an accurate description of each applicable job from other departments.

Springsted will also, as necessary, schedule interviews and/or focus groups to gather additional information on issues uncovered during our review of the position analysis questionnaire.

C. *Optional Development of Classification System*

Upon receipt of the completed *PAQs*, the consulting team will review and conduct a task analysis of the content of all questionnaires and make preliminary classification decisions. This will be used to develop a consistent program of job classification. The consulting team will attempt to consolidate classifications where feasible, in order to facilitate plan administration.

Springsted has developed and copyrighted a job evaluation system known as the Systematic Analysis and Factor Evaluation (SAFE®). It is important to note that the Systematic Analysis and Factor Evaluation system is a unique method of job evaluation. *The SAFE® system was designed to measure job factors that apply specifically to public sector organizations.*

The system rates and ranks jobs based on skill levels and work factors. The result is an equitable and consistent method of evaluating jobs and relating classes to the compensation plan. The system facilitates proper and equitable cross comparisons between and among classes and minimizes the appearance of favoritism in evaluating, rating and ranking jobs.

Each position, or group of positions, will be evaluated and assigned to an appropriate grade based on the classification system. The elements considered in determining the relative value of classifications are:

- Training and Ability
- Level of Work
- Physical Demands
- Independence of Actions
- Supervision Exercised
- Experience Required
- Human Relations Skills
- Working Conditions/Hazards
- Impact on End Results

The purpose of Springsted's SAFE® job evaluation process is to establish the relative internal value of positions using a quantifiable, objective process. This is what enables the County to a) ensure consistency and fairness in the assignment of positions to the appropriate pay grades and b) defensibly allocate positions for which comparable matches do not exist in the market or that were not identified as benchmarks.

Our experience has shown that this is one area where Springsted's recommended methodology differs significantly from that of our competitors and would be pleased to discuss with the County why we believe our approach to be a superior choice.

D. *Review of Preliminary Classifications and Class Descriptions*

The consulting team will, as necessary, prepare a preliminary list of employee classifications, develop preliminary class descriptions and submit them to the appropriate staff for review and comment. The consulting team will review the comments and make adjustments based upon the comments received.

After all suggested changes have been evaluated, final classification decisions will be made and the class descriptions finalized.

E. Salary and Pay Practices Survey and Development of Pay Plan

In order to determine appropriate salary levels of positions in the workforce, Springsted will conduct a salary and pay practices survey to compare County positions with analogous positions in the County's competitive market. There may be different labor markets for different positions. Some positions are recruited from the local area, while others may be recruited regionally and/or nationally. Our prior experience in comparable initiatives, *particularly our extensive knowledge of the Texas market*, provides us a strong understanding of the challenges each organization faces in the recruitment, retention and continuous motivation of qualified employees, though the consulting team will work closely with the staff in determining the appropriate sources for survey data, including to what extent data from published sources may be included in the analysis.

Appropriate benchmark positions will be identified to be included in the survey. It is proposed that the benchmark positions be selected according to the following criteria:

