



EXHIBIT A

Brazos County, TX

Proposal for Compensation & Benefits Study

RFP #CIP 25-571

June 10, 2025 / TL Cox, Vice President



TL Cox
Vice President
Mobile 469.594.4664
tcox@segalco.com

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

June 10, 2025

Ms. Kaitlyn Battles
Assistant Purchasing Agent
Brazos County
Purchasing Department
200 S. Texas Ave. Suite 352
Bryan, TX 77803

Re: RFP NO. CIP 25-571 Compensation & Benefits Study

Dear Ms. Battles:

Thank you for the opportunity to submit this proposal for a Compensation and Benefits Study for Brazos County. Segal is an independent, employee-owned firm and one of the nation's leading human resources advisory consultancies. Through our dedicated public sector practice, we are among the most qualified to partner with the County on your engagement. For example:

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

- Harris County Appraisal District
- Montgomery County Appraisal District
- Jackson County
- Johnson County
- Rockwall County
- Smith County
- Travis County
- City of Laredo
- Denton County Transportation. Authority
- Harris County Transportation Authority
- Port of Houston Authority
- City of Houston
- City of League City
- City of San Antonio
- City of San Marcos
- City of Austin
- State of Texas Employees Retirement System
- City of Bryan
- City of Kyle
- City of College Station
- City of Fort Worth
- City of Garland
- Greenville Electric Utility System
- Guadalupe-Blanco River Authority
- Kerrville Public Utilities Board
- New Braunfels Utilities
- Texas Municipal Power Authority
- Trophy Club Municipal Utility District
- College of the Mainland
- Collin County Community College
- Dallas College
- Bexar County Juvenile Probation Department
- Center for Health Care Services of Bexar County
- Travis County

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

Segal has assigned to the Brazos County study a team with specialized skills and experience in public sector compensation analysis and design. Our proposed team has worked with one another on several similar projects. Additionally, our proposed Client Relationship Manager is associated with Segal's Texas office. ***We're confident our demonstrated history with public sector agencies in Texas and state presence are unique to Segal's proposal and puts the County in the best position to be successful in this important project.***

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

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

Segal is prepared to serve as the Human Resources department's strategic advisor throughout the course of this study. Segal, exclusively, can guide County HR in determining how the new economic environment, particularly workforce challenges in the State of Texas, may impact the County's recruitment and retention goals. ***Put simply, this study is not just about the deliverables the County will receive but how those deliverables can be used to achieve your broader human capital goals.***

We appreciate your consideration of our submittal and look forward to the opportunity to support you on this important project. As an officer of the firm, I am authorized to bind Segal to the terms of this proposal. If you have any questions or require additional information, please feel free to contact me by phone at (469) 594-4664 or via email at tcox@segalco.com.

Sincerely,



TL Cox
Vice President

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Executive Summary

We understand the County seeks the assistance of a consultant to conduct a county-wide employee, classification and compensation study, excluding elected officials, including a detailed benefits analysis. Proposals should address how a respondent would conduct a comprehensive study using an objective evaluation process and methodology to review the current classifications, compensations, and pay levels for all regular, full time, and part time positions, to ensure that job classifications, compensation, and benefit packages are competitive and legally compliant. The selected respondent will ensure all aspects meet industry standards and promote internal equity. The study will affect approximately 979 full-time employees, 44 part-time employees, and 20 temporary employees covered by 400 job titles.

The County's objectives are to:

1. Attract and retain qualified and quality employees.
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together.
3. Provide salaries commensurate with assigned duties.
4. Clearly outline promotional opportunities and provide recognizable compensation growth.
5. Provide justifiable pay differential between individual classes.
6. Develop and maintain a competitive position with other comparable government entities and private sector employers within the same geographic areas.

Specifically, we understand the scope of this study will include:

1. Job description review
 - a. Evaluation and standardization
 - b. Compliance with legal standards
 - c. Recommendations for updates
2. Exemption status analysis
 - a. FLSA exemption review
 - b. Compliance and risk mitigation
 - c. Benchmarking exemption practices
3. Compensation analysis
 - a. Market comparison study for all positions
 - b. Data collection and analysis
 - c. Salary range development
4. Compensation plan development
 - a. Structured compensation plan
 - b. Internal equity assessment
 - c. Flexible pay adjustments
5. Benefits evaluation and comparison

- a. Current benefits review
 - b. Market benchmarking of benefits
 - c. Recommendations for enhancements
- 6. Supplemental and fringe benefits assessment
 - a. Assessment of supplemental benefits
 - b. Fringe benefits and De Minimis benefits
 - c. Tailored retention focused benefits
- 7. Performance evaluation program with merit distribution
 - a. Development of performance evaluation framework
 - b. Incorporation of merit-based pay
 - c. Training and implementation support
 - d. Continuous improvement and adjustments
- 8. Implementation plan
 - a. Actionable implementation steps
 - b. Communication strategy
 - c. Training and support
 - d. Ongoing support and adjustments
- 9. Presentation of findings and recommendations

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

Step 1: Project initiation

Step 2: Classification analysis

Step 3: Total compensation market assessment

Step 4: Benefit benchmarking

Step 5: Recommendations development

Step 6: Develop a performance management system

Step 7: Present final results

We have described each project step in more detail below.

Step 1: Project initiation

1. Initial Meeting

Segal anticipates a series of initial strategy sessions and planning meetings with County Human Resources.

The purpose will be twofold. First, and arguably most important, because the scope the County has requested exceeds the funds available, we want to discuss how we can structure our methodology and deliverables to most effectively serve you, perhaps prioritizing services to meet the available budget. In addition to the initial strategy sessions, Segal proposes planning meeting(s) to design and structure the project. This will include:

- Identifying and analyzing data needed to support the review
- Clarifying Segal's and the County's roles in each project phase
- Establishing a process for keeping HR and other important County stakeholders updated and informed
- Developing the timeline, including specific dates for interim and final work products

These planning meetings will identify a clear, mutually agreeable work plan and timeline and solidify Segal's relationship with the County's team, best positioning us for a successful outcome.

2. Conduct Stakeholder Interviews

In addition to the initial strategy sessions and planning meetings, we propose to conduct interviews with key stakeholders, such as executive staff, elected officials, department heads, and others as directed by HR. The purpose of these interviews is to understand prevalent perspectives regarding the usefulness and effectiveness of the existing classification and compensation system with regard to meeting staffing needs and workforce recruitment, retention, and development goals. They will also be a time to explore the appropriateness of the current compensation structures; areas where classifications, and progression between levels in a career ladder, can be better defined; and opportunities for more effective and efficient administration, including performance management.

Following Segal's stakeholder interviews, we will prepare a summary report identifying key trends and findings, all of which will be used to tailor our approach to the County's unique needs and operating environment.

Our Expectations, of the County, For This Step

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

- Salary structures
- Personnel policy documents
- Current organization charts
- Up-to-date job descriptions (in Microsoft Word)
- Current and accurate employee census data in a format to be specified by Segal

Step 2: Classification analysis

We understand the County is requesting recommendations for changes to the classification structure, affecting approximately 979 full-time employees, 44 part-time employees, and 20 temporary employees covered by 400 job titles, with the following goals:

- **Job Description Review**

- a. *Evaluation and Standardization.* Review all job descriptions to ensure they accurately reflect current responsibilities, essential functions, required qualifications, and skills. This includes capturing supervisory roles, physical requirements, and working conditions that align with Brazos County standards.
- b. *Compliance with Legal Standards.* Ensure job descriptions comply with federal, state, and local legal requirements, including the Americans with Disabilities Act (ADA) and Equal Employment Opportunity Commission (EEOC) guidelines, clearly distinguishing essential functions to meet ADA standards.
- c. *Recommendations for Updates.* Provide recommendations for revisiting, consolidating, or deleting descriptions as necessary, including improvements in terminology to align with industry standards.

- **Exemption Status Analysis**

- a. *FLSA Exemption Review.* Conduct a detailed review of each job classification to ensure compliance with the Fair Labor Standards Act (FLSA) exemption standards, based on duties, salary basis, and other relevant guidelines.
- b. *Compliance and Risk Mitigation.* Identify any position at risk of FLSA misclassification, providing a comprehensive report with rationale for each exemption status recommendation and highlighting any adjustments needed.

To accomplish these goals, we propose the following steps:

1. Develop a job description questionnaire
2. Conduct employee presentations
3. Conduct a job analysis
4. Conduct employee interviews
5. Develop and document a recommended classification structure
6. Recommend individual position assignments to classifications
7. Conduct FLSA exemption analysis
8. Apply Segal Evaluator™ Approach (Internal Equity)
9. Update job descriptions

These steps are described in detail below.

1. Develop job description questionnaire

During this task, we will develop a customized questionnaire reflecting the needs of the County and the direction of the Project Team. The information elicited from employees and supervisors,

in the Job Description Questionnaire (JDQ), will provide the basis for job series distinctions, internal equity determinations, development of job descriptions, and FLSA determinations.

While we customize our JDQ to specific client projects, we anticipate that the JDQ will include questions concerning:

Essential duties and responsibilities	Impact of action on the County and public and the level at which employees are responsible for errors
The knowledge, skills and abilities associated with each essential duty or responsibility	Use of discretion and independent judgement such as the ability to make decisions that affect the overall policies of the department or organization
Supervisory or work leadership duties, including questions specific to FLSA exemption standards	Physical requirements of the job (including frequency of specific physical activities and amount of lifting/moving)
Minimum requirements for new employees in the job, such as education, experience and certifications/licenses	Working environment , including exposure to risks, hazardous situations, etc.
Fiscal responsibilities including making organizational commitments which have significant financial impact	Supervisor's review , which would include comments regarding the employee's answers, as well as opinions regarding the appropriateness of the current title, comparison to other jobs within a job series and similar issues

We will use the information collected, through the JDQs and employee interviews, to develop recommended changes to the classification structure and job descriptions, as well as to define the differences among jobs for internal equity alignment. It is important that the County's Project Team carefully review the questions and content of the draft JDQ to determine whether it meets your expectations for these outcomes.

2. Conduct employee presentations

Once the JDQ content is finalized and configured in our online questionnaire, we recommend conducting employee presentations to introduce the project and to explain how they will be asked to complete, and if responsible for employee supervision, to review JDQs.

We recommend conducting most of the presentations via Zoom or Teams, which would enable the County to record and post a link on the County's intranet site for those employees who are unable to participate.

We propose to **conduct up to six onsite or virtual presentations**.

3. Perform job analysis

Once the JDQs have been submitted to Segal, we will analyze the County's jobs. Our review will focus on each JDQ within its respective job title and series, documenting the distinguishing characteristics that define each job title within the job family.

