

AMERICAN FORK CITY COUNCIL  
NOVEMBER 20, 2014  
NOTICE OF SPECIAL SESSION, WORK SESSION & AGENDA

Notice is hereby given that the American Fork City Council will meet in a special session and a work session on **Thursday, November 20, 2014, in the American Fork City Offices, 51 East Main Street, commencing at 3:30 p.m.** The agenda is as follows:

SPECIAL SESSION – 3:30 p.m.

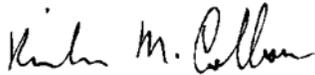
1. Review and action on the approval of the City bills for payment and purchase requests over \$25,000. – *Cathy Jensen*
2. Adjournment to a work session.

WORK SESSION

*The purpose of City Work Sessions is to prepare the City Council for upcoming agenda items on future City Council Meetings. The Work Session is not an action item meeting. No one attending the meeting should rely on any discussion or any perceived consensus as action or authorization. These come only from the City Council Meeting.*

1. Discussion to modify the agreement with Alpine Pinnacle Recreation to include ice rink operations at Art Dye Park and the Boat Harbor waterfront marina. – *Derric Rykert*
2. Discussion regarding the Job Classification and Compensation Study for all positions within the City of American Fork. – *Craig Whitehead*
3. Adjournment.

Dated this 18 day of November, 2014



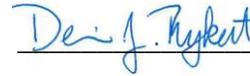
Richard M. Colborn  
City Recorder

# CITY COUNCIL STUDY ITEM

City of American Fork  
**COUNCIL WORK SESSION**  
**November 20, 2014**

Department Parks & Recreation

Director Approval



**STUDY ITEM** Modify agreement with Alpine Pinnacle Recreation to include ice rink operations at Art Dye Park and Boat Harbor waterfront marina.

**SUMMARY RECOMMENDATION** The Parks and Recreation Department recommends modifying the existing agreement to allow for an ice skating rink at Art Dye Park and marina operations at the boat harbor.

**BACKGROUND** In June of 2014, the city council authorized an agreement with Alpine Pinnacle Recreation to operate a marina at the boat harbor. Due to how late it was in the season and the shortened season due to low water supply, the marina did not operate. Staff would like to operate in summer of 2015. Also, staff would like to add an outdoor, seasonal ice rink in Art Dye Park. The rink will be operated at the expense of Alpine Pinnacle Recreation. The City will use existing infrastructure at Art Dye Park. The actual rink will be placed in the field area of the South softball field. The concessions, admissions and skate rental will take place in the existing storage building.

**BUDGET IMPACT** Due to first year of operations, it is hard to estimate revenues. American Fork will receive 2% of gross revenues of admissions, rentals and concessions. There will be other economic benefits to American Fork as these activities will bring people from outside American Fork into our community.

**FUNDING SOURCE** As per the agreement, Alpine Recreation will be responsible for all operating costs of both activities. The city will bring these great activities to our community without adding expenses.

**ALTERNATIVES** Deny the modification of the agreement with Alpine Recreation. The city could invest and operate

**SUPPORTING DOCUMENTS** Copy of the proposed agreement

## **SPECIAL USE AGREEMENT V.2**

This Agreement is made by and between American Fork City (“American Fork”) and Alpine Pinnacle Recreation, LLC (hereinafter referred to herein as “Alpine Pinnacle”).

### **RECITALS**

**WHEREAS**, American Fork is the owner and/or custodian of certain real property and improvements located in American Fork City in the area described as the American Fork Harbor, which will be referred to herein as the “Boat Harbor” and is more particularly described in Exhibit “A;” and real property and improvements at Art Dye Park;

**WHEREAS**, Alpine Pinnacle desires to operate a waterfront marina business at the Boat Harbor;

**WHEREAS**, American Fork desires to allow Alpine Pinnacle to operate a waterfront marina at the Boat Harbor and an ice rink at Art Dye Park pursuant to the terms and conditions set forth herein.

### **TERMS**

**NOW THEREFORE**, the parties agree to the following terms and conditions:

1. Alpine Pinnacle is authorized to operate a waterfront marina at the Boat Harbor. Alpine Pinnacle shall be allowed to conduct all activities normally associated with commercial waterfront operations including retail convenience sales, boat and paddlecraft rentals, marine repairs, properly licensed and inspected fuel sales, wet slip leasing, and dry dock storage.
2. Alpine Pinnacle is authorized to operate an ice skating rink at Art Dye Park. Alpine shall be allowed to conduct all activities normally associated with commercial ice rink operations.
3. Alpine Pinnacle is responsible for all costs associated with the operation its waterfront marina businesses and ice rink operations.
4. Alpine Pinnacle shall pay American Fork seven percent (7%) of the total of all gross sales originating within the Boat Harbor and two (2%) at the ice rink. Such payment for the previous month’s activities shall be due to American Fork by the 10<sup>th</sup> of each month with verification of the gross sales in a form acceptable to American Fork.
5. Alpine Pinnacle shall comply with all American Fork regulations governing use of the Boat Harbor & Art Dye Park. Additionally, Alpine Pinnacle shall comply with all federal, state, county and municipal laws, ordinances and regulations that are applicable to the activity and the area of operation authorized herein.
6. Alpine Pinnacle shall not make any alterations, modifications, improvements, changes or damages, of any nature, to the Boat Harbor or Art Dye Park and the associated

subject property without specific prior written approval from American Fork and any other necessary entity. This shall include all natural and historic features. Additionally, Alpine Pinnacle shall keep said land(s) and or improvement(s) good repair, orderly, sanitary and safe. Prior to termination of this Agreement, Alpine Pinnacle shall clean and restore said land(s) and or improvement(s) to its original condition or in a manner acceptable to American Fork.

7. Alpine Pinnacle bears the risk of loss or damage from any cause, including, but not limited to fire, theft, vandalism, storm, explosion or the negligent or intentional acts of Alpine Pinnacle or any third person, to the Boat Harbor, ice rink and associated property. This includes, but is not limited to, all real property, personal property and vehicles. Alpine Pinnacle shall carry general liability insurance in an amount of no less than One Million Dollars (\$1,000,000) per occurrence and Three Million Dollars (\$3,000,000) in the aggregate and property insurance to cover all injuries, deaths, and property damage that occurs at the Boat Harbor, ice rink and associated property as a result of Alpine Pinnacle's operations at the Boat Harbor & Art Dye. Alpine Pinnacle shall list American Fork as an additional insured on the above- identified insurance policies. American Fork shall be provided a copy of the identified insurance policies and has the right in its sole discretion to reject any insurance policy obtained by Alpine Pinnacle. Alpine Pinnacle must provide insurance policies that are acceptable to American Fork.
8. To the fullest extent permitted by law, Alpine Pinnacle shall indemnify, hold harmless and at the option of American Fork, defend the State of Utah, American Fork, its officers, council members, agents, representatives, employees, assigns affiliates, insurers, and its successors in interest from and against any and all suits and causes of action, claims, charges, costs, damages, demands, expenses (including, but not limited to attorney's fees and cost of litigation), judgments, civil fines and penalties, liabilities or losses of any kind or nature whatsoever arising out of or incident to Alpine Pinnacle's use of the Boat Harbor, ice rink and associated property including, but not limited to, death, bodily injury, damage or destruction to any property of either party to this agreement, or injury to third persons in any way connected with Alpine Pinnacle's operations at the Boat Harbor & ice rink except where an injury or property damage arises out of the sole negligence of American Fork. This indemnity agreement is not intended to waive any defense available to American Fork City under the Utah Governmental Immunity Act, Utah Code Ann. 63G-7-101 et. Seq.
9. Prior to any on-site occupancy, Alpine Pinnacle shall meet with authorized representatives of American Fork to assure proper location of all improvements placed within the Boat Harbor and Art Dye Park.
10. For the ice rink operations, Alpine Pinnacle shall also do the following:
  - a. Responsible for all utility bills associated with the operation of the ice rink.
  - b. Play appropriate music at appropriate levels for a family atmosphere
  - c. Provide adequate lighting for safe operations of the activity

- d. Have regular operating hours of Monday-Saturday, 2:00 p.m. to 10:00 p.m.; closed Sundays.
- 11. This Agreement is subject to all other valid contracts, rights-of-way, and easements in effect upon said land(s) and/or improvement(s)
- 12. The duration of this Agreement shall be from November 11, 2014 to October 31, 2015.
- 13. American Fork may terminate this Agreement at any time for breach of any terms or conditions stated herein. This Agreement constitutes the full agreement between the parties. If any representations, either written or oral, were made prior to the signing of this Agreement said representations are null and void. Any changes to this Agreement must be in writing and signed by all parties.
- 14. In the event that either party brings an action to enforce the terms of this Agreement, or to recover damages for any breach of this Agreement, the prevailing party shall be entitled to recover from the non-prevailing party his or its attorney's fees and costs incurred therein.