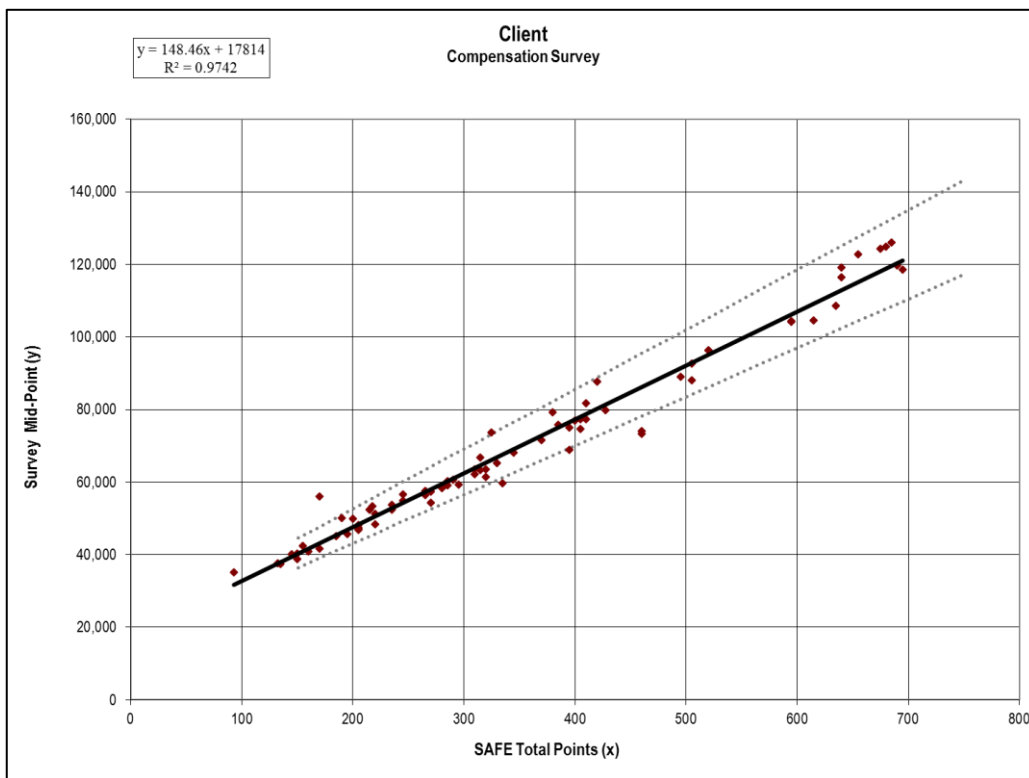
- Encompass the full range of positions in the study
- Pertain to positions that are experiencing a high rate of turnover
- Relate to a review of requests for reclassifications
- Conform to information obtained from discussions with department directors

Option 1: Market-based only

Based on the results of the compensation survey, Springsted will recommend modified placement of positions in the County's existing salary structures (civilian) or the development of new structures (sworn). For positions not included in the survey (i.e. those not identified as benchmarks) or, alternatively, positions for which insufficient market data is available, Webb County's leadership team will be responsible for recommending placement (i.e. the "slotting" of those jobs). Note that this is not Springsted's preferred approach, however we provide prospective clients the option.

Option 2: Job evaluation and market

Based on the compensation data analysis and the classification system developed, Springsted will develop appropriate salary schedules. They will reflect the final alignment of positions as determined through the SAFE[®] evaluation, the market data collected, and the County's policy decisions and new compensation philosophy. The schedule will also resolve inconsistencies in the survey data through a reconciliation process between internal equity (i.e. the SAFE[®] evaluation) and external competitiveness (i.e. the market data) as included in the following example.



F. Implementation Strategy and Staff Training

At the conclusion of the study, Springsted will work with the staff in developing a plan for implementing the study recommendations. The plan will coincide with the needs of the County and the employees while maintaining the County’s financial integrity. Springsted also will train members of the staff in the methodology used to develop, maintain and update the classification and pay plan. The training program will include the development and/or revision of class descriptions along with rating, ranking and salary grade assignments of positions. Instruction manuals pertaining to the job evaluation system will be prepared and presented.

G. Final Report

The final report will be a document that contains the following:

- Detailed study methodology
- Discussion of the consulting team’s findings, conclusions and recommendations regarding employee classification, salary structure, pay practices, compensation plan, estimated cost and implementation plan
- Schematic list of classes and the assignment of each class to a salary grade
- Aggregate results of the salary and pay practices survey
- List of employees and their recommended classifications

A manual on the use of the SAFE® job evaluation system will be provided.

H. Project Timeline

Springsted takes pride in meeting its time commitments. The schedule to commence this project coincides with Springsted's completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Springsted is prepared to initiate the study within 10 days after receiving the official notice to proceed and will complete the study within approximately six (6) to nine (9) months following receipt of completed PAQ, or a mutually-agreeable schedule pending the County's desired timeline.

f. Attachments

Strengthening Organizations and Communities - Recent Projects -



In response to the Great Recession, many local governments held wages relatively constant, delayed filling vacant positions and postponed community improvement initiatives. With strengthening of the economy, we have recently observed a surge of interest in;

- *Pay & classification studies,*
- *Organizational development studies, and*
- *Scientific random-sample surveys to gauge voter support for community improvement initiatives.*

With this in mind, the following examples of our recent activity in these areas may be of interest to you. These case studies demonstrate Springsted's ability and expertise in providing creative, practical and cost-effective solutions for your organization and community.

