

**RESOLUTION NO. 37-2019**

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT BY AND BETWEEN THE CITY OF MONROE AND CLEMANS NELSON & ASSOCIATES, INC. FOR PROFESSIONAL SERVICES TO COMPLETE A COMPENSATION STUDY.

WHEREAS, staff is recommending that a compensation study be completed; and

WHEREAS, the Finance Committee of Council will oversee the process of the compensation study.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

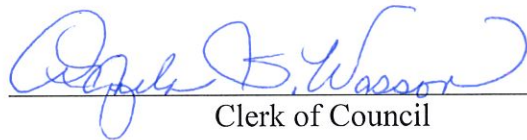
SECTION 1: The City Manager is hereby authorized to enter into an agreement with Clemans Nelson & Associates, Inc. for professional services to complete a compensation study pursuant to the terms and conditions set forth in Exhibit "A" attached hereto and made a part hereof.

SECTION 2: This measure shall take effect and be in full force from and after the earliest period allowed by law.

PASSED: August 13, 2019

ATTEST:

APPROVED:


  
Clerk of Council

  
Mayor

First Reading: July 23, 2019

This legislation was enacted in an open meeting pursuant to the terms and provisions of the Sunshine Law, Section 121.22 of the Ohio Revised Code.

I, the undersigned Clerk of Council of the city of Monroe, Ohio, hereby certify the foregoing (ordinance or resolution) was published as required by Section 7.16 of the Charter of the City of Monroe.

  
Clerk of Council  
City of Monroe, Ohio

**Compensation Study**

Exhibit "A" Res No. 37-2019

**A Proposal To:**

City of Monroe



CONSULTANTS TO MANAGEMENT

Date Submitted:  
June 18, 2019

Submitted By:  
Kelly E. Babcock  
Shareholder / Account Manager

Prices quoted in this proposal shall be effective for 60 days.

Clemans, Nelson & Associates, Inc.  
Akron | Cincinnati | Columbus | Lima  
1.800.282.0787

[www.clemansnelson.com](http://www.clemansnelson.com)



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June 18, 2019

Kacey Waggaman  
Assistant City Manager  
City of Monroe

**LETTER OF TRANSMITTAL**

Dear Kacey:

We have enclosed a copy of our Proposal to complete a Compensation Study. We have provided details on our methodology and process, cost estimate, and our timeline for completion of the project. This is a firm offer for a sixty (60) day period.

I will serve as project manager for this engagement, with assistance from Ryan Woodward, should we be selected. Please feel free to contact either of us at 513.583.9221 (or 1.800.282.0787); you may also reach me via e-mail at [kbabcock@clemansnelson.com](mailto:kbabcock@clemansnelson.com), or Ryan at [rwoodward@clemansnelson.com](mailto:rwoodward@clemansnelson.com). Our bios, as well as those of the project team and key management staff, are included in the proposal.

Thank you for allowing us to propose our services.

Yours very truly,

CLEMANS, NELSON & ASSOCIATES, INC.

Kelly E. Babcock  
Shareholder / Account Manager

Enclosure(s)

Clemans, Nelson & Associates, Inc.  
Akron | Cincinnati | Columbus | Lima  
1.800.282.0787

[www.clemansnelson.com](http://www.clemansnelson.com)



## ORGANIZATION HISTORY AND STATEMENT OF DEMONSTRATED EFFECTIVENESS

No other organization in Ohio can match Clemans Nelson's experience and ability to provide all of the services involved in conducting a compensation and classification study. Clemans Nelson is a professional management consulting firm that has been in business for over 40 years. We exclusively represent employers. Ninety-five percent (95%) of Clemans Nelson's clients are public employers, including cities, counties, housing authorities, health districts, townships, and villages. As a highly reputable consulting firm, Clemans Nelson provides employers with timely, substantial, objective, and state-of-the-art expertise regarding all aspects of labor relations and personnel administration.

We are 100% employee owned and all of our staff and officers are directly involved in client service. We currently have over 20 professionals on staff, with experience and degrees in human resource management, public administration, business, law, and other professions. Clemans Nelson itself is a management consulting firm and does not practice law.

Clemans Nelson's staff is fully-qualified to provide any of the following management consulting services:

- Classification and Compensation
- Operational and Organizational Analysis
- Personnel Systems Analysis
- Employee Relations Audits
- Labor Negotiations and Labor Arbitrations
- SERB Representation
- Guidance regarding compliance with Civil Service, FLSA, EEOC, UC, COBRA, FMLA, ADA, other employment-related regulations
- Personnel Policy Manuals, Employee Handbooks, Performance Evaluation Systems, Compensation Plans, Classification Plans/Position Descriptions
- Leadership and Supervisory Training

Clemans Nelson's staff has more combined experience working with public sector employers than any other firm in Ohio. The knowledge and experience of our staff will allow us to provide the requested services in the most cost-effective and efficient manner possible.