AMERICAN FORK CITY

\_\_\_\_\_  
JAMES H. HADFIELD  
American Fork Mayor

\_\_\_\_\_  
Dated

ALPINE PINNACLE RECREATION, LLC

\_\_\_\_\_  
By:  
Its:

\_\_\_\_\_  
Dated

# CITY COUNCIL STUDY ITEM

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**City of American Fork  
COUNCIL WORK SESSION  
November 20, 2014**

Department Administration Director Approval 

**STUDY ITEM** Discussion regarding the Job Classification and Compensation Study for all positions within the City of American Fork.

**SUMMARY RECOMMENDATION** Staff recommends approval of an agreement with Personnel Systems and Services for a Job Classification and Compensation Study.

**BACKGROUND** The city's pay plan and job descriptions have not been updated since January 2007 when the Hay Group reviewed and updated the positions and the City's compensation structure. It is critical to the success of the City to develop and maintain an updated pay plan. Staff firmly believes this will help the City of American Fork achieve a level of competitiveness and maintain current standards by retaining and attracting the most qualified employees. It will also strengthen our internal equity.

Classification and compensation design and practice is a very specific skill set within the human resources field. The City contracted with the Hay Group in 2007 to complete a comprehensive study, which resulted in the current City classification plan. Staff, however, is not recommending to contract with the Hay Group again, but rather proposes contracting with Personnel Systems and Services, led by Mike Swallow, to conduct a new study for all positions. Their proposed \$30,936 cost of the study is very competitive, as you can see below in comparing the two other proposals.

Mr. Swallow has thirty-five years of public sector pay experience. He has a unique approach to establishing classification and compensation plans that looks at not only a defined labor market to establish pay rates for all jobs in the City organization, but also a "value" or "equity based" system where a position's value is established using an internal equity methodology, historically referred to as point factoring. It is difficult to use a purely market driven approach to setting pay because you cannot collect quality survey/market data on 100% of the organizations jobs. By using the combined approach of market and internal equity, any perception of subjective decision making is eliminated.

Also, each city department will work closely with Mr. Swallow to review and update every job description within their department. Once finalized, these clear, concise and measurable job descriptions are reviewed for accurate pay analysis.

As noted above, in addition to an external equity study, Mr. Swallow also reviews internal equity. A “values” survey will be given to all employees to determine the “worth of work” City-wide. Once those surveys are completed by employees and sent to the consultant, the results of this analysis will determine how the job factor percentages are distributed.

Point factor ranking job analysis, or the “equity instrument,” looks at the entire job itself and systematically quantifies the value of each position based on four important factors: job knowledge (*40% weighting*), responsibility (*35% weighting*), difficulty of work (*15% weighting*), and work environment (*10% weighting*).

All of these factors combined make up the totality of a job and are weighted and ranked to establish the position pay level.

The consultant also has offered an alternative approach called “**no more pay grades.**” This is an approach to compensation analysis that eliminates the use of broad pay grades, but still retains the integrity of an internal equity maintenance methodology. Over the years there have always been complaints about pay grade structures that become manipulated.

While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize such fairness distortions. Based upon an internal equity valuation, each job can have an individualized market based pay range. The slightest variations between the worth of jobs, based upon the City’s worth-of-work values, can now be recognized resulting in base pay management that is not cumbersome attached to a confining “pay plan.” Each job or job classification will have a “stand alone” market based pay range.

Staff has contacted other cities regarding this approach completed by Mr. Swallow, including Pam Springs, City Administrator with Lafayette City, Colorado; Mr. Swallow completed a job classification and compensation study (similar to our proposal), and the city was very pleased with the results. Lafayette City has a population of 27,155 with 178 FTE’s and a \$49,227,587 budget.

In addition, staff talked with Ed Dickey, City Manager at Santa Clara, Utah, and Jason Walker, former Assistant City Administrator for the City of Eagle Mountain. Both Mr. Dickey and Mr. Walker, were very pleased with the work of Mr. Swallow in performing an analysis for their respective cities. The study for Eagle Mountain was the same as proposed for American Fork; Eagle Mountain staff and employees were very happy with the process and pleased with their new pay plan.

**BUDGET IMPACT \$30,936** The City issued a Request for Proposals (RFP) in October for the Classification and Compensation study. The City received three proposals; their cost proposals are outlined below:

<b>Responses to RFP:</b>	Personnel Systems and Services	\$30,936
	HAY Group	\$46,500
	Mercer Consulting	\$136,000 - \$155,500

Staff evaluated the proposals based on the following criteria:

1. Cost (50 points – max.)
2. Qualifications, Competence, and References (30 points – max.)
3. Ability to complete study in an acceptable timeline (20 points max.)

This expenditure would not require a budget adjustment; funds would come from savings in personnel costs due to the favorable renewal of the City's health insurance plan.

**SUPPORTING DOCUMENTS** Proposal from Personnel Systems and Services for a Job Classification and Compensation Study.



October 24, 2014

Craig Whitehead  
City of American Fork Administrator  
51 East Main, American Fork City, 84003

Dear Mr. Whitehead,

In keeping with the requirements of your RFP- Classification & Compensation Analysis, I respectfully submit this signature page along with the original proposal along with various certificates and forms required in you RFP document.. At the time of this submission I am not aware of any addendums associated with this solicitation. Also, I understand that the city preserves the right to waive or modify any specification in the RFP to best meet the needs of the study.

Personnel Systems & Services has been incorporated as a company since 1988, domiciled in the State of Utah. The company is debt-free and litigation-free. I have 100% ownership of the company. My project teams are comprised of professionals currently working in human resource management or are also independent consultants with whom I network. Possible involvement of one of more of my team will be limited to onsite job auditing and/or market data collection and verification.

Since 1988 I have been providing human resource technical assistance to municipalities, counties, special districts, state agencies and academic institutions throughout Utah, Idaho, New Mexico, Wyoming and Colorado; with a minor consulting engagement in Alaska. I have also been contracted to do work for some private employers which include Phonex, Inc., New Ways International, Gateway Security (New Jersey), and the National District Attorney's Association (Washington DC/Arlington). All previous engagements have included some or all of these components: job analysis, job classification, job description development, compensation analysis and labor market wage surveys, supervisory training, and performance management programs.

One of the unique aspects of my process is to establish a link between the job evaluation instrument and the legal environment governing compensation--- the Equal Pay provisions of the Fair Labor Standards Act. This is accomplished by having all employees complete a "Job Values Survey" (mentioned above) wherein they identify the priority of importance for those factors or "values" that will be used to establish the internal equity relationships or pay grade for each position. The deliverable is a "site validated" job valuation and classification methodology.

In 2013 I introduced to the local government market place the "No Pay Grade" approach to job valuation and compensation administration. This innovation has picked up a little momentum having been embraced by Lafayette, Colorado; Eagle Mountain, Utah and Santa Clara, Utah. Recent contract awards to use this approach for either pay equity validation or a complete compensation administration system have been issued by the cities of Orem, Cedar City and Spanish Fork.

For the past several years my other company, Technology Net, of which I am a partner/owner, has been providing Utah and other western state's local governments with online "compensation info-share" capability. In that capacity I have been intimately involved in the maintenance, updating and accuracy verification of all of subscriber data. I propose that this unique working relationship with Utah governments and data access will have a significant impact on the timeliness of the project's completion and the quality of the data utilized.

As the company founder and President, I am the point of contact, only presenter, and the only individual authorized to commit Personnel Systems & Services. Any communication should be directed to me:



Mike Swallow, President  
Personnel Systems & Services, Inc.  
1325 W. Bluemont Dr.  
Salt Lake City, UT 84123  
Phone: 801-269-8977

Email: [personnelsystems@comcast.net](mailto:personnelsystems@comcast.net) or [mike@comp-survey.com](mailto:mike@comp-survey.com)

I am confident that Personnel Systems & Services can effectively shepherd this effort and assist the City of American Fork to accomplish the mission of the project. My 35 years of experience is directly related to your performance expectations as described in your RFP. This proposal shall remain unchangeable except by mutual consent for 120 days. Any element of the proposed scope of service or level of involvement by employees can be modified to mitigate or reduce costs.

