



City and Borough of Sitka

100 Lincoln Street Sitka, Alaska 99835

Coast Guard City, USA

Tuesday, December 17, 2013

To: Mark Gorman, Municipal Administrator
From: Mark Danielson, HR *MD*
Subject: Proposal for Compensation Study

Request

This is to request approval of the proposal by Fox Lawson & Associates to conduct a compensation study for the City and Borough of Sitka. This study will deliver a confirmed compensation philosophy and strategies, confirmed market data collection specifications, compensation analysis of applicable benchmark positions, and the preparation of a final report summarizing study findings and recommendations.

Background

The City and Borough has gone through two cycles of collective bargaining contracts with our three unions since collective bargaining was recognized. The result has been that unionized employee's wages have advanced at a faster rate than non-union employees. This summer, the Acting Administrator, Jay Sweeney, conducted meetings with employees and in September brought this wage compression and other compensation issues to the attention of the Assembly. The Assembly asked that we work with Mr. Gorman to bring a proposal for a study back for consideration before going forward.

Fox Lawson has in the last year completed classification and compensation studies in the cities of Kodiak, Kenai and Soldotna. Ketchikan had a study done by Johnson and Associates in 2008. These studies ranged in cost from \$50,000 to \$100,000. We have asked for a study focused on exempt and non-union compensation with a plan and philosophy for us to go forward. We believe that Fox Lawson's experience with Alaska municipalities as well as hundreds of other municipalities around the United States will serve us well.

Fiscal Note

We believe that the \$15,000 proposal is reasonable. It does not include site visits and will be done through teleconference. If we choose to ask a representative from Fox Lawson to come to Sitka, we would have to provide for actual expenses. Mr. Sweeney indicates that funding would be new spending, not covered by the existing budget, and the Assembly would have to authorize the expenditure.

Recommendation

I recommend approval of the Fox Lawson proposal and request that we issue a purchase order and engage Fox Lawson & Associates for a compensation study.



Fox Lawson & Associates
a Division of Gallagher Benefit Services, Inc.
Compensation and Human Resources Specialists

P.O. Box 32985
Phoenix, AZ 85064-2985
Phone 602-840-1070
Fax 602-840-1071
www.foxlawson.com

December 16, 2013

Mr. Mark Danielson
Director of Human Resources
City and Borough of Sitka
100 Lincoln Street
Sitka, AK 99835

Re: Proposal for Compensation Services

Dear Mark:

Fox Lawson & Associates, a Division of Gallagher Benefit Services, Inc. (FLA) a publically traded corporation organized in the State of Delaware, is pleased to submit our proposal to assist the City and Borough of Sitka in performing a market analysis to identify the City's competitive position for approximately 51 job classifications in the public sector markets where it competes for talent. Additional information regarding Fox Lawson & Associates, our services and our clients, is available at www.foxlawson.com. A summary of our organization and a list of references and clients are included as an attachment.

The scope of services, as outlined below, has been broken down into three phases: Study Strategy and Project Administration, Conduct of Public Sector Market Data Analyses, and Report of Findings. The scope of work is detailed below.

SCOPE OF WORK

- **PHASE I:** Meetings with appropriate stakeholders to recommend compensation philosophy changes as appropriate. Confirm compensation philosophy and project details. Gather and review data provided by the City, including organizational charts, job descriptions, current pay structures and public sector market data.
- **PHASE II:** Gather public sector market data for existing classifications via the custom Joint Alaska survey instrument that was compiled in February 2013. Analyze public sector data against the City's current rates of pay and pay ranges. Perform a comparative analysis of pay rates and ranges. Propose recommendations based on findings.
- **PHASE III:** Preparation of final report.



Fox Lawson & Associates
a Division of Gallagher Benefit Services, Inc.