**MANAGEMENT AND PROJECT TEAM**  
**QUALIFICATIONS OF STAFF / RESUMES**



**Brett A. Geary** is a Regional Manager with Clemans Nelson, and is a member of Clemans Nelson's Board of Directors. He advises clients in human resource management, labor relations, contract negotiations, arbitration, regulatory compliance, discipline, and policy development. He has conducted training on a variety of human resource and labor relations issues, such as FMLA, drug and alcohol testing, discriminatory harassment, and discipline. Brett received his J.D. from Cleveland Marshall College of Law and his B.A. from The Ohio State University in Criminology.



**Frank Pompa** joined Clemans Nelson in 2016, and is a Senior Consultant in our Cincinnati office. Frank has over 30 years' experience in human resources management and is skilled in conducting organizational analyses, FLSA audits, employee relations audits, regulatory compliance, performance management and conduct, and discipline. He has a Bachelor degree from National University where he majored in Business Administration and a Bachelor of Law from LaSalle Extension University. He formerly served as a Personnel Officer and a Legal Administrative Officer in the U.S. Marine Corps, Personnel Manager for a large military contractor and for a County Public Health agency, and as Human Resources Manager of the U.S. division for a global service company. Frank is a national member of the Society for Human Resource Management (SHRM), a member of the local chapter of the Greater Cincinnati Human Resources Association (GCHRA), and a national member of the Association of Talent Development (ATD).



**Kelly Babcock** is a Shareholder and Account Manager for Clemans Nelson and has experience representing clients in labor negotiations, arbitrations, discipline hearings, and grievance meetings. She is also experienced in regulatory compliance, civil rights, and personnel management. She regularly advises clients and conducts training regarding compliance with ADA, FLSA, FMLA, drug and alcohol testing, and sexual harassment. Kelly has represented clients in employment actions before various agencies, including the State Employment Relations Board (SERB), Industrial Commission of Ohio, Unemployment Review Commission, Equal Employment Opportunity Commission, Ohio Civil Rights Commission, and the State Personnel Board of Review, as well as in federal and state courts in employment and civil rights actions. Kelly received her J.D. from Capital University College of Law, and her B.A. in Business Communications from Otterbein College.

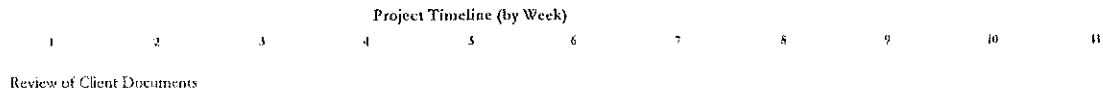


**Ryan P. Woodward** joined Clemans Nelson in 2017, and is a Senior Consultant in our Cincinnati office. He represents clients in areas of labor relations, contract negotiation, discipline, wage surveys, and other human resources and management issues. Ryan earned dual BA degrees in Applied Communications and Philosophy from Asbury College and his Juris Doctorate from the University of Maine School of Law, where he was the Managing Editor of the Ocean and Coastal Law Journal. Prior to his legal education, he worked in finance and in law enforcement.

*Detailed staff bios can be found on the 'Meet Our Staff' page at [www.clemansnelson.com](http://www.clemansnelson.com). Clemans Nelson is an Equal Opportunity Employer.*

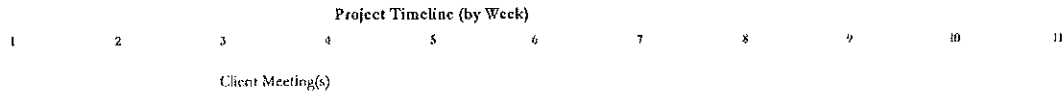
**METHODOLOGY AND PROCESS**

**STEP ONE — Review of Client Documents**



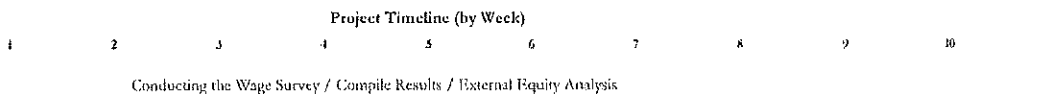
- Consultant will review wage/salary schedules, compensation and benefit policies and practices, and other similar, relevant documents.
- Consultant will be able to formulate a preliminary understanding of the current system and needs based on the data and the consultant's experience and expertise.

