



MEETING OF THE CITY COUNCIL
CITY HALL, Fifth Floor
6801 Delmar Blvd.
University City, Missouri 63130
Tuesday, May 29, 2018
6:30 p.m.

- A. MEETING CALLED TO ORDER**
- B. ROLL CALL**
- C. APPROVAL OF AGENDA**
- D. PROCLAMATIONS**
- E. APPROVAL OF MINUTES**
 - 1. April 26, Special meeting minutes
 - 2. April 30, Joint Study (Council and School Board) session minutes
 - 3. May 14, Regular meeting minutes
 - 4. May 16, Special meeting minutes
- F. APPOINTMENTS to BOARDS & COMMISSIONS**
 - 1. Jerrold Lander is nominated to the Library Board replacing Luise Hoffman's expired seat (6/30/18) by Councilmember Steve McMahon
 - 2. Dennis Fuller is nominated to the Traffic Commission as a fill in replacing Derek Heideman by Councilmember Cusick
 - 3. Richard Ruderer is nominated to the CALOP Commission as fill in replacing Christopher Arps by Councilmember Jeff Hales
 - 4. Jane Schaefer is nominated to the Traffic Commission as a fill in replacing Jeff Hales by Councilmember Jeff Hales
 - 5. Kathleen Sorkin is nominated to the Economic Development Retail Sales Tax Commission as a fill in replacing Mark Winer by Mayor Crow
- G. SWEARING IN to BOARDS & COMMISSIONS**
- H. CITIZEN PARTICIPATION (Total of 15 minutes allowed)**
- I. PUBLIC HEARINGS**
- J. CONSENT AGENDA – One Vote Required**
 - 1. Asphalt Rejuvenation Project
 - 2. Window Repair – Fire House #2
 - 3. Class and Compensation Study – Firm Selection
 - 4. Maintenance Agreement Great Rivers Greenway
- K. CITY MANAGER'S REPORT**
 - 1. Staffing Organizational Structure Approval
(VOTE REQUIRED)
- L. UNFINISHED BUSINESS**
BILLS
- M. NEW BUSINESS**

RESOLUTIONS

BILLS

N. COUNCIL REPORTS/BUSINESS

1. Boards and Commission appointments needed
2. Council liaison reports on Boards and Commissions
3. Boards, Commissions and Task Force minutes
4. Other Discussions/Business

O. CITIZEN PARTICIPATION (continued if needed)

P. COUNCIL COMMENTS

Q. Roll-Call vote to go into a Closed Council Session according to RSMo 610.021 (1) Legal actions, causes of action or litigation involving a public governmental body and any confidential or privileged communications between a public governmental body or its representatives and its attorneys.

R. ADJOURNMENT

SPECIAL MEETING OF THE CITY COUNCIL
CITY HALL, Fifth Floor
6801 Delmar Blvd.
University City, Missouri 63130
April 26, 2018
5:30 p.m.

A. MEETING CALLED TO ORDER

At the Special Session of the City Council of University City held on the fifth floor of City Hall, on Thursday, April 26, 2018, Mayor Terry Crow called the meeting to order at 5:33 p.m.

B. ROLL CALL

In addition to the Mayor, the following members of Council were present:

Councilmember Stacy Clay (Excused)
Councilmember Paulette Carr
Councilmember Steve McMahon (Arrived at 5:40p.m.)
Councilmember Tim Cusick
Councilmember Bwayne Smotherson

Also in attendance were City Manager, Gregory Rose and City Attorney, John F. Mulligan, Jr.

C. APPROVAL OF AGENDA

Hearing no amendments, Councilmember Smotherson moved to approve the agenda as presented. It was seconded by Councilmember Carr and the motion carried unanimously.

D. PROCLAMATIONS

E. APPROVAL OF MINUTES

F. APPOINTMENTS TO BOARDS & COMMISSIONS

G. SWEARING IN TO BOARDS & COMMISSIONS

H. CITIZEN PARTICIPATION (Total of 15 minutes allowed)

I. PUBLIC HEARINGS

J. CONSENT AGENDA – Vote Required

1. Transfer Station Scale Replacement Contract Award

City Manager Rose stated this Consent Agenda contains items that are considered routine in nature and can be approved or denied by on action of the Council.

Councilmember Carr moved to approve, it was seconded by Councilmember Smotherson.

Councilmember Cusick asked the City Manager if most of the work would be done in house? He stated the original bid was for \$199,000; was it resubmitted to get a different bid?

Mr. Alpaslan, Director of Public Works and Parks, stated that some items are being done in house and some are begin deferred for consideration in the future; such as the communications connections from the scale into the office to collect information in an automated matter. Some things will be done manual in the beginning, once budget is available we will consider integrating additional functions into the system.

Councilmember Cusick stated the he recognizes that there is limited staff hours each week; and asked if other departments be utilized do what we can in house before we bid the task out?

Mr. Rose stated that the intention is to look internally before bidding work out; but we must balance the work load of a very light staff with the needs of the community and of the organization. We will look at every opportunity to see if we have the capacity and the funding to process internally.

Councilmember Carr's motion carried unanimously.

K. CITY MANAGER'S REPORT

1. Conditional Use Permit – BP Expansion

Mr. Rose stated that item K1 is asking for consideration of a condition use permit for an amendment of an existing permit for the expansion of the existing BP gas station at 6700 Olive Blvd. The applicant is Southside Property LLC. The C.U.P. was considered and approved by the Planning Commission with conditions; Mr. Rose recommended Council's approval with the conditions of the Plan Commission.

Councilmember Smotherson moved to approve, it was seconded by Councilmember Carr.

Councilmember Cusick asked if the under the underground tanks were going to be replaced? Mr. Rose stated that was correct. Councilmember Cusick asked if there safeguards in place given the materials being moved flammable and potentially damagers?

Mr. Rose asked if the applicant or someone was present to address Councilmember Cusick's concerns?

Mr. Andrew Stanislav, Community Development Planner, stated that the safety concern will be address through the building permit process.

Councilmember Carr asked if the suggestion was to place bike racks into the gas station as a substitute for parking spacing; although there's a shortage of physical space this seems odd?

Mr. Rose stated that this is consistent with the codes that we currently require. We may want to look at making changes at some point. We also required that they space in preamble pavers so there are some additional requirements that would not ordinarily be required.

Mr. Stanislav stated that fourteen percent of the property will be permeable pavers; which we requested and it's above and beyond what is required. They are able to reduce the number of parking by three spaces with the addition of fifteen bike spaces per the zoning code. We considered the bike spaces to be users of the enlarged convenience store and the greater amenities served.

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Councilmember Carr stated that the owner is anticipating fifteen bikers to heir store; usually a gas station accommodates cars. This seems like an odd substitution; she stated she would not want to ride her bicycle in there, unless the bikers want to get air in their tires.

Mr. Rose stated that he would be happy to the take the information back to the Plan Commission to consider what would be a reasonable change to the code; that could then be recommended to Council.

Citizen's Comments

Yvette Liebesman, 7570 Cornell Ave., University City, MO

Ms. Liebesman stated that she is cyclist and that she believes there is good reason to have bike racks for multiple bikes. People will go into the BP store to buy water and food and stopping to rest. Having multiple bike racks is necessary when you have a group ride and it's not just putting air in the tires. There are a lot of cyclists that ride through U City so multiple racks are needed otherwise bikes are all over the place and it's very disorganized. Now that the cyclists are not going on Delmar to avoid the trolley tracks, they will be on Olive. Having a place to use a rest stop with a place to park their bikes is valid reason to have multiple bike racks. Mr. Liebesman, stated that it's very nice to be able to lock your bike up and go in the store, buy your food and take a break. She believes it will help to bring more business to the City.

Councilmember Smother's motion carried unanimously.

2. Street Division Composition Revision

Mr. Rose stated this item is asking Council to approve the downgrading of a position.

Mr. Alpaslan, Director of Public Works and Parks, stated that the Street division consist of eleven full-time employees including one superintendent, two crew leaders and three heavy equipment operators. The heavy equipment operators are sometimes used to guide and run the crews in the field. Because of the many different core functions and the dividing of staff during a single day; it is preferred to have at least one heavy equipment operator with each crew. The crew members are skilled in operating the heavy equipment but for public safety it is preferred to have the guidance of a heavy equipment operator assigned to the each crew. The duties of a crew leader and that of a heaving equipment operator are somewhat different. The crew leader is responsible for the inspections of work, work quality results and supervision of more than one crew on a given work day. To hire another crew leader for the open crew lead position would create an imbalance with the person already doing the crew leader work; the population is not that large, it's only eleven personnel. In the past this division commanded up to eighteen; today it is smaller. This request is based on balancing the duties of composition within our budget of having two crew leaders and incorporating better safety into our operations. We are safe today but we can be safer and guided to better to operate the equipment and learn from the leader.

Mr. Rose recommended the downgrading of the position with would allow for the alignment the operations and for great effectiveness.

Councilmember Carr moved to approve, it was seconded by Councilmember Smotherson and the motion carried unanimously. E-1-3

L. UNFINISHED BUSINESS
BILLS

M. NEW BUSINESS

RESOLUTIONS

Introduced by Councilmember Carr

1. Resolution 2018-7 – Novus Companies

A Resolution selecting U. City, L.L.C. as the preferred developer for redevelopment Project Area 1 of the Olive boulevard commercial corridor and residential conservation redevelopment area, subject to certain requirements, and authorizing the City Manager to negotiate a redevelopment agreement for consideration by the City Council. It was seconded by Councilmember Smotherson.

Mayor Crow read the Resolution in its entirety.

Roll Call Vote Was:

Ayes: Councilmember McMahon, Councilmember Cusick, Councilmember Smotherson, Councilmember Carr, and Mayor Crow

Nays: none

Councilmember Clay was not present

Introduced by Councilmember Carr

2. Resolution 2018-8 – Budget Amendment #4 – FY18

A Resolution Amending The Fiscal Year 2017-2018 (FY18) Budget – Amendment # 4 And Appropriating Said Amounts. It was seconded by Councilmember Smotherson.

Mr. Rose stated the Resolution would allow the budget to reflect the actual operations. It has a series of areas where additional funds are being requested and subsequently reducing some accounts.

Councilmember Carr asked for clarification on page M-2-4 regarding the increase in Office Equipment Maintenance. On page M-2-1 it states that at the end of the third quarter legal services were 117% of the budget. The monthly average is approximately \$35,000. A transfer of \$120,000 needs to be made from the General Fund reserve. But this says office equipment maintenance?

Mr. Rose stated he believe this is the cover the legal, the payment is out of this line item.

Tina Charumilind, Director of Finance, stated that Councilmember Carr is correct; it should be Legal Services. Account number 6020 should be Legal Services. The estimated cost per month was \$35,000; it will be taken out of Fund Reserve.

Mr. Rose stated that the way he uses legal services is very different than his predecessor. He wants to make sure that contracts that are submitted for his signature, because he obligates the City, are reviewed. He believes John (City Attorney) has a wealth of institutional knowledge that he values so he invited him to attend many of the staff meetings; which he has graciously agreed to. This line item for the next couple of years, at least until we have a more stable operation, will be higher than in the past.

Councilmember Carr stated that she had no problem with item but wanted to clarify the nomenclature.

Her second question is related to Fleet Maintenance. Under the total reduction fund balance; there is no number, she assumes that would be zero?

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Ms. Charumilind stated for the Fleet Maintenance Fund the transfer was from one line item to another. The numbers are based on previous year; sometimes it a little higher or lower than the past. The monies are moved for example from vehicle parts to vehicle maintenance; there will no impact to the Fund Reserve. There should be a zero there.

Mayor Crow pointed out that there are two scrivener errors in the amendments. No amendment is needed just a notation of the typographical errors in the Resolution.

Roll Call Vote Was:

Ayes: Councilmember Smotherson, Councilmember Carr, Councilmember McMahon, Councilmember Cusick, and Mayor Crow

Nays: none

Councilmember Clay was not present.

BILLS

N. COUNCIL REPORTS/BUSINESS

1. Boards and Commission appointments needed
2. Council liaison reports on Boards and Commissions
3. Boards, Commissions, and Task Force minutes
4. Other Discussions/Business
 - a) **Ward One Council Vacancy – Process to Fill Council Vacancy**
Requested by Councilmembers Carr and McMahon

DISCUSSION AND VOTE

Councilmember McMahon stated that as of April 23rd there is a vacancy in Ward One. He stated that Council needed to get moving on the process of getting the vacancy filled. By the Charter, Council has sixty days, which would end on Friday, June 22nd. Council has before has been presented with paperwork that outlines how me might progress through the process. It includes the City Charter, Ordinance and he election procedures.