Best Regards,

Mike Swallow  
HR Consultant  
PS&S President

# **Project Team Bios**

## **Mike Swallow**

President of Personnel Systems & Services, Inc.; a human resource consulting company established in 1988 and a general partner of Technology Net, Inc., established in 2001. For over 30 years Mike has been providing technical assistance primarily to local government entities either as a staff consultant or independent consultant in various HR management areas, including job analysis and classification, labor market analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management & evaluation, recruitment and selection and supervisor training. Having been engaged by over 100 entities, Personnel Systems & Services has clients based in Utah, New Mexico, Idaho, Wyoming, New Jersey and Alaska. Previous employers include the Utah Intergovernmental Personnel Agency, Idaho Association of Counties, State of Utah-DHRM, and Summit County. Academic credentials include a master's degree in public administration and a bachelor's degree in psychology from Brigham Young University.

## **David R. Colvin**

David has provided management and consulting services to state and local governments, and education for more than 25 years. Mr. Colvin has a dozen years of experience in city government management in three states, including 9 years as a city manager or administrator. During his tenure as a city manager/administrator, he managed many large-scale capital improvement projects, developed and implemented master plans, city-wide performance reporting systems, human resource systems, and performance based budgets. As a strategic planner, fiscal and management analyst for a state legislature, Mr. Colvin has 9 years' experience managing and facilitating the development of several state-wide strategic plans and providing consulting services in developing a state-wide performance measurement system. Mr. Colvin has also managed and provided training for a University's state and local government managers/elected officials leadership and management development program, and provided consulting services to many local governments in developing human resource systems and implementing other organizational development efforts. Mr. Colvin has a Bachelor's degree in Communications and Organizational Behavior, and a Master of Public Administration degree, from Brigham Young University.

## **Kenneth G. Topham Jr., CEBS CPM**

Kenneth earned a B.S. degree in Business Administration from Southern Utah State College (now Southern Utah University) and an MBA from the University of Utah. He has professional designations as a Certified Employee Benefit Specialist (CEBS) from the Wharton School and the International Foundation of Employee Benefits Plans; and as a Certified Public Manager (CPM) from the University of Utah and the State of Utah. He is a past member and chairman of the Salt Lake Area Compensation and Benefits Group and previous member of the International Foundation of Employee Benefits Plans and of the International Society of Certified Employee Benefit Specialists. He was employed with the State of Utah for 30 years, with nearly 28 years of experience in the human resource management field. He has filled positions as Management Analyst in the Department of Transportation, Human Resource Director in the State Tax Commission, State Compensation Manager, State Benefits Manager, and HR Functional Manager during the State's development and implementation of a client/server Human Resource Management Information System. He was instrumental in developing and implementing the State's flexible benefits program, employee benefits profiles, annual benefits fairs, a health awareness training program, and the State's client/server human resource management information system. His last assignment with the DHRM was as the HR Special Projects Manager with assignment specifically in the area of local government services. Ken is also a Technology Net, Inc. general partner.

### **Gaylyn Larsen, SPHR**

Gaylyn boasts over 21 years of experience in local government human resource management, which experience is complimented by three years of full time consulting. Her consulting engagements involved the development of job classification and compensation systems, and she has been a member of several job audit teams in connection with consulting engagements entered into by Personnel Systems & Services. Currently, Gaylyn is serving as the Wasatch Front Waste & Recycling District Human Resource Director. Previously, she served as Human Resource Director for the Salt Lake County Sheriff's Office, the City of St. George and as a Human Resource Analyst for the Utah State Tax Commission. Professionally, she has served as president of both the SHRM and IPMA chapters. Her academic credentials include a degree in Personnel & Industrial Relations with a minor in Economics.

### **Richard T. Morley**

Richard (Ric) holds a bachelor's degree in business administration and is a human resource professional with 20+ years of combined experience in human resource management, business, business development, purchasing, accounting, computers, and retail business management. With his experience crossing several disciplines, he brings multiple business talents to our consulting team. Since 1991 he has been involved in HR operations. This included the development of seminars in time management (Simple Time Management); serving as Director of Operations for a company that achieved over 50 million a year in sales (where he also developed the basis for the future HRIS system); serving as a team member providing HR consulting to local governments; and serving as Director of Human Resources for a small company where he was later promoted to Executive Vice President. Here he also developed an internet-based HRIS system that works with almost all payroll and human resource programs. Most recently, Ric assisted in forming a human resource company named HR Group Central whose focus is to provide customized HR technical assistance to small and large companies where he is currently serving as the COO. Ric is a member of the SHRM and has been involved with various chamber organizations.

### **Jeff Monson**

Jeff, currently the HR Director for the Salt Lake Valley 911 Emergency Center, has attained degrees in Business Management, Business Administration, and a Master's degree in Organizational Management. He has 17 years of training, program development, and human resource experience. Jeff gained much of his experience while working at Intermountain Health Care. During that time, he worked with a variety of employee and patient groups and committees and helped develop and implement effective communication techniques and behavioral modification programs. He also gained a wide range of experience from working with over 300 small- and medium-sized organizations, assisting them with human resource, benefit, and safety issues. He has also helped companies develop the necessary policies and procedures to become more effective and profitable.



## Proposal Response Form

In order to receive consideration, submitted proposals must contain responses to all questions.

Failure to respond to all questions may result in disqualification of the bid.

### COMPANY NAME & ADDRESS:

PERSONNEL SYSTEMS & SERVICES, INC.  
1325 W. BLUEMONT DR.  
TAYLORSVILLE, UT 84123

Is this an Office: XXX, Home: XXX , Shop: , \_\_\_\_\_  
Other: \_\_\_\_\_

Telephone Number: 801-269-8977

Emergency Number 801-557-1939

Cell: 801-557-2012

Fax Number: N/A

Email Address: personnelsystems@comcast.net

COMPANY OWNER: MIKE SWALLOW

COMPANY PRESIDENT: MIKE SWALLOW

CONTACT PERSON: MIKE SWALLOW Phone: 801-269-8977

Type of Company (Partnership, Corporation, Venture etc.): CORPORATION

If a Corporation, in what State Incorporated: UTAH

Business License Number: TAYLORSVILLE—LIC-9-13-11934

Federal Tax Identification Number: 870580781



PROPOSAL RESPONSE FORM: Page 2

How long has this company been in business: 26\_\_\_\_\_Years, and 2\_\_Months.

Officers authorized to execute contracts: MIKE SWALLOW\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

Brief History of the Company:

INCORPORATED IN 1988. BUSINESS MODEL ESTABLISHED TO PROVIDE TECHNICAL ASSISTANCE TO LOCAL GOVERNMENTS IN THE AREAS OF HR MANAGEMENT, COMPENSATION ADMINISTRATION AND PERFORMANCE MANAGEMEMENT. CLIENTELE HAS EVOLOVED OVER THE YEARS TO INCLUDE GOVERNMENTS THROUGHOUT UTAH, IDAHO, NEW MEXICO, WYOMING, AND COLORADO. IN 2012 A SECOND COMPANY WAS CREATED TO PROVIDE A WEB-BASED VEHICLE FOR LOCAL GOVERNMENTS TO SHARE AND COMPARE COMPENSATION PRACTICES, KNOW AS TECHNOLOGY NET.

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Are there any judgments, suits or claims pending against your company? If Yes, attach a written explanation. YES XX NO

Has your company operated under any other name (s)? If yes, attach a written explanation. YES XX NO



**Certificate of Non-Collusion**  
**American Fork City Compensation Analysis**

**Affidavit**

The undersigned of lawful age, being duly sworn, disposes and says:

That as a condition precedent to the award of the American Fork project as above

captioned, I, MIKE SWALLOW, of  
Name

PERSONNEL SYSTEMS & SERVICES do solemnly  
Firm

swear that neither I, nor to the best of my knowledge, any member or members of my firm or company have either directly or indirectly restrained free and competitive professional selection on this project by entering into any agreement, participating in any collusion, or otherwise taking any action unauthorized by American Fork City with regard to this contract.