PROPOSED WORK PLAN & DELIVERABLES

<i>Study Phase</i>	<i>Summary Tasks/Deliverables</i>
I. Strategy and Project Administration.	<ul style="list-style-type: none"> ▪ Organization & salary material collected. ▪ Confirmed or updated compensation philosophies and strategies. ▪ Identification of possible study barriers. ▪ Client communication process confirmed. ▪ Project timetable confirmed.
II. Compensation Analysis	<ul style="list-style-type: none"> ▪ Identification of labor market(s) for market analyses [accomplished during Phase I]. ▪ Conduct of data collection using the Joint Alaska survey and other available published source surveys relevant to compensation. ▪ Analysis of the competitive position regarding the City's compensation and benefits offerings to determine whether City jobs lead, lag or are consistent with the market. ▪ Development of total compensation recommendations for the City incorporating pay structure [including ranges based on internal equity, comparator medians and means] and benefits program with associated implementation costs.
III. Project Finalization	<ul style="list-style-type: none"> ▪ Ongoing conferencing with City staff regarding study results and recommendation development. ▪ Recommendations regarding employee communications. ▪ Development of draft report for review and approval. ▪ Final report.

Deliverables

Deliverables include:

- Recommend and confirm compensation philosophy and strategies.
- Confirmed market data collection specifications.
- Compensation analysis of applicable benchmark positions (approximately 50% of existing classifications against the public sector).
- Preparation of final report summarizing study findings and recommendations.

Quality Assurance

In conducting salary studies, we follow professionally accepted compensation principles and practices as outlined by *WorldatWork*, SHRM, the U.S. Department of Justice and the Federal Trade Commission. Some of these guidelines are listed on the following pages. We have also authored many articles on various aspects of

conducting salary studies; please refer to our website www.foxlawson.com for these specific articles.

- We follow guidelines for benchmark selection in terms of how many benchmarks should be selected; either at least 30% if utilizing a formal job evaluation methodology or at least 50% if using a pure market approach. We include representation of all job families and levels throughout the organization; highly populated jobs; jobs found in most comparator organizations; and jobs with recruitment or retention problems.
- We review job descriptions to ensure the duties and responsibilities are understood as well as to make sure we understand the level that the job is functioning at and that reporting relationships are understood so that participating organizations can match their classifications to the benchmark jobs. We will draw on our 20+ years of salary and benefits survey experience to determine if we believe a comparable job can be found in the labor market.
- We follow guidelines for job matching (match only those jobs that match at least 70% of the duties, responsibilities and functions as outlined in the benchmark job summary).
- We follow professionally accepted guidelines for defining labor markets and selecting organizations to survey. We factor in that different jobs will have different recruiting markets, by type of organization, size of organization, and geographic location.
- Any published sources utilized must meet the following criteria:
 - Conducted by a reputable salary survey firm.
 - Survey data is not self-reported.
 - Survey is conducted on a continual basis instead of a one-time event.
 - Survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data.
- For surveys, the questions in our data collection form have been field tested through over 30 years of salary and benefits experience to produce valid and accurate data. We pose questions in a fashion easy for participants to answer, as well as providing ease for quantification and analysis. Participants are given the option of completing the survey electronically or in hardcopy.
- We follow-up with participants to ensure data quality and validity of matches and data being reported. If there are questions, we seek job descriptions, organizational charts and other information and weekly status updates on the progress of the compensation study are provided.
- We perform several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data.

- We utilize trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or *WorldatWork* Surveys.
- We apply geographic differentials as appropriate and necessary to ensure that the data are reflective of your labor market and economic conditions. We use third party resources (Economic Research Institute) to identify the appropriate geographic differentials.
- We calculate various statistics for summarizing the data (means, medians, highs, lows, percentiles).
- We follow the U.S. Department of Justice and Federal Trade Commission guidelines that 5 matches should exist per job in order to draw reliable conclusions. Therefore we do not calculate statistics (means, medians, etc.) on jobs with fewer than 5 job matches.
- We submit our survey analysis and draft report internally through our firm's quality control process for review before it is submitted to our clients.
- We document and explain our methodology and processes in written reports and also provide electronic copies of the reports. All of the data and conclusions are transparent and auditable.

FLA has comprehensive quality and performance standards. Each deliverable is reviewed by two individuals in the firm for quality control. If clients have issues that need to be addressed, the first contact is the project manager who will attempt to resolve the issues with, as necessary, the assistance of one of the Managing Directors.

FLA RESUMES

Summary resumes follow for FLA's managing director as well as for the FLA consulting team working on the project.