4. Conduct interviews/focus groups

After we have received and analyzed the completed JDQs, we recommend conducting employee interviews, either individually or in groups. The purpose of these interviews is to:

- Validate and clarify information contained in the JDQs
- Understand employees' views on the key distinguishing characteristics among jobs
- Provide an opportunity for employees to voice their opinions and perceptions of the current classification structure

We suggest that most interviews be conducted on a group basis, with employees in the same job series. That is, employees performing similar functions and responsibilities will be interviewed together. However, single-incumbent jobs or highly specialized functions may require one-on-one interviews.

We propose to conduct **up to 16 hours of employee interviews**, with attendees to be identified by Segal, as needed, based on our review of completed questionnaires.

5. Develop and document a recommended classification structure

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

- List of job titles, with titling guidelines (that is, standards for using terms such as "Coordinator," "Manager," or "Director" in job titles).
- Recommended minimum qualifications and requirements associated with each job title (such as education, experience, certifications and licensing, etc.).
- Distinguishing characteristics among jobs within a job family or career path. For example, the key differences between a Technician I and II.

We anticipate recommending:

- Consolidation of class titles that have highly similar responsibilities and requirements.
- Development of new class titles for positions that reflect new or different roles, responsibilities, or requirements.
- Re-wording of class titles, based on standard occupational nomenclature or for clarity.

The outcome will be a recommended classification architecture that clearly defines and documents all classifications to facilitate both internal equity and external market comparisons, as shown in the example below.

Example of Job Structure Recommendations Administrative Support Family

Proposed Title	Current Titles	Distinguishing Characteristics	Current Minimum Quals	Proposed Minimum Quals	Supervisory Role	Decision Making & Complexity	Technical Skills	Physical Activities	Working Conditions
Administrative Technician	Admin Tech I and II	Entry-level office admin and customer service role.	2 years' college 1–2 years' experience	HS/GED <1 year experience	Individual Contributor	Routine Decisions/ Low Complexity	Standard	Light	Office
Senior Administrative Technician	Admin Tech III and IV	Experienced-level office admin and customer service role. Assists with a wide variety of activities and programs. Requires significant knowledge of department/division work and activities.	2 years' college 3–4 years' experience	HS/GED 2 years' experience	Individual Contributor	Procedural Decisions/ Somewhat Complex	Standard	Light	Office
Office Supervisor	Admin Tech V	First line supervisor of at least 2 FTE permanent support staff.	2 years' college 5 years' experience	HS/GED 5 years' experience	Supervisor	Procedural Decisions/ Somewhat Complex	Intermediate	Light	Office

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

6. Recommend individual position assignments to classifications

Once the revised classification structure has been reviewed and finalized, we will recommend placement of each employee within the structure, based on information collected from the JDQs and employee interviews. We will identify the most appropriate match between a position's individual responsibilities and the job responsibilities described in the classification architecture.

The outcome will be a spreadsheet (based on payroll information provided by the County's HR staff) that identifies each position, the incumbent employee, his/her current classification title and our recommended classification assignment.

7. Conduct FLSA analysis

Given our extensive knowledge of public sector job classifications, particularly those found within County government, Segal can assist in determining the appropriate exemption status of County jobs under the Fair Labor Standards Act (FLSA) overtime regulations using Department of Labor (DOL) guidance.

Using existing job descriptions, JDQ, and any additional information elicited through employee interviews/focus groups (to be identified, as necessary, by Segal), our experienced

compensation analysts will analyze essential job duties that DOL has identified as key determinants of exemption status, such as:

- Whether an employee “customarily and regularly exercises discretion and independent judgment.”
- Whether an employee is responsible for direct supervision of others (or whose recommendations are given “particular weight” when making personnel decisions).
- Whether the job’s primary duties meet any of the DOL’s exemption tests.

Using this information, we will apply the DOL’s “duties” tests and provide guidance to the County regarding:

- Whether jobs should be classified as Exempt or Non-Exempt
- If a job is Exempt, which test is applicable (Executive, Administrative, Learned Professional, Creative Professional, or Computer Professional)

Our analysis will contain information on:

- Each job’s current exemption status
- Our recommended exemption status
- The applicable test(s) for those positions we think are exempt from the overtime regulations

It is important to understand, however, that our recommendations **do not constitute a legal opinion**. Segal does not provide legal advice to our clients. You may wish to have our recommendations reviewed by outside or independent counsel.

8. Apply Segal Evaluator™ approach (internal equity)

Segal offers a unique method of job evaluation called **Segal Evaluator™**. It provides our clients a consistent, quantifiable way of assigning positions to the compensation plan. Based on the objective analysis and scoring of the criteria defined below, (***all of which is common to jobs in County government***), **Segal Evaluator™** will be used in conjunction with market data to develop internally equitable, externally competitive compensation plans for Brazos County jobs.

Based on information contained in the County’s existing job descriptions, the completed JDQs, and targeted employee interviews/focus groups (as needed), ratings for each criteria will be determined, and a total value will be calculated for each position. The final hierarchy will then reflect both sound compensation practices and the County’s collective organizational values. It is intended that this hierarchy will establish relative internal equity, and that the compensation structure will be driven by market comparisons. Unless otherwise agreed to, it will be the responsibility of Human Resources to vet final job evaluation assignment with each respective department.

Example of Job Analysis Workbook

Compensable Factors	Measurement
Formal Education	Measures the minimum formalized training or education that is required for entry into the position
Experience	Measures the minimum level of experience required for entry into the position
Management & Supervision	Measures the supervisory or managerial role of the job and the degree of complexity of work performed by those being supervised – put another way, achieving results through the direction of other people
Human Collaboration Skills	Measures the job requirements of interaction with others outside direct reporting relationships as well as the impact the job has on organizational, departmental or unit objectives, the output of services, employee or customer satisfaction
Freedom to Act & Impact of Action	Measures the degree of freedom to exercise authority as well as assesses the impact of actions
Knowledge & Skills	Measures the knowledge and skill level required by the job and how the application impacts the organization
Fiscal Responsibility	Measures the accountability and participation as it relates to the fiscal accountability for one's department or assigned area(s) of responsibility
Working Conditions & Physical Effort	Measures the surroundings or physical conditions under which the work must be performed

We're confident **Segal Evaluator™** is an ideal option for placing jobs throughout your new compensation plan. The County will receive consistency and objectivity in assigning positions to the compensation plan without the ongoing expense of maintenance and support costs. Furthermore, unlike other methods of job evaluation (which would force Brazos County to use predefined weights, levels and definitions within compensable factors), Segal will collaborate with the County to develop a customized approach to defining internal equity.

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

- Use specific compensable factors across departments, workgroups, and positions to create an internal hierarchy of jobs
- Provide a quantitative approach that is easily understood (and yet appropriately protected)
- Determine values for each factor and calculate a total score for each position
- Provide an organization-wide hierarchy that establishes internal equity
- Complement and co-exist with market data in structure development

Upon completion of the project, Segal will provide Brazos County with our Segal Evaluator™ job evaluation tool (in Excel format), at no additional cost. The County can continue to use the tool to adapt, modify, and change in the future as jobs are added, removed, or changed.

9. Update job descriptions

We understand that the County would like the consultant to prepare updated job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment and travel requirements), and certification/licenses/registrations requirements for classification, as needed.

To support your need, we will work to determine whether you wish to maintain or modify the current format. In general, we suggest that an organization should have a consistent format for all class specifications, with an easy to read and easy to update layout, as shown in the example on the following page.

Once you have approved the basic format, we will then update the current job descriptions for all job titles using the information in the JDQ and employee interviews. Naturally, we will develop new specifications for any new classes that have been added to the structure because of the classification analysis.

We will deliver draft job descriptions, in Microsoft Word format, so that the County can review and edit the documents easily. To maintain a competitive price for the project, we have assumed that we will deliver draft documents and that the County's human resources staff will distribute the draft documents to department managers for their review, and then human resources staff will make any edits or changes to the drafts based on this feedback.

Sample Job Description

Classification Title	Accountant
Job Code	
FLSA Status	Exempt
Pay Grade	

General Summary

Maintains payroll related accounts, including reconciliations and balancing. Prepares payroll reports, processes payroll interfaces and books payroll related accounting entries to general ledger. Etc...

Essential Duties & Responsibilities

The intent of this job description is to provide a representative summary of the major duties and responsibilities performed by incumbents of this job. Employees may be requested to perform job-related tasks other than those specifically presented in this description.

- Performs payroll processing, including creating pay run IDs, performing payroll calculation validations, sending out payroll variance report and processing interfaces between systems.
- Etc...

Minimum Entrance Qualifications

Education and Experience

- A bachelor's degree from an accredited college or university in Accounting, Finance, Business Administration or a related field
- At least two years of increasingly responsible accounting experience.
- Any equivalent combination of training, education and experience that provides the required skills, knowledge and abilities

Licenses or Certifications

- Possession of (or ability to obtain within 1 month of hire) a standard driver license

Other Job Requirements

None.

Preferred Qualifications

None.

Competencies for successful performance of job duties

Knowledge of:

- Basic accounting and auditing principles and practices.
- Principles and practices of financial record keeping and reporting.
- Etc...

Skill in:

- Providing customer service.
- Accuracy and attention to detail.

Ability to:

- Communicate clearly and effectively, both orally and in writing.
- Calculate taxes and other pretax deductions.
- Etc...

Work Environment/Conditions

The work environment and exposures described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work Environment	Seldom or Never	Sometimes or Occasionally	Frequently or Often
Office or similar indoor environment			x
Etc.	x		

Exposures	Seldom or Never	Sometimes or Occasionally	Frequently or Often
Individuals who are rude or irate	x		
Etc.	x		

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. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The position is generally sedentary. Employees sit most of the time but may walk or stand for brief periods of time.

Date created: 02/18/19

Dates revised:

Our expectations of the County for this step

Task/Step	County's Project Team Role
1. Develop JDQ	• Review drafts and approve final JDQ • Test online JDQ collection site • Ensure employees and supervisors (reviewers) complete within designed timeframes
2. Conduct employee presentations	• Send invitations/announcements to employees • Reserve room and arrange for audio-visual media • Review and approve presentation • Attend
3. Perform job analysis	• Provide employee census data and information on the current job title structure in electronic format • Be available for questions and clarification
4. Conduct interviews/focus groups	• Assist with selecting employees to participate • Arrange for interview rooms • Facilitate scheduling and arrangements
5. Develop and document a recommended classification structure	• Review draft structure and provide comments • Approve final classification structure
6. Recommend individual position assignments to classifications	• Be available for questions and clarification • Approve assignments • Place employees who do not have a completed JDQ
7. Conduct FLSA analysis	• Provide information on current FLSA status • Seek outside counsel
8. Apply Segal Evaluator™ approach (Internal Equity)	• Provide information on current job evaluation approach, if applicable • Review draft and provide comments • Approve final Segal Evaluator™ approach • Vet final grade alignment with departments, as needed
9. Update job descriptions	• Provide current job descriptions in Microsoft Word • Review and edit draft job descriptions, as applicable

Step 3: Total compensation market assessment

We understand County is requesting a total compensation market assessment with the following goals:

• Compensation Analysis

- a. *Market Comparison Study for All Positions.* Conduct a comprehensive market-based salary survey, benchmarking all County positions against comparable roles in peer organizations within Texas and other relevant public sector employers nationally. This analysis should include base salaries, incentives, and total compensation packages to assess competitiveness and identify any gaps.