Comprehensive Classification and Compensation Study *Upper Trinity Regional Water District; Lewisville, TX*

*The **Upper Trinity Regional Water District (UTRWD)**, located in the Dallas-Fort Worth (DFW) metroplex, is a conservation district that provides public agencies with water, wastewater, solid waste, and storm water (watershed protection) services. The UTRWD is composed of twenty-five member entities.*

Faced with increasing competition for qualified, high-performing employees, UTRWD sought assistance in conducting a comprehensive classification and compensation study. The District's existing compensation plans had been implemented 19 years prior and, although effectively maintained, leadership recognized the need to partner with an external entity who could provide an independent, current perspective of internal equity and external competitiveness. Specific goals for the project were to:

- Provide opportunities for employees to participate;
- Determine the correct classification of positions (titles, alignment, etc.);
- Identify appropriate changes to the competitive market and determine competitiveness of salary ranges, benefits, and pay practices (total compensation);
- Conduct a separate assessment for executive compensation;
- Develop pay structures that reflect the modified job hierarchy and incorporate market data; and
- Establish administrative guidelines for ongoing maintenance.

Working within UTRWD's requisite schedule and below the allocated budget, Springsted performed a study that sought input from employees at all levels of the organization; contained information from thirteen survey respondents representing approximately 78% of the District's job titles (well beyond the number required for a statistically-valid comparison); realigned positions to more accurately reflect job duties and minimum qualifications; and integrated the District's defined compensation philosophy and performance-based pay policy. Springsted's recommendations received the unanimous approval of the full board.

Organizational Management Study *Laguna Woods Village, Orange County, CA*

Laguna Woods Village is a private independent living community for people 55 and older located in Orange County, California. It is located within the City of Laguna Woods, California and is one of the largest private community property owner associations in California. Laguna Woods Village has approximately 18,000 residents and encompasses an area of 3.8 square miles. It is structured and operates like a municipal organization and provides a full range of traditional city services and a large range of non-traditional services to its residents.

Springsted was retained to conduct a comprehensive organizational management study of the Village's management and operations. This study was driven by the governing board's desire to terminate their contract with the management company currently overseeing the operation of all services provided to residents. The scope of our services included reviewing the overall management, organizational structure, staffing levels, service efficiencies and effectiveness, financial planning, and human resources policies. The services we evaluated included Broadband and Community Relations, Construction Services, Financial Services, Human Resources, Laguna Woods Mutual No. 50, the Towers, Landscape, Maintenance Operations, Recreation Services, Services, and Security and Community Access. Based on our review and analyses, Springsted made a number of major organizational restructuring recommendations along with nearly 60 other significant recommendations impacting all departments, including updated HR and Finance policies, suggestions for staffing changes for vehicle maintenance, building maintenance, and scheduling recommendations based on established best practices that would achieve significant savings.

The governing board did terminate the contract with the management company and hired their own manager to oversee the operation of the Village. The Village also successfully retained nearly all the staff that had been employed by the management company.

Facility Improvement Referendum Assistance *North Branch Area Public Schools, MN*

North Branch Area Public Schools (NBAPS) is located about 45 miles north of Minneapolis/St. Paul, Minnesota. It serves a community of about 10,000 households with enrollment of approximately 3,000.

Suspecting a significant backlog of deferred capital maintenance, the district engaged an architect to prepare a comprehensive facility study. Based on the architect's recommendations, a Facilities Task Force recommended \$62.1 million dollars in school building projects. The District then announced a single question ballot initiative incorporating predominantly deferred maintenance projects, but also including a stand-alone Activities Center. Because prior debt was dropping off, the district could structure the proposal with no tax increase over the previous tax year, a reason for cautious optimism. There was also reason to worry – 10 of the last 12 referenda proposal by the district had failed.