BRUCE G. LAWSON, MPA, CCP, IPMA-CP

Mr. Lawson is a Managing Director of the firm. In this capacity, Mr. Lawson serves as project director and/or technical advisor, providing technical direction and quality assurance. He is responsible for all consulting activities in the areas of job evaluation and compensation, organization analysis, personnel systems and policy development. Mr. Lawson has been directing classification and compensation studies for more than 25 years. Prior to forming Fox Lawson, he spent 15 years with the firm of Ernst & Young LLP where he served as the national director of their public sector compensation consulting practice. He also served as City Manager in two California cities (Los Altos Hills and Belvedere), was the County Administrative Officer in Multnomah County (Portland) Oregon, Assistant City Manager/Personnel Director in Corvallis, Oregon, and Assistant to the City Administrator/Personnel Director in Placentia, CA. Mr. Lawson served on the City of Phoenix (AZ) Public Safety Employees Retirement Board for 12

years. Mr. Lawson has a Master's Degree in Public Administration from the California State University at Fullerton, is a.b.d. in Public Administration from Golden Gate University in San Francisco, and has earned his CCP certification from *WorldatWork*. He is also an active member of several professional associations including the College & University Professional Association for Human Resources, the International City & County Management Association, the International Public Management Association for Human Resources, the Society for Human Resources Management and *WorldatWork*. Mr. Lawson co-authors a monthly compensation article called the *CompDoctor™*.

LORI MESSER, MA, CCP

Ms. Messer is a Senior Consultant of the firm with over 20 years of experience performing classification and compensation studies in a variety of industries. She is responsible for conducting classification and compensation consulting projects. Ms. Messer has worked with and for a variety of public and private sector organizations, including states, cities, counties, school districts, colleges, universities, and special districts. Prior to joining the firm, Ms. Messer held positions with school districts and a variety of consultative human resources and compensation positions in high tech, distribution, healthcare and local government organizations. Ms. Messer has a Bachelor's Degree in Business Administration from Arizona State University and a Master's Degree in Education from the University of Phoenix. She is also a member of *WorldatWork* and has earned her CCP certification.

PROJECT FEES

We understand the importance of this analysis. Therefore, we have proposed a fee schedule that is sensible and that generates project results that will add value to the City.

PHASE	DESCRIPTION	FEES
I	Strategy Meetings	\$2,500
II	Compensation Study	\$10,000
III	Final Report	\$2,500
	TOTAL COST	\$15,000

*The above fees assume all work will be done via teleconference or webinar and are exclusive of any on-site visits. In the event on-site visits are requested, they will be billed at actual cost.

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of consultant charged with the work. Fox Lawson typically bills on a monthly basis up to the maximum of each deliverable. Any additional services provided will be billed at an hourly rate.

Our billing rates for 2014 are listed below:

LEVEL	RATE	LEVEL	RATE
Managing Director	\$375	Consultant	\$225
Senior Consultant	\$275	Consulting Associate	\$125

PROJECT SCHEDULE

PHASE	DESCRIPTION	MONTHS		
		1	2	3
I	Study Initiation, Strategy Confirmation & Administration			
II	Compensation Study			
III	Final Report			

I am authorized to commit the firm and negotiate the services provided to the City and Borough of Sitka. My contact information is as follows:

Company Name	Fox Lawson & Associates, A Division of Gallagher Benefit Services, Inc.
Contact Person	Bruce G. Lawson, MPA, CCP, IPMA-CP
Business Address	PO Box 32985 Phoenix, AZ 85064-2985
Telephone Number	602-840-1070
Fax Number	602-840-1071
Email Address	bruce_lawson@ajg.com ; www.foxlawson.com

Gallagher Benefit Services, Inc. is registered and licensed to conduct business in the State of Alaska. This study will be performed from our Phoenix, AZ office.

While we are flexible and open to modifications to the proposed work plan, our approach is tailored to your requirements and designed to achieve your objectives for this project. We appreciate having the opportunity to submit this proposal and look forward to assisting the City with their compensation needs. If you have any questions regarding any of the above information, please contact Lori Messer directly at 480-845-6204 or lori_messer@ajg.com. If you approve of the contents contained herein, please

provide an approved purchase order or sign and return a copy of this letter and we can begin to move forward.

We look forward to working with you on this project.