**STEP TWO — Client Meeting(s)**



- Discussion will center on identifying needs, issues, and problems; obtaining reactions to existing programs and determining management's views on compensation philosophy and objectives.
- Review how the point factor evaluation will be conducted, determine the factors to be included in the point factoring process, and the weight or worth to be assigned to each factor and factor level.
- Meeting(s) will also be used to determine benchmark positions to be surveyed externally, as well as which jurisdictions. Availability and utilization of private sector data will also be discussed.
- Additionally, consultant will meet with staff to determine what factors are to be assigned and confirm the positions to be surveyed.
- Consultant will meet with Administration, Finance Committee, and others as needed throughout the project lifecycle.

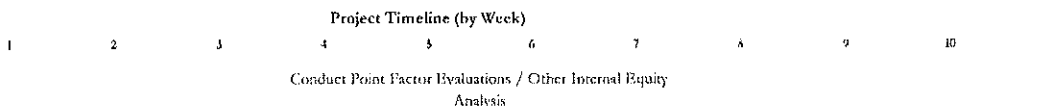
**STEP THREE — Conducting the Wage Survey**



- Consultant will develop an electronic survey instrument to query on both compensation and benefit structures, and distribute based on discussions with client.
- Compile survey results, analyze labor market trends, and prepare recommendations to the client for pay and/or benefit adjustments for the selected benchmark positions.
- Other wage and benefit data information available from the client may also be utilized.

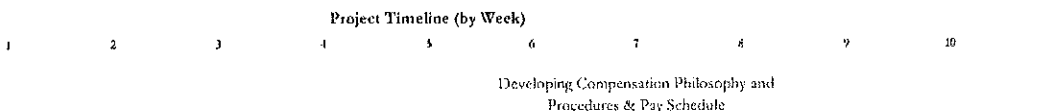
This step measures job worth from an external standpoint; proper external equity allows an employer to recruit and retain quality employees.

**STEP FOUR — Conducting Point Factor Evaluations**



- Consultant will familiarize themselves with the City’s current point factor system (if applicable). As position descriptions are reviewed and updated, the consultant will re-point factor any jobs substantially revised during this study.
- Spreadsheet will be created for any re-point factored positions, and a meeting will be held with the client to review any recommend changes.
- Utilize other internal equity analysis.

**STEP FIVE — Developing Compensation Plan & Pay Schedule**

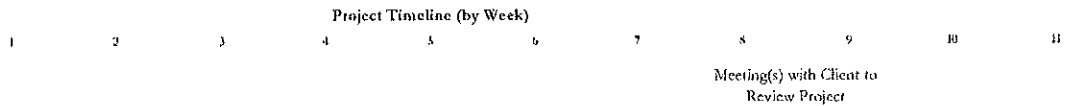


- Consultant will prepare a written compensation philosophy and pay procedures to establish and/or modify:
  - Existing compensation system(s) and benefit structures;
  - Ongoing administration of the compensation plan; and
  - Appeal processes (job audit).
- Proper maintenance will ensure the integrity of the plan.



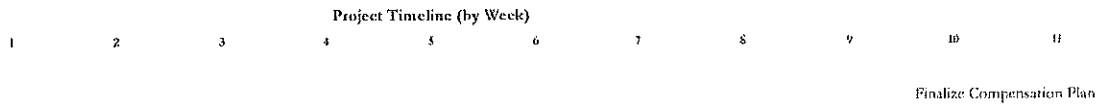
- Consultant will make modifications to the compensation plan based on survey results and client input and will prepare a statistical database outlining any changes.
- Next, the consultant will review the assignment of positions to appropriate pay grades, and make revisions if necessary, based upon point factoring jobs to appropriate locations in the range, and will also determine preliminary cost estimates for plan installation.
- Finally, the consultant will review the feasibility of implementing the plan and any additional concerns.

**STEP SIX — Meeting with Client to Review Pay Plan**



- Consultant will meet with staff to present the pay schedule, pay grade assignments, implementation cost estimates, and compensation philosophy and procedures.
- Consultant will solicit any final input for revisions as necessary.

**STEP SEVEN — Finalize Compensation Plan**



- Consultant will finalize the compensation plan as requested by the client within professionally accepted standards and will present the completed plan to the client and City Council.