Mike Swallow  
Signature

10/22/14  
Date

Subscribed and sworn before me this 22<sup>nd</sup> day of  
October,

20 14.

My commission expires: July 31, 2018

Residing at: Taylorville UT

By Tanner Haderlie  
Notary Public





**Cost Proposal**

Company: PERSONNEL SYSTEMS & SERVICES  
Address: 1325 BLUEMONT DR., SLC, 84123  
Phone: 801-269-8977  
Date: 10/22/14

Ladies and Gentlemen of the American Fork City Council:

The Proposer shall furnish all labor, materials, equipment, tools, transportation and supplies required to complete the work in accordance with the specifications, requirements and terms of the contract.

The undersigned, after having personally and carefully examined the Request for Proposals and other documents detailing the scope and purpose of the personnel and salary study, declare that the undersigned is recognized as being qualified and competent to perform the work and hereby submits a proposal of:

\$ 30,936<sup>00</sup>

As the professional fee for completing all work related and covered herein.

Additional Fees include: (please attach additional sheets as necessary)

It is understood that American Fork City has the right to reject this proposal, negotiate a price for the proposed services, or to accept the proposal at the above price.

Mike Swallow  
Signature of Preparer

PRESIDENT  
Title of Above



## Proposal Evaluation Sheet

### American Fork City Compensation Analysis

Firm Making the Proposal: \_\_\_\_\_

Evaluator \_\_\_\_\_ Date: \_\_\_\_\_

Criteria	1	2	3	4	5	Pts.	Total	Comments:
1. Cost (maximum 50 points)						X 10		
2. Qualifications, Competence and References (maximum 30 points)						X 6		
3. Ability to complete the study in a reasonable length of time (maximum 20 points)						X 4		
<b>Total:</b>								Directions: Multiply the number checked in columns (1,2,3,4 or 5) by the number indicated in the point column. The maximum total of all points is 100 points for all rows.

Additional  
Comments:

***Sealed Proposal-  
Comprehensive Personnel &  
Salary Study***

# *American Fork*

## *Proposal For A Classification & Compensation Analysis*

***October 24, 2014***

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***Prepared By***



***1325 W. Bluemont Dr.  
Salt Lake City, UT 84123  
801-269-8977  
[personnelsystems@comcast.net](mailto:personnelsystems@comcast.net)***

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## **INTRODUCTION**

The development of a sound personnel management system begins with an organizational statement addressing the objectives of management related to achieving a predetermined employer status and labor market posture. Underlying the objectives is the organization's attitude or philosophy about work and workers. With this in mind the consultant assumes (1) that the City of American Fork desires to achieve a reasonable level of competitiveness and maintain current standards in providing quality services by attracting and retaining the most qualified employees and (2) in order to avoid becoming a training ground for other employers, the city views it desirable to provide career development opportunities where ever possible, competitive compensation and commit other resources necessary to enhance the attractiveness of the city as an employer.

## **PROJECT PHILOSOPHY**

Personnel Systems & Services subscribes to and promotes equal pay for equal work, non-discrimination in employment and fair and good faith dealing in all employee-employer relationships. Management has the right to expect a fair day's labor for the daily wage provided. Employees have the right to expect a fair day's pay for the labor given. The appropriateness of the pay provided is a function of the market place, the organizations internal equity system, which establishes the value of the job to a specific employer, and the perceived value of the individual based upon job performance, which includes loyalty, dependability and competence.

The employee's perception of equity and consistency in pay practices may not result in greater productivity and efficiency while the perception of inequity and inconsistency will most always produce discontent.

# SERVICE AREAS

## JOB DESCRIPTION UPDATE & DEVELOPMENT

The process of collecting facts about jobs sufficient to update job descriptions and specifications is the preliminary requirement necessary to complete job evaluation and classification, the application of your internal equity instrument. The description details what is involved in the job that includes job title, general purpose statements, and essential functions. The specifications for the job refer to those statements that describe personal characteristics, minimum qualifications, knowledge, skills, and abilities, or special qualifications that must be met in order for a job applicant to be considered eligible for the position. Completed documents are ADA compliant with regard to essential functions of each individual position.

## JOB EVALUATION & CLASSIFICATION

The evaluation of the job comes through the establishment of measurement criteria against which all jobs are compared in order to determine relative organizational value. The instrument is typically a point system, a factoring method, job ranking, or a combination. Measurement criteria are aspects of the job such as job knowledge, minimum qualifications, and difficulty of work, accountability, responsibility, supervision, job controls, and work environment. The objective of this phase of the project is to determine and establish the internal equity program that is ultimately attached to market data to create a formal pay plan. This process will assist the city to identify its own "worth of work" values resulting in a **"site validated"** internal equity methodology.

## MARKET SALARY ANALYSIS

A review of the labor market, the economic area in which you wish to compete, is essential to the overall success of the pay plan. The objective of the analysis is to achieve external competitiveness. This phase involves the completion of a survey of **employer wages** for city benchmark positions. Through the use of statistical measures and evaluation techniques it is possible to determine your competitive position in the chosen market place including public and/or private employers, and then establish a specific posture regarding the most realistic market objectives in terms of pay ranges and methods of pay progression. Where does the City want to posture itself in the market place; as a trendsetter? A leading edge competitor? At market parity? Or, as reasonably comparable?

Key features within the software instrument include: customization of performance factors unique to the job classification, importance weighting of custom performance factors, 5 level- behaviorally anchored rating scale, significant incident documentation process, the linking of specific performance objectives to job specific performance standards, goal achievement tracking, multi-rater options, administrative control features to monitor the status of completed or not completed evaluations, employee self-evaluation feature, employee strength & weakness feedback reports, evaluator trend analysis to identify lenient evaluators vs. stringent evaluators, the ability to rate between levels, evaluator note keeper, plus others.

## COMPENSATION POLICIES & PROCEDURES

This service involves providing a model compensation management policy which addresses method of progression from minimum to midpoint and from midpoint to maximum of the pay range. Additionally, an outline for creating an incentive program will be included. This component will constitute a complete set of rules and regulations for continued maintenance of the salary and compensation plan, taking into account the existing City policies and state statutes.

## BASIS OF SOUND PAY PROGRAMS

As the city seeks to establish and maintain an effective compensation program it is recommended that consideration be given to some or all of the following:

1. Size and type of business: *The ability to pay* certain rates, based upon revenues and financial resources.
2. Organizational Philosophy: *The willingness to pay* certain rates and *attitudes* about ranking among other employers within a selected labor market.
3. Nature and Diversity of Work: *The degree of specialization*, work variety, and technology (an element of the job classification methodology).
4. Regional Economics: *The prevailing rates of pay* and the rates of inflation.
5. Availability of Labor Supply: *The competition* for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.
6. Value of Work Contribution: *The worth of a particular job* to the organization (the overall value determined through classification methodology).
7. Pay Supplements: *The total compensation comparability* afforded through various incentives and discretionary benefits.
8. Reputation of the Organization: *The competitiveness* of pay and *social recognition* as high- or low-paying.
9. Pay Progression Policy:
  - The learning curve impact associated with certain types of jobs.
  - Pay range uniformity vs. diversity (pay schedule design).
  - Length of Service.
  - Performance based increases.
  - Pay for knowledge or level of competency.
  - The use of "control rates" within the pay ranges.
10. Bonus and Incentive Plans:
  - The use of "non-scheduled" recognitions.
  - The use of non-monetary rewards.
11. Ownership Protection: involves realistic consideration of resource limitations. The cost of administration should constantly be balanced against achieving the other objectives of the pay plan and overall personnel program.

# SUMMARY OF APPROACH - SCOPE OF WORK JOB ANALYSIS & CLASSIFICATION STUDY

## PRE-PROJECT PLANNING

- A. Review background materials, including organizational charts, pay philosophy, compensation policies and procedures.
- B. Conduct webinar/meetings with designated staff and/or city management to discuss philosophy, work plan and explain instruments.
- C. Determine customization needs for proposed instruments.
- D. Identify communication processes and methods to satisfy employee engagement expectations.

## QUESTIONNAIRE ADMINISTRATION, COLLECTION & ONSITE PREPARATIONS

Step #1: The consultant will provide to MANAGEMENT/HR staff the data collection instruments (along with instructions for completion) for distribution to fulltime employees. These instruments will include a "Job Values" survey and a Position Analysis Questionnaire. Target dates for completion will be attached in a memo regarding the project when delivered to employees.