Sincerely,



Bruce G. Lawson, MPA, CCP, IPMA-CP
Managing Director

ACCEPTED BY:
The City and Borough of Sitka, AK

Authorized Signature

Title

Date

ATTACHMENTS

DESCRIPTION OF THE COMPANY

Arthur J. Gallagher & Co. was formed in 1927. Gallagher Benefit Services, Inc. is a wholly owned subsidiary of Arthur J. Gallagher. The corporation was established in Delaware and is publicly traded on the NYSE under the symbol AJG. Our firm (Fox Lawson & Associates) began in 1981 as the public sector compensation consulting practice at Arthur Young & Company. In 1989, Arthur Young merged with Ernst & Whinney to become Ernst & Young. In January 1995, Ernst & Young elected to sell its public sector compensation consulting practice and Fox Lawson became the successor firm to Ernst & Young LLP's public sector compensation and human resources consulting practice. On October 1, 2009, Fox Lawson was acquired by, and became a division of, Gallagher Benefit Services, Inc. Fox Lawson & Associates has 30 years of experience conducting compensation & benefits studies for cities, counties and other public sector organizations.

The FLA Division serves clients nationally from the following locations:

PHOENIX, AZ
Post Office Box 32985, Phoenix, AZ 85064-2985 (602) 840-1070; bruce_lawson@ajg.com Managing Director: Bruce Lawson, MPA, CCP, IPMA-CP
ST. PAUL, MN
1335 County Road D Circle East, St. Paul, MN 55109-5260 (651) 635-0976; jim_fox@ajg.com Managing Director: James Fox, Ph.D., IPMA-CP

We serve our clients on a variety of classification, compensation, and human resources issues, including

- Classification and Compensation Studies
- Organizational Change Management
- Performance Planning and Evaluation
- Human Resources Planning and Audits
- Executive Compensation Planning
- Human Resources Re-engineering
- Benefits and Retirement

Fox Lawson is part of the Human Resources Consulting Division of Gallagher Benefit Services, Inc. GBS been one of the leading human resources and compensation consulting firms for decades, and the firm continues to expand its scope of services. In addition to the job classification and compensation provided by Fox Lawson, client services include evaluation, design and implementation of all HR subject areas that cover the life cycle of employment.

Over the years, we have worked across all industries bringing a diverse scope of best practices and expertise. Our team specializes in:

- Human Resources Assessments
- Organizational Development and Design
- Payroll Assessments
- Process Flow and Technical Audits
- Compliance of the HR and Payroll Functions
- Workforce Planning, Analytics, and Strategic Staffing
- Policy Formulation

We have earned a reputation in the industry of having unquestionable integrity and an unmatched focus on customer service. We are highly recognized for the quality and depth of our analysis, for the ethical integrity of our practices, for our extensive capabilities and products in compensation and benefits surveys and analytics, and for the fair pricing of our services. This is validated by Arthur J. Gallagher receiving the Ethisphere award for Ethical Companies in 2012 and again in 2013.

While we have a broad understanding of human resource systems, our firm primarily specializes in classification and compensation studies. These studies typically include, developing new classification structures and job descriptions, evaluating jobs with a job evaluation methodology to determine the internal equity, conducting a custom-tailored salary survey, developing a competitive pay system, recommending strategies to implement the new compensation structure, and ensuring appropriate administrative and procedural guidelines are in place to maintain the system. We ensure that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

Gallagher Benefit Services, Inc. ranks among the top five benefits providers in the country with more than 2,000 employees nationwide.

REFERENCES & QUALIFICATIONS

Our firm has assisted several hundred public sector clients throughout the country with a variety of human resource issues. These projects have included from less than one hundred to more than 100,000 employees. Below is a sampling of city clients we have assisted with similar needs. Several of these projects are described in detail in the References section of this proposal. These projects are relevant in demonstrating our ability to meet the needs of the City and show considerable experience reviewing and developing functional classification and compensation systems. Our references will attest to the timeliness, quality and responsiveness of services we provide, as well as our knowledge of public sector organizations, the functions under study, and our skill and ability of dealing with organizations of your size and needs. We continue to provide ongoing services and complete additional projects for many of our clients. Our parent organization, GBS, serves approximately 1,300 public sector clients, including more than 420 cities, as well as a number of public sector organizations in Alaska.

ALASKA CLIENTS

PRINCE WILLIAM SOUND REGIONAL CITIZEN'S ADVISORY COUNCIL – ANCHORAGE, AK

In 2009, we were engaged by the RCAC to conduct a comprehensive compensation and HR review for all Council positions. We were then retained again in 2012 to provide an update to the original compensation study and to conduct a total compensation assessment for all RCAC positions. Gregory Dixon, Financial Manager, 907-273-6232, or dixon.gregory@pwsrccac.org.