He proposed using the application; which is pretty much the same one used the last time there was a vacancy; it is included in the packet to Council. The application would make available in the City Clerk's office and on the website by Friday. The applications would be due back by May 11th, the next City Council meeting is May14th; discussion could be held at that meeting, if needed.

Councilmember McMahon made a motion to put the application on the website and to make it available in the City Clerk's office; with the due date of May 11, 2018 and to then proceed with discussion and votes in subsequent Council meetings. The motion was seconded by Councilmember Carr.

Mayor Crow stated that this is pretty much the same way it was done the last time around.

Councilmember Cusick stated if no appointment is made within sixty days a special election would be required and the election would be held on November 6, 2018. He asked if the opposite of that is true ad Council can agree on a candidate for the seat and no elections is needed in November; would the person hold the seat until the term runs out or would it be until the next Municipal election?

City Attorney, John F. Mulligan Jr. stated if Council makes an appointment, it will run E - 1 - 5

through April of 2019 at which time there would be an election for the remainder of the term which would be one more year, April 2010. At that point there would be an election for a four year term.

Councilmember McMahon's motion carried unanimously.

O. CITIZEN COMMENTS

P. COUNCIL COMMENTS

Councilmember Smotherson stated that he wanted to address an agenda item from the April 9th meeting regarding the Bloomberg Philanthropic Public Art Challenge. Under the City Manager's report, on the item agenda cover page; a section that would not be read into the minutes, a correction is needed. The cover page contained the following statement: *"This project has been presented to the Arts and Letters Commission with full support and is being developed by Public Works and Community Development coordination"*. As the Arts and Letters Council liaison, Councilmember Smotherson stated the minutes from Arts and Letters state that Jenny Wendt presented the idea of the Art Challenge and grant program but there was no approval given. If this project progresses it should go back to the Arts and Letter commission for approval as there was no vote taken; only a presentation was given.

Mr. Mulligan asked Councilmember Smotherson if he wanted to revisit the approval of the grant application or did he just want to correct the record? Councilmember Smotherson stated that he simply wanted to correct the record. He absolutely wants to go forward with the grant application.

Mr. Mulligan stated that having read the correction into the record appears to have accomplished the objective of Councilmember Smotherson. A submittal report could also be submitted if Councilmember Smotherson wanted to do so.

Mr. Rose stated the item could be sent back to Arts and Letters if requested. As he understands it, the proposal was considered by Arts Letters but they did not take any action on it.

Councilmember Smotherson stated that is was just presented and no vote was ever taken.

Mayor Crow stated that issue can be addressed by sending it back to Arts and Letters for a vote.

Councilmember Cusick reminded everyone that annual U City in Bloom plant sale starts tomorrow at Heman Park from 5-7 p.m. and also on Saturday and Sunday from 9-1 p.m.; everyone is invited to come out and support.

Mayor Crow asked Council to review the documentation regarding Council liaison assignments and to review the information in the near term.

Q. ADJOURNMENT

Councilmember Carr moved to adjournment the meeting to go into a study session; the motion was seconded by Councilmember McMahon.
Mayor Crow adjourned the meeting at 6:06 p.m.

**UNIVERSITY CITY COUNCIL
JOINT COUNCIL & SCHOOL BOARD
STUDY SESSION
5th Floor of City Hall
6801 Delmar
April 30, 2018**

MEETING CALLED TO ORDER

The Joint Study Session was held at the Heman Park Community Center located at 975 Pennsylvania, University City, MO, on Monday, April 30, 2018. Mayor Terry Crow called the Joint Study Session to order at 6:30 p.m. In addition to the Mayor, the following members of Council and the Board were present:

City Council

Councilmember Paulette Carr
Councilmember Steven McMahon
Councilmember Tim Cusick
Councilmember Stacy Clay
Councilmember Bwayne Smotherson

School Board

Superintendent Dr. Sharonica Hardin Bartley
Director Lisa Benner
Director George Lenard
Vice President Kristine Hendrix
Director LaVerne Ford-Williams
Director Tracy Gritsenko
Secretary Chelsa Addison
President JoAnna Soudah; (*Excused*)

Also in attendance was City Manager, Gregory Rose; City Attorney, John F. Mulligan Jr.; Director of Community Development, Rosalind Williams; Mark Grimm of Gilmore & Bell; Andy Struckhoff of PGAV Planners, and Michael Koch, Diana Schaefer, Jonathan Browne (*via conference call*), of NOVUS Development Company.

Mayor Crow stated this is the first time he can remember that City Council and the School Board have held a Joint Study Session, and he is very pleased to see all of the City's elected officials working together on one accord for the benefit of this community.

Mayor Crow offered his sympathy to JoAnna Soudah; President of the School Board, who was unable to be in attendance due to the death of her mother-in-law.

He stated the first phase of this session will involve Council and the Board listening, learning, and asking questions of the City Manager, developer, and consultants. The second phase will involve public comments. Anyone interested in addressing this body should fill out a Speaker Form and provide it to the City Clerk. Comments are limited to 5 minutes.

Mayor Crow stated a few weeks ago, he had a conversation with Joy Lieberman; a long-serving School Board Member for this District, whose comments really set the stage for tonight's session. Ms. Lieberman stated in 1962 when her husband first ran for City Council a primary element of his platform was the need to develop the western entrance to U City.

So this intersection has been a topic of conversation for almost sixty years. The City was presented with a development opportunity in 2007, which stalled due to the recession. When Joe Adams was Mayor of U City, he and Byron Price, along with Olivette's City Council, attempted a Joint U-City/Olivette Corridor Expansion, which never came to fruition. Council was approached with this current proposal in February 2017. And a special thanks, goes out to Councilmembers Smotherson and Carr for bringing this opportunity to Council's attention and their diligence in moving it forward.

None of this land is owned by the City, which means that the developer will have to assemble enough parcels to make this project feasible. However, at no point in time, has City Council authorized the use of eminent domain to obtain any of the parcels that may be necessary to accomplish the developer's task. Mayor Crow stated during the developer's initial presentation Councilmembers from the 3rd Ward expressed a desire to utilize this opportunity to design a project that would stabilize and enhance all of the City's neighborhoods, specifically with respect to the 3rd Ward. So, his hope is that tonight's session will prompt an exchange of ideas and discussions that incorporates the vision of those Councilmembers and leads to the realization of this redevelopment project.

Vice President Hendrix extended condolences to Board President Joanne Soudah and thanked City Council for their willingness to partner with the Board during this fact-finding session. As the Mayor stated, the purpose of this meeting is to gain a better understanding of the impact this proposed development might have on the City, as well as the School District. Therefore, the Board of Education would like everyone to know that although the District has been approached by a party interested in purchasing the McNair Administration Building, it is not currently for sale, nor is it under contract to be sold. Should the Board decide that it is in the best interest of the District to pursue the sale of McNair, they will follow District policy and State law regarding the sale of real estate. Vice President Hendrix thanked everyone for coming and asked them to keep in mind that the Board's only goal is to make the best decisions for the present and future of their students.

Hearing no requests to amend the agenda, the Mayor proceeded as follows:

AGENDA

Requested by the City Manager

City Manager, Gregory Rose stated it is certainly a pleasure and honor to be here with everyone tonight. So to start off, he would like to briefly touch on four issues.

1. Olive Boulevard Commercial Corridor & Residential Conservation Redevelopment

Area Project.

- **OLIVE/I-170 COMMERCIAL DEVELOPMENT**

Eminent Domain

Mr. Rose read the following document; found on the City's website, into the record:
"The City will not use eminent domain under the TIF Law to condemn owner/occupied residential property. The City may use eminent domain for other properties; commercial, but only when necessary after significant efforts to acquire the property through negotiations have failed."

The majority of commercial and RPA-1 properties are already under contract, as is residential. Nevertheless, the developer has acknowledged the need, as well as his intent, to be sensitive to property owners. This statement also represents the consensus conveyed by the Mayor and Council.

- **THIRD WARD RESIDENTIAL NEIGHBORHOODS**

- **Relocation Assistance**

- In the area of residential housing, the City will be looking to create programs such as low-interest loans or forgivable loans, wherever appropriate. TIF funds will also be used to improve streets and lighting conditions. While these are the three areas currently under consideration, there may be a potential for more in the future. The overwhelming goal is to improve the quality of life for residents in the 3rd Ward. And by doing so, improve the quality of life for everyone in U City.

- **PROPERTY ACQUISITION/NEGOTIATIONS**

- **Owner-Occupied Housing**

- The City has not, and will not be involved in the acquisitions or negotiations of owner-occupied housing; a willing seller and buyer. And as previously mentioned, the Mayor and Council have indicated their unwillingness to utilize eminent domain.

- **Commercial Property**

- The City has not been involved in the negotiations of any commercial acquisitions. If and when a question arises about whether eminent domain should be used to acquire a piece of commercial property the Mayor and Council must be convinced that negotiations have failed and that their approval constitutes a responsible use of eminent domain.

- In situations where a property owner's decision to sell impacts an existing business, the Mayor and Council has directed the City Manager to begin looking at ways to provide assistance for any displaced business owners with a desire to remain in U City.

- The City's ultimate goal is to either provide direct assistance or process a Notice of Requirement to ensure that any resident or business owner who makes a request to remain in U City will be able to do so.

- **OLIVE COMMERCIAL CORRIDOR**

- **Improvements**

- All of the following improvements are being made with the goal of attracting more businesses and job opportunities along the Olive Commercial Corridor; to make the area aesthetically pleasing; improve the flow of traffic, and improve lighting conditions.

- **TAX INCREMENT FINANCING**

- **Benefits of the TIF**

- Why does the City have an interest in this project? The initial rationale behind this project was to benefit the housing stock located in the 3rd Ward. The project was later expanded in an attempt to improve economic development along the commercial corridor of Olive Blvd.

Mr. Rose invited Michal Koch to the podium to provide a broad overview of the project being proposed.

Mr. Koch stated that Jonathan Browne, President of NOVUS Development would start this presentation with his opening comments.

Mr. Brown, President of NOVUS Development, stated regrettably he is out of town but appreciates the opportunity to join this important meeting via conference call. This project which began as an accommodation for a premier retail anchor has now become so much more. Through close work with City officials, the School District, and property owners, NOVUS has developed a plan that not only services the customers at this development but will directly fund programs to improve the entire 3rd Ward. He stated he is excited about this project that will aesthetically and economically improve this area and would like to thank so many of the property owners who have been so enjoyable to work with. Mr. Brown stated he recognizes that the sale of a resident's property represents a change, therefore, he is personally grateful that so many have embraced the opportunity to share in the profit of this project and enable the transformative and positive impact on your community to happen. If the TIF Commission and City Council approve this project NOVUS stands ready to make it a reality. Thank you again, for the opportunity and please enjoy the meeting.

Mr. Koch, the Director of Leasing at NOVUS Development, and U City resident since 2012 stated that he and his family have really grown to love this community. Also here tonight is the company's CFO, Nancy Hoeing; a U City High graduate, and their true Development Associate, Diana Schaefer.

Overview of NOVUS Development

NOVUS has been interested in doing business in U City for a long time and was really excited when the City issued RFP(s) to redevelop this intersection. Rosalind Williams, along with Councilmembers Carr and Smotherson, approached Mr. Browne about some of the residential housing needs in the 3rd Ward, and by putting their heads together figured out that these needs could be accomplished by using a larger commercial redevelopment as a catalyst to fund a type of residential program that would meet those needs.

NOVUS has been in the St. Louis area for over thirty years and has completed several projects with similar components; great semi-urban locations that over time, were not being utilized at their highest and best use.

- Big-Bend Crossing - Sam's Club with additional retail located at I-44 and Big Bend in Crestwood, developed in early 2000(s).
- The Market at McKnight - A 135,000 square foot neighborhood retail center anchored by Lucky's Market and SteinMart, developed in 2008. This was a public/private partnership in which tax increment financing was used. It is now 100 percent leased and provides substantial sales tax revenue to the City of Rock Hill.
- Shoppes at Old Webster - A 70,000 square foot mixed-use commercial office and retail development, developed in 2001. This was a public/private partnership in which tax increment financing was used, and they have just been notified last month that this TIF was paid off five years ahead of schedule.
- The Terraces of Kirkwood - An award-winning multi-family residential development located in downtown Kirkwood. It continues to remain 100 percent occupied.