- b. *Data Collection and Analysis.* Collect and analyze data on base pay, range structures, and step pay plans for all positions. This data should be synthesized to develop pay scale recommendations that consider both external competitiveness and internal equity within Brazos County.
- c. *Benchmarking Exemption Practices.* Benchmark the County's exemption practices against comparable public sector organizations to confirm the County's classifications are competitive and compliant.

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

1. Develop a market study methodology
2. Identify benchmark job titles
3. Identify comparable employers
4. Collect and analyze the market data
5. Determine total compensation market position
6. Prepare and deliver a report

These steps are described in more detail below.

1. Develop a compensation strategy and market study methodology

It is important for Segal and the County's Project Team to gain consensus on the overall strategy regarding total compensation, including the market assessment methodology. Our goal is to have a common understanding of the various options for conducting the analysis, as well as an understanding of the implications on the subsequent design of new salary structure(s). This understanding will allow us to develop and conduct a survey that is consistent with the County's expectations and will support Segal's ability to design pay ranges that align with market findings.

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

- Custom surveys provide the most currently available peer agency data.
- Custom surveys allow you to target specific geographic markets, employers and jobs.
- Custom surveys allow you to collect information that is not usually available in published data sources, such as scheduled salary ranges, pay practices, paid leave provisions, benefits, etc.
- Published sources may be the only method of gathering private sector data, since these organizations rarely respond to surveys coming directly from other area employers.

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

2. Identify benchmark job titles

We understand that this project covers approximately 400 job classification titles. We will recommend a list of benchmark job titles to include in the market study. Our goal will be to identify a list of jobs that:

- Capture a broad array of occupational groups, departments and pay levels throughout the County
- Are readily found and matched within public sector organizations and the private sector (as applicable)
- Cover a large proportion of the County's workforce

For pricing purposes, we anticipate that up to 100 job titles will be identified as benchmarks from the current list of approximately 400 titles.

At this phase of the project Segal will prepare a detailed benchmark analysis showing our recommended benchmark jobs and meaningful statistics about how those jobs cover different sections of the County's workforce. Our experience has shown this analysis is unique to Segal and is especially important with County operating environments.

3. Identify comparable employers to survey

The next step will be to determine the comparable employers to include in the study. Typically, these employers include public sector entities that are geographically proximate to the County and are likely to have matching jobs. In addition, it might also include public sector employers outside the immediate commuting area, but that are like the County in terms of size, scope, population, services or other characteristics. During the stakeholder interviews mentioned above, Segal will explore market definition, including who Brazos County has lost employees to, recruited candidates from, etc. to identify potential peer agencies. Naturally, we will discuss any findings with HR and/or the County's Project Team and make modifications as necessary. Our pricing proposal includes no more than twelve (12) custom peer organizations and the use of up to three (3) reputable published sources to represent the private sector market.

4. Collect and analyze the market data

We will design, in MS Excel, a survey instrument for collecting and analyzing the market information. The survey instrument will include brief job summaries for each benchmark title, based on the approved classification structure, to assist survey participants with matching jobs consistently and appropriately.

The types of information we anticipate collecting through the survey include:

- Matching job title
- Pay ranges (minimum and maximum rates)
- FLSA status
- Full-time work week definition
- Other related information

Once the County's Project Team has reviewed and approved the survey document, we will distribute it to the approved group of comparable employers. We make many efforts to achieve the goal of 100% participation from each invited employer, yet we cannot guarantee that we will obtain good data from each of the employers invited to participate and for all the jobs requested. This would include Segal populating the survey on a peer agency's behalf provided they have publicly available job descriptions, org charts, and pay ranges.

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

Segal's Excel model will have the functionality to apply the adjustments needed to ensure consistent market comparisons, such as:

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

In addition, the Excel model will include numerous tables and charts that show the County's market position in a variety of detailed and summary formats. For example, our first deliverable to you will be a set of detailed market data tables that show the matching job title and pay range information, like the example shown below. We will meet with you to review each job match and finalize the information before proceeding to the next steps.

* We recommend workweek adjustments for non-exempt (hourly) positions only.

Detailed Market Data by Job Title

Administrative Specialist

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

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

Sample Exhibit 2

Base Pay Market Position

Client Pay Ranges as a Percent of the Market Average by Sector

Sector	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector	106%	101%	97%
Private Sector	83%	80%	75%
Overall	100%	95%	90%

Sample Exhibit 3

Client Market Position by Data Source

Client as a Percent of the Average

	Number of Job Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Public Sector Peer Employer				
Peer Organization Name	46	116%	108%	102%
Peer Organization Name	57	124%	104%	93%
Peer Organization Name	58	101%	95%	90%
Peer Organization Name	59	113%	107%	103%
Private Sector Data Source				
Data source	24	97%	98%	99%
Data source	10	91%	82%	70%
Data source	30	97%	98%	99%
Overall		100%	95%	90%

Client Overall Market Position
Client as a Percent of the Overall Market Average

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

In addition, our analysis will include exhibits showing the County's market position for other elements collected in the survey, such as paid leave, health benefits and retirement contributions, such as the examples shown below.

Sample Exhibit 5

Days of Paid Leave per Year
Combined Vacation, Sick, Holidays and Personal Days

Employer/ Data Source	Sector	1 Year	3 Years	6 Years	9 Years	12 Years	15 Years	20 Years
Source #1	Public Sector	33.0	33.0	36.0	38.0	40.0	40.0	45.0
Source #2	Public Sector	37.0	44.0	47.0	50.0	50.0	50.0	50.0
Source #3	Public Sector	42.0	49.0	49.0	55.0	55.0	55.0	55.0
Source #4	Public Sector	31.8	32.3	36.7	46.4	46.4	46.4	48.0
Source #5	Public Sector	37.5	44.0	44.0	44.0	44.0	50.5	50.5
Source #6	Public Sector	38.5	45.0	45.0	45.0	45.0	51.5	51.5
Source #7	Public Sector	37.5	39.5	42.5	45.5	48.5	49.5	49.5
Source #8	Private Sector	36.5	38.5	41.5	44.5	47.5	48.5	48.5
Source #9	Private Sector	38.0	42.0	45.0	49.0	52.0	52.0	52.0
Source #10	Private Sector	34.0	36.0	39.0	40.0	43.0	44.0	45.0
	County	35.0	37.0	40.0	43.0	44.0	44.0	44.0
	Market Average	36.6	40.3	42.6	45.7	47.1	48.7	49.5
	Difference with Market Average	-1.6	-3.3	-2.6	-2.7	-3.1	-4.7	-5.5

5. Determine total compensation market position

We will then determine the County's total compensation market position. This involves identifying each employer's annual cost for providing medical and other health related benefits, as well as retirement programs. We will compare the County's total compensation costs to the market average, like the tables shown below.

Example Exhibit 6

Total Compensation Analysis Summary

Description	Base Salary Pay Range Midpoint	Annual Employer Health Benefit Costs	Annual Employer Retirement Benefit Costs	Annual Employer Total Compensation
Accounting Assistant				
Client	\$35,000	\$12,597	\$2,800	\$50,447
Market Average	\$37,758	\$11,540	\$2,643	\$52,002
Client as % of Market	93%			97%
Finance Director				
Client	\$130,000	\$12,597	\$10,400	\$153,047
Market Average	\$145,000	\$11,540	\$10,150	\$166,751
Client as % of Market	90%			92%
Technology Specialist				
Client	\$52,000	\$12,597	\$4,160	\$68,807
Market Average	\$55,500	\$11,540	\$3,885	\$70,986
Client as % of Market	94%			97%

6. Prepare a Report of Findings

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

- An executive summary, briefly describing our key findings
- A description of the market assessment objectives and methodology
- The County's competitive market position for pay, applicable to each benchmark job title and job family
- Total compensation calculations (as applicable)

Our Expectations, of the County, For This Step

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

Step 4: Benefit benchmarking

We understand County is requesting a benefits evaluation and comparison with the following goals:

- **Benefits Evaluation and Comparison**

- Current Benefits Review.* Review the County's current benefits package, assessing its structure, inclusivity, and competitiveness related to peer organizations. This includes analyzing health insurance, retirement plans, leave policies, wellness programs, and other offerings.
- Market Benchmarking of Benefits.* Conduct a benefits comparison with comparable entities, particularly other counties and municipalities, to determine the competitiveness of the County's benefits package. Identify benchmark organizations, gather comparative data, and highlight key areas where Brazos County aligns or differs from industry standards.
- Recommendations for Enhancements.* Identify specific benefits enhancements that could improve retention and appeal to prospective employees. Suggested improvements might include additional wellness programs, flexible work arrangements, expanded family and medical leave options, or enhanced retirement contributions. Recommendations should be based on both current market trends and best practices observed in public sector organizations.

- **Supplemental and Fringe Benefits**

- Assessment of Supplemental Benefits.* Assess the existing supplemental benefits offered by the County and identify areas where additional benefits could provide value to employees. This might include offerings such as supplemental health insurance, life insurance, long term disability, and other voluntary benefits.
- Fringe Benefits and De Minimis Benefits.* Recommend feasible fringe and de minimis benefits that could enhance the employee experience with minimal financial impact. Examples of de minimis benefits might include on site amenities, small monthly allowances, employee recognition awards, or discount memberships. Suggestions

should aim to improve employee morale and job satisfaction in cost effective ways, while staying compliant with all state laws.

- c. **Tailored Retention Focused Benefits.** Identify and propose benefits tailored to Brazos County's workforce demographics to support retention, such as family friendly policies, educational assistance, or transportation stipends. Recommendations should focus on benefits proven to reduce turnover and increase job satisfaction.

As consultant to public sector plans around the U.S., we have extensive industry benchmarking data — meaning that we have firsthand knowledge of trends affecting all aspects affecting plans and can leverage best practices that have worked successfully for other plan sponsors facing similar challenges.

We have several consultants and analysts who regularly manage benchmarking projects for our clients. For our public sector clients, we typically collect publicly available information posted on the comparators' websites. When information is limited or incomplete, we will contact the comparator directly, to complete the data. Additionally, we include information from one or two nationally published surveys to add regional, national, or market perspective.