CITY OF KODIAK – KODIAK, AK

In 2011, we were hired by the City to conduct a comprehensive classification and compensation study. The study included the development of a new job classification structure, determining appropriate internal equity using the Decision Band™ Method of job evaluation, conducting a market compensation study, developing a new compensation plan for the City, and providing appropriate policies and procedures to manage the new compensation program. Aimee Kniazowski, City Manager, (907) 486-8640, or akniazowski@city.kodiak.ak.us.

CITY OF UNALASKA – UNALASKA, AK

In 2012, we were hired by the City to conduct a comprehensive classification and compensation study. The study included the development of a new job classification structure, determining appropriate internal equity using the Decision Band™ Method of job evaluation, conducting a market compensation study, and developing a new compensation plan for the City. Chris Hladick, City Manager, (907) 581-1251, or chladick@ci.unalaska.ak.us.

KODIAK ISLAND BOROUGH – KODIAK, AK

In 2012, we were hired by the Borough to conduct a comprehensive classification and compensation study. The study included the development of a new job classification structure, determining appropriate internal equity using the Decision Band™ Method of job evaluation, conducting a market compensation study, and developing a new

compensation plan for the Borough. Karl Short, Director of Finance, (907) 486-9320, or kshort@kodiakak.us.

KENAI PENINSULA BOROUGH – KENAI, AK

In 2012, we were hired by the Borough to conduct a compensation study. The study included conducting a market compensation study and developing compensation recommendations for the Borough based on findings. Stormy Brown, Director of Human Resources, (907) 714-2131, or sbrown@borough.kenai.ak.us.

CITY OF SOLDOTNA – SOLDOTNA, AK

In 2012, we were hired by the City to conduct a compensation study. The study included conducting a market compensation study and developing compensation recommendations for the City based on findings. Mark Dixon, City Manager, (907) 714-2131, or mdixon@ci.soldotna.ak.us.

ALASKA INTERNATIONAL AIRPORT SYSTEM – ANCHORAGE, AK

In 2011, we were retained to assist the AIAS in assessing the job classification and compensation levels for positions at Anchorage and Fairbanks International Airport. We continue to provide support to the AIAS. Steven D. Hatter, PMP, CM, Deputy Commissioner – Alaska DOT&PF, (907) 269-0730 or steve.hatter@alaska.gov.

KENAITZE INDIAN TRIBE – KENAI, AK

In 2010, and again in 2013, we conducted a compensation study covering all tribal jobs and positions. The study included determining appropriate internal alignment of all job classifications using the Decision Band™ Method of job evaluation, conducting a market compensation study, developing a new compensation plan for the tribe, and providing appropriate policies and procedures to manage the new compensation program. Christina Hall, Director of Human Resources, (907) 335-7225 or chall@kenaitze.org.

STATE OF ALASKA – PERSONNEL AND LABOR RELATIONS DIVISION

In 2009, we conducted a statewide compensation survey covering 175 benchmark job classifications and more than 60 participants. This study included both a custom salary survey and market pricing to supplement the custom survey. Nicki Neal, Director, Division of Personnel and Labor Relations, (907) 465-4429 or nicki.neal@alaska.gov.

ALASKA PERMANENT FUND CORPORATION

In 1996/97, we were retained to develop a new compensation program for the APFC. The study involved development of a new classification and compensation philosophy, as well as development of new classification and compensation programs. The plans that were developed during the project have been implemented as recommended. We were subsequently retained to assist the APFC in updating the compensation plan including conducting market surveys for them in 1999, 2003 and 2005. In 2010, we conducted a review of the APFC compensation program. Joan Cahill, Administrative Officer, 907-465-2058 or jcahill@alaskapermfund.com.



MATANUSKA-SUSITNA (MAT-SU) BOROUGH SCHOOL DISTRICT – PALMER, AK

In 1985, we were retained to develop a new classification and compensation program for the District. In 1990, we were retained to assist the District in the update of the program. From 1991 to the present, we have continued to assist the District by reviewing jobs. In 2001, we provided refresher training in the use of the Decision Band Method of job evaluation. Katie Gardner, Personnel Supervisor, 907-761-4052 or katherine.gardner@matsuk12.us.