- The Fountain's Senior Living - Located in Ellisville, the Fountain's is a 160 unit luxury senior living facility which has also achieved full occupancy levels.

Overview of Olive/I-170 Commercial Development

NOVUS received notification last week that the proposed name for this development; "University Place," has already been utilized, so they are open to new suggestions. Other suggestions were, "The Place at University City" and "U City Place".

Area 1 - Commercial

- Located to the north of 1-70.
- Comprised of 50 acres; 16 acres on the south side of Olive and 34 acres on the north side. (Given that real estate is a fluid industry that is always changing, there may be some changes to the Site Plans.)
- Anchor tenant's parcel consists of 158,000 square feet on approximately 15 acres.
- Estimated start of construction 2019.

Area 1(b)

- Located to the east of 1-70.
- Comprised of 96,000 square feet for a junior anchor retail space.
- (3) retail/restaurant out-parcels, approximately 5500 square feet each.
- 10 to 12,000 square foot building; possible relocation option for Bob's Seafood or another user.

Area 2(a) - Ward 3

- Located to the south of 1-70.
- Boutique/village style concept of shops, restaurants, and offices
- Fitness center
- 30,000 square foot office building; 10,000 square feet of that building will serve as the U City School District's Headquarters.
- Estimated start of construction 2020 or 2021.

Area 2(b)

- Embraces 1-170.
- 98 room hotel.
- 90 unit luxury senior living facility.

Area 3 - Olive Boulevard Corridor

- 176 unit luxury multi-family apartment building
- Estimated start of construction between 2020 and 2022.

Project Updates

- 19 properties placed under contract within the past month.
- 65 of the 99 commercial parcels within RPA-1 are either under contract or have already been purchased.
- 58 of the 72 residential parcels within RPA-1 are under contract.
- Negotiations are currently in progress for all un-purchased properties.

Mr. Rose stated the main purpose of this meeting is to share publically the impact this TIF will have on the school district. That information will be presented by Andy Struckhoff of PGAV Planners.

Mr. Struckhoff stated as previously outlined, the TIF area will be separated by three distinct redevelopment projects. And over the past few days he has exchanged emails with Dr. Hardin Bartley about the fiscal impacts that a TIF would have on the School District; specifically with respect to Project Area 1.

- Property taxes would be captured by the TIF and economic activity or sales taxes.
- The predominant issue associated with the School District is property tax revenues; their primary source of funding.
- The School District also receives a commercial surcharge and personal property tax revenues which are not subject to capture by the TIF.
- It is estimated that there will be additional revenues for both of those categories.

Mr. Struckhoff stated he had emailed a copy of the Cost-Benefit Analysis to the District's CFO, Scott Hafertepe, which he understands has been provided to members of the Board. The Cost-Benefit Analysis is a document required by statute to show the fiscal impact to every taxing jurisdiction if the project is either built or not built. Based on the assumption that without the TIF this project will not be built, the no-build scenario reflects existing conditions.

The Build Scenario

- Reflects economic reforms as described by the developer.
- Revenues to the School District for the statutory life of the TIF; 23-years.
- Reflects property tax revenues from the base assessed value in RPA-1, which remain flat.
- Commercial surcharge revenues increase from \$700.00 a year to roughly \$2,400 a year.
- Personal property taxes for the School District are estimated on an annual basis at roughly \$139,000.
- Personal property taxes paid on commercial equipment will increase.

The No-build Scenario

- Reflects growth in property tax revenues from the base assessed value in RPA-1.
- Personal property taxes for the School District are estimated on an annual basis to remain flat at roughly \$131,000.

Page 2 of the analysis reflects real property tax revenues, commercial surcharge revenues, and personal property tax revenues for the School District under the build/no-build scenarios.

- The net benefit to the School District starts at \$100,000 in the first few years and declines over time, which is a function of the assumed growth and property taxes.

Mr. Struckhoff advised everyone that copies of this analysis could be made available at tonight's meeting and everyone requested a copy.

Mayor Crow informed everyone that the Cost-Benefit Analysis would be made available on the City's website by tomorrow.

Mr. Rose stated Mark Grimm, of Gilmore & Bell; consulting attorneys for this project has been asked to provide a brief explanation of what a TIF is and an overview of the next steps in this process.

Mr. Grimm stated his firm represents cities, counties, and school districts on bond issues and economic development matters.

Tax Increment Financing

- TIF(s) are designed to encourage redevelopment.
- TIF(s) capture a portion of new tax revenues generated as a result of the development.
- TIF(s) do not affect any tax revenues currently being received by a taxing district.
- This TIF will capture 100 percent of the incremental real property tax revenues; referred to as payments in lieu of taxes for RPA-1. As redevelopment occurs the value of the property increases; that increase in the assessed valuation creates an increase in property tax revenues.
- This TIF will capture 50 percent of new sales and utility tax revenues; referred to as economic activity taxes for RPA-1.
- Incremental tax revenues can be used to reimburse a developer for a portion of his project costs and to pay for neighborhood improvements projects.
- A fund consisting of approximately 10 million dollars will be created for Project Area 2, to pay for improvements in Ward 3.
- 5 million dollars will be set aside for improvements in RPA-3.
- This TIF will not capture any real property tax revenues in RPA-2. To the extent that a property owner makes improvements and the assessed value is increased, all of the incremental tax revenue flows through to benefit the School and other taxing Districts.
- This TIF will capture 50 percent of the incremental real property taxes in RPA-3.
- TIF(s) do not capture the commercial surcharge.

The TIF Process

- To date, the TIF Commission has conducted two meetings.
- The next Commission meeting will be held at **6:30 p.m., on May 15th, at the Heman Park Community Center.**
- A Public Hearing will be held at **7 p.m., on May 23rd, at the Mandarin House.**
- All 5300 parcels located within the redevelopment area will receive a certified notice of the Public Hearing to be held on May 23rd.
- After the Public Hearing, the Commission will vote on whether to recommend or not recommend approval of the redevelopment to City Council.
- City Council may elect to consider an Ordinance to establish the Redevelopment Plan and enter into a Redevelopment Agreement with NOVUS.
- A Redevelopment Agreement outlines the developer's obligations; their right to reimbursement for a portion of its project costs; the absence of a right to condemnation of owner-occupied housing, and protections for property owners within the redevelopment area.

- The Draft Redevelopment Plan and Cost-Benefit Analysis for each of the three project areas will be located on the City's website. *(As posted, the Draft Redevelopment Plan does not confer any rights on behalf of the developer.)*

Mr. Grimm stated a question frequently asked is whether the City will assume any financial risks with this project? The answer is no. At no time does the City or any other taxing district become financially at-risk as a result of this project. TIF(s) are like an IOU that says if you build this project, and if TIF revenues are generated, you, the developer, will have the right to be reimbursed for a portion of your project costs; but only from the incremental revenues that are generated.

Mr. Rose informed Mayor Crow that this would conclude the City's presentation.

Mayor Crow thanked Mr. Rose for his thorough presentation of the issues and opened the floor up for questions or comments from members of Council or the School Board.

Councilmember Clay asked what communication strategies had been employed by NOVUS to address U City residents? Mr. Koch stated from the beginning, the strategy has been pretty straightforward. NOVUS positioned this as an opportunity to sell your home at a price that under normal circumstances would not be achieved. So, at their first meeting with north side homeowners; in June 2017, and subsequent meetings with south side homeowners, handouts outlining their intentions, as well as their offer, had been distributed.

Councilmember Clay questioned whether the strategy consisted of correspondence or personal visits to homeowners?

Ms. Schaefer further stated that NOVUS had conducted multiple community meetings where handouts were provided and questions were answered. At least two mailings were sent out, and she has personally made contact with residents on numerous occasions. If a homeowner was unavailable a contract and offer were left at the home, along with a message regarding who to contact.

Director Lenard stated his assumption was that the utilization of a TIF would create a pot of gold at the end of the rainbow due to an increase in property values. However, based on the Cost-Benefit Analysis, when the TIF ends in 2041, what he is seeing is 475, 507, 455, 370, or roughly a \$20,000 increase, and no pot of gold. Mr. Struckhoff stated the tables address the statutory period of the TIF and not the period of time thereafter. So you would be correct that at the end of the TIF(s) life the School District will see a significant boost in real property tax revenue as the assessed values change. Currently, the assessed value of RPA-1 is roughly 6.7 million dollars and after year twenty-three the assessed value will be roughly 21.5 million dollars. Director Lenard questioned whether he would need to look at years 2042 and 2043, to have comfort with the answer provided? Mr. Struckhoff stated that he would.

Director Lenard stated it's somewhat mind-boggling that anyone could go from 2018 to 2041 and have such precise numbers when there are all kinds of variables that might occur over time. Consequently, he would be much more comfortable seeing something in writing that details what the assumptions are, as well as a range of numbers based on anticipated variables because the precision of this document is troubling.

Mr. Struckhoff stated the numbers contained in the analysis are basically information for the redevelopment of Project Area 1, which is available on the City's website and currently being refined. So ultimately, there may be some revisions, although they may not be relevant to the material before you tonight. Despite the numerical specificity, these are estimates of what may occur and should not be viewed as a guarantee.

Mr. Koch stated as Mark mentioned, the property tax assessed values are frozen and based on their research, this is a declining area. What NOVUS has done on past TIF projects is offer a Make-Whole Provision during the bond amortization period; an amount which is paid every other year at 3 percent or 1.5 percent annually, to keep in-line with inflation. On the front end, conceptually what you are seeing is a cash infusion from the purchase of the McNair Building. However, once the TIF is fully amortized; depending on whose numbers are used, there could be an annual amount ranging from 2 to 4 million dollars going directly to the School District, which generates approximately 60 percent of total property tax revenues. Mr. Koch stated although the details have not been completely worked out, another benefit NOVUS will be offering the School District during the TIF(s) amortization is a period of free base rent for the 30,000 square foot office depicted in Area 2(a).

Director Benner stated in the no-build scenario her assumption is that the estimation of real estate taxes will increase by approximately 1.5 percent per year or 3 percent every two years. Mr. Struckhoff stated that was correct. Director Benner questioned whether the real estate taxes under the build/hold-harmless scenario, would be similar to the no-build scenario? *(No answer was provided.)*

Director Lenard stated in his opinion, there are two things that need to be revised in this analysis in order to be meaningful, (1) to go beyond 2029; and (2), inclusion of the 1.5 percent annual increase or 3 percent increase every two years.

Director Benner asked whether there were any pieces of property that could make or break this deal, and if so, did NOVUS have any alternatives?

Mr. Koch stated NOVUS has made it clear from the very beginning that the Public Storage site could be a deal breaker since their representative has acknowledged that they have no directive for selling the property, and would have to be condemned. With respect to residential areas, the inability to secure properties will probably hinder the amount of revenue available for RPA-2 and 3. So at some point, NOVUS may have to sit down with the City and reevaluate whether or not this will still be a viable project.

He stated although there is a confidentiality provision that prohibits him from discussing the purchase price for the McNair Building, NOVUS has made an offer that is conditioned upon approval by the TIF Commission and City Council. The location of the anchor tenant in the proposed Site Plan encompasses Torah Prep. And in order to purchase that site, a suitable alternative location must be established. The McNair Building is centrally located to all of Torah's activities and for them, this site represents a very important strategic location.

Director Benner questioned whether there have been any discussions about a time limit or graduated TIF for RPA-1? Mr. Rose stated it has only been one week since the Mayor and Council made the decision to designate NOVUS as the developer.

So although no discussions have been conducted, it is something that will be discussed during the Redevelopment Agreement process. Director Benner asked whether these issues would be brought before the TIF Commission?

Mr. Grimm stated the City has engaged John Ferry from the St. Louis Development Corporation, to determine the appropriate amount of assistance from the use of a TIF, as well as Stifel Nicolaus, who has been charged with a review of the financing plan to determine whether the projected revenues are enough to make this entire project viable. Because Council has clearly stated that there will be no Project Areas 2 and 3, if Area 1 is not financially viable, and vice-versa. So the questions raised by Director Benner are questions that Stifel has been asked to make a determination about.