Despite the no tax increase debt schedule, the referendum was defeated by 125 votes.

Shortly after the referendum loss, the District retained Springsted for three related post-election studies:

- *Scientific, random-sample phone survey.* Springsted designed a questionnaire and conducted 300 random interviews with registered voters who cast votes in the prior election. This survey identified reasons residents supported or opposed the referendum, tested understanding and reaction to key messages during the campaign, tested tax tolerance of voters, and generally solicited perceptions about what needed to change for the District to be successful in the future.
- *Post-election, demographic study.* This analysis quantified the specific demographic makeup of who voted in the prior referendum (and who did not). The analysis painted a demographic picture of the defeat and provided insight into how participation would need to change to get a different outcome.
- *Voter file and target structure.* Based on the results of the random-sample phone survey and use of other predictive databases, Springsted developed a voter file target structure identifying which registered voters were most likely to show up and vote "yes" in a future referendum.

Utilizing the scientific survey, demographic analysis and voter file target structure, the administration and school board moved forward with a broad planning initiative. This planning ultimately resulted in the school board scheduling a second debt issuance referendum a year after the prior defeat. The new proposal was actually \$8 million more than the previous unsuccessful referendum, but was divided into three ballot questions rather than one. The District's efforts were rewarded with voters approving all three ballot questions with support percentages ranging from 53% – 62%.

g. Fee Proposal

**Professional Fee
(Market Only)**

Springsted Incorporated will perform all the tasks described in this proposal for a professional fee of \$115,200.

Springsted would invoice Webb County for work completed based on the following schedule:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Completion of Project Initiation	25%	25%
Distribution of Salary and Pay Practices Survey	25%	50%
Compilation of Survey Data	20%	70%
Completion of Draft Pay Structure(s) or Pay Structure Updates	20%	90%
Completion of Final Report	10%	100%

**Professional Fee
(Comprehensive)**

Springsted Incorporated will perform all the tasks described in this proposal for a professional fee of \$177,900.

Springsted would invoice Webb County for work completed based on the following schedule:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Completion of Project Initiation	25%	25%
Completion of PAQ	25%	50%
Distribution of Salary and Pay Practices Survey	20%	70%
Completion of Draft Pay Structure(s)	20%	90%
Completion of Final Report	10%	100%

**Professional Fee and
Project Schedule**

Our experience has shown that the greatest risk in a study of this nature is the County’s ability to conduct an “apples to apples” comparison of the services recommended by different vendors. For example, various job evaluation / classification approaches, from the “slotting” of positions based on perceived internal equity considerations, to the development and implementation of quantifiable systems of job evaluation (which Springsted has included as an option with our SAFE® process), have been used successfully in local government. The County, therefore, will no doubt be faced with the challenge of evaluating the various proposed methodologies, fee structures and timelines received as part of your procurement process.

Springsted’s staff has an understanding of the impact these differences have on project deliverables and would welcome the opportunity to discuss the advantages and disadvantages of each approach so Webb County can make an informed decision for this study. Finally, if Springsted is identified as the most responsive provider, whether due to our detailed proposal, experience in similar County environments, or the strength and validity of our SAFE® process, but our professional fees or timeline exceed those of other submittals, we would be pleased to review the competing scope of services and prepare a best and final offer relative to those modified deliverable expectations.

Additional Work

Should Webb County request and authorize additional work, we would invoice the County at an agreed upon fee or our standard hourly fees. Additional Implementation Plans will be billed at a cost of \$2,000/plan. In addition, we would charge, at cost, for any related out-of-pocket expenses.

Title	Hourly Rate
Principal & Senior Officer	\$260
Senior Professional Staff	\$215
Professional Staff	\$160
HR Analyst/Project Coordinator	\$100
Associates	\$75

Additional work would include work outside the scope of services as agreed to including, but not limited to:

- Update or development of position descriptions
- Additional job audits
- Additional on-site meetings
- Additional reports, such as a benefits analysis
- Work related to a special request

APPENDIX I
Project Team Resumes

T.L. Cox
Executive Vice President
Consultant

Mr. Cox is an Executive Vice President and Consultant in Springsted's Human Capital Advisors Group, where he specializes in classification and compensation services. He also oversees Springsted's E-Solutions division which provides and supports a comprehensive array of web-based HR Management Tools. He has an extensive background in classification and compensation, information technology, program/project management, procurement, process re-engineering and organizational transformation.