KENAI PENINSULA BOROUGH SCHOOL, AK

In 2009/2010, we are conducting an analysis of the Kenai Peninsula Borough School District's classification and compensation systems covering all of the District's classified positions. Tim Peterson, Director of Human Resources, 907-714-8888 or TPeterson@KPBSD.k12.ak.us.

OTHER PACIFIC NORTHWEST CLIENTS:

COWLITZ PUD, WA

In 2013, we have been retained to conduct a classification and compensation study covering all non-represented positions at the District. Lora Provolt, Human Resources Analyst at (360) 577-7582 or lprovolt@cowlitzpud.org.

BENTON COUNTY, OR

In 2010-11, we have been retained to conduct a classification and compensation study covering all management positions in the County. Connie Holmes, PHR, Human Resources Analyst at (541) 766-6802 or Connie.Holmes@co.benton.or.us.

OREGON UNIVERSITY SYSTEM

In 2012, we are developing a new classification and compensation philosophy and strategy covering all 4,400 classified positions within the OUS. This phase is the first step in developing a new classification and compensation program for classified employees at the seven universities within the OUS as a result of the legislature authorizing the OUS to establish its own job classification and compensation system separate from the State system. In 2006, 2008 and 2010, we conducted a compensation survey covering classified position within the system. Jay Kenton, Vice Chancellor for Administration, 541-737-3646 or Jay_Kenton@ous.edu.

LEWIS & CLARK COLLEGE, OR

We were retained in 2005 to assist the College in developing a new job classification and compensation program covering all non-represented and non-faculty positions. Carl Vance, VP of Finance and Administration, 503-768-7803.

LINFIELD COLLEGE, OR

In 2009/10, we were retained to assist the College in updating its job classification and compensation program. Linda Powell, Sr. Director of Human Resources, 503-883-2627.



CITY OF SPRINGFIELD, OR

In 2008, we were retained to conduct a classification and compensation study covering all positions in the City. Greta Utecht, Director of Human Resources, (541) 726-3787 or gutecht@ci.springfield.or.us.

JACKSON COUNTY, OR

In 2008, we were selected to conduct a classification and compensation study covering all exempt and SEIU represented positions in the County. Sasha Grafensrtein, Human Resources Analyst, (541) 774-66455 or GrafenSK@jacksoncounty.org.

LANE COUNTY, OR

In 2006, we conducted a classification and compensation study covering all management positions in the County. In 2010, we conducted a classification and compensation study of IT and Administrative/Professional jobs within the City. We are currently conducting a compensation study covering non-represented positions within the County. Cindy Tofflemoyer, Human Resources Manager, (541) 682-2689 or Madilyn Zike, Human Resources Director at Madilyn.Zike@co.lane.or.us.

MULTNOMAH COUNTY, OR

In 2008, we were selected to conduct a classification and compensation study covering all executive and management positions in the County. This is a multi-year project and the contract will run through 2013. Joi Doi, Compensation Manager, (503) 988-3241 or joi.doi@co.multnomah.or.us.

CITY OF EUGENE, OR

In 2007, we were retained to assist the City in addressing issues related to its compensation philosophy and strategy. We have also been retained to conduct classification reviews for selected positions within the City. Glenda Maxwell Surdam, SPHR, Compensation Manager, (541) 682-5792 or glenda.m.surdam@ci.eugene.or.us.

CITY OF ROSEBURG, OR

In 2001, we conducted a market compensation study for the City. In 2006, we were retained to conduct another compensation study for the City and to update their compensation plan. Barbara Gershon, Director of Human Resources, (541) 672-7701 or bgershon@cityofroseburg.org.

CITY OF GRANTS PASS, OR

In 2007, we conducted a classification and compensation study covering all positions within the City. Ms. Laurel Samson, Assistant City Manager at (541) 474-6360 or lsamson@grantspassoregon.gov.

PORT OF COOS BAY, OR

In 2005, we were retained to conduct a market compensation study covering all positions within the Port. We also developed a new salary schedule for the Port. Donna Nichols, Director of Finance and Administration, (541) 267-7678 or DNichols@PortofCoosBay.com.



CITY OF BEND, OR

In 2006/2007, we conducted a classification and compensation study covering all positions represented by the City of Bend Employees Association, as well as additional non-represented positions. Janice Grady, Human Resources Manager, (541) 388-5502.