Director Ford-Williams questioned whether the completion of this project hinged solely on the purchase of the McNair Building? Mr. Koch stated while he would not say the project is hinged solely on McNair, it is a very, very important piece. So if they are unable to work out a solution for Torah Prep, it will present numerous challenges associated with the inability to accommodate the anchor tenant on the north side of Olive. Director Ford-Williams asked whether McNair was their only option? Mr. Koch stated NOVUS has been in discussions with Torah and the School Board for approximately one year, and at this time their belief is that this is the only feasible option. Director Ford-Williams asked Mr. Koch if his statement was that NOVUS had been in discussions with the School Board for approximately one year? Mr. Koch stated his belief is that their first meeting with the Superintendent occurred around June 2017.

Director Benner stated she was a little confused about how to analyze whether the 50 percent capture of the incremental real property taxes in RPA-3 would create a positive impact for the School District? Mr. Rose stated while land acquisition is an option, it is not the focus for the use of those funds. The focus is how to improve and expand the commercial corridor.

Mr. Struckhoff further stated that the intention in RPA-3 was to capture revenue from development activities pursuant to grant or loan programs for the Olive Corridor, and other public-driven projects along that corridor. However, information related to the impact of the 50 percent surplus declaration for all of the affected taxing jurisdictions can be supplied and is available on the City's website.

Mr. Rose asked Mr. Struckhoff how he would describe his approach as it relates to the review and calculations presented this evening? Mr. Struckhoff stated he tries to be as conservative as reasonably possible in all of his projections. When estimating property values in RPA-1 for example, they look at comparable properties in St. Louis County. So they have a pretty good understanding of those values and a good foundational basis for those estimates. Estimates with respect to growth are based on their experience and observance of how commercial properties behave over time in St. Louis County.

Director Lenard questioned whether there was any type of legal vehicle available to ensure that all of these monies would go for their intended purpose? Mr. Grimm stated the Redevelopment Agreement will establish the parameters under which NOVUS has the right to reimbursement.

One of the questions asked earlier was, will the Redevelopment Agreement say NOVUS gets 100 percent of TIF revenues from the redevelopment of Area-1 and if there is anything leftover, that money will be available for the redevelopment of Project Areas 2 and 3? And his answer was no that is not how this is going to work. A portion of the money for the redevelopment of Project Area 1 will be set aside for the reimbursement of the redevelopment project costs incurred by NOVUS, and a portion of the revenue from RPA-1 will be set aside for Project Areas 2 and 3. And while today, he does not know what that percentage will be, this is generally how it works. All monies will go into the City's TIF Special Allocation Fund, but only a portion will be pledged to the redevelopment project costs incurred by NOVUS.

Councilmember Carr questioned whether the anchor retailer could be relocated, and if so, whether the project would still be feasible from the developer's perspective? Mr. Koch stated that's a tough question since a relocation of the anchor would significantly reduce their level of interest, as well as the revenues available for RPA-2 and 3. When you look at all the costs and work required, at some point, the return simply is not there. So any relocation would probably be something that the anchor tenant would have to accomplish on their own. Councilmember Carr asked whether parcels located in the northern section would also have to be acquired in order to accommodate this anchor? Mr. Koch stated at this point in time, the answer is yes.

Mayor Crow encouraged everyone to remain engaged in this process and opened the meeting up for public comments.

2. Public Comments

Tom Sullivan, 751 Syracuse, University City, MO

Mr. Sullivan expressed the following questions and concerns:

- Could the City provide a timeline of when this project was initiated; how it was initiated, and who gave this developer the green light to start purchasing properties?
- Since the big box retailer has not been disclosed, will open government and sunshine laws be thrown out the window to entice specific retailers?
- Has the City thoroughly explored utilizing an incremental development such as the Loop versus a larger/transformational development?
- That consideration be given to the fact that these are the same promises made in 1962; none of which ever came to fruition.
- That consideration be given to all of the failed projects like Clayton, Maplewood, the Loop Trolley and the downtown Dome, where the common denominator was big promises made by starry-eyed officials when big figures start to get thrown around.

Charlotte Tatum, 3rd Ward resident, University City, MO

Ms. Tatum expressed the following questions and concerns:

- Is it possible to review the old design drawings associated with Torah Prep's original proposal to purchase the McNair Building and Brittany Woods?
- That Torah Prep's purchase of the McNair Building may not be in the best interest of U City's children.
- That this project will proceed at the expense of 3rd Ward residents.
- That this project will not improve her quality of life.

Patricia Washington, 7040 Plymouth, University City, MO

Ms. Washington expressed the following questions and concerns:

- That in spite of the Board's opening declaration, the Superintendent has been involved in discussions and negotiations associated with the purchase of the McNair Building since June 2017; which is insulting and gives the appearance of being disingenuous.
- That a response to her Sunshine Request stated it would cost \$125.00 to obtain information about who had scheduled this meeting and the date it would be held. Of course, that raised the question of how many pages or conversations had transpired to result in this exorbitant amount?
- That the lack of minority representatives on tonight's team raises the question of whether there will be any minority participation on this project.
- That while the use of TIF(s) to spur development can be wonderful, the manner in which this process has been handled causes her to have concerns about trust and transparency going forward.
- Luxury condos; luxury apartments, and luxury shops, do not seem to take the middle-class, young families, or the people who might be displaced into consideration.
- Has or will consideration be given to the use of eminent domain to acquire Torah Prep?
- What does creativity with the use of a TIF mean?
- What does money set aside to further develop the east end of Olive mean; where will that money really go, and will it also include a fund for relocation to another portion of U City?

Chris Blumenhorst, 6615 Waterman Avenue, University City, MO

Mr. Blumenhorst expressed excitement about this project, which has the potential to provide the City with wonderful opportunities. So, in spite of the fears associated with large developments, he is trusting in his elected officials to make the right decisions, as well as his knowledge of the positive impact they have had on Maplewood, Richmond Heights, and Brentwood. Mr. Blumenhorst stated he has worked with young people for a long time and the possibility of kids being able to stay in their own neighborhood to work; rather than traveling to West County or Chesterfield is fantastic.

Yvette Liebesman, 7570 Cornell, University City, MO

Ms. Liebesman thanked everyone for coming out and expressed her support of this project located along the City's freeway interchange. She noted that this very highway destroyed what was once a vibrant community, and as a result, believes options that produce value in areas like this one are limited. With that thought in her mind, the one common denominator she found in the aforementioned failed projects is that none of them were attached to a highway interchange. Ms. Liebesman stated she believes this development will bring people and revenue in from sources outside of U City. So she appreciates the opportunity to provide input and all of the hard work that will be needed to turn this into a good and fruitful project.

Ellen Bern, 7001 Washington, University City, MO

Ms. Bern expressed the following concerns:

- That in spite of her excitement about the opportunity to participate by providing

comments, suggestions, and feedback, 66 percent of the properties are already under construction.

- The lack of communication. No handouts were distributed outlining how much money the City currently receives from existing businesses and none of this information appears to be reaching the majority of U City residents.
- That this project not simply be rammed down everybody's throat.
- That an analysis with projections be provided to explain the thought process behind proposals like building a hotel, tearing down existing businesses and replacing them with generic retail or the construction of an office building.
- That there was no mention or bikeable and walkable community trails.
- The failure to put U City kids first; think in the future; stop putting undue pressure on the School District, and find another location for Torah Prep. McNair is not, and should not be the kingpin in this project.

Clair Ellen Antoine, 6424 Cates Avenue, University City, MO

Ms. Antoine posed the following questions:

- What is the cost of a one or two bedroom senior unit and are there any associated fees?
- Has there been any discussion about a Community Benefits Agreement that requires the developer to include living wages and guarantee that U City youth will have the first shot at employment?
- Is St. Andrew Kim included in the demolition phase of this project?
- Why is twice the amount of funding needed for the Sam's development in Richmond Heights being requested for U City's proposed big-box retailer?
- Can this development still take place without the utilization of a TIF, and are there any alternatives?

Mayor Crow stated based on the number of questions posed this evening Mr. Rose and the developer will work together to provide everyone with answers as quickly as possible.

Vice President Hendrix stated based on several of the comments made tonight she would like to highlight a couple of key issues:

- Communication. City Council and the City Manager are encouraged to make sure the Board and residents are kept apprised of all major developments in this process.
- What kind of City do we want? One that is affordable to families? One that brings people in who will send their children to our schools? One that promotes family-friendly communities?
- Do the 152 respondents to the developer's notice represent a cross-section of the City or were they primarily 3rd Ward residents?

Superintendent Sharonica Hardin Bartley thanked Mr. Rose and his entire team for supporting this effort, and everyone on the Board and in the audience for coming out. As a parent, as well as a resident of the 3rd Ward, she truly understands that this is a very important decision. So she would encourage every in attendance to tell others about the need to be engaged because it will be a critical component of this project. Superintendent Bartley stated while there are things she is not at liberty to discuss, she is here to serve the residents of this community and is more than happy to discuss any school-related matters.

Mr. Rose reassured everyone that this discussion and dialogue would not end here.

- ROARS - Everyone should expect to receive a special edition focused primarily on the TIF.
- Weekly Press Releases will provide information on the development of new programs and outcomes.
- Facebook - Visit the City's page created specifically to provide up to date and accurate information on this project.
- U City's Website - The City has engaged EMS, a marketing company to assist staff in developing a strategy that ensures information gets out to the public.

Councilmember Smotherson stated although the exact location has not been determined, the next Town Hall Meeting will be held on May 16.

3. Adjournment

Mayor Crow thanked everyone for coming out and closed the Joint Study Session at 8:16 p.m.

LaRette Reese
City Clerk

MEETING OF THE CITY COUNCIL
CITY HALL, Fifth Floor
6801 Delmar Blvd.
University City, Missouri 63130
May 14, 2018
6:30 p.m.

A. MEETING CALLED TO ORDER

At the Regular Session of the City Council of University City held on the fifth floor of City Hall, on Monday, May 14, 2018, Mayor Terry Crow called the meeting to order at 6:30 p.m.

B. ROLL CALL

In addition to the Mayor, the following members of Council were present:

Councilmember Paulette Carr
Councilmember Steven McMahon; (*Excused*)
Councilmember Tim Cusick
Councilmember Stacy Clay
Councilmember Bwayne Smotherson

Also in attendance were City Manager, Gregory Rose, and City Attorney, John F. Mulligan, Jr.

C. APPROVAL OF AGENDA

Councilmember Carr moved to approve the agenda as presented, it was seconded by Councilmember Smotherson and the motion carried unanimously.

D. PROCLAMATIONS

E. APPROVAL OF MINUTES

1. April 23, 2018, Regular Session minutes, were moved by Councilmember Carr, it was seconded by Councilmember Clay and the motion carried unanimously.
2. April 26, 2018, Study Session minutes were moved by Councilmember Smotherson, it was seconded by Councilmember Carr and the motion carried unanimously.

Councilmember Clay abstained from voting on the Study Session minutes for April 26th.

F. APPOINTMENTS TO BOARDS & COMMISSIONS

1. Christine Mackey-Ross is appointed to the Historic Preservation Commission as a fill - in replacing Mark Chritchfield's remaining term by Councilmember Carr, it was seconded by Councilmember Smotherson and the motion carried unanimously.

G. SWEARING IN TO BOARDS & COMMISSIONS

H. CITIZEN PARTICIPATION (Total of 15 minutes allowed)

Tom Sullivan, 751 Syracuse, University City, MO

Mr. Sullivan expressed concerns about the following issues:

- MSD's stormwater rate increase proposal, which he does not think should be supported by Council or the residents of U City.

- The idea that MSD will not be responsible for River Des Peres and that individual property owners should be is completely unacceptable.
- Councilman Pat Dolan's lack of support for homeowners impacted by stormwater issues.
- The Mayor's comment that there should be no further debate on the Loop Trolley. The Trolley; which has not commenced operations, has already been a disaster for the Loop. City Council's due diligence was inadequate; no public hearings were conducted and Joe Edwards was never challenged. It is also hard not to notice that many of the same claims of economic development are now being made for the Olive/170 proposal.
- Another shattered window and break-in of his neighbor's vehicle; which appears to be the third incident of this nature.
- Street sweeping has been reduced by 75 percent in the North Loop.
- Leaves are not getting picked up.
- The gas company is making a mess everywhere.
- A permit has been issued for a drum circle in the Loop on Sunday nights, to include sound amplification. This circle was chased away from the Skinker/Debaliviere area because it was too noisy.

Mr. Sullivan stated anyway you measure it, U City is a declining City, and when it goes out of its way to irritate residents you can certainly understand why.