The Position Analysis Questionnaire will ask a variety of questions related to job duties, responsibilities, knowledge, skills, abilities, etc. This is a standard tool necessary in accumulating job facts for all job classifications. ***This phase could be minimized by the use of existing position descriptions as the primary instrument for updating.*** Employees may wish to use a combination of both documents in order to provide the greatest amount of written information regarding their position. Unique positions not previously included in the personnel system would still require the use of the questionnaire.

Step #2: MANAGEMENT/HR staff to review a "Job Values Survey" instrument provided by the consultant to determine that the survey content addresses all the "worth of work" values of interest to the city. This process results in the delivery of a "site validated" job evaluation (point factor) instrument consistent with those criteria set forth in the Fair Labor Standards Act as the legitimate basis to "discriminate" or differentiate the pay between jobs.

Step #3: MANAGEMENT/HR distributes, hard copy or electronic file to all departments the survey along with instructions for completion and a targeted completion date with completed forms being returned to the MANAGEMENT/HR office. This is an anonymous exercise and can be completed in an electronic file and when completed automatically emailed to the consultant.

Step #4: Supervisors and MANAGEMENT/HR staff review completed employee Position Analysis Questionnaires.

Step #5: Completed survey (only those completed manually) and questionnaires to be compiled and mailed to the consultant by MANAGEMENT/HR staff.

Step #6: MANAGEMENT/HR staff delivers electronic copies of existing/current job descriptions to the consultant.

Step #7: The consultant and onsite audit team reviews all completed questionnaires and current job descriptions.

Step #8: MANAGEMENT/HR staff to email the consultant an Excel file containing the fulltime employee census identifying employee first name, last name, department, job title, pay grade/band, pay range minimum and maximum and current actual pay.

## ONSITE ENGAGEMENT

Step #9: **Employee Orientation:** The consultant will prepare a proposed onsite schedule to include an employee orientation to conduct an open discussion with all employees regarding the purpose of the review and the processes to be followed, describe job analysis and deliver the results of the values survey. One, two or more meeting sessions could be scheduled to allow all employees to attend, without disrupting services and operations. Each orientation should require 45-60 minutes each.

Step #10: **On-site Job Audits:** The consultant will prepare an audit schedule and propose times for individual and group audits and deliver the proposed schedule to MANAGEMENT/HR staff for review and distribution. A brief time will be allowed to shift and reschedule employees where the proposed schedule contains conflicts or poses attendance issues. This process will allow all employees opportunity for direct verbal input. All positions with one incumbent will be audited. Positions with more than one incumbent may be involved in group audits. At the option of the employees in multiple incumbent positions, they may select a member of the group to represent them in the audit process. Each audit is to take approximately 45 minutes. Mike Swallow will personally meet with all department heads.

## **JOB DESCRIPTION PREPARATION**

Step #11: **Position Description Rough Draft:** Upon completing job audits the consultant will prepare rough draft and updated descriptions describing general purpose, supervisory relationships, essential functions, minimum qualifications, knowledge, skills, abilities, and special qualifications required for the job. The drafts and updated documents will be delivered to MANAGEMENT/HR staff for review and distribution. This document should be reviewed and approved by both position incumbents, or a representative or representatives of the position, and supervisors. Individuals will be encouraged to make additions or deletions to the position description in cooperation with supervisors as needed to satisfy their perceptions of their jobs.

Rough draft documents will incorporate options for **career progression** utilizing job families and related logical structure.

Step #12: **Position Description Final Draft:** Upon receiving the returned rough draft descriptions the consultant will finalize all changes and updates. Significant alterations may require follow-up audits by the Consultant to clarify significant differences in job perceptions.

## **JOB EVALUATION & CLASSIFICATION**

Based upon the results of the "Job Values" survey the consultant will develop and deliver a customized job evaluation instrument reflecting the employee "worth of work" priorities. The consultant will then perform the initial point factor evaluation of each job based upon the finalized job description and prepare recommendations for job pay grades or levels. The instrument will compare each job against measures such as responsibility, difficulty of work, job knowledge and work environment, etc. The city will retain the privilege of modifying recommendations by one grade without undergoing instrument justification. The scientific approach used in the construction of the factor tool is based upon Weber's "Law Of Just-Noticeable-Difference." An optional step in the classification process would be to involve the use of a committee facilitated by the consultant, which would make the "fine-tuning" **classification and pay range recommendations**.

Step #13: Consultant develops and recommends point factor evaluation instrument and pay grade options with consideration being given to various pay plan designs, with or without pay grades.

Step #14: The consultant applies the point valuation instrument to each job and creates the baseline for establishing internal equity and job valuation consistency.

Step #15: MANAGEMENT/HR Officer and assigned staff in cooperation with the consultant "fine-tunes" the assignment of points to each job, which process may include an invitation to subject matter experts, supervisors and/or job incumbents to meet and discuss job content.

Step #16: During the fine-tuning process, the consultant, MANAGEMENT/HR Officer and assigned MANAGEMENT/HR staff work together to identify and determine possible classification consolidations, career path options, and job family progression series. The fine-tuning exercise will constitute staff training in the classification methodology.

# SUMMARY OF APPROACH - SCOPE OF WORK

## MARKET COMPENSATION STUDY

### MARKET DATA COLLECTION & ANALYSIS

Step #17: To the extent possible, the consultant will utilize the Utah/Technology Net, web-based resource to expedite the conducting of the Market Compensation Study. Additionally, complementary market data will be added to the data obtained through direct solicitation of the **targeted survey participants in the American Fork market area as defined by management.**

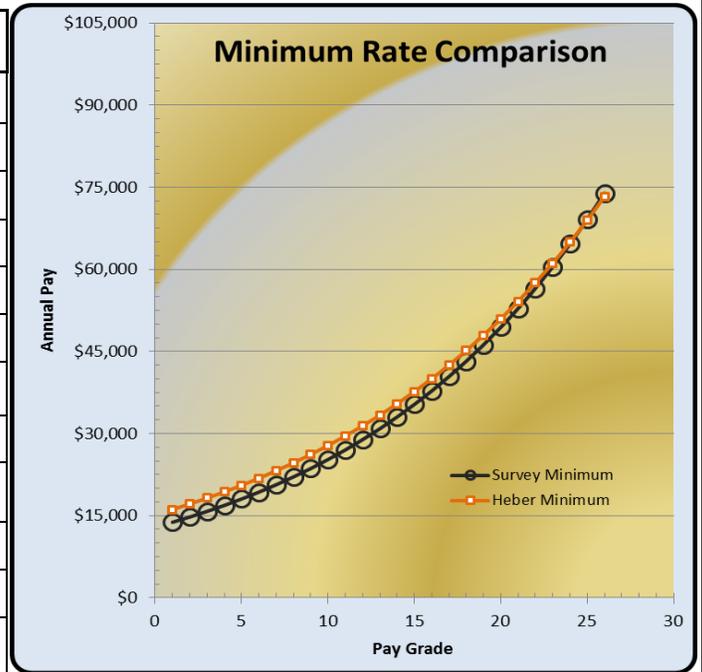
Step #18: **Labor Market Analysis:** The consultant will conduct a survey of base wages within a selected labor market for a variety of selected benchmark positions. The survey participants will be chosen by city management and MANAGEMENT/HR staff and represent various public and private entities with whom the city desires to be competitive. It is recommended that this sample remain fairly stable over the years in order to assure consistency in market evaluation.

It is also recommended that the survey participants represent the "trend setters", thus enabling the city to ascertain the leadership position of the market. By knowing what market leaders are doing the city can determine what kind of pay policy and posture they want to maintain in relationship with the selected market. Statistical analysis and charts will be used to describe the survey results.

Step #19: Develop and deliver regression analysis graphic illustrations of the city's comparative position with the defined market area and survey participants.