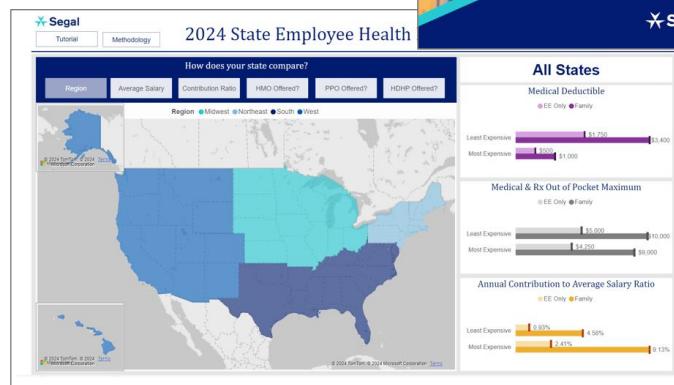
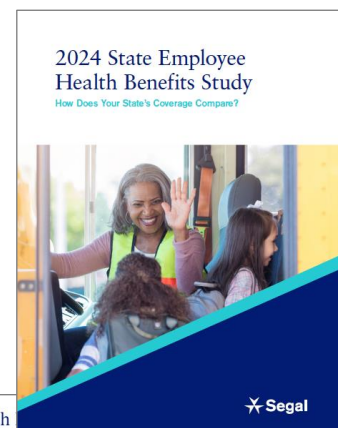
Examples of our proprietary surveys and studies we have conducted and external surveys that our firm has access to include:

Proprietary surveys

- **SHAPE** (Segal's Health Analysis of Plan Experience) is a comprehensive healthcare data mining service). This proprietary data warehouse combines data across medical vendors and PBMs and has capability to compare plan to normative benchmarks for Segal clients.
- **Segal's 2024 State Employee Health Benefit Study** presents an overview of plan design and cost-sharing arrangements, based on the health benefit information on the websites of all 50 states in the fourth quarter of 2023 and January 2024. Details on state employee health benefit plans can help state leaders benchmark their programs against those of peer jurisdictions and help inform plan design decisions. Our study covers medical and prescription drug plan design and benefit cost-sharing arrangements offered to full-time active employees for 2023–2024, including the least and most expensive plan options.

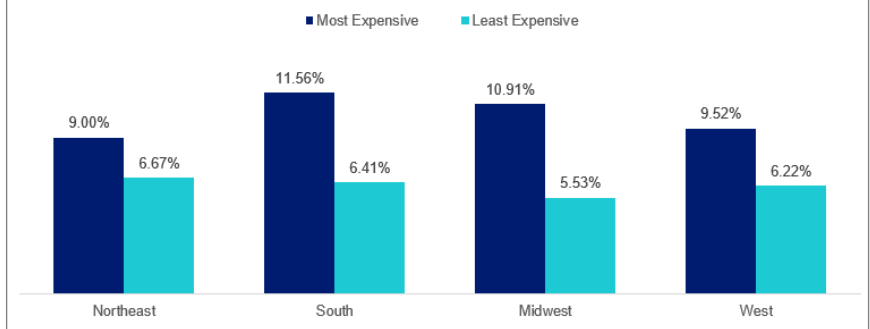
We've also compiled the detailed findings and created a custom interactive online tool, both accessible [here](#), which allows state leaders to compare their state benefits to aggregate data for all states or by region. A summary of the survey report can be found on our [website](#).

The key findings from the 2024 study are:



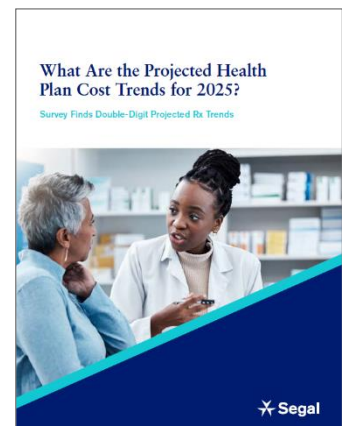
- Almost all states (47) give their employees a choice of medical plans.
- Health insurance as a percentage of salary ranges by region and plan type, with employees in the West contributing 0.78 percent of their salary towards coverage for the least expensive plan and employees in the Midwest paying 3.35 percent of their salary for the most expensive plan.
- While deductible levels for high-deductible health plans (HDHP) are much higher than for PPO plan options, including POS plans, by design, the variance of out-of-pocket (OOP) maximums between these plan types is not as significant.
- States are using plan design to manage prescription drug costs by influencing utilization towards more efficient delivery channels and more cost-effective medications.

Variation in the Average Family Contribution as a Percentage of Median State Salary* Is Wider in the South and Midwest than in the Northeast and West



- **Segal 2025 Health Plan Cost Trend Survey:** Segal has compiled our annual [Health Plan Cost Trend Survey](#) for the past 28 years. As examples of the 2025 findings:

- The highest projected rate of increase for all health benefit plan cost trends is for outpatient prescription drugs: 11.4 percent, up from the 2024 projection. The leading driver of overall projected Rx trend is drug mix, including higher-cost, single-sourced brand drugs and shifts to higher-cost treatments.
- Projected specialty drug trend is 13.3 percent. Drivers of projected specialty drug trend are primarily due to the utilization of new high-cost specialty drugs, replacing lower-cost therapies. Trend attributable to utilization is forecast to be 7.8 percent, accounting for almost 60 percent of the specialty drug gross cost trend increase before rebates.
- Medical plan costs trends are projected to increase at median levels of 8 percent, which is also higher than the prior year's forecast.
- Survey respondents project the per-person cost trend for PPO/POS plans to be 7.9 percent.
- Unit cost, including factors such as price inflation, is still the primary driver for inpatient hospital trends.
- Plan sponsor focus has shifted dramatically to cost- and quality-management strategies related to prescription drugs and weight loss-treatments specifically, which now account for four of the top five cost-management strategies.
- Trend projections for dental provider organizations are 4.5 percent.
- Projected vision trend is 3.0 percent for reasonable and customary plans.
- While the projected medical trend for Medicare-eligible retirees with Medicare Advantage PPO plans is 4.9 percent, the projected Medicare Part D trend is 8.9 percent.



External health benefits benchmarking

Segal has access to the following external benefit surveys.

- **EBRI Healthcare Benefits Benchmarking Survey:** Benchmarking employer-provided employee healthcare benefits is the focus of the Health Care Benefits Benchmarking Survey report which analyzes data provided by over 200 respondents. Topics covered include eligibility, prevalence of medical, dental, vision and self-insured plans and types of plans offered, tax advantaged plans, employer/employee costs, co-payments, co-insurance, deductibles, out-of-pocket maximums, PPOs, HMOs, POS plans, EPOs and HDHPs and prescription drug plans. Data is reported by industry group, organization size (# employees) and government, nonprofit, for-profit public and for-profit private.
- **Kaiser Employer Health Benefits Survey:** This annual survey of employers provides a detailed look at trends in employer-sponsored health coverage including premiums, employee contributions, cost-sharing provisions and other relevant information. A recent survey included almost 3,000 interviews with non-federal public and private firms.
- **IFEBP Wellness Programs and Value-Based Healthcare: Survey & Sample Series:** This survey outlines the most common workplace wellness initiatives and measures the extent to which U.S. and Canadian organizations are incorporating wellness strategies. Topics covered include prevalence of wellness initiatives by employment sector, popular screening and treatment initiatives, participation levels, return on investment, use of incentives, value-based healthcare strategies and barriers to implementation. The report also contains 162 useful sample wellness documents, program descriptions, forms and communication pieces.
- **Mercer National Survey of Employer Sponsored Health Plans:** A survey of almost 2,000 public and private employers, with results weighted to reflect the demographics of all U.S. employers with 10 or more employees who offer healthcare benefits. Topics covered include cost and cost management initiatives, plan design, funding and administration for PPO/POS plans (beginning in 2008 these plans are treated as one plan type due to declining POS enrollment), HMOs and Consumer-Directed Health Plans (including HSAs and HRAs). Also, it covers retiree health and dental benefits, flexible spending accounts and wellness programs. Results are reported by region, industry and number of employees.

Other benefits

- **SHRM Benefits Survey Report:** Provides comprehensive information about the types of benefits U.S. employers offer to their employees. More than 300 benefits were explored, covering healthcare and welfare benefits, preventive health and wellness benefits, retirement savings and planning benefits, financial and compensation benefits, leave benefits, family-friendly benefits, flexible working benefits, employee programs and services, professional and career development benefits, housing and relocation benefits and business travel benefits. The report also examines trends in employee benefits offerings over the last five years.
- **CompData Benefits USA: The National Survey of Company Benefits Programs and Policies:** Benefits USA provides national and regional data on medical, dental, vision and life insurance, as well as information covering pension plans, cost of benefits and more. The survey analyzes national and regional data on benefits eligibility and administration policies with detailed information on benefit plans, premiums and provisions. In addition, information is presented on various paid time off provisions. All data is reported for national, five regions, eight industries including nonprofit and company size.

- **Willis Towers Watson General Industry Employee Benefit Policies and Practices Report:** Survey data on the prevalence, costs and provisions of a complete set of benefits is reported by company size, industry classifications and five geographic regions. It covers benefit costs, medical benefits, dental benefits, vision plans, defined contribution plans, defined benefit plans, account-based retirement plans, vacation/holiday practices, paid time off practices, short- and long-term disability, life insurance and AD&D insurance, other/benefits/flexible benefits and retiree benefits including retiree medical.
- **Mercer Spotlight on Benefits:** The Spotlight on Benefits presents prevalence statistics in an overview of the general market, along with commentary for the major types of employee benefit plans including trending data for the past 10 years. The report illustrates plan feature information for each of the following benefit categories: 1) Retirement/Savings: defined benefit, defined contribution and stock purchase plans; 2) Health/Group: medical, dental, life insurance, flexible spending accounts and post-retirement medical plans; 3) Time Loss: vacation, holiday, personal leave, PTO banks, sick leave and short- and long-term disability plans; 4) Nontraditional Benefits: educational assistance and long-term care. Data is not reported by industry; this is Mercer's national report. Industry reports are available from Mercer as separate reports.
- **IFEBP Employee Benefits Survey: U.S. and Canada:** U.S. material precedes a separate section for Canada. Eleven types of benefits for both countries are covered in three sections: Part 1 - Pension and Retirement Plans, Part 2 - Health Care Benefits and Part 3 - Other Benefits (life insurance, voluntary benefits, adoption benefits, holiday benefits, disability benefits and paid leave). Survey highlights for each part are followed by tables detailing the collected data. Tables report data for four distinct employment sectors: corporations, professional service firms, multiemployer plans and public employers.
- **The Economic Research Institute's (ERI) 2022 Benefits Benchmarking Survey 15th Edition:** The 2022 Benefits Benchmarking Survey reports employer-provided employee non-cash benefits. Questionnaires were distributed in October 2021 to public, private, nonprofit and government U.S. entities. With an effective date of January 1, 2022, data is reported by sector, industry, region and size and includes:
 - Medical benefit costs, eligibility, deductibles, health, prescription drug, dental and vision coverage, wellness plans, EAPs and retiree benefits
 - Life and disability insurance, employee leave and paid time off practices
 - Retirement benefits prevalence by DC and DB plan type, contributions and vesting schedules
 - Executive perquisites

Retirement benefits

- **PSCA 403(b) Plan Survey (Profit Sharing Council of America):** The Survey reports on the experience of not-for-profit organizations that sponsor a 403(b) plan. Includes more than 100 tables of data on important topics such as participation rates, organization contributions, participant contributions, investments, investment monitoring, investment advice, vesting, loans, hardship withdrawals, automatic enrollment, participant education and communication, plan compliance, administration practices and more. Data is broken out by plan size and often by industry type where possible.