METRO – PORTLAND, OR

In 2004, we were retained to assist Metro with development of a new performance management program. The project includes developing a revised pay program for non-represented employees that ties pay to performance. Ms. Ruth Scott, Human Resources Director at (503) 797-1572 (now retired).

City of Vancouver – Vancouver, WA

In 2007, we were retained to conduct a review of the City's compensation and classification systems, policies and procedures. In 2009, we conducted a classification study of Customer Service positions within the City. In 2012, we have been retained (under a five year contract) to provide classification and compensation consulting services to the City. Under this contract, we have completed a diagnostic review of the City's classification and compensation program and have conducted four occupational group classification studies. We also conducted a market compensation covering all city jobs. Dave Mercier, Deputy City Manager at Dave.Mercier@cityofvancouver.us.

PORT OF TACOMA – TACOMA, WA

In 2010, and again in 2013, we were retained to conduct an internal equity assessment of all jobs, to conduct a market compensation study, and to develop a new compensation program covering all jobs within the Port. Christina Roberts, Senior HR Analyst at (253) 592-6757 or croberts@portoftacoma.com.

CITY OF TACOMA – TACOMA, WA

In 2008, we were retained to assist the City in developing a new job classification structure covering all City positions, as well as to develop a new compensation program using data to be collected by another consulting firm. Joy St. Germaine, Human Resources Director at (253) 591-2060 or jstgermain@ci.tacoma.wa.us.

CITY OF FEDERAL WAY – FEDERAL WAY, WA

In 2008, we assisted the City in developing a new job classification structure covering all City positions, as well as to develop a new compensation program. Mary McDougal, former Human Resources Director at (253) 591-5576 or mmcdougal@cityoftacoma.org.

CITY OF LONGVIEW – LONGVIEW, WA

In 2008, we were retained to assist the City in developing a new job classification structure covering all City positions, as well as to develop a new compensation program. This study included both a custom salary survey and market pricing to supplement the custom survey. Robbie Berg, former Human Resources Director at (360) 430-1400 or rberg@cowlitzpud.org.

COMMUNITY TRANSIT - EVERETT, WA

In 1994, we conducted a classification, job evaluation and compensation study covering all non-bargaining unit positions within the Snohomish County Transportation Agency (Community Transit/CT). In 2000/2001, we assisted CT in updating and streamlining the classification system. In 2006, we conducted a comprehensive market compensation study. In 2007 we conducted an executive compensation study covering the CEO and other senior executive level positions for the Board of Directors. In 2009, we conducted a market compensation study and assisted in updating the District's compensation plan. These studies included both a custom salary survey and market pricing to supplement the custom surveys. We also provide, under a five-year agreement, as needed classification and compensation services. Lynn Starcher, Human Resources Manager, (425) 348-7116 or lynn.starcher@commtrans.org.

WESTERN WASHINGTON UNIVERSITY, WA

In 2005 and 2006, we were retained to assist the University in addressing internal equity issues and redesigning its compensation program. This project included market pricing of University jobs. Chyerl Wolfe-Lee, Director of Human Resources, 360 650-3630 or chyerl.wolfe-lee@wwu.edu.

CITY OF TUKWILA, WA

In 2000/2001, we assisted the City in developing a new classification and compensation program for represented positions. In 2002, we assisted in the development of a skill based pay program for represented employees. In 1997, we conducted a market compensation study and development of a new compensation program for all non-bargaining unit positions. Stephanie Brown, Human Resources Director at (206) 433-1831.

WASHINGTON CITIES INSURANCE AUTHORITY - RENTON, WA

In 1995, we developed a new classification and compensation program for the WCIA. In 1997, 2004, 2009 and 2013, we were again retained to update the system at the request of the Board of Directors. These studies included market pricing in addition to a custom salary survey. Jill Marcell, Deputy Executive Director, (206) 575-6046 or jillm@wciapool.org.