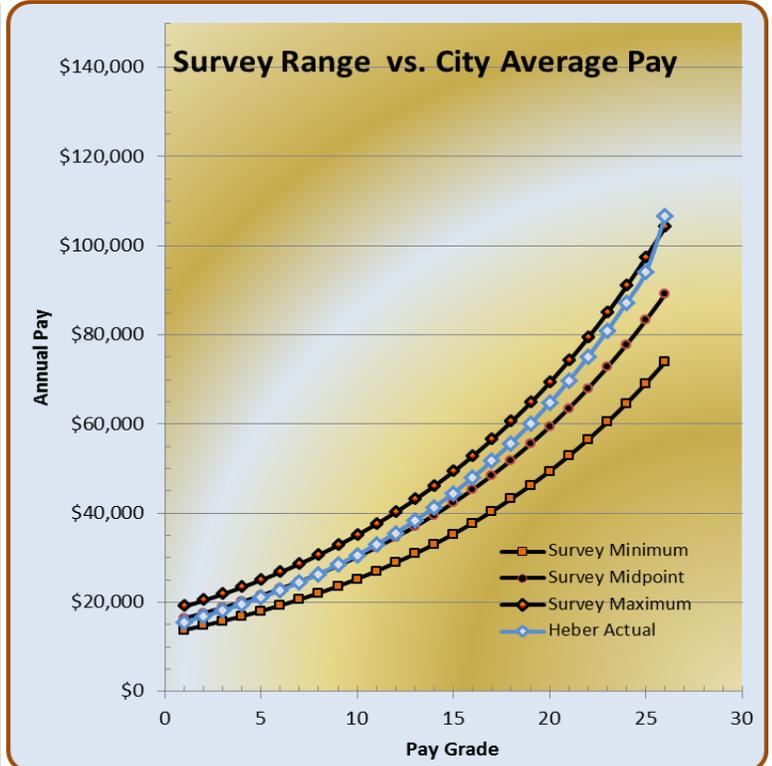
Sample Analytical Chart #1

Pay Grade	Survey Minimum	Heber Minimum	\$ Difference	% Difference
10	\$25,249	\$27,814	\$2,566	9.2%
11	\$27,002	\$29,551	\$2,549	8.6%
12	\$28,877	\$31,396	\$2,518	8.0%
13	\$30,883	\$33,355	\$2,473	7.4%
14	\$33,028	\$35,438	\$2,410	6.8%
15	\$35,321	\$37,650	\$2,329	6.2%
16	\$37,774	\$40,000	\$2,226	5.6%
17	\$40,398	\$42,498	\$2,100	4.9%
18	\$43,203	\$45,151	\$1,947	4.3%
19	\$46,204	\$47,969	\$1,766	3.7%
20	\$49,412	\$50,964	\$1,551	3.0%
21	\$52,844	\$54,145	\$1,301	2.4%



## Sample Analytical Chart #2

Pay Grade	Survey Minimum	Survey Midpoint	Survey Maximum	Client Actual
1	\$13,797	\$16,417	\$19,018	\$15,614
2	\$14,756	\$17,566	\$20,357	\$16,827
3	\$15,780	\$18,796	\$21,790	\$18,135
4	\$16,876	\$20,112	\$23,324	\$19,544
5	\$18,048	\$21,520	\$24,966	\$21,062
6	\$19,302	\$23,027	\$26,724	\$22,699
7	\$20,642	\$24,639	\$28,605	\$24,463
8	\$22,076	\$26,364	\$30,619	\$26,364
9	\$23,609	\$28,209	\$32,774	\$28,412
10	\$25,249	\$30,184	\$35,082	\$30,620
11	\$27,002	\$32,298	\$37,552	\$32,999
12	\$28,877	\$34,559	\$40,195	\$35,563
13	\$30,883	\$36,978	\$43,025	\$38,326
14	\$33,028	\$39,567	\$46,054	\$41,304
15	\$35,321	\$42,338	\$49,297	\$44,513
16	\$37,774	\$45,302	\$52,767	\$47,972
17	\$40,398	\$48,473	\$56,482	\$51,699
18	\$43,203	\$51,867	\$60,459	\$55,716
19	\$46,204	\$55,498	\$64,715	\$60,046



**New Alternative: No More Pay Grades:** Now developed and available is an approach to compensation analysis that eliminates the use of pay grades but still retains the integrity of an internal equity maintenance methodology. Over the years there have always been complaints about pay grade structures that become manipulated. While it is almost impossible to eliminate all manipulation, this new approach can significantly minimize and may eventually eliminate such fairness distortions. Based upon an internal equity valuation each job can have an individualized market based pay range. The slightest variations between the worth of jobs based upon your entity's worth-of-work values can now be recognized resulting in base pay management that is not cumbrously attached to a confining "pay plan". Each job or job classification will have a "stand alone" market based pay range.

This approach **can also overcome the frustrations of "Broad Banding"** and eliminate the challenges of associating non-benchmarked jobs to the benchmark anchor. Here too, every job can be uniquely assigned a market derived pay rate. Additionally, maintaining broad banded pay plans forces the escalation of costs. Any time it is determined that a benchmark job needs to be adjusted to a prevailing pay rate you must automatically adjust all other non-benchmark jobs in the band.

### **EMPLOYER PROVIDED BENEFITS**

In identifying the city's competitive posture with the labor market, the consultant will develop a total compensation picture. There are three basic approaches to comparing benefits: (1) Benefit plan provision method, (2) Employer cost method, and (3) standard cost method or the "level of benefit approach". All three methods have strengths and weakness. Method #2 is the approach utilized by U.S. Chamber of Commerce and the Bureau of Labor Statistics to analyze trends in employer benefits. The question that will be addressed is: "How does the amount of money the city is spending per employee (for employer paid benefits) compare to the amount of money competitors are spending on their employees" (discretionary and mandatory benefits)?

Step #20: The consultant will solicit Total Compensation data, the total value of employer paid benefits. The Total Compensation Value (TCV) will be calculated for each position and included in the final market analysis.

## **SALARY STRUCTURE REVIEW & RECOMMENDATIONS**

Step #21: The Consultant and MANAGEMENT/HR Staff will finalize the salary structure to ensure conformity with management philosophy for pay progression methodology and competitive positioning within the defined market. After identifying market relationships the City will select a level of competitiveness to be achieved in the design of the new pay plan or "plans" with consideration being given to targeted percentiles in the data's prevailing rates. The learning curve philosophy may also be reflected in the development of ranges for various job classifications. Under the "No More Pay Grade" alternative, each individual job classification/description will potentially have an independent and separate pay range based upon market.

Step #22: The Consultant will complete the full integration of the results of the classification and job evaluation phase of the study with the market compensation study.

Step #23: The Consultant will Identify and calculate a least cost implementation plan and identify the placement of each employee in relation to their job's revised pay grade/range and classification. As needed, the consultant will create "phase-in" options based upon calculated economic impact.

Step #24: Based upon the preferred option for the number of pay grades the consultant will prepare and deliver recommendations for salary schedule restructuring. If the "No Pay Grade" option is of interest the results can be reviewed according to individual jobs and job families.

Step #25: Discuss with MANAGEMENT/HR staff the desire and value of opening an appeal window to allow employees to appeal there job's classification and recommended pay range/grade.

## **ADDITIONAL CONSIDERATIONS/ PROJECT ENHANCEMENTS**

**Performance Management System:** A performance management and evaluation program will normally be designed in combination with one of two ways: (1) to be utilized to monitor employee, work unit, and organizational progress toward achieving established goals and objectives; and (2) to provide justification for pay increases, advancement, promotion, and incentive awards and job retention. In achieving option two, the success of the program will involve integrating the performance management and evaluation program into the other aspects of the total compensation system. Other compensation factors to be evaluated simultaneously would include some or all of the following:

A. **Base Pay:** This is the acceptable market range as determined through labor market analysis. The objective of the base pay program is to achieve a predetermined pay posture within the city's defined market area. One of four levels is usually pursued: 1) trend setting 2) competitive 3) parity or 4) comparable. The base pay plan is the companion to the job classification system that is the method of determining internal equity for the purpose of establishing base pay. Movement through the base pay schedule would be determined by two factors- the learning curve concept and acceptable performance (the minimal level of job productivity that would justify job retention).

B. **Incentive Award/Bonus Plan:** This system allows management to reward performance without compounding the costs in all other areas of compensation which are related to base pay (FICA, retirement, supplemental retirement, insurance, etc.). Such awards are one time, based upon predetermined criteria, can be given to individuals or work groups, and can be either monetary or non-monetary. Even benefits, such as additional annual leave could be used. Such reward systems would provide more financial control.

C. **Longevity Pay:** Generally, such pay is attached to the base pay schedule. When so attached this program does also compound other costs mentioned above. Annual leave schedules that allow employees to accumulate leave at increasing rates according to time in service are a form of longevity pay. When considering options for rewarding the dedicated, long service employee, annual leave can be supplemented by a lump sum cash program structured similar to annual accrual schedules. By separating items "b" and "c" from the base pay schedule, management will be better able to minimize the rewarding of mediocrity.