- **PSCA 56th Annual Survey of Profit Sharing and 401(k) Plans (Profit Sharing Council of America).** Contains over 100 tables with detailed data about profit sharing and 401(k) practices. The tables cover participation rates, company contributions and matches, participant pre- and after-tax contributions, investment options, asset-investment trends, fund offerings, investment performance, loan practices, automatic enrollment, vesting, distribution and withdrawal features, record-keeping practices, internet usage, design features and more. Data is frequently broken down by plan size and plan type.
- **WorldatWork Trends in 401(k) Plans and Retirement Rewards (WorldatWork and American Benefits Institute):** Topics covered include plan participation, employer/employee contributions, company stock, fee disclosures, investment advice and choices, automatic enrollment and escalation, hardship distributions and loans. Results are not reported by industry sector or company size.
- **Deloitte Annual Defined Contribution Benchmarking Survey:** Results of a survey of 401(k) and 403(b) plans, this report provides an overview of the plan features, policies, objectives and attitudes of the DC plan sponsors participating in the survey. The focus is on the current issues and trends faced by employers and sheds light on employers' collective "frame of mind" and how plan sponsors and participants intend to utilize these retirement savings instruments. Includes separate reports for six industry segments with comparisons to national averages.

Other surveys we have on hand which are publicly accessible on the internet:

- **National Compensation Survey: Employee Benefits in the United States (U.S. Bureau of Labor Statistics):** The [National Compensation Survey](#) (NCS) provides comprehensive measures of occupational earnings, compensation cost trends as well as incidence and detailed provisions of employee benefit plans. This bulletin presents estimates of the incidence of and key provisions of selected employee benefit plans. Estimates presented are on benefits for civilian workers – workers in private industry and in State and local government – by various employee and employer characteristics. For the purposes of the NCS, Federal government, agricultural and household workers, and the self-employed are excluded. Tables for Civilian, Private Industry, and State and Local Government show Retirement Benefits, Health Care Benefits, Life, Short-term Disability and Long-term Disability Insurance Benefits, Establishment Data, Holidays, Vacation and Sick Leave, and Other Leave Benefits and Other Benefits.
- **MetLife Study of Employee Benefits Trends:** [MetLife's annual Study of Employee Benefits Trends](#) explores an evolving benefits landscape from the point of view of employers and employees across all U.S. regions, industries and company sizes. Through both robust years and turbulent economic times, the study has identified significant key findings and insights that have served to inform and shape today's benefits strategies for employers and their advisors.

We will work with the County to put together an appropriate benchmark analysis, ensuring we focus on the most relevant and impactful components.

Step 5: Recommendations development

Based on the findings of the market study, Segal will:

- **Compensation Plan Development**

- a. *Structured Compensation Plan.* Design a structured compensation plan with consistent pay ranges across all classifications, adaptable for future adjustments based on market trends, ensuring they support employee development and career progression. Entry and midpoint levels should reflect competitive rates based on the study's findings across similar organizations and positions.
- b. *Internal Equity Assessment.* Ensure the compensation plan promotes internal equity by aligning pay for positions with similar responsibilities and requirements, supporting fairness across departments.
- c. *Flexible Pay Adjustments.* Provide recommendations for potential pay adjustments, including cost of living, merit-based pay, and incentive structures, particularly for high demand or hard to fill roles.

- **Implementation Plan**

- a. *Actionable Implementation Steps.* Develop a detailed implementation plan to transition to the new classification, compensation, benefits structures, and performance evaluation program. Outline the steps, timeline, responsible parties, and necessary resources for each phase.
- b. *Communication Strategy.* Create a communication strategy to inform employees of the new compensation and benefits plan, including information on pay ranges, benefit enhancements, performance evaluation criteria, and resources for understanding the changes.
- c. *Training and Support.* Provide training and resources to Human Resources personnel for effective implementation and maintenance of the new structure. Offer a transition plan for employees affected by any salary, benefits, or performance program adjustments.
- d. *Ongoing Support and Adjustments.* Include at least one (1) year of post-implementation support to address issues, provide advice on new or changed positions, and adjust as needed based on initial rollout feedback.

For this step in the project, we propose the following steps:

1. Design a Recommended Salary Schedule
2. Recommend Pay Grade Assignments
3. Determine Cost of Implementation
4. Assist with Implementation

1. Design a Recommended Salary Schedule

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

We anticipate that the pay schedule will consist of pay grades with minimum, midpoint and maximum pay rates. Typically, we construct pay schedules to have consistent intervals between

grades, as well as consistent range widths (typically 40% to 60%). The pay structure may include either steps or open ranges depending on the pay philosophy of the County. We will work, with the County's Project Team, to determine the most appropriate structure for your organization.

2. Recommend Pay Grade Assignments

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

Next, we will recommend grade assignments for non-benchmark jobs using the results of **Segal Evaluator™**, as discussed above. Our recommendations will be based on job content similarities and differences such as minimum qualifications, scope of responsibilities, supervisory role and other considerations, all of which are quantified using the new, customized job evaluation methodology we'll develop for the County.

Lastly, we will review the grade assignments with the County's Project Team, highlighting situations that represent significant change from the current pay relationships. Once you have had an opportunity to review and internally vet the recommendations, we will finalize the grade assignments.

3. Determine Cost of Implementation

Our salary structure model will estimate the annualized cost of implementing the new pay scales. This will require determining assumptions for placing current employees within the new pay ranges. While the prior steps determined the grade assignment for each position, this step involves determining each employee's salary within the assigned grade of the revised pay structure(s) on the day of implementation.

Segal will work with HR to define the placement criteria. Based on the guidance from the County's Project Team, we will identify each employee's recommended salary within the applicable pay range and will then determine the first-year annual cost of implementing the new pay schedule.

Since we understand that successful implementation may depend heavily on the cost of implementation, our recommendations include three (3) implementation scenarios for the County's consideration.

Segal has invested in the development of a sophisticated salary structure model that will help visualize the pay structures being recommended and simplify the County's internal implementation processes.

4. Assist With Implementation

Our extensive work with the public sector makes us sensitive to the importance of planning for adequate input (and in some cases formal approval) by a variety of stakeholders such as employee groups, department directors, senior executives, elected officials. To that end, Segal is prepared to assist the County with activities such as the following:

- Developing an implementation schedule that takes into consideration potential phased approaches, based on the County's operational priorities, culture, and availability of funding
- Assisting the County with supporting the study results and recommendations with key stakeholders
- Preparing presentation materials for decision makers
- Assisting with developing employee communication materials
- Conducting a training session with the County's human resources staff, to transfer the tools, methodologies and recommendations

Our fee assumes up to eight (8) hours of consulting time to be used on implementation assistance.

Our Expectations, of the County, For This Step

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

Step 6: Performance evaluation program with merit distribution

We understand that the County is interested in revising its current performance management system with the following goals:

- **Performance Evaluation Program with Merit Distribution**

- a. *Development of Performance Evaluation Framework.* Design a comprehensive performance evaluation program that objectively assesses employee performance, linking performance outcomes with job expectations, goals, and competencies. The framework should be adaptable across various departments and positions and encourage constructive feedback and development opportunities.
- b. *Incorporation of Merit-Based Pay.* Establish guidelines for merit distribution based on performance scores, achievement of departmental goals, and other measurable criteria to ensure transparency and fairness.
- c. *Training and Implementation Support.* Provide training materials and workshops for staff, managers, and supervisors to ensure consistency and accuracy in conducting evaluations. Offer implementation support to help transition departments to the new program, including best practices for setting and evaluating employee goals.
- d. *Continuous Improvement and Adjustments.* Design a process for reviewing and updating the evaluation program based on feedback, changes in County objectives, or regulatory requirements. Provide recommendations for periodic assessments to keep the program relevant and aligned with County needs.

We will work with the Project Team to explore alternatives for a new performance management strategy that would support the County's need to evaluate and document employee performance in a way that is valid, consistent, objective and credible in the eyes of both managers and employees.

To develop a new performance appraisal system, we typically recommend the following steps:

1. Develop a performance management strategy
2. Develop a customized performance appraisal tool
3. Utilize job family approach
4. Develop performance pay matrix
5. Provide training for the new system
6. Orientation sessions for employees

1. Develop a performance management strategy

To begin this phase, we will meet with the Project Team to review the current performance appraisal process to identify its strengths and weaknesses and to learn how the County currently establishes performance goals and measures outcomes for both employees and the organizational units.

We will also evaluate the County's current capacity to monitor its actual progress against goals. The availability of that information and the degree to which it is collected consistently and

accurately bears heavily on the credibility of any performance measurement system in the eyes of employees.

Next, we will conduct confidential interviews with key County staff, such as Department Directors and their deputies, to understand their views about the current performance appraisal system, as well as their perceptions of whether managers and supervisors have the skills and desire to differentiate employee performance effectively. These interviews will also be a good vehicle to elicit senior managers' reactions and ideas regarding competencies or performance measures that should be included in any new system. For pricing purposes, we have assumed that interviews will be conducted during the project initiation phase above.

Following our review of the current system and our interview results, we will recommend an overall performance management strategy for the County that includes options for performance appraisal methodologies (and discussions of their pros and cons).

2. Develop a custom performance appraisal tool

As Segal develops a custom performance evaluation system, we will work with the Project Team to determine the key elements of the performance appraisal tool. For example, we will need to identify the behaviors and/or competencies the County wishes to measure, document and potentially reward. These elements can be consistent across all occupations and jobs, or they may vary for different groups.

Based on our experience developing similar performance appraisal tools, we will provide you with examples of performance measures and other elements that other counties have found useful and then determine which elements may best apply to your workforce. Typically, we would develop an appraisal tool that contains three elements:

- Broad competencies that could be applied to all employees, regardless of role, department, or occupation
- Performance measures that are particular to certain job groups or occupations
- Performance goals that are position specific

The tool can also include a method to calculate an overall rating.