**PROJECT TIMEFRAME**

**11 weeks**

We have established our project timeframe based on our experience with similarly-sized projects, and an understanding of the attention to detail required to ensure adhesion to our quality standards and responsive customer service.

Wage surveys, in particular, can be a time-consuming process. We utilize an electronic survey instrument to increase survey response rates and to help decrease the need for follow-up, as well as enabling thorough, comprehensive data analysis.

In addition, we build in the timeframes necessary to allow for multiple meetings with key management staff, interviews with supervisors and/or employees (if required) to follow-up on the PAQs, and to allow for proper review and consideration throughout the entire compensation study process.

**OUR BILLING RATES**

**RETAINER CLIENTS**

Retainer client billing rates are as follows:

<i>Consultant / Analyst</i> .....	<i>\$110/hour</i>
<i>Senior Consultant</i> .....	<i>\$150/hour</i>
<i>Manager</i> .....	<i>\$165/hour</i>
<i>Director/Vice President/President</i> .....	<i>\$175/hour</i>

# CITY OF MONROE

## Compensation Study

### Retainer Client Rates

Project Timeline (by Week) 11

10

9

8

7

6

5

4

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2

1

Review of Client Documents

(4 - 8 hours)  
Cost: \$630 - \$1260

Client Meeting(s)

(20 - 28 hours)  
Cost: \$3150 - \$4410

Conducting the Wage Survey / Compile Results / External Equity Analysis

(30 - 40 hours)  
Cost: \$4725 - \$6300

Conduct Point Factor Evaluations / Other Internal Equity Analysis

(15 - 25 hours)  
Cost: \$2363 - \$3938

Developing Compensation Philosophy and Procedures & Pay Schedule

(12 - 16 hours)  
Cost: \$1890 - \$2520

Meeting(s) with Client to Review Project

(8 - 16 hours)  
Cost: \$1260 - \$2520

Finalize Compensation Plan

(12 - 16 hours)  
Cost: \$1890 - \$2520

Total Hours

101 - 149

### PROJECT SUMMARY

Total Cost (based on RETAINER client rates)

\$15908 - \$23468

Plus: Mileage, Reasonable and Necessary Expenses, not to exceed

\$500



**COST OF PROPOSED PROJECT:**  
**COMPENSATION STUDY**

**CITY OF MONROE**

Estimated consultant time cost	\$15,908 - \$23,468
Mileage, Reasonable and Necessary Expenses Not to Exceed	\$500

**AUTHORIZATION**

I hereby authorize Clemans, Nelson & Associates, Inc. to proceed with the above project in accordance with the letter submitted and agree to pay all costs as contained herein.

\_\_\_\_\_  
Authorizing Signature

\_\_\_\_\_  
Date

**REFERENCES**

<b>Projects completed during 2018</b>		
<b>Client</b>	<b>Project</b>	<b>Approximate Cost</b>
Stephanie Albanese Human Resources Director City of Pickerington 614.837.3974 x 2422	Compensation Plan	\$16,000
Shawn Hufstedler, CPA Chief of Staff and Director of Operations Mid-Ohio Regional Planning Commission P: 614.233.4136	Compensation Plan	\$18,000
Betty Dye VP/Director of Human Resources Columbus Metropolitan Housing Authority P: 614.421.6238	Compensation Plan	\$20,000

<b>Projects completed during 2017</b>		
<b>Client</b>	<b>Project</b>	<b>Approximate Cost</b>
Tracy Hatmaker Township Administrator Prairie Township P: 614.878.3317 x114	Compensation Plan	\$12,500
Judith C. Boyko Township Administrator West Chester Township P: 513.759.7210	Class and Compensation Plan and Benefit Study	\$40,000
Greg Preece Assistant City Manager City of Fairfield P: 513.867.5300	Class and Compensation Plan	\$27,500

<b>Projects completed during 2017</b>		
<b>Client</b>	<b>Project</b>	<b>Approximate Cost</b>
Melissa Messina-Lanthorn, Esq. Chief of Staff Franklin Co. Recorder P: 614.525.4129	Class and Compensation Plan	\$12,000
Brandon Huddleson County Administrator Greene Co. Board of Commissioners P: 937.562.5002	Class and Compensation Plan	\$23,500

<b>Projects completed during 2016</b>		
<b>Client</b>	<b>Project</b>	<b>Approximate Cost</b>
Robert Young Director of Human Resources Franklin County Board of Commissioners P: 614.525.3322	Class and Compensation Plan	\$27,500
Christine Finch, Esq. Director of Human Resources and Training Franklin County Clerk of Courts P: 614.525.2722	Class and Compensation Plan	\$25,000