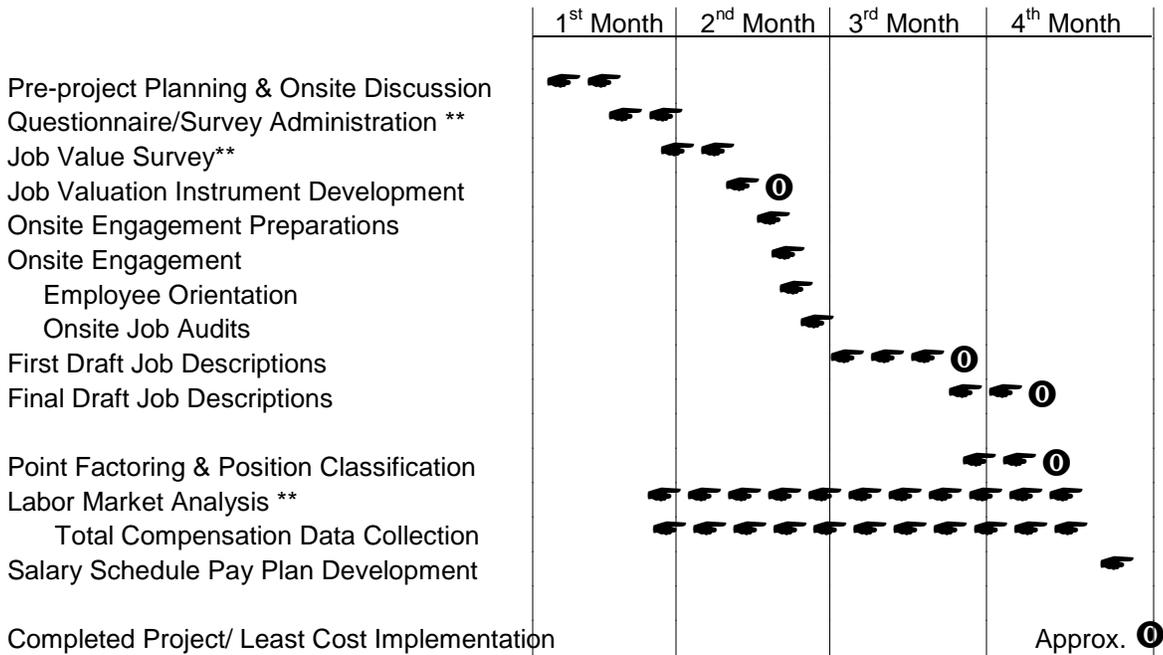
D. **Cost-of-Living Adjustments:** This adjustment to the general base pay schedule is an estimate of market changes. The amount of such adjustments is determined regionally by the Bureau of Labor Statistics and reported as the consumer price index. This is a shortcut substitute to conducting a thorough labor market analysis. It is generally recommended that an organization conduct the labor market analysis at least every two or three years to rectify error produced by using CPI or some other market index.

E. **Market Differentials:** This compensation practice comes into play when the supply and demand in the job market impacts certain types of jobs. It is identified through labor market analysis and shows up as an inconsistency between internal job value (classification) and external market pay. These adjustments are temporary and are utilized as needed to retain quality employees who have recognized the marketability of their knowledge, skills, and abilities.

**DELIVERABLE PRODUCT AND MATERIALS**

Upon conclusion of the project the consultant will provide the City with ten (10) attractive ring binders and a master document containing all project documents and personnel materials. The binders will be vinyl and include City name on the front, with the words "Human Resource Manual" on the spine and across the front. A six bank set of Mylar covered tabs will be inside each binder identifying manual sections labeled: Organization Charts, Policies and Procedures, Position Descriptions, Classification and Job Analysis, Salary Information, and Sample Personnel Forms

**TIME REQUIREMENTS**  
**Wage & Salary Market Analysis Study**



\*\* It is the consultant's experience that slowing in the time line can occur at these phases of the study. Generally, supervisors need to be insistent regarding employees completing and returning Values Survey within the allocated time period. Should such hurdles develop in the study, the target completion date could be over run. Commitment from all levels of management to promote the projects successful completion will be a key element.

⊙ = Deliverable

# COST OF SERVICES

(Based upon approximately 130 FTE's, approx. 90 job classifications)

## Program A-Job Descriptions

1. Employee Project Orientation	\$250.00
2. Questionnaire Administration & Review, (90% of 130) 117 @ \$25 each with preliminary Organizational Analysis & Class Determinations	\$2,925.00
3. On-site Job Audits <b>100% employee participation @ approx. 100 individual &amp; group job audits @ \$85 ea.</b>	\$8,500.00
4. Writing & Rewriting of job descriptions Approximately 90 @ \$50.00 ea.	\$4,500.00

<b>Total: Program A</b>	<b>\$16,175.00</b>
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Note: Program "A" costs can be modified based upon the number of onsite job audits, i.e., 100% individual or 130 would increase the cost and one per job classification or 90 would decrease the cost.

## Program B-Job Evaluation & Classification

1. Values Survey Data Entry & Tabulation 117 @ \$5.00 ea.	\$585.00
2. Customization of Point Factor Instrument	\$1,750.00
3. Job Analysis & Classification 90 job classes (Pay Grade Determination) @ \$30 ea.	\$2,700.00

<b>Total: Program B</b>	<b>\$5,035.00</b>
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## Program C-Labor Market Wage/Salary Analysis

1. Labor Market Salary Survey and Analysis	\$5,850.00
2. Employer Paid Benefit Survey and Analysis	\$1,250.00
3. Pay Plan Integration & Recommendations	\$2,650.00

**TechNet Subscriber Discount @ 30%** **(\$2,925.00)**

<b>Total: Program C</b>	<b>\$6,825.00</b>
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## Program D- Policy & Procedure Development & Recommendations

1. Compensation Policy

<b>Total: Program D</b>	<b>\$1,500.00</b>
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<b>Total Cost: Program A-D:</b>	<b>\$29,535.00</b>
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<b>All overhead Expenses, i.e., travel, meals, materials, printing, etc. @ 5%</b>	<b>\$1,401.00</b>
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<b>Total</b>	<b>\$30,936.00</b>
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Payment Schedule: Up front project binder- 20%. Upon delivery of job evaluation instrument - 20%. Upon completion of on-site job audits -20%. Upon delivery of 1<sup>st</sup> draft job descriptions & initial pay grade or market range recommendations - 20%. Upon delivery of Wage Analysis and final project materials with least cost implementation impact- 20%.

## Optional Program E- Employee Performance Evaluation Program (PEP)

### COMPARE WITH NEOGOV

1. PEP Software	\$999.00
2. Scoring Count 140 @ \$3.50 ea.	\$490.00
3. Job Library (For Setting of Values & Standards)	\$500.00
4. Program Administrator/Super-user training	\$1,200.00
5. Concurrent Users 5 @ \$50 each	\$250.00
6. Advantage Client Server (5 user)	\$650.00

<b>Total: Program E</b>	<b>\$4,089.00</b>
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**MIKE SWALLOW**  
**PROFESSIONAL & BUSINESS PROFILE**

**WORK EXPERIENCE**

(1976-2014)

**Technology Net, Inc.;** Partner and co-developer of the TechNet online Compensation Survey System. 1500 Subscribers in Utah, Idaho, New Mexico, Wyoming, Colorado, Mid-American Regional Council (Kansas & Missouri), Virginia and Maryland. Established 2002.

**Personnel Systems & Services.** Currently providing technical assistance consulting services in human resource management systems consisting of: job analysis and classification, labor market compensation analysis and pay plan development, policy and procedure development, grievance management and resolution, performance management, recruitment and selection, training and general HR management programs. Company established in 1988.

**Bureau Manager- Local Government MANAGEMENT/HR Consultant,** Bureau of Consulting Services, Department of Human Resource Management, State of Utah. Develop, market, coordinate and deliver technical assistance services to Utah cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis. Direct and coordinated state-wide and interstate salary and benefit surveys and analysis.

**Contract Consultant,** Emery County, Price City, Tooele City, Iron City, Tooele City and Carbon County Utah. In conjunction with State of Utah consulting duties, and under special contract, acted as advisor and resource to the City. Provided consultation related to policies, procedures, classification, compensation, recruitment, selection, discipline, termination and employee relations.