Our goal is to develop a tool that is consistent with the County's culture, easily understood and used by managers and employees, and reasonable in length and scope.

3. Utilizing the job family approach

Grouping jobs that use similar skills, competencies and behaviors into a Job Family is one of the most successful methods of ensuring an effective Performance Appraisal Plan. Over the years, organizations of all sizes have tried to complete performance evaluations on all employees, regardless of differences in job responsibilities and expectations, by using one or two universal forms. This type of blanket-approach to performance measurement is not only ineffective in gaining a true knowledge of an organization's strengths and weaknesses; the employees often view it negatively.

With this in mind, we feel the development of Job Families is a positive approach to performance management. A Performance Appraisal Plan can be completely effective only if it is based upon the actual work habits and behaviors of those in the position being evaluated.

A meeting will be conducted with the Human Resources Director and Project Team to develop an initial draft of Job Families and their core competencies.

4. Development of the performance pay matrix

Segal will work with the Project Team to develop a performance pay matrix that meets the needs of the organization. Since organizational culture is a driving factor behind the success of a pay-for-performance program, we will work with the Project Team to design a program that is customized to the County. The performance pay matrix will use sound compensation and performance methodologies. The final matrix will serve as a guide for the County to use in determining the amount of the reward employees will receive based on their superior performance.

Implementing a successful public sector pay-for-performance program requires developing a process to create a new organizational culture and reduce traditional longevity-based entitlements. The program should foster ownership among employees by providing rewards for taking initiative and making productive contributions. Segal recommends the following steps for success in developing such a program:

1. Involve employees through consistent communication and the appropriate level of participation
2. Set and test reasonable and objective performance benchmark standards
3. Examine the need for additional training or equipment to achieve benchmarks
4. Determine appropriate and meaningful rewards (individual, group, etc.)
5. Confirm that employee Appraisal Form/documentation conform to the new rewards structure
6. Confirm that appropriate funding is available for current and future fiscal years
7. Monitor results by evaluating the return on investment of the program
8. Modify benchmark standards, if necessary

5. Provide training for the new system

Once the Project Team finalizes the performance appraisal tool, we will work with the County to design a training plan to support the implementation and ongoing maintenance of the system. We understand that any performance management system is only as good as the managers who use it, so we will focus on developing training tools that the County can use now and in the future when training new supervisors. Training of employees with supervisory responsibilities is critical, in our experience, to the success of a performance measurement system.

We anticipate that we will develop two training tools during this phase:

- A manual that provides guidance and tips for documenting and evaluating employee performance, as well as instructions how to use the new performance appraisal tool

- A PowerPoint presentation that we will use to train the County's supervisory staff.

We will draft these tools for your review, with one round of edits before they are finalized. Naturally, these tools will become the property of the County to use in future training and communications efforts.

Finally, we will conduct training sessions with supervisors and managers regarding how to use the new system. For pricing purposes, we have assumed that we will conduct one (1) day of training in a group setting. Typically, these training sessions last two hours.

6. Orientation sessions for employees

Effective and efficient implementation of the system is a critical step. Segal will provide customized training on executing and maintaining the performance review process for all appraisers, as designated by the County. Maximum productivity increased budgetary demands and employees operating at optimum performance levels must be top priorities for the management personnel of the County. This one-day training session will include the following topic areas:

- Performance Planning
- Developing Effective Objectives
- Communicating Effectively and Providing Behaviorally Relevant Feedback
- Common Errors
- Conducting the Performance Review
- Individual Styles and their Effects on the Performance Review Process
- Hands-on Experience and Practice in the use of the new Performance Appraisal Form

The session is designed in an interactive, participative format, encouraging active learning and thereby increasing trainee information retention rates. This seminar provides practical solutions for implementing and maintaining the Performance Appraisal Plan while supporting team building and communication concepts. With this training, the County's management team will be fully equipped with practical, effective tools and methods for handling performance management concepts and the actual one-on-one evaluation of employees. Effectively applying the concepts and skills shared in the training will enable managers to better manage on-the-job performance challenges.

Our training program is designed to maximize productivity by helping managers capitalize on individual strengths and develop action plans to minimize the effects of their limitations when using a structured performance management system. It provides hands-on instruction in creating an environment for increased communication, improved morale and success for both manager and employee. Our program enables the County to develop a personalized management philosophy that stresses the uniqueness of the individual, while at the same time amplifies the importance of the team — a proven method of increasing productivity. The training covers the principles and philosophies underlying an employee developmental performance review system and continues with the discussion of the specifics of conducting the performance review interview, common challenges and other relevant topics. Oriented towards mentoring, attendees will be familiar with the performance review process and all related documents,

materials and procedures. For pricing purposes, we have assumed that we will conduct one (1) day of training in a group setting. Typically, these training sessions last two hours.

We anticipate that we will develop two training tools during this phase:

- A manual for supervisors/managers that provides guidance and tips for documenting and evaluating employee performance, as well as instructions how to use the new performance appraisal tool
- A PowerPoint presentation that we will use to train the County's supervisory staff.

We will draft these tools for your review, with one round of edits before they are finalized. Naturally, these tools will become the property of the County to use in future training and communications efforts.

Step 7: Present final results to the County

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

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

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

Segal project management

We place a high value on sustaining client communication and high-quality project management. To ensure successful project processes and outcomes for market studies, we typically take the following steps:

1. Establish a **project manager** who is responsible for the overall quality and timeliness of the project, as well as the primary client contact
1. Conduct regularly scheduled **meetings and discussions** with clients
2. Develop a **communication plan** used to engage various stakeholders (e.g., management, employees, legislative bodies) in the survey process
3. Collaboratively develop a **study methodology** customized to the client's needs and designed to meet the project objectives
4. Identify **benchmark job titles** that adequately represent the diversity of classifications, career paths, departments and pay grades of the client
5. Identify appropriate specific **comparable employers** to include in the study, as well as any sources of published data if necessary
6. Design a customized **survey document tool** to collect the necessary information
7. Develop a **database** to analyze the survey results (we typically design these databases in Microsoft Excel), which becomes the client's property at the end of the project
8. Determine the client's **market position** for pay (and for benefits, if desired)
9. Prepare and deliver a **report** to you detailing our findings, as well as a **participant report**
10. Provide our clients with **all data** collected at the conclusion of the project, as well as all materials and analytic tools developed for the project
11. Conduct follow-up discussions with clients to identify **lessons learned** and any approaches for improvement

Segal's Project Team

We bring an excellent combination of skills and experience in public sector compensation, classification and performance management analysis and design to this project.

Staff Member	Role
TL Cox	Vice President, Client Relationship Manager
Deeksha Garg	Consultant, Project Manager
Rebecca Dayton	Associate Consultant, Senior Compensation Analyst
Ethan Steinberg	Senior Associate, Analyst
Nimisha Singh	Associate, Analyst

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

TL Cox

Vice President

Project Role: Client Relationship Manager



Expertise

TL is a Vice President at Segal, specializing in compensation consulting for public sector entities nationwide, including state and local governments, special districts, and utilities and water authorities. With over 15 years of combined experience in providing consulting services to public sector organizations, TL has a strong focus on clients' human resources and information technology needs. This includes more than four years with The Waters Consulting Group, Inc. before its merger with Segal.

Clients

States, Agencies and Retirement Systems

State of California Superior Court, County of Los Angeles
State of Maine
State Oregon Legislature
State of Rhode Island

Counties

Inyo County (CA)
Jefferson County (CO)
Jefferson Parish (LA)
Kalamazoo County Government (MI)
Los Alamos County (NM)
Montrose County (CO)
Terrebonne Parish (LA)
Travis County (TX)
Wayne County (MI)
Webb County (TX)

Municipalities

City of Alexandria (LA)
City of Ankeny (IA)*
City of Asheville (NC)
City of Austin (TX)
City of Battle Creek (MI)*
City of Carrollton (TX)
City of Charlotte (NC)
City of College Station (TX)
*City of DeSoto (TX)**
*City of El Paso (TX)**

City of York (PA)

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

City of Farmington Hills (MI)

City of Fort Worth (TX)

City of Gastonia (NC)*

City of Olathe (KS)

City of Palo Alto (CA)

City of Portland (TX)

City of Richland (WA)*

City of St. Cloud (MN)

City of Salem (VA)*

City of San Marcos (TX)

City of Santa Fe (NM)*

City of Thibodaux (LA)*

City of Thornton (CO)

Town of Mansfield (CT)*

Utilities and Water Authorities

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

Professional Background

Prior to joining Segal, TL led the public sector compensation consulting practice for another large organization (Baker Tilly). In addition to his consulting work, TL has provided project management, executive coaching, leadership development and training to public sector organizations and various international private sector companies. He also served as Chief Information Officer for the City of Tulsa, OK.

Education/Professional Designations

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

TL Cox
tcx@segalco.com
469.594.4664
segalco.com

Deeksha Garg

Consultant

Project Role: Project Manager



Expertise

Deeksha is a Consultant in Segal's Compensation and Career Strategies practice, based in the Austin office. She has eight years of experience in classification and compensation assessment, design and implementation. Her areas of expertise include compensation structure design, evaluation of internal equity and external competitiveness, job leveling and classification structure design. Deeksha has supported clients from many sectors, including public sector, higher education and not for profit.

Court Systems

Michigan Supreme Court
Nebraska Judicial Branch*
Wyoming Judicial Branch

Counties and Municipalities

Blue Earth County (MN)*
Carver County (MN)*
City of Carson (CA)
City of Goleta (CA)
City of Wilson (NC)
Milwaukee Housing Authority
Olmsted County (MN)*
Ramsey County (MN)*

K-12 Districts

Anoka-Hennepin Schools (MN) *
Bloomington Schools (MN) *
Eastern Carver County Schools (MN)*
Rochester Public Schools (MN)*

Other Clients

Bennington College
Milwaukee Housing Authority*
Tarrant Community College

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

Professional background

Prior to joining Segal, Deeksha worked as a Compensation Consultant for a leading human resources and compensation consulting firm. She supported clients across the public sector, higher education and not for profit industry in providing classification and compensation services, including job analysis, job evaluation, designing classification architectures, performing market pay assessment, designing salary structures and analyzing implementation costs. Prior to that, she worked as a consultant for two years at Nielsen Company (India) and later joined Basix Microfinance (India) in talent acquisition.

Education/professional designations

Deeksha received an MA in Human Resources and Industrial Relations from University of Minnesota, Carlson School of Management and an MA in Organizational Psychology from Bangalore University. She earned a BA in Psychology, Sociology and English Literature from Christ College. She is pursuing a Certified Compensation Professional (CCP) designation from World at Work.