Mr. Cox previously served the roles of Chief Information Officer (CIO), Director of Consulting Services and Solutions, Program Manager and Systems Administrator/Analyst for various public and private organizations including the City of Tulsa, the Chickasaw Nation Division of Commerce and a nationally recognized HR consulting firm. As CIO for the City of Tulsa, Mr. Cox managed 142 employees and an approximately \$24M budget. While leading the Information Technology Department, he stabilized a number of enterprise projects; procured and negotiated contracts for replacement CRM and IVR solutions; and reduced the department's operating budget by approximately \$1.6M in slightly over one fiscal year.

As Director of Consulting Services and Solutions for a major human resources consulting company, Mr. Cox completed classification and compensation studies for cities, counties, special districts, non-profit organizations, and institutions of higher education. Additionally, he directed the company's total compensation solutions, pay structure design and modification platforms and online salary and benefit surveys for various municipalities as well as the Texas Municipal League (TML), International City/County Management Association (ICMA), Pennsylvania League of Cities and Municipalities (PLCM), League of Minnesota Cities (LMC), Louisiana Municipal Association (LMA) and American Chamber of Commerce Executives (ACCE).

Education

University of Texas, Arlington, Texas
Master of Public Administration

Southeastern Oklahoma State University, Durant, Oklahoma
Bachelor of Arts, Political Science/Communication

Ann S. Antonsen
*Vice President
Consultant*

Ms. Antonsen is an organization and management consultant, specializing in position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She performs organizational assessments and studies, revisions and development of personnel policies and manuals and conducts organizational management training and providing general human resources assistance.

Ms. Antonsen has been with Springsted since 2005 and serves clients nationwide. With her strong background in Organizational Management and Human Resources, she is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies.

Ms. Antonsen has extensive experience in serving government organizations; she previously worked as a consultant with Labor Relations Associates, Inc., which has served the region for many years, providing management and human resources consulting services. Ms. Antonsen has provided human resources management services for large suburban communities and regional centers. She brings practical experience in handling the wide variety of issues that face public management. Additionally, she has related human resources experience in both public associations and private corporations.

Education

University of Minnesota, Minneapolis, Minnesota

Bachelor of Arts in Psychology

Continuing Legal Education Courses

Professional Affiliations

International Public Management Association in Human Resources (IPMA)

Julie A. Urell
SPHR, SHRM-SCP
Assistant Vice President
Consultant

As Assistant Vice President and Consultant with the Human Capital Advisors Group, Julie Urell provides project leadership, oversight and consultancy in a number of service areas including compliance and policy, organizational management and compensation and classification plans. Her experience creates additional opportunities to assist clients in areas such as employee relations, complex investigations, Affirmative Action/EEO compliance, benefit plan design and HR technology efficiencies. Working with a global SaaS information management and survey software company, as well as Springsted analytical staff, Ms. Urell has developed proprietary online business process efficiencies that are unique to compensation studies and enable a very favorable client experience. Prior to joining Springsted, Ms. Urell directed human resources service delivery and diversity compliance for a 6,000 unit affordable housing provider, and has provided compliance and policy consulting services in the global corporate sector.

Since joining Springsted in 2012, Ms. Urell has provided project and consulting services for clients in Minnesota, Kansas, Wisconsin, Illinois, New Jersey, North Carolina, North Dakota, Virginia and Missouri.