**Self Employed, Benefits Broker & Personnel Consultant.** Marketing and sales of individual and group benefits utilizing medical reimbursement plans, salary continuation plans, business continuation programs, stock redemption plans and 401(k) salary reduction plans. Performed private consulting to professionals and local governments. Developed business plans or proformas with income projections, cash flow analysis, balance sheets and break even analysis. Worked as an associate to Ricketts and Associates-Risk Management/Vierra-CPA firm. Licensed to sell life, health and disability insurance.

**Idaho Association of Counties,** Boise, Idaho. Develop, market, coordinate and deliver technical assistance services to Idaho cities and counties in human resource management, supervisory training, organizational development, employee assistance programs, employee relations, fair employment programs, recruitment and selection, job classification, and wage and benefit analysis.

**Current Retainers:** North Davis County Sewer District, UT; Washington City, UT; Herriman City, UT; Lafayette, CO.

**Current Projects:** Duchesne County, UT; Mountainland Association of Governments, UT; Heber Light & Power, UT; Orem, UT; Weber 911 Emergency Dispatch, UT; Cedar City, UT.

**Annual Projects Conducted via Technology Net:** Wasatch Compensation Group annual salary and benefit survey (50+ Utah governmental entities, cities, counties, special districts, state of Utah). Colorado Municipal League, Virginia Institute of Government/University of Virginia, Maryland Municipal League, New Mexico Municipal League, New Mexico Association of Counties and Mid-America Regional Council.

## REFERENCES RELEVANT CONSULTING ASSIGNMENTS

**ALL ENGAGEMENTS INCLUDED SOME OR ALL OF THE FOLLOWING ELEMENTS: PERFORMANCE MANAGEMENT SYSTEM, LABOR MARKET SURVEY & ANALYSIS, JOB ANALYSIS, JOB CLASSIFICATION, JOB DESCRIPTIONS & PERSONNEL POLICIES.**

- 2012- 90 Days:** Worland, WY; Tracy Glanz, City Clerk, 307-347-2486, [clerktreasurer@rtconnect.net](mailto:clerktreasurer@rtconnect.net)
- 2012- 90 Days:** Ephraim, UT; Steve Widmer, Finance Director, 435-283-4631; [steveuw@ephraincity.org](mailto:steveuw@ephraincity.org)
- 2012- 90 Days:** Gateway, Inc, Newark, NJ; Kurus Elavia, CEO; Phone: 973-465-8006; [kjelavia@gatewaygroupone.com](mailto:kjelavia@gatewaygroupone.com)
- 2012- 90 Days:** Pagosa Springs, CO; Mr. David Mitchem, City Manager, 970-264-4151, [dmitchem@pagosasprings.co.gov](mailto:dmitchem@pagosasprings.co.gov)
- 2012-160 Days:** West Jordan, UT; Ana Yu, Senior HR Analyst; 801-569-5030; [annay@wjordan.com](mailto:annay@wjordan.com)
- 2013- 90 Days:** Wasatch Front Regional Council, UT; Finance Officer, [lbaumgardner@wfr.org](mailto:lbaumgardner@wfr.org)
- 2013- 90 Days:** Snyderville Recreation, UT; Megan Suhadolc, HR Mgr., 435-649-1564; [megan@basinrecreation.org](mailto:megan@basinrecreation.org)
- 2013- 90 Days:** Santa Clara, UT; Ed Dickie, City Manager, 435-619-3923; [edickie@sccity.org](mailto:edickie@sccity.org)
- 2013- 90 Days:** North Central Regional Transportation District, NM; Anthony J. Mortillaro; CEO; (505) 438-3257
- 2013- 90 Days:** Las Vegas, NV; Mr. Dan Tarwater, HR Director, (702) 229-6011, [dtarwater@lasvegasnevada.gov](mailto:dtarwater@lasvegasnevada.gov)
- 2013- 90 Days:** Eagle Mountain, UT; Jessica Alvarez, HR Manager, 801-789-6604; [jalvarez@emcity.org](mailto:jalvarez@emcity.org)
- 2013- 90 Days:** Beaver County, UT; Scott Albrecht, Executive Assistant; (435)438-6490; [smalbrecht@beaver.utah.gov](mailto:smalbrecht@beaver.utah.gov)
- 2014-120 Days:** Bonneville County, ID; Mr. Dan Byron, County Clerk, D; 605 N Capital Ave. (208) 529-1350
- 2014-120 Days:** Lafayette, CO; Ms. Pam Springs, HR Director, 303-665-5588, [pamsp@cityoflafayette.com](mailto:pamsp@cityoflafayette.com)
- 2014-120 Days:** Windsor, CO; Mary Robins, HR Director; 970-674-2400; [mrobins@windsorgov.com](mailto:mrobins@windsorgov.com)
- 2014- 90 Days:** Wasatch County, UT; David Rowley, HR Director; 435-657-3242; [drowley@co.wasatch.ut.us](mailto:drowley@co.wasatch.ut.us)
- 2014- 30 Days:** Weber Area Dispatch 911, UT; Tina Scarlet, Exec. Director, 801-395-8222; [tscarlet@weber911.org](mailto:tscarlet@weber911.org)
- 2014- 90 Days:** Delta, UT; Mr. Greg Shafer, City Recorder/Administrator, 435-864-2759, [gschafer@delta.utah.gov](mailto:gschafer@delta.utah.gov)
- 2014- UNDERWAY:** Heber Light & Power, UT; Karly Schindler, HR Manager, 436-657-6432, [kschindler@heberpower.com](mailto:kschindler@heberpower.com)

**Others Upon Request**

## PREVIOUS ENGAGEMENTS

### Classification, Compensation, Supervisor Training, Performance Management

#### UTAH

<p>Bluffdale City          Bountiful Water Subconservancy District          Box Elder City          Brian Head Town          Brigham City          Cache City School District          Canyonlands Natural History Association          Carbon City Housing Authority          City of American Fork          Centerfield          Central Weber Sewer Improvement District          Clearfield City          Davis Applied Technology Center          Davis City          Davis City School District          Draper City          East Carbon City          Emery City          Emery City School District          Ephraim City          Five City Association of Governments          Garfield City          Grand City          Heber City          Heber Light &amp; Power          Heber Valley Railroad          Helper City          Holladay City          Hurricane City          Kearns Improvement District          LaVerkin City          Layton City          Lehi City          Mapleton City          Midvale City          Morgan City          Mountainland Association of Governments          Murray School District          Neways International</p>	<p>North Davis City Sewer District          Park City School District          Phonex Corporation          Pleasant Grove City          Price City          Provo City          Riverdale City          Salt Lake City Service Area #1          San Juan City          San Juan School District          Santaquin City          Sevier Applied Technology Center          Six City Commissioners Organization          Snyderville Recreation District          South Davis City Fire Department          South Jordan City          South Salt Lake City          Southeastern Utah Association of Governments          Spanish Fork City          Springville City          State Board of Education (Utah)          State Court Administrator, Office of          Summit City          Syracuse City          Taylorsville          Timpanogos Special Service District          Tooele County          Tooele City          Uintah Basin Applied Technology Center          Uintah School District          Utah Risk Management Mutual Association          Wasatch City          Wasatch Front Regional Council          Washington City          Washington City          Washington Terrace          Wellington City          West Jordan          Woods Cross          Zion Natural History Association</p>
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#### IDAHO

<p>Coeur d'Alene City          Idaho Falls City          Benewah County          Blaine County          Bonner County          Bonneville County          Boundary County          Canyon County          Caribou County</p>	<p>Custer County          Gooding County          Idaho County          Kootenai County          Lemhi County          Madison County          Minidoka County          Owyhee County          Power County          Valley County</p>
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**NEW MEXICO**

New Mexico Municipal League New Mexico Finance Authority Albuquerque Ruidoso Santa Fe North Central Regional Transit District	Taos Ski Valley Carlsbad Town of Taos Clovis
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**WYOMING/COLORADO/ALASKA**

Hoonah, AK Cody, WY Park County, WY Powell, WY Lander, WY Central Wyoming College	Wheatland, WY Torrington, WY Wyoming Municipal Power Agency, WY Lafayette, CO Walsenburg, CO Logan City, CO Georgetown, CO
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**Other: National District Attorney Association, Washington DC/Arlington VA**