Deeksha Garg
dgarg@segalco.com
512.676.8382
segalco.com

Rebecca Dayton

Associate Consultant

Project Role: Senior Compensation Analyst



Expertise

Rebecca is a Compensation Associate Consultant in Segal's Washington, DC office. She has 12 years of experience as a Human Resources Classification and Compensation consultant. Rebecca performs analytical work for compensation market studies and job classification analysis.

Clients

States, Agencies and Retirement Systems

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

Higher Education

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

Other Clients

Committee for Public Counsel Services (MA)
Fort Bend Central Appraisal District (TX)
Great Lakes Water Authority (MI)
Greater Vallejo Recreation District (CA)
Sourcewell (MN)

Counties

Anne Arundel County (MD)
Frederick County (MD)
Greene County (VA)
Pierce County (WA)
Seminole County (FL)
Thurston County (WA)
Travis County (TX)

Municipalities

City of Alexandria (LA)
City of Anaheim (CA)
City of Austin (TX)
City of Bellevue (WA)
City of Cape Coral (FL)
Town of Chapel Hill (NC)
City of Frederick (MD)
City of Gastonia (NC)
City of Henderson (NV)
Town of Morehead City (NC)
City of Salem (VA)
City of San Marcos (CA)
City of Shelby (NC)
City of Santa Fe (NM)

Utilities and Water Authorities

Florida Municipal Power Agency (FL)
Transportation
Austin Bergstrom International Airport (TX)
Central New York Regional Transportation Authority
Charlotte Douglas International Airport (NC)
Metropolitan Knoxville Airport Authority (TN)
Naples Airport Authority (FL)
Raleigh-Durham International Airport (NC)

Professional background

Before joining Segal in 2020, Rebecca worked for Baker Tilly Virchow Krause (formerly Springsted, Inc.). She performed compensation-related work for public sector entities, water and

special district authorities, health organizations, nonprofits and higher education institutions. Her projects included developing classification, compensation and performance evaluation systems; developing career ladders; conducting FLSA reviews; and assisting with development of personnel policies.

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

Education/professional designations

Rebecca received a bachelor's degree of Business Administration in Project Management from Strayer University. She also has an Associate degree in Education from Salem Community College and an Associate degree in Physical Therapy Assisting from Radford University. She is currently pursuing her Certified Compensation Professional (CCP) designation.

Rebecca Dayton
rdayton@segalco.com
202.833.6479
segalco.com

Ethan Steinberg

Senior Associate

Project Role: Analyst



Expertise

Ethan is a Senior Compensation Associate in Segal's Compensation and Career Strategies practice, based in the New York office. He has four years of experience (three years with Segal). He conducts complex statistical analyses relating to compensation, job analysis and evaluation, benefits, pay equity and other human capital projects to assist in the development of custom programs to meet clients' strategic goals and philosophies.

Ethan's municipal, transportation, corporate and higher education clients include:

Counties, Cities, States other Municipalities

City of Goleta (CA)
Travis County (TX)
Wake County (NC)

Corporate

Prime MSO
Seaman Corporation

Transportation Authorities

Ft. Wayne Airport Authority (MI)
Metropolitan Knoxville Airport Authority (TN)
Raleigh Durham Airport Authority (NC)
Road Commission for Oakland County (MI)

Higher Education

Marquette University

Professional background

Prior to joining Segal, Ethan worked as a Staff Accountant for Harris Blitzer Sports & Entertainment and has interned as a Financial Analyst for multi-family investment offices.

Education/professional designations

Ethan holds a BS from The Pennsylvania State University with a major in Finance and a concentration in Management Information Systems.

Ethan Steinberg
esteinberg@segalco.com
segalco.com

Nimisha Singh

Associate

Project Role: Analyst



Expertise

Nimisha is an Associate in Segal's Compensation and Career Strategies practice, based in the New York office. She conducts statistical analysis on all matters related to compensation, pay equity, job analysis and other human capital projects. Nimisha also assists in the development of qualitative and quantitative strategies in relation to compensation and benefits. Her clients include:

Municipalities

City of Little Rock (AR)
City of Santa Barbara (CA)

Transportation

San Diego Metropolitan Transit System (CA)

Higher Education

Bucknell University (PA)
DeSales University (PA)
Michigan Technological University (MI)

Professional background

Nimisha has worked for a multinational financial institution and a nonprofit organization in the capacity of an HR Business Partner. She also has four years of experience as a research assistant for the Marketing and Cultural Psychology Lab at the University of Illinois.

Education/professional designations

Nimisha received a BS in Psychology and Economics from the University of Illinois at Urbana-Champaign and an MS in Human Capital Analytics and Technology from New York University's School of Professional Studies. At NYU, Nimisha was the Vice President and the Events Director of the University's award-winning SHRM Chapter.

Nimisha Singh
nvsingh@segalco.com
segalco.com

Information needed from the County

County responsibilities are listed at the end of each appropriate section above.

a. How will your company work to achieve cost effectiveness throughout the project including the planning, data collection, and reporting stages?

Planning and Project Management will ensure that progress, key milestones, budgets, and schedules are aligned with the County's goals and objectives. This will be achieved by:

- Conducting working sessions with Human Resources, the Project Team, and Senior Leadership to determine goals and gain understanding of issues, concerns, and objectives
- Identifying changes to the work plan, scope or timing, as early as possible and discussing with the Project Team
- Identifying the right team member to perform the task so that tasks are performed at the most efficient and cost-effective level
- Reviewing budget and schedule on a periodic basis, as appropriate, but no less than monthly throughout the engagement
- In addition, we identify ways throughout the project to keep costs down such as identifying opportunities for conference calls and web conferences in order to keep travel costs down.

b. Will your company use standard surveys and/or customized surveys? Why does your company choose the recommend method(s)? If standard surveys are recommended, what is the source of the survey data?

Discussed above.

c. How does your company's proposal accommodate the unique nature of certain functions and responsibilities characteristics of a Texas county government?

Segal is proud to serve as human resources consultant for numerous entities throughout the State of Texas, including many County governments. Through that work, we have gained insight into the unique regional and governmental characteristics you face. Our demonstrated experience in assisting other similarly situated Texas clients positions us a qualified advisor for this assignment.

Cost Proposal

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

Project Step	Estimated Number of Hours	Fixed Fee
Step 1: Project initiation Assumes the following: • Meet, on-site, with the County's Project Team and conduct approximately 16 stakeholder interviews, as well as time associated with learning about the County's current compensation and classification structures, policies and practices.	50	\$20,000
Step 2: Classification analysis Assumes the following: • Develop one customized Job Description Questionnaire • Conduct up to 6 employee presentations, onsite or via video conference • Analyze 400 current job titles covering 979 full-time employees, 44 part-time employees, and 20 temporary employees • Conduct up to 16 hours of employee interviews/focus groups • Develop a recommended classification structure (one draft, one final) • Recommend assignments of individual positions to job titles • Conduct an FLSA analysis and provide recommendations regarding the FLSA exemption status for all job titles • Apply Segal Evaluator™ job evaluation approach • Update job descriptions for all recommended job titles	656	\$210,000
Step 3: Total compensation market assessment Assumes the following: • Develop a customized total compensation market survey document with up to 100 benchmark job titles, to be distributed to no more than 12 public sector peer employers, as well as the use of up to three published data sources to represent the private sector market • One draft and one final report of the market study findings	438	\$125,000
Step 4: Benefits benchmarking Included with total compensation market assessment (only to other public sector peer agencies). Provided Brazos County wishes to take advantage of the other surveys or services listed in our proposal, we can work with the County to further define your specific needs and price accordingly.		

Project Step	Estimated Number of Hours	Fixed Fee
Step 5: Recommendations development Assumes the following: • Develop salary schedule(s) to cover all jobs covered by the study • Recommend pay grade assignments for all job titles covered by the study • Assist with implementation and conduct training session with Human Resources staff up to eight hours	87	\$25,000
Step 6: Performance evaluation program with merit distribution Assumes the following: • Conduct one Project Team meeting via videoconference • Develop a recommended performance management strategy • Develop one performance appraisal tool • Develop a training manual and presentation for employees with supervisory roles, as well as facilitation of one (1) day of training sessions.	141	\$45,000
Step 7: Present final results Assumes we develop and deliver one presentation to the Commissioner's Court	25	\$10,000
Total Fixed Fee	1397	\$435,000

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

Our total fixed fee will be billed at the end of each month in 10 equal invoices for \$40,000 and a final invoice for \$35,000 upon completion of the project.

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

Our experience has shown that Brazos County is likely to receive a wide variety of fee proposals in response to a comprehensive scope such as yours. That makes conducting an “apples-to-apples” comparison very difficult. Segal would welcome the opportunity to discuss the advantages of our approach to assist you in making an informed decision in an attempt to get closer to what you have budgeted for this study.

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

By Wire Transfer

JP Morgan/Chase Bank
Acct Name: The Segal Company (Western States) Inc.
Acct Type: Checking
Acct #: 1440-74105
ABA #: 021000021

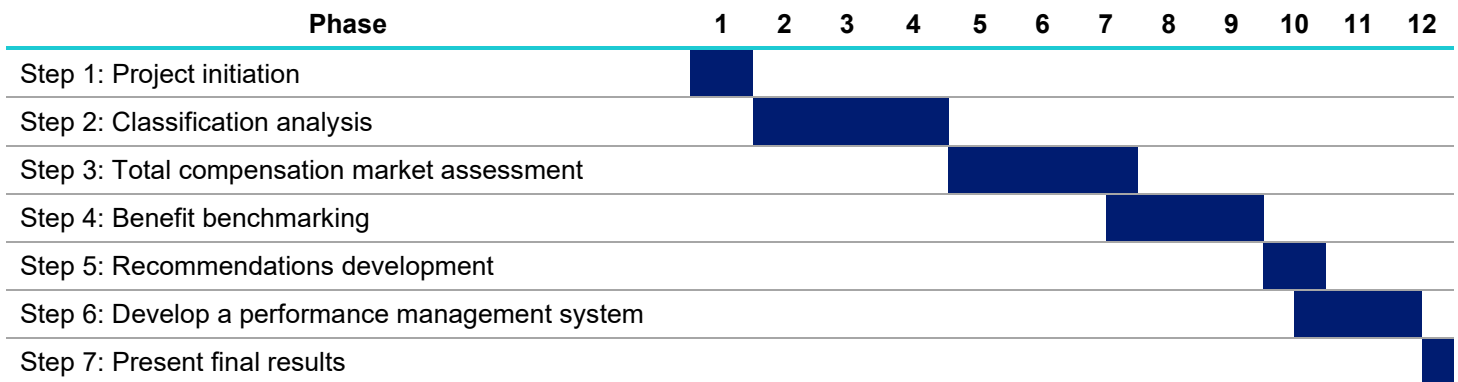
Please reference client name and invoice.