Jerrold Tiers, 7345 Chamberlain, University City, MO

Mr. Tiers stated the Mayor and Council are considering a major development at the intersection of Olive and 170 that deserves a thorough study. Forty businesses, which include Torah Prep, will be displaced; sixty houses and two churches will be taken. With this level of disruption, the City must get a very large and direct benefit. There is no room for higher taxes, so if the City wants to produce more income it will have to come through development. However, it must be the right type of development, and from what he has seen and heard, this proposal does not possess the big payback that comes early-on in a project. Saying this is our last chance, only seems to encourage everyone to rush head-long into any agreement as long as it ensures that some sort of project will go forward. But that is totally the wrong approach. This development should be a sound business decision based on facts. The fact is that the Olive/170 intersection as it currently exists is thriving, so there needs to be a very good reason to throw all of this away. New tax income from this development must be substantially more than what the City now receives, or it will be of no use whatsoever. And that new income needs to begin early in the project, not delayed for twenty-three years after the expiration of the TIF.

Mr. Tiers stated that a TIF actually works against the City by diverting tax income to pay the developer. And while receipt of monies for the 3rd Ward is a good thing, the only added income the City will see from a development involving a TIF is half of the sales tax income, plus a utility tax. And because U City is a pool City it only gets a portion of any income derived from sales taxes, so you can't count on that alone to provide a big income boost. And no added property tax income for the length of the TIF means no monies will be added for schools. Therefore, in order to justify this project the City needs a better return as soon as possible, along with support for the 3rd Ward.

The rosiest estimate from the consultant's report suggests 1.5 million dollars per year of added sales tax income during the lifetime of the TIF, but most of that will go to the pool, so U City would need to pile on an extra tax in order to get a substantial benefit.

The consultant also provided a lower estimate in the absence of a development, but that assumes there is no rebuilding or investment for twenty-years, which is obviously unrealistic.

Businesses were bought out, but the residential buy-outs never occurred in the NOVUS' Sunset Hills Development. The development stalled, failed, and resulted in several lawsuits. That history, plus other lawsuits should cause concern about this particular developer; even though he has completed some quality developments since that time. Residents want a stable, modern development; one that will last far beyond the TIF and provide benefit to the City for decades. Unfortunately, the development as currently depicted has a disturbing resemblance to several 1970 developments around St. Louis that have failed, sit empty, and some in the process of being torn down. *(Mr. Tiers asked that his written comments be made a part of the record.)*

I. PUBLIC HEARINGS

J. CONSENT AGENDA – Vote Required

K. CITY MANAGER'S REPORT

1. Liquor License – Elmo's Love Lounge

Mr. Rose stated the required background check has been conducted; the application evaluated, and staff is recommending approval.

Councilmember Smotherson moved to approve, it was seconded by Councilmember Carr and the motion carried unanimously.

2. Loan – Parking Garage, Golf Course, Public Safety Sales Tax, Park and Stormwater Sales Tax

Mr. Ross stated staff is recommending adoption of the proposed Loan Policy and approval of the following loan agreements:

- Public Safety Sales Tax - 6 million dollars to cover the design and construction of the police station and Annex.
- Parking Garage - \$500,000 loan to cover operating costs.
- Golf Course - \$500,000 to cover operating costs.
- Park and Stormwater Sales Tax – this fund has been overspent, it derives funds from the sales tax and has the capacity to repay the debt.

Proposed Inter-Fund Policy

Tina Charumilind, Finance Director, stated to ensure that all of these transactions are transparent when viewing the financial statement, staff has established an Inter-Fund Policy that will specify the purpose for each loan; the amount loaned between funds and the combined totals. This policy must also follow certain restrictions:

- 1) The loan cannot be more than 25 percent of the lending fund's revenues, and
- 2) Revenues and expenditures of the lending fund must illustrate its ability to remain solvent and operational.

Ms. Charumilind stated staff's ultimate goal is to create a quarterly amortization schedule for each loan.

Councilmember Smotherson asked whether staff had determined the income and profits

generated by the Golf Course?

DRAFT

Mr. Rose stated staff's evaluation of this fund determined that the Golf Course has not generated a profit, although it has the capacity to do so. The second year of the Capital Improvement Program proposes the installation of lighting for the Course which staff believes will lead to the receipt of additional revenue. Staff will also be looking at ways to incorporate the sale of golf supplies and accessories into the operation.

Councilmember Clay asked whether these loans equated to a transfer of dollars between line items? Ms. Charumilind stated they are a transfer of cash, whereby the General Fund gives cash to each of these funds that show up on their accounting records as a receivable. Councilmember Clay asked whether it would be correct to assume that these loans represent a transfer from one separate fund to another separate fund? Ms. Charumilind stated that it would be.

Councilmember Carr posed the following questions:

Q. Is it correct that the repayment plan for the loan to Public Safety is twelve years? *(Mr. Rose: That is correct.)*

Q. Can you explain why the Annex has been included in the cost of the design and construction of the new Police Station? *(Mr. Rose: There is a need to determine which services should remain at the Annex and which services should be transferred to the new facility.)*

Q. Will the majority of construction costs be focused primarily on the new North Police Station? *(Mr. Rose: The initial payment will go towards constructing the new facility. However, if it is determined that the design and construction of this facility is less than budgeted, the remainder of those funds will be diverted to construction of the Annex. Should this occur, it would require that an adjustment be made to the Sales Tax loan.)*

Q. So essentially, any remaining funds from the design and construction of the new facility would be transferred back to the General Fund? *(Mr. Rose: That is correct.)*

Q. Is it correct that the repayment plan for the loans to the Golf Course and Parking Garage is ten years? *(Mr. Rose: That is correct.)*

Q. Paragraph (a) of the Inter-Fund Policy says, "40 percent of available unrestricted fund balance of the lending fund". Will this alter the 17 percent fixed amount the City is required to maintain? *(Ms. Charumilind: It will not. Today, 40 percent of the available unrestricted fund balance is approximately 13 million dollars, and to meet the 17 percent expenditure requirement the fund must maintain 6 million dollars. However, this dollar amount will have no impact on the unrestricted fund balance since the City has already set aside 6 million dollars in the Committed Fund for public safety.)*

Councilmember Carr moved to approve the Inter-Fund Policy and loan requests, it was seconded by Councilmember Smotherson and the motion carried unanimously.

3. Tech Electronic Services Contract

Mr. Rose stated recently it was brought to staff's attention that if the City elected to extend the terms of their contract for an additional five years it would result in an approximate \$14,000 savings.

Seeing that Tech Electronics has maintained the City's telephone system since 2012, staff is recommending approval of this extended contract.

Councilmember Carr moved to approve, it was seconded by Councilmember Cusick.

Councilmember Cusick questioned whether any procedures were in place to revise the terms of this agreement should any problems arise? Mr. Rose stated that clauses for termination had been included in the contract.

Voice vote on the motion to approve carried unanimously.

4. Midland/Olive Blvd – RFP

Mr. Rose stated a Request for Proposal to develop a City-owned property at Midland and Olive closed January 2017. One proposal was received from Mubeen Investment Group, Inc., who made a presentation to Council on March 12th of this year. Since that time, no further action has been taken. This item was placed on the agenda per the request of Councilmembers Smotherson and Clay, to seek Council's consideration and provide guidance to staff.

Councilmember Smotherson stated based on Council's previous discussions it did not appear as though anyone was interested in Mubeen's proposal. So in an effort to move forward, he had asked that this item be placed on the agenda for discussion and possible resolution.

Mayor Crow asked whether specific language was required when making a motion to reject Mubeen's proposal? John Mulligan, City Attorney, stated all the motion needs to say is that Council has elected to reject the proposal presented on March 12, 2018, by the Mulbeen Investment Group, Inc.

The motion as stated by the City Attorney to reject the proposal presented on March 12, 2018 by the Mulbueen Investment Group, Inc. was made by Councilmember Smotherson and seconded by Councilmember Clay.

Councilmember Clay stated the need for action still exists in this area, therefore, she would like to see Council move forward with next steps.

Councilmember Smotherson stated Ms. Riganti brought the demolition of the Tea House to Council's attention in 2017, so he will be making a motion to that effect during the Council Reports and Business section of tonight's agenda. A request will also be made to ask the Historic Preservation Commission to provide Council with information about the historic value of the Tea House for Memorialization.

Mayor Crow suggested that Council limit this discussion to rejection of the proposal.

Councilmember Carr asked whether a rejection of this proposal would leave the current RFP open or require the creation of a new one? Mr. Rose stated that the deadline for the current RFP had expired and if Council so desires, a new process would have to be initiated.

Voice vote on the motion to reject the proposal carried unanimously.

5. Asphalt Overlay Improvements

Mr. Rose stated on April 20, 2018, the City advertised for bids to resurface asphalt streets. Three bids were submitted and the lowest most responsible bidder was M.B. West Construction for a total of \$457,091.50. Staff has had good experience with this company in the past, and therefore, would recommend approval of the contract for Asphalt Overlay Improvement Project No. 1363.

Councilmember Carr moved to approve, it was seconded by Councilmember Smotherson.

Councilmember Carr questioned whether the City should do an asphalt overlay on Wilson, which sits in a floodplain where most of the structures have been demolished? Mr. Rose stated the intent is to postpone any improvements to Wilson until the City has received more information from the Stormwater Study and traffic volumes from the Director of Public Works, and determine whether these improvements will provide value for at least fifteen years. Councilmember Carr asked what would happen to the money allocated for Wilson? Mr. Rose stated more than likely, staff will seek Council's guidance on where the funds should be reallocated.

Councilmember Clay questioned whether the most severe streets had been included in this contract? Sinan Alpaslan, Director of Public Works and Parks, informed Councilmember Clay that all of the streets in this contract held a rating of 2, which is the lowest rating in the City's Modified Pacer Evaluation Method. A rating of 5 is given for moderate conditions and 10 for ground-up reconstruction, which means that after completion, these streets can only go up to a rating of 9. Councilmember Clay asked if only two streets in the 3rd Ward had been included; Orchard to Appleton and Grant to Sheridan? Mr. Alpaslan stated Spoon Drive had also been included.

Councilmember Cusick asked if there were other streets with a rating of 2 that have not been included in this project? Mr. Alpaslan stated the remaining No. 2-rated streets have been scheduled during the five-year plan and will be addressed prior to the higher rated streets. Councilmember Cusick asked Mr. Alpaslan if he knew approximately how many No. 2-rated streets were left? Mr. Alpaslan stated the most recent numbers represent 9 or 10 centerline miles of streets and U City has 80 centerline miles of streets, so 10 out of that 80 are rated 2. Councilmember Cusick asked if most of those streets would be addressed in the next fiscal budget? Mr. Alpaslan stated that they would be.

Councilmember Smotherson asked Mr. Alpaslan when he anticipated the streets in this contract being completed? Mr. Alpaslan stated although some may overlap into the next fiscal year, all of them have been scheduled for this construction season, which begins in spring. Councilmember Smotherson asked if this activity would comprise the entire summer construction schedule, ending July 1st? Mr. Alpaslan stated the first capital improvements to occur in a fiscal year are sidewalks and curbs; asphalt overlays are typically scheduled for later in the year. Councilmember Smotherson suggested that new members of Council be provided with the list of streets that are budgeted for repair in the next fiscal year. Mr. Alpaslan agreed to transmit the list to Mr. Rose's office.

Councilmember Cusick stated residents have complained about the length of time streets are torn up, especially those neighborhoods where MSD or utility companies are performing work.

The contract states that repairs are done fast, but has staff's previous experience with this company been satisfactory as it relates to timeliness? Mr. Alpaslan stated staff does have oversight of projects and tries to coordinate with utility companies to make sure their work is completed before the City begins. Councilmember Cusick asked if utility companies were financially responsible for repairing the streets they work on? Mr. Alpaslan stated while they are responsible sometimes they only fix a portion of the street. When they exceed one-quarter of the width of a street, the City can ask them to do half of the street resurfacing. If it's more than half, they can ask them to resurface the entire width of the street. Sometimes their work, especially on severely deteriorated streets is substandard, but overall, it reduces the amount of work the City has to perform.

Voice vote on the motion to approve carried unanimously.

L. UNFINISHED BUSINESS

BILLS

**M. NEW BUSINESS
RESOLUTIONS**

BILLS

N. COUNCIL REPORTS/BUSINESS

1. Boards and Commission Appointments Needed
2. Council Liaison Reports on Boards and Commissions
3. Boards, Commissions, and Task Force Minutes
4. Other Discussions/Business

a) Mayor Pro tem

Requested by Councilmembers Smotherson and Clay

Councilmember Smotherson stated it is pretty obvious who the senior member of this Council is, and who is probably one of the hardest working among us, so his hope is that his motion will be received with unanimous and harmonious approval.