Following is a listing of additional FLA city clients:

FLA CITY CLIENTS	
Ann Arbor, MI, City of	Mandan, ND, City of
Arlington, MN, City of	Maplewood, MN, City of
Asheville, NC, City of	Mason City, IA, City of
Ashland, OR, City of	Medford, OR, City of
Atlanta Traffic Court, GA	Mercer Island, WA, City of
Baltimore, MD, City of	Mesa, AZ, City of

FLA CITY CLIENTS	
Barnesville, MN, City of	Mill Creek, WA, City of
Bellevue, WA, City of	Missoula, MT, City of
Bellingham, WA, City of	Montrose, CO, City of
Bend, OR, City of	Mount Pleasant, MI, City of
Beverly Hills, CA, City of	Mountain View, CA, City of
Billings, MT, City of	Murray City Corporation, UT
Bismarck, ND, City of	Newcastle, WA, City of
Burlington, IA, City of	North Branch, MN, City of
Butte-Silver Bow, MT, City & County of	North Lauderdale, FL, City of
Carlsbad, CA, City of	Northfield, MN, City of
Carson, CA, City of	Oceanside, CA, City of
Casper, WY, City of	Orinda, CA, City of
Cave Creek, AZ, Town of	Palo Alto, CA, City of
College Station, TX, City of	Paradise Valley, AZ, Town of
Colorado Springs Attorney's Office, CO	Pella, IA, City of
Colorado Springs, CO, City of	Peoria, AZ, City of
Concord, NC, City of	Phoenix, AZ, City of
Cumberland, MD, City of	Plymouth, MN, City of
Dallas, TX, City of	Prescott, AZ, City of
Danville, VA, City of	Pulaski, VA, Town of
Davis, CA, City of	Queen Creek, AZ, Town of
Desert Hot Springs, CA, City of	Rancho Cucamonga, CA, City of
Des Plaines, IL, City of	Redmond, WA, City of
Dickinson, ND, City of	Richland, WA, City of
District of Columbia Government	Rifle, CO, City of
Durham, NC, City of	Riverside, CA, City of
Eden Prairie, MN, City of	Roanoke, VA, City of
Edmond, OK, City of	Rochester, MN, City of
Encinitas, CA, City of	Roseburg, OR, City of
Eugene, OR, City of	Sacramento, CA, City of
Fargo, ND, City of	San Clemente, CA, City of
Farmington, MN, City of	San Francisco, CA, City of
Fayetteville, NC, City of	San Jose, CA, City of
Federal Way, WA, City of	San Ramon, CA, City of
Fergus Falls, MN, City of	Santa Ana, CA, City of
Flagstaff, AZ, City of	Santa Cruz, CA, City of

FLA CITY CLIENTS	
Fremont, CA, City of	Schaumburg, IL, Village of
Fresno, CA, City of	Scottsdale, AZ, City of
Ft. Lauderdale, FL, City of	Seattle, WA, City of
Glen Ellyn, IL, Village of	Shakopee, MN, City of
Goodyear, AZ, City of	Sheboygan Falls, WI, City of
Grand Forks, ND, City of	Sioux City, IA, City of
Grand Junction, CO, City of	Sioux Falls, SD, City of
Grants Pass, OR, City of	Solano Beach, CA, City of
Greensboro, NC, City of	Springfield, OR, City of
Hamilton, OH, City of	Surprise, AZ, City of
Hanford, CA, City of	Tacoma, WA, City of
Hartford, CT, City of	Telluride, CO, Town of
Healdsburg, CA, City of	Thief River Falls, MN, City of
Hercules, CA, City of	Tucson, AZ, City of
Hilton Head, SC, Town of	Tukwila, WA, City of
Huber Heights, OH, City of	Walnut Creek, CA, City of
Huron, SD, City of	Washington DC, City of
Issaquah, WA, City of	Upper Arlington, OH, City of
Jackson, MN, City of	Valley City, ND, City of
Kalamazoo, MI, City of	Vancouver, WA, City of
Kalispell, MT, City of	Walnut Creek, CA, City of
Kansas City, MO, City of	Washington DC, City of
Kennewick, WA, City of	Watertown, NY, City of
Kingman, AZ, City of	West Fargo, ND, City of
Kirkland, WA, City of	West Hollywood, CA, City of
Lake Havasu City, AZ, City of	West Jordan, UT, City of
Lake Oswego, OR, City of	Wichita, KS, City of
Lakewood, CO, City of	Wilmington, NC, City of
Larkspur, CA, City of	Windom, MN, City of
Liberty, MO, City of	Windsor, CA, Town of
Litchfield Park, AZ, City of	Woodland Park, CO, City of
Longview, WA, City of	Yuma, AZ, City of
Los Angeles, CA, City of	