Project Timeline

To ensure the timely and effective completion of the project, we will collaboratively develop, with the Brazos County project team, a detailed schedule. It will include key milestones, deliverables and timelines that will guide our work and keep all stakeholders informed of the progress. Below is an overview of the proposed project timeline, which will be finalized in collaboration with the County's Project Team, during Step 1: Project Initiation.

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

Anticipated Timeline in Months



Project Summaries

Travis County, TX

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

Webb County, TX

- Conducted a classification and compensation study for the County
- Conducted classification analysis for 30 specific benchmark job titles, determined FLSA status, conducted employee interviews, developed updated class specifications
- Analyzed market data for approximately 100 benchmark jobs using 12 peer comparators
- Updated current pay structure and developed pay schedules
- Recommended grade assignments for all job titles covered by the study
- Identified potential pay compression issues and provided alternative implementation solutions
- Recommended compensation policies including job reclassifications
- Estimated the cost of implementing the recommended pay schedules and placement of each employee within the new pay ranges
- Currently provide human resources consulting services on an ad hoc basis
- Dates of Services: 2018, 2024, Current Client

City of Houston, TX

- Reviewed and redesigned job classification system and structure for 14,000 employees
- Developed a total compensation labor market survey and database for 109 benchmark municipal jobs in 19 job families and Uniformed Police and Fire jobs

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

City of Fort Worth, TX

- Researched, developed and recommended compensation structures for the City's general exempt and non-exempt job classifications utilizing market data provided by the City and proposed a job classification system to upgrade or replace the City's current job classification system for their general employee classifications
- Analyzed approximately 435 job titles covering approximately 3,745 employees
- Analyzed market data provided by the City for 134 benchmark jobs from approximately 35 benchmark organizations using market data collected and provided by the City
- Updated current pay schedules and design recommended salary schedules
- Recommend compensation structures for the City's exempt classifications
- Developed options and approaches for long-term sustainability; facilitated discussions on successful approaches for system maintenance, including policy changes to guide future compensation approaches based on best practices
- Prepared and delivered report; provided documentation on proposed changes and assist in the communication of these changes; defined the approach to be used in evaluating market changes; identified steps to recommend structure adjustments; provided options for movement through pay ranges; developed administrative guidelines for continued maintenance of the compensation system
- Dates of Services: 2014–2018

Exceptions to Terms and Conditions

K. INSURANCE

The Contractor shall procure and maintain at its sole cost and expense for the duration of this Agreement insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Contractor, its agents, representatives, volunteers, employees or subcontractors. The Contractor's insurance coverage shall be primary insurance with respect to the County, its officials, employees and volunteers. Any insurance or self-insurance maintained by the County, its officials, employees or volunteers shall be considered in excess of the Contractor's insurance and shall not contribute to it. Further, the Contractor shall include all subcontractors as additional insured under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverage for subcontractors shall be subject to all of the requirements stated herein. **All Certificates of Insurance and endorsements shall be furnished to the County's Representative and approved by the County before work commences.**

Standard Insurance Policies Required:

- a. Commercial General Liability Policy
- b. Automobile Liability Policy
- c. Worker's Compensation Policy

General Requirements applicable to all policies:

- a. Only insurance carriers licensed and admitted to do business in the State of Texas will be accepted.
- b. Deductibles shall be listed on the Certificate of Insurance and are acceptable only on a per occurrence basis for property damage only.
- c. "Claims Made" policies will not be accepted.
- d. ~~Each insurance policy shall be endorsed to state that coverage Contractor will provide at least thirty (30) days notice shall not be suspended, voided of, cancellat~~ioned, or reduction~~ed in coverage or in limits except after thirty (30) days prior written notice by certified mail, return receipt requested or email, has been given to Brazos County.~~
- e. ~~All insurance policies shall be furnished to Brazos County upon request.~~

1. COMMERCIAL GENERAL LIABILITY

- a. General Liability insurance shall be written by carrier with an A:VIII or better rating in accordance with the current Best Key Rating guide.

- b. Minimum Combined Single Limit of \$1,000,000.00 per occurrence for bodily injury and property damage.
- c. No coverage shall be deleted from the standard policy without notification of individual exclusions being attached for review and acceptance.
- d. Excess Liability Umbrella Policy in the amount of not less than \$2,000,000.00 will be provided at the Contractors expense.
- e. Brazos County shall be named as additional insured on Contractors general liability and auto insurance. "Texas Waiver of Our Right to Recover From Others Endorsement" shall be included in this policy. (Waiver of Subrogation)

2. AUTOMOBILE LIABILITY

- a. General Liability Insurance shall be written by a carrier with an A:VIII or better rating in accordance with the current Best Key Rating Guide.
- b. Minimum Combined Single Limit of \$600,000.00 per occurrence for bodily injury and property damage.

3. WORKER'S COMPENSATION INSURANCE

- d. If the coverage period shown on the Contractor's current certificate of coverage ends during the duration of the project, the Contractor must, ~~prior to the end of the coverage period,~~ file a new certificate of coverage with the governmental entity showing that coverage has been extended.
- e. The Contractor shall obtain from each person providing services on a project, and provide to the governmental entity:
 - i. a certificate of coverage, prior to that person beginning work on the project, so the governmental entity will have on file providing services on the project, and certificates of coverage showing coverage for all person; and
 - ii. ~~no later than seven calendar days after receipt by the~~ Contractor shall provide, a new certificate of coverage showing extension of coverage, if the coverage period shown on the current certificate of coverage ends during the duration of the project.
- h. If applicable to the services being provided under the contract, ~~t~~The Contractor shall post on each project site a notice, in the text, form and manner prescribed by the Texas Workers' Compensation commission, informing all persons providing services on the project that they are required to be covered, and stating how a person may verify coverage and report lack of coverage.
- i. The Contractor shall contractually require each person with whom it contracts to provide services on a project, to:

iv. obtain from each other person with whom it contracts, and provide to the Contractor:

(a) a certificate of coverage, prior to the other person beginning work on the project; and

(b) a new certificate of coverage showing extension of coverage ~~;~~
~~prior to the end of the coverage period,~~ if the coverage period shown on the current certificate of coverage ends during the duration of the project;

L. INDEMNITY

To the fullest extent permitted by law, the Contractor agrees to and shall indemnify, hold harmless, and defend the County, its officers, agents, and employees from and against any and all claims, losses, damages, causes of action, suits, and liability of every kind, including all expenses of litigation, court costs, and reasonable attorney's fees ~~for injury to or death of any person, for damage to any property, or for any breach of contract, arising out of or in connection with to the extent resulting from any negligence, willful misconduct or fraud the work done by the Contractor under this Contract, provided that any such claim, loss, damage, cause of action, suit or liability is caused in whole or in part by an act or omission~~ of the Contractor, any subcontractor, or any person, organization directly or indirectly employed by any of them to perform or furnish work on the Project in the course of performing hereunder. ~~This indemnity shall apply regardless of whether such injuries, death, damages, or breach are caused in part by the negligence or omission of the County, any other party indemnified hereunder, the Contractor, or a third party.~~

The indemnification shall include but not be limited to the following specific instances:

a. In the event the County is damaged due to the ~~act, omission, mistake, fault or default~~ negligence, willful misconduct or fraud of the Contractor, then the Contractor shall indemnify and hold harmless and defend the County for such damage.

b. The Contractor shall indemnify and hold harmless and defend the County from any claims for payment for goods or services brought by any material suppliers, mechanics, laborers, or other subcontractors.

c. The Contractor shall indemnify and hold harmless and defend the County from any and all physical injuries to or claims to adjacent property owners caused by the Contractor, its agents, employees and representatives.

M. RELEASE

The Contractor assumes full responsibility for the work to be performed hereunder, and hereby releases, relinquishes, and discharges the County, its officers, agents, and employees from all claims, demands, and causes of action of every kind and character, including the cost of defense thereof, for any injury to or death of any person (whether employees of either party or other third parties) and any loss of or damage to any personal or real property (whether property of either of the parties hereto, their employees, or of third parties) that is caused by or alleged to be caused by, arising out of, or in connection with the Contractor's work to be performed

hereunder. This release shall apply regardless of whether said claims, demands, and causes of action are covered in whole or in part by insurance, and in the event of injury, death, property damage, or loss suffered by the Contractor, any subcontractor, or any person or organization directly or indirectly employed by any of them to perform or furnish work on the project, this release shall apply regardless of whether such injury, death, loss, or damage was caused in whole or in part by the negligence of the County.

Overview of the Firm

About our company

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

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

Our firm is headquartered in New York and has more than 1,100 employees working in the following offices throughout the U.S. and Canada:

Albuquerque	Fort Washington	Phoenix
Atlanta	Hartford	Portland, OR
Austin*	Juneau, AK	Princeton
Boston / Braintree	Lansing, MI	San Francisco
Chicago	Los Angeles	Toronto
Cleveland	Minneapolis	Vancouver, BC*
Denver	Montreal*	Washington, DC
Detroit* / Troy	New York	Worcester, MA
Edmonton*		

* Co-working space

For more than 85 years, we have developed cutting-edge total rewards approaches that provide quality health care, secure retirement and competitive compensation programs for our clients' employees. Offering comprehensive total compensation and benefits packages requires governments to continually search for cost efficiencies and innovations. Many widely accepted benefit practice and cost containment solutions were originally designed by Segal.

Company history and staff

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

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

Segal, Segal Benz and Segal Marco Advisors are all members of the Segal family. While company names and logos have evolved over the firm's 85-year history, we remain an employee-owned firm known for providing unbiased consulting based on the integrity, expertise, personal investment and trusted advice of our people.

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

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

- Joseph Lo Cicero — Chairman
- David Blumenstein — President and Chief Executive Officer
- Joseph Fristachi — Senior Vice President and Chief Financial Officer
- Steven Greenspan — Senior Vice President, Secretary and General Counsel

Company organization chart

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

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

Segal

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

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

Segal Benz

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

Segal Marco Advisors

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

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

Compensation and career strategies services

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

- Total compensation market studies
- Total compensation system design and implementation
- Job classification analysis

- Job evaluation system design and implementation
- Performance management system design and implementation
- Employee opinion surveys
- Pay equity analysis
- Cost modeling

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

Total compensation market studies

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

Total compensation system design and implementation

We design total reward systems by working with clients to develop compensation philosophies that support organizational strategic goals and compensation best practices. We frequently work with clients to transform longevity-based pay programs to performance-based systems.

Job classification analysis

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

Job evaluation system design and implementation

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

Performance management

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

Employee opinion surveys

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

Pay equity analysis

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

Cost modeling

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