Councilmember Smotherson moved to appoint Councilmember Carr as Mayor Pro Tem, and it was seconded by Councilmember Clay.

Mayor Crow stated aside from the fact that there is a tradition for the longest tenured member to become Mayor Pro Tem; there is no doubt in his mind that Councilmember Carr is the hardest working member on this Council.

Voice vote on the motion carried unanimously.

b) Midland/Olive – Sculptures and House (demolish)

Requested by Councilmembers Smotherson and Clay

Councilmember Smotherson stated his belief is that if the City is successful with the development at Olive and 170, it will draw interest further down Olive. So, this is a project he is anxious to close the book on; especially in light of the interesting circumstances that led to the creation of these sculptures.

He stated because he understands the history associated with the Tea House, he would like to direct the City Manager and the Historic Preservation Commission to come up with a way to memorialize that history so that it can hopefully, be utilized in some manner by whatever development takes its place.

Councilmember Smotherson made a motion to direct the City Manager to have the site at Midland and Olive cleared by demolishing the Tea House and sculptures; it was seconded by Councilmember Clay.

Mayor Crow stated as this issue has percolated over the past months, one of his concerns is to make sure that the City is respectful of U City's Historical Society. So, before this historical structure is demolished he would like to make sure the City has made outreach and garnered the Society's input.

Councilmember Smotherson stated he had reached out to the Chairperson of the Historic Preservation Commission about a week ago but had received no response. So his plan is to attend their meeting and make a formal request.

He stated he would also like to note the comments made by Ms. Riganti last year, wherein she advised Council that the condition of the building was so bad no additional monies should be spent on restoration, and it should be demolished.

Councilmember Carr asked whether there was a formal process for Council to follow should they elect to have this building condemned for demolition?

Mayor Crow informed Councilmembers Carr and Smotherson that his request was to seek guidance from the Historical Society of U City, rather than the Historic Preservation Commission.

Mr. Mulligan stated when one seeks to demolish a structure in a Historic District; which Olive Boulevard is, the Zoning Code requires that the Application for Demolition be referred to the Historic Preservation Commission. The Commission has fifteen days to act on the application. Should they fail to take any action at the end of thirty days the application is deemed approved.

Councilmember Carr asked how Council should submit their request to the Commission? Mr. Mulligan stated staff will work up the demolition particulars and submit them in the form of an Application to Demolish. And with respect to Mayor Crow's comments, an informal discussion with the Historical Society can be conducted separate and apart from the formal process.

Mayor Crow asked Mr. Mulligan if a friendly amendment to the motion was necessary to include the process just described? Mr. Mulligan stated in his opinion, the wording is appropriate and the motion can stand as presented.

Councilmember Carr questioned whether the sculptures belonged to the City? Councilmember Smotherson stated Arts & Letters had conducted a review which determined that the sculptures belonged to the City, and that review was verified by staff.

Councilmember Clay stated although he is not a fan of the sculptures, something within tends to resist the destruction of art. So he was curious as to whether there might be an alternative way to dispose of these items that is not so draconian?

Mayor Crow stated as the City moves through some very large development issues, going forward, he thinks there is a need to make certain that everyone is treated with respect. Therefore, his suggestion would be to refer this question to the Arts & Letters Commission for their recommendation or advice.

Voice vote on Councilmember Smotherson's motion carried unanimously.

Councilmember Smotherson stated on a side note, there is a tree next to the apartment building located at either 7343 or 7345 Olive where people have removed bricks from the landscape wall and placed them underneath the tree to sit on. So he would ask the City Manager if he could direct staff to contact the owner of the apartment building; advise them that this is City property, and the bricks should be permanently affixed to the wall. Mr. Rose informed Councilmember Smotherson that staff would certainly move forward with his request.

O. CITIZEN PARTICIPATION (continued if needed)

P. COUNCIL COMMENTS

Councilmember Carr stated in preparation for tomorrow's TIF Commission's meeting, she has been reading and listening to all of the comments, especially those that express the concern that this development will do something to the City that was never intended. So, what she would like to point out is that the Comprehensive City Plan Update from 2005; which led to the appendage of the Bike/Walk Task Force Plan and the Parkview Gardens Plan, addresses these properties; the need for redevelopment, and the rationale behind that conclusion. Now, while this plan may need to be updated, the point she is trying to make is that this is not something Council or this City has just thought up; it is in compliance with the Comprehensive City Plan, which states, *"This area is ideal for a hotel and retail/commercial with its close proximity to the interstate entrance, exits, and access off of a major arterial. The area's highly visible location from major transportation thoroughfares, combined with the poor condition of existing buildings, presents an excellent redevelopment opportunity. This area should be reserved for uses that serve the regional customer. A low-rise office building; two to three stories is an appropriate use. A quality contained office building can connect and coexist in a compatible fashion with all adjacent land uses. Public transit to the area is also provided."* Councilmember Carr noted that since the creation of this Plan, the exchange has been updated and now functions, and looks much nicer than it did in 2005. But, the bottom line is that this development is something the City has sought to accomplish for a very long time.

Councilmember Clay stated like Councilmember Carr, he has heard the conversations; both pro and con, about the Olive/170 development and there are a couple of things he would like to point out. Some folks are talking about a Community Benefits Agreement, which is an appropriate conversation to have. But he would encourage them to look at what is already in the plan because there are elements that speak directly to community benefit.

When you look at the composition of the 3rd Ward it is predominantly comprised of African-American homeowners. And one of the main issues is that after the great recession home values in the 3rd Ward did not rebound the same way they have in the 1st and 2nd Wards. This has had some real consequences for residents of the 3rd Ward. According to the Center for American Progress, the wealth gap between African-Americans and Whites is significant.

The median income in an African-American household is \$17,000 and \$171,000 in a White household; about a ten-fold difference. While there are certainly issues of historic structural racism responsible for some of this, when you drill down to specifics, the primary determining factor is home value; the percentage of home ownership in the African-American community and the value of those homes. When home values appreciate like they have in the 1st and 2nd Wards, it allows owners to draw equity from their homes to make improvements, and those improvements will increase a home's value. This creates a generative cycle, not just for the homeowner, but for the community. However, in an environment where home values remain stagnant or depreciate, it creates a degenerative cycle; similar to what you now have in the 3rd Ward.

Councilmember Clay stated while he fully understands that this is not perfect, at this moment, he is supportive of the proposed development. But he also recognizes the need to address this notion of the perfect being the enemy of the good. U City will not get perfect but believes that he and his fellow colleagues have accepted the responsibility of doing all that they can to make sure it is the best that it can be. So his hope is that everyone has a clear understanding that this is a process. A process that will only be the best that it can be when citizens are engaged; come to meetings, and conduct their own due diligence with the goal of establishing a partnership with Council. At the end of the day, everyone should be thinking about this development and what it can do, in a real sense, for folks in the 3rd Ward and the community-at-large.

Mayor Crow thanked the Police Chief for the information on crime statistics contained in the City Manager's recent letter to residents. As Mr. Rose states, U City can always do better, but the significant drop in Tier 1 crimes was good news. So he appreciates the hard work being demonstrated by officers as they continue to make the City's communities safe.

Mayor Crow reminded residents of the TIF Commission meeting and Town Hall being held this week, both of which provide an opportunity for members of the community to learn the facts about the Olive/170 proposed redevelopment, and express their thoughts; that in turn, educates Council. The latest edition of ROARS has also been completely dedicated to this project. As Councilmember Carr's research has shown, there is nothing rushed about this project. Council is being very deliberative in their efforts to make sure this City gets the best that it can. As a result, he would like to ask everyone who is still out on social media critiquing this project where they shop, and then invite them to participate. This is a process of willing buyers and sellers. And while the City has nothing to do with this course of action, there will be a relocation plan forthcoming for businesses and residents, to ensure that anyone who wants to remain in U City will be able to do so. Council has also made it clear, that there will be no condemnation of owner-occupied residences because the intent is to improve this entire community, not to do anything destructive or negative.

On behalf of the entire Council, Mayor Crow stated he would like to express sympathies to the City's former Fire Chief Steven Olschwanger whose father; a Pulitzer Prize-winning photographer, passed away this weekend,

Q. ADJOURNMENT

Mayor Crow thanked everyone for their attendance and adjourned the meeting at 7:38 p.m.

DRAFT

Jerrold Tiers
7345 Chamberlain

You, the City Council of University City, are now considering a potential development at Olive and I-170, which will involve a "TIF". This is a major development, one that deserves careful study. It should not be rushed through. There will be something on the order of 40 businesses displaced, about 60 houses taken, as well as two churches, and the Torah Prep school. The city must receive a very large direct benefit for allowing this amount of disruption.

This is the sort of development I generally support, the city needs the increased tax base, and we need it badly, due to lack of action by previous administrations. There is no room for higher taxes on residents, we are "taxed enough already". But I am not yet seeing a big payback on this project anytime soon.

We do not need "just any" commercial development, we need the "right" development. Saying that this is "our last chance", only seems to encourage rushing headlong into "any" agreement as long as it lets some sort of project go forward. That is a totally wrong approach, this development and associated TIF needs to be a sound business decision based on facts.

Yes, this has been discussed for decades. But conditions are different now. The type of development that survives now is very different from 25 years ago. And the Olive and I-170 intersection is also very different now, it is actually thriving, and has several new or updated buildings. There has to be a very good reason to throw that away.

Let's look closely at this development.

First, why does a city approve a development of this type?

It is not a matter of "civic pride", not a "monument to farsighted leadership", not a "wonderful Western gateway to University City". Those grand sounding words are just a salesman's smokescreen. The bottom line is that the development must

provide money to the city, or it is a failure, a waste that only enriches a developer. The new tax income must be very substantially more than was provided overall by the property prior to the development. And that new income needs to begin as soon as possible, not be delayed for many years.

Developers will, in general, prefer to invest "other people's money", often in the form of a "TIF". But a TIF actually works against the interest of the city, by diverting tax income to pay for work on the development. For a development at I-170 to make sense, it has to allow the city to benefit monetarily, and benefit soon. But that is not how a TIF is structured, it takes away much of the benefit for many years.

The only added income the city will see from a development involving a TIF is half of the sales tax income, plus utility tax. But we are a "pool city". The City gets only a portion of sales tax money back. We cannot count on that alone to give a big income boost, especially since only half of the sales tax is involved.

There will be no added property tax income for the length of the TIF, because a TIF diverts that money to the developer for certain expenses. So no added money is available for schools. To justify this project, we need a better return and we need it as soon as possible. *and it needs to include help for the 3rd ward,*

The most rosy estimates from the consultant's report on the U-City website suggest perhaps 1.5 million dollars per year added sales tax income during the TIF, which sounds good. But most of that will go into the sales tax pool. We would need to pile on even more special sales tax to derive much benefit.

A TIF may last 23 years. We cannot wait that long, we need the money now.

The consultant provided an alternate estimate with no development. It is of course lower. But it essentially assumes nobody does anything for the next 20 years. That is obviously unrealistic, as private ventures have already rebuilt and upgraded in the area. There is no reason to assume that will not continue to happen.

Who is the anchor tenant? The name that has been leaked to the media for popular consumption is Costco, but it could actually end up as someone else. We need a business that **will** stay, not one who vacates and leaves us with an empty shell.

Who is the developer here? It is a company known as Novus Development Co. , operated by Jonathan Browne. You need to know that this same man, Jonathan Browne, was the developer for the failed Sunset Hills development. In that project, the promised residential buyouts never happened, the development stalled, failed, and was the subject of lawsuits. This history, and other lawsuits, should cause some concerns about this particular developer, even though he has completed projects since then.

Is this the best development plan? That is a matter of concern. We want a stable, modern development, one that will last far beyond the TIF, and provide a benefit to the city for decades.

The development, as shown so far, has a disturbing resemblance to old 1970s developments with acres of parking in front. It seems similar to other old-style developments which are now failing, sitting empty, or being torn down, all around St Louis.

There needs to be some new thinking. For example, Novus did a development at Rock Hill and Manchester, which is somewhat better arranged than this proposal. There is a very nice "mixed use" development across from the Galleria, combining retail, restaurants, and housing. That is much more in tune with modern trends than the old style of developments from 50 years ago with those ugly acres of parking between the street and the businesses.

Next, there is the matter of existing business tenants. Novus is reported to have purchased Jeffery Plaza, and according to media reports, is already acting to force tenants out. Perhaps he wants to help justify a “blighting” with vacancies.