Education

University of St. Thomas, Saint Paul, Minnesota

Master of Business Administration

University of Iowa, Iowa City, Iowa

Bachelor of Business Administration - Management Sciences, Industrial Relations and Human Resources

Presentations

“Performance Management: Inspiring Winners”

Professional Affiliations

Society for Human Resource Management

Human Resource Certification Institute

Board of Directors, Leading Edge Human Resources Network – affiliate of the

International Association for Human Resource Information Management

International Public Management Association in Human Resources (IPMA)

Professional Certifications

Senior Professional, Human Resources - HRCI

Senior Certified Professional - SHRM

Daniel “Dan” Tesch
Project Manager

Mr. Dan Tesch has over 25 years of experience as a Human Resources management professional in local government. He is recognized as a leader in both professional and non-profit organization and has provided internal leadership, policy development, recruitment and training. Prior to joining Springsted in January of 2013, Mr. Tesch was the Interim Human Resources Director for the City of West St. Paul, Minnesota and held the position of Assistant City Administrator/Director of Administration/Interim City Administrator for the City of Lino Lakes, Minnesota.

Mr. Tesch has experience in contract negotiations/labor relations, employee recruitment, performance evaluations, employee and community surveys, council/staff communications and employee safety and training.

He has led successful recruitment and hiring efforts for all personnel including top management, department heads, clerical, technical, fire district and general maintenance. He effectively works with consultants, testing professionals and staff panels. Mr. Tesch has also led major reorganization initiatives in response to the needs for greater staff infrastructure in a rapidly growing community.

Education

University of St. Thomas, Minnesota
Mini MBA

St. Cloud State University, Minnesota
Bachelor of Arts in Public Administration

Professional Affiliations

Minnesota City/County Managers Association (MCMA)
International Public Management Association in Human Resources (IPMA)
National Public Employer Labor Relations Association (NPELRA)
Minnesota Public Employer Labor Relations Association (MPELRA)
Minnesota Association of Telecommunication Administrators (MACTA)
Mediation Services of Anoka County (MSAC)
The Unknown Group (TUG) – Convener 2012
Association of Professional Management Assistants (APMA) – Past President
North Metro Telecommunications Commission – Past Officer and Commissioner

Civic

Clare Housing, Minneapolis, Minnesota – Board of Directors

Rebecca A. Dayton
Project Manager

Rebecca Dayton joined Springsted in November 2011, working as an Analyst with the Human Capital Advisors Group. She provides technical support and assistance to clients through our human resources services line, focusing on compensation studies, executive searches and organizational management projects.

Ms. Dayton specializes in all facets of human resources, including classification and compensation as well as benefits reviews. She has prepared offer letters, non-disclosure and non-compete documents, classification and compensation studies and performance review programs. Her previous experience includes program coordinator, membership assistant/exhibition coordinator, and an associate analyst.

Prior to employment with Springsted, Ms. Dayton supervised positions and programs related to management consulting services. She was responsible for overseeing clerical operations and preparing, editing and formatting correspondence, spreadsheets, and PowerPoint presentations. She has extensive experience creating and analyzing position profiles, creating and posting job advertisements, and researching benchmark information and following up with contracts.

Education

Salem Community College, Carneys Point, New Jersey
Associates degree in Education

Virginia Commonwealth University, Richmond, Virginia
Course work for Bachelors of Business Administration

Strayer University
Course work for Bachelors of Business Administration in Management

Jada Kent
Project Manager

Ms. Jada Kent is a Project Manager with a background in public sector human resources and previously worked as a Project Manager for Springsted | Waters. Prior to joining Springsted, Ms. Kent served in both the Army and the Air Force National Guard, respectively, as a Public Affairs Specialist.

Education

University of Texas at Dallas- Richardson, Texas
Masters in Public Administration

University of North Texas- Denton, Texas
Bachelor of Arts in United States History with a
minor in Political Science

Jama McClung
Analyst

Ms. McClung joined Springsted's Management Consulting Group in 2010 supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Ms. McClung has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades, and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers. She attended Glenville State College and is currently completing course work towards a Bachelor's degree in Business Administration.

Elizabeth Wakeman
Analyst

Ms. Wakeman is a Compensation Analyst within Springsted's Human Capital Management Group. She has a background in private sector Human Resources administration. Prior to joining Springsted, Ms. Wakeman held various positions administering employee benefits, retirement plans, payroll, and compensation analysis where she assisted in market pricing jobs and salary structure development.

Education

University of Wisconsin, River Falls, Wisconsin
Bachelor of Science in Business Administration