As it is, the idea of that business area being “blighted” is purely laughable. Even the consultant apparently had to add-in the older homes to get sufficient allegedly “substandard” structures to make blighting look half credible.

One of the conditions for a TIF, is that there should be a relocation program for the displaced tenants and residents per 523-200 RSMo and subsequent. There seems to be zero interest in any relocation effort at the moment. The affected businesses in Jeffery Plaza are reported to be looking to move to other communities now, before any TIF action starts.

The City needs to act now to retain these businesses, both those in Jeffery Plaza, and the other businesses involved, and find places for the residents. There are many unused storefronts nearby on Olive, and for the non-retail businesses behind the frontage area, there are open areas elsewhere on Olive. If you do not act to retain the existing businesses and residents in the area, you will have failed your first test.

The Olive district is developing an ethnic business “personality” with both restaurants and retail. It seems as if there is now an intention to reverse this, to replace those restaurants and businesses with the typical generic storefronts and businesses that exist by the dozens all over the County.

Do not be carried away by the idea of “finally getting this development”. What development do we “finally get”?

Ask yourselves if this is the right development for today, will it last, or will it be yet more empty buildings in a few years? You need to make sure the development is not just whatever minimum the developer is willing to do cheaply. The wrong development could be far worse than no development.

Do your own research. There will always be consultants willing to give you the optimistic predictions you, or the developer, want, but it is up to you to check those predictions against results elsewhere. Many results elsewhere do not seem to line up with the predictions.

Ask yourselves what the bottom line is. Does this provide enough direct tangible benefit to the city now, or is this pie in the sky that may only pay off many years from now, if ever?

Remember, you are displacing a thriving business area that developed on its own, plus many residents. Be sure you get enough back that this action makes sense, and try your best not to destroy what you have now. Make this development an added benefit, not just a bland replacement.

Make sure that the decisions you make are the best possible deal for U-City. Twenty years from now, will your decisions still be good ones? The residents are asking you to make decisions with benefits that will last at least that long, and which do as little damage as possible.

Thank You

Jerrold Tiers

**SPECIAL MEETING OF THE CITY COUNCIL
CITY HALL, Fifth Floor
6801 Delmar Blvd.
University City, Missouri 63130
May 16, 2018
4:30 p.m.**

1. MEETING CALLED TO ORDER

At the Special Meeting of the City Council of University City held on the fifth floor of City Hall, on Wednesday, May 16, 2018, Mayor Terry Crow called the meeting to order at 4:34 p.m.

In addition to the Mayor, the following members of Council were present:

Councilmember Stacy Clay (arrive 4:36 p.m.)
Councilmember Paulette Carr
Councilmember Steve McMahon
Councilmember Tim Cusick
Councilmember Bwayne Smotherson

Also in attendance were City Manager, Gregory Rose and City Attorney, John F. Mulligan, Jr.

APPROVAL OF AGENDA

Hearing no amendments, Councilmember McMahon moved to approve the agenda as presented. It was seconded by Councilmember Carr and the motion carried unanimously.

Mayor Crow welcomed the citizens to the meeting and reminded everyone that request to speak forms was located by door. Each speaker will have five minutes; completed forms should be placed in basket and will be collected by the City Clerk.

2. Interviewing of applicant for Ward One vacancy In the Council

Mayor Crow stated there was one applicant, Mr. Jeff Hales, who is present and available take questions from Council. Mayor Crow then open the floor to Council for questions.

Councilmember McMahon noted that Mr. Hales has served on the Traffic Commission for a number year and ask him to describe his view on how the boards and commissions work with staff and Council? And how he believes the three entities should work together?

Mr. Hales thanked Council and stated that he has served on the Traffic Commission for the past five years, two of which as the chair and three also as the secretary. The Commissions play an incredibly important role; they are with a few exceptions, primarily serve in advisory capacity. They play an important role in the vetting process of a variety issues; rather it be the Plan or Traffic Commission etc. The role of the Traffic Commission is to study issues related to traffic and parking throughout the City and make recommendations to Council. Particularly in the last few years the Commission has had an excellent relationship with staff.

He believes everyone on the Traffic Commission wants to make the right recommendations by the citizens. There are a variety of problems, the most regular are speeding and parked cars.

Councilmember Carr thanked Mr. Hales for coming. In terms of traffic and parking, particularly in Ward One, there is a parking issue centered on Washington in particular because of Washington University. This Council seems to want to get the mix right.

1. Describe how you view the problem?
2. How you might handle some of the issues particularly competition for spaces in front of someone home during events at COCA and Wash U?

Mr. Hales stated that area of Kingsbury, both inside and outside of Ames Place has been a regular subject for the Traffic Commission over the last several years. One of the challenges for that area is the district that falls in. With COCA, United Methodist there's a lot of traffic through there; it's also the main entrance for Ames Place so there's a lot of in and out traffic. The other challenge is the number of apartments. He has spoken with a number of residents in the area; they have worked most recently on issues with party buses and delivery trucks. In working with staff there were no really tools or ordinances to address the party bus issue; this could be an area to work on. One of the most common requests for the Traffic Commission is for residential parking permits. The code provides for a process by which 75 % of property owners can petition. The challenge is there are number of neighborhoods with multi-family units; the owners may be out of town or not interested. The Commission is working to establish a process for residential parking permit option for multi-family areas. One example is Little Lindell, where you have people parking and going to the airport on Metro Link and the cars are there for days. We try to find solutions that fit the circumstances that are presented to us.

Councilmember Carr asked Mr. Hales how he envisioned the Council addressing some of the issues that have to be before the Traffic Commission?

Mr. Hales stated that he would encourage Council to listen to the Commission; the group is superb, they do their homework and thoroughly look at the issues. Their recommendations carry a great deal of weight.

Councilmember Carr asked about traffic concerns in Ward One related to the Centene project; which will make parking even more important. How would you intend to interact with the constituents and attempt to solve some of the problems that may be coming up?

Mr. Hales stated that it's been a while since the last update on Centene. He stated the U City portion of the project is still a ways out. His neighborhood, the Alta Dena neighborhood, upper Maryland, upper Westmoreland will be directly affected. The project needs to be watched; there is a solution with a residential parking permit program should there be people who don't want to pay for parking in the building. He understands that the Centene employees will have parking. The other challenge might be the volume of traffic on Jackson. The traffic study projection seemed rather low in terms of what they think the increase of traffic on Jackson between Forsyth and Delmar. There may be a need to reconfigure the traffic signal at Jackson and Delmar; which is a County signal. He would hope that as the process goes through, any infrastructure cost will be incurred by Centene and the development. One challenge on Forsyth is the multiple jurisdictions; County, Clayton and U City and none of the signal talk to one another.

E - 4 - 2

Councilmember asked Mr. Hales how he intended to reach out and involve the vast western section of Ward One, who may or may not know him? If you know some of their issues, give a brief description?

Mr. Hales stated that he had met many of the people a number of years ago while knocking on doors during his campaign and during the bond issue. He stated the being appointed is an interesting position; you have to earn the trust of the people you're supposed to represent. He would like to essentially establish a campaign committee, raise some money and start a newsletter that could be dropped neighborhood to neighborhood. He would envision knocking on doors and hand delivering information and introducing himself.

Councilmember Smotherson asked Mr. Hales what he would like to achieve in the next year both for Ward One and also for the City at large?

Mr. Hales stated the most issue and opportunity is the proposed redevelopment. As the process moves forward it is very important that we work together as a Council, a community, staff the TIF commission, everyone to get the very best for our community. Four years ago we were talking about Olive and 170, Mayor Mr. Lieberman talking about it sixty year ago; it is an great opportunity and should get the best out of it for the community.

Councilmember Cusick ask what are the three or four major challenges that U City is facing and conversely what are the three or four things that are going well?

Mr. Hales stated the he believes the single biggest challenge is reputation; reputation of our community, our schools etc. One of the most important things is getting a handle on the budget. According the audit, the fund balances don't reflect what they actually are, which is very concerning. It's important to know exactly what our financial footing is. Another challenge is finding a police department; a location, a site. The proposal for two sites is interesting; it was nice to get a different and fresh perspective. He was impressed with the City Managers proposal for the new police station.

Councilmember Clay stated that challenge of a Councilperson being assigned to a Ward is always striking a balance between the needs of the Ward verses the needs of the City. Ultimately what's good for the Ward is good for the City. In an environment where at times there are competing priorities and limited resources; choices have to be made. He asked Mr. Hales to share his philosophy of balancing your role as a potential representative for Ward One verses the needs of University City as whole, particularly related to the Third Ward?

Mr. Hales stated that he had been talking about the proposed development with his neighbors and on social media over the last year. He stated what's not good for the Third Ward is not good for the First Ward or for University City. Although Councilperson represents the voters in a particular Ward you have to take a broad look to ensure the interest in all Wards are being served. If that's not happening, that's a problem because what happens in the Third Ward affects everybody.

Councilmember Clay asked Mr. Hales about the policing efforts in the First Ward verses the Third Ward; where the needs are often times very different. He asked for his thoughts on how we meet the needs of the First Ward while understanding the nature of crime in the Third Ward; which may require more focus because of the issues?

Mr. Hales stated that he did not believe there are any concerns related to how the police presence is currently managed. It most important that we listen to the Police department and what their needs are, what and where resources are needed to ensure that they have the tools to do their job to the issues.

Mayor Crow asked about the health of the Loop and the relationship with Wash U; particularly their properties and interaction with the students and their contributions to University City. The Mayor asked Mr. Hales what issues were of concern to him regarding the Loop, what he thinks the City should be doing to assist the Loop and what his thoughts are on the Wash U relationship with the City?

Mr. Hales stated that he has heard many times concerns about the turnover in businesses, the traffic problems with the construction of the Trolley. Based on the crime reports; the Loop is one our biggest areas of crime therefore some people don't come to the Loop because they don't think it's safe to do so. People complain about aggressive panhandling, assistive noise and even a hate speech. He believes the most important think to listen to the complaints and work address them in a direct fashion.

Mr. Hales stated that one of his priorities is the budget and the steadily growing cost and the flat revenues. It most important to grow the revenue; this proposed development is an opportunity to do that. We should look at every opportunity that we have. He thinks we should look at monetizing the trash transfer station as well as the municipal garage. One thought would be to contract with Wash U to allow the City to perform the maintenance on their vehicles. This City cannot afford leave any money on the table. Recently there was million dollar settlement related to uncollected fees that we should have been tracking. Regarding Wash U, the number of properties that Wash U owns presents a challenge to the City's bottom line. The relationship cannot be adversely, but a frank discussion needs to happen to make sure the City is not put in a financially challenging position. We need to raise revenues and nobody wants to raise taxes. He would like to see all options on the table or raising revenues without raising taxes or fees; Wash U is a big part and can certainly contribute more.

We need to grow our economic development. There is a plan to restart the comprehensive plan; we need to take a broader look. We should have a plan to goes out at least five, ten or twenty five years that is religiously updated on schedule.

Councilmember Carr asked Mr. Hales about ways to entice Wash U to make a real contribution in an ongoing way to the community? It has been stated that if Wash U does something here they would have to do it in two or three other places. Where you do see opportunity to increase the revenue and/or Wash U's commitment to the City?

Mr. Hales stated that he believes honest conversations are needed. The most recent issue has been the parking garage and the proposed service alley through Civic Plaza; the Traffic Commission was adamantly opposed. He believes when Wash U ask for special accommodations the City has to be very clear about the City's needs. There's extensive need for policing which Wash U is helping with, but we must have the conversations.

3. Public Comments

Having no request to speak, Mayor Crow moved to the next agenda item.

4. Council vote on an appointment to fill the Ward One vacancy in the Council

Councilmember Carr made a motion to fill the Ward One vacancy by approving the appointment of applicant Mr. Jeff Hales to the position. The motion was seconded by Councilmember Smotherson.

Roll Call Vote Was:

Ayes: Councilmember McMahon, Councilmember Cusick, Councilmember Smotherson, Councilmember Clay, Councilmember Carr, and Mayor Crow

Nays: none

Mayor Crow congratulated Mr. Hales and requested the City Clerk to administer the oath of office. Councilmember Carr asked for clarification of term; Mayor Crow stated the motion was as stated was correct.

5. Swearing in of new Councilmember; if appointment is made

The Oath of Office was administered by the City Clerk to Appointed Councilmember Jeff Hales, Ward One.

Mayor Crow congratulated Mr. Hales and thanked him for his services to the community.

6. Adjournment

Mayor Crow thanked everyone in the audience for their attendance and participation in the community.

Councilmember Carr motioned the meeting be adjourned, and it was seconded by Councilmember McMahon and the motion carried unanimously. Mayor Crow adjourned the meeting at 5:08 p.m.

LaRette Reese
City Clerk

DRAFT



Council Agenda Item Cover

MEETING DATE: May 29, 2018
AGENDA ITEM TITLE: Asphalt Rejuvenation Project
AGENDA SECTION: Consent Agenda
CAN THIS ITEM BE RESCHEDULED?: Yes.

BACKGROUND: In an effort to preserve the City's roadway infrastructure the City has decided to place an Asphalt Rejuvenating agent on several blocks again this year. We have been very satisfied with the results of the performance of the material. With Asphalt Rejuvenation of streets this will slow down pavement deterioration and extend the life of the roadway for several years.

The City opened bids for the Asphalt Rejuvenation and Restorative Seal Project on May 8, 2018 the tabulation of bid proposals is as follows:

| Contractor | Bid Price |
|------------------------------|-------------|
| Corrective Asphalt Materials | \$67,200.00 |

With Corrective Asphalt Materials being the only company to supply and apply the material they are the only bid for this project. City staff has researched other products to compare to that of which Corrective Asphalt Materials offers, to find that they do not equate to a product that would meet our needs for preservation of our roads.

RECOMMENDATION: The City Manager recommends that the City Council approve the award for Asphalt Rejuvenation Project to Corrective Asphalt Materials LLC, in the amount of \$67,200.00. After review by City staff, Corrective Asphalt Materials LLC is the lowest and responsible bidder. Corrective Asphalt Materials has performed work for the City for the past 5 years. This project is budgeted from the 01-40-32-6050 account and is within the budget for street maintenance.

ATTACHMENT: Locations List

LOCATIONS LIST

| Street Name | Block | From | To |
|-----------------|-------|-----------------|------------------|
| Amherst Ave | 7550 | Barkley | Hanley |
| Amherst Ave | 7590 | North and South | Barkley |
| Balson Ave | 7730 | Dead End | Wild Cherry |
| Balson Ave | 7790 | Wild Cherry | Warder |
| Balson Ave | 7810 | Warder | Duke |
| Balson Ave | 7890 | Duke | Saxony |
| Barkley Sq | 800 | Amherst | Dead End |
| Cornell Ave | 7700 | North & South | Warder |
| Cornell Ave | 7800 | Warder | Benlou |
| Cornell Ave | 7900 | Benlou | Center |
| Cornell Ave | 8000 | Center | Gay |
| Etzel Ave | 6500 | Kingsland Ave | Sutter Ave |
| Etzel Ave | 6700 | Ferguson Ave | Kingsland Ave |
| Gannon Ave | 7900 | Benlou | Center |
| Gannon Ave | 8000 | Center | Gay |
| Gannon Ave | 8200 | Oakbrook | Cornell |
| George St | 1100 | Olive | Melrose |
| George St | 1200 | Melrose Ave | Wellington Ave |
| George St | 1290 | Wellington | Dead end |
| Hazelwood Ln | 7150 | Faris Ave | Partridge Ave |
| Hazelwood Ln | 7170 | Willow Tree | Faris Ave |
| Hazelwood Ln | 7180 | Purdue Ave | Willow Tree |
| Kingsbury Blvd | 7100 | Williams | Wellesley |
| Kingsbury Blvd | 7200 | Wellesley | Overhill/Private |
| Maryland Ave | 7000 | Big Bend | Williams |
| Maryland Ave | 7100 | Williams | Asbury |
| Maryland Ave | 7200 | Asbury | Westmoreland |
| Mt Olive Ave | 1300 | Canton | Olive |
| Partridge Ave | 1300 | Raymond | Willow Tree |
| Purdue Ave | 1400 | Hazelwood | Wellington |
| Purdue Ave | 1420 | Hazelwood | White Oak |
| Purdue Ave | 1490 | White Oak | Canton |
| Shaftesbury Ave | 7500 | Jackson | Hanley |
| Stanford Ave | 8000 | Center | Gay |
| Stanford Ave | 8100 | Dead End (Gay) | Brittany |
| Stanford Ave | 8150 | Brittany | Stanford Ct. |
| Stanford Ave | 8160 | Stanford Ct. | Swarthmore |
| Warder Ave | 600 | Delmar | Gannon |
| Warder Ave | 700 | Gannon | Cornell |
| Warder Ave | 750 | Cornell | Stanford |
| Washington Ave | 6600 | Kingsland | Melville |



Council Agenda Item Cover

MEETING DATE: May 29, 2018
AGENDA ITEM TITLE: Asphalt Rejuvenation Project
AGENDA SECTION: Consent Agenda
CAN THIS ITEM BE RESCHEDULED?: Yes.

BACKGROUND: In an effort to preserve the City's roadway infrastructure the City has decided to place an Asphalt Rejuvenating agent on several blocks again this year. We have been very satisfied with the results of the performance of the material. With Asphalt Rejuvenation of streets this will slow down pavement deterioration and extend the life of the roadway for several years.

The City opened bids for the Asphalt Rejuvenation and Restorative Seal Project on May 8, 2018 the tabulation of bid proposals is as follows:

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RECOMMENDATION: The City Manager recommends that the City Council approve the award for Asphalt Rejuvenation Project to Corrective Asphalt Materials LLC, in the amount of \$67,200.00. After review by City staff, Corrective Asphalt Materials LLC is the lowest and responsible bidder. Corrective Asphalt Materials has performed work for the City for the past 5 years. This project is budgeted from the 01-40-32-6050 account and is within the budget for street maintenance.

ATTACHMENT: Locations List

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| Balson Ave | 7890 | Duke | Saxony |
| Barkley Sq | 800 | Amherst | Dead End |
| Cornell Ave | 7700 | North & South | Warder |
| Cornell Ave | 7800 | Warder | Benlou |
| Cornell Ave | 7900 | Benlou | Center |
| Cornell Ave | 8000 | Center | Gay |
| Etzel Ave | 6500 | Kingsland Ave | Sutter Ave |
| Etzel Ave | 6700 | Ferguson Ave | Kingsland Ave |
| Gannon Ave | 7900 | Benlou | Center |
| Gannon Ave | 8000 | Center | Gay |
| Gannon Ave | 8200 | Oakbrook | Cornell |
| George St | 1100 | Olive | Melrose |
| George St | 1200 | Melrose Ave | Wellington Ave |
| George St | 1290 | Wellington | Dead end |
| Hazelwood Ln | 7150 | Faris Ave | Partridge Ave |
| Hazelwood Ln | 7170 | Willow Tree | Faris Ave |
| Hazelwood Ln | 7180 | Purdue Ave | Willow Tree |
| Kingsbury Blvd | 7100 | Williams | Wellesley |
| Kingsbury Blvd | 7200 | Wellesley | Overhill/Private |
| Maryland Ave | 7000 | Big Bend | Williams |
| Maryland Ave | 7100 | Williams | Asbury |
| Maryland Ave | 7200 | Asbury | Westmoreland |
| Mt Olive Ave | 1300 | Canton | Olive |
| Partridge Ave | 1300 | Raymond | Willow Tree |
| Purdue Ave | 1400 | Hazelwood | Wellington |
| Purdue Ave | 1420 | Hazelwood | White Oak |
| Purdue Ave | 1490 | White Oak | Canton |
| Shaftesbury Ave | 7500 | Jackson | Hanley |
| Stanford Ave | 8000 | Center | Gay |
| Stanford Ave | 8100 | Dead End (Gay) | Brittany |
| Stanford Ave | 8150 | Brittany | Stanford Ct. |
| Stanford Ave | 8160 | Stanford Ct. | Swarthmore |
| Warder Ave | 600 | Delmar | Gannon |
| Warder Ave | 700 | Gannon | Cornell |
| Warder Ave | 750 | Cornell | Stanford |
| Washington Ave | 6600 | Kingsland | Melville |



Council Agenda Item Cover

MEETING DATE: May 29, 2018
AGENDA ITEM TITLE: Window Replacement at Fire House # 2
AGENDA SECTION: Consent Agenda

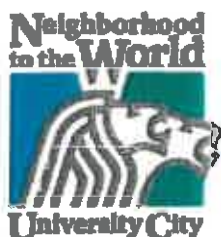
CAN THIS ITEM BE RESCHEDULED? : Yes

BACKGROUND REVIEW: The City renovated the Fire House # 2 on 1045 North and South in 2006. Currently, almost all 44 windows have had many issues such as leaking and need to be replaced. The City has issued a bid for window replacement. Three companies responded and were evaluated. Below is the bid tabulation display the total cost of this project:

| Company | Cost |
|-----------------------------------|-------------|
| Missouri Glass Company | \$ 117,770 |
| Winco Window Company/Wil-Bond LLC | 85,980 |
| Window World | 53,556 |

RECOMMENDATION: The City Manager recommends awarding the window replacement project to Winco Window Company and Wil-Bond LLC in the amount of \$85,980.00. The scope of work will include demolition, removal, disposal of existing windows, furnish and install new thermally broken Architecturally Rated Aluminum Windows, Series 1450 as manufactured by Winco Windows.

ATTACHMENT: Bid proposals from the above companies and the Interim Fire Chiefs summary of justification and selection of the contractor for the project.



Fire Department
David J. Crismon, Interim Fire Chief
 863 Westgate Avenue, University City, Missouri 63130
 Phone: (314) 605-8582, Fax: (314) 863-5615



To: City Manager Gregory Rose
From: Acting Fire Chief David Crismon
Subject: Fire Station #2 (1045 North & South) Window Replacement

Mr. Rose,

The current windows were installed in 2006 when renovations occurred to station #2 (1045 North & South Rd.), and although the age would reflect these windows are relatively new, there are a number of issues which have been present since being installed and continue to worsen.

It appears the contractor for renovations of this fire station installed windows that were, at that time, approximately 20 years old. This has also been found with light fixtures which were installed at the same time, which has been verified when attempting to purchase replacement parts and light bulbs. Suspicions have been that the contractor had purchased a warehouse of older supplies, which were in installed.

Most, if not all of these windows do not seal properly. Drafts are present through gap areas between the window and frame, to the point, paper towels have been utilized by fire crews to help try and seal these gaps. When the wind blows, an audible "whistle" is present in many of the windows. At times, when the back-up generator performs the automatic weekly test, exhaust fumes have entered into the building through these draft areas. There have been occasions of water leaks during periods of rain. Some windows require a wedge to hold in open position.

Another issue is that of a number of the windows require a wedge to hold them in the open position. I have personally witnessed screw drivers placed within the jamb as a wedge.

Regarding the bids received for updated windows, three bids were obtained. One was extremely high and two were of more comparable amounts. All three bids include product and installation.

| | |
|---------------------------------|--------------|
| Missouri Glass Company - | \$117,770.00 |
| WINCO Window Company/Wil-Bond - | \$ 86,980.00 |
| Window World - | \$ 53,556.00 |

I recommend the selection of the WINCO/WIL-BOND LLC bid citing these windows are of commercial grade, are manufactured of aluminum, have a ten year warranty, and are WINCO is University City based company. The Window World product is residential grade, manufactured of vinyl, and a three year limited warranty.

It is my opinion, although the WINCOWIL-BOND bid is of a higher monetary value, the quality should be taken into consideration as a long term asset. Thank you for your time

Thank you,

David J. Crismon
 Acting Fire Chief

WIL-BOND, LLC.

111 Rock Cliff Court – Suite D
St. Louis, MO 63123
Phone: (314) 616-1412



Date: May 14, 2018

To: Tina
TCharumilind@UCityMO.org

RE: University City Firehouse #2
Window Replacement Proposal

PROPOSAL

Please Consider the Following Services:

Furnish and install new thermally broken Architecturally Rated Aluminum Windows, Series 1450 as manufactured by Winco Windows. Windows to have 4" frame depth with class 1 dark bronze anodized finish. Glass to be 1" IGU with 1/4" panes, gray tint and Low-E coating.

Demolition, removal, and disposal of existing windows is included.

All trim, sealants, fasteners, equipment, dumpsters, and storage containers included for complete installation.

Shop drawings and submittals included. Submittal turnaround time is 2 weeks from verbal go ahead.

Material lead times are 10 weeks from release.

Base Bid Price:\$ 85,980.00 (sales tax excluded)

Warranties

One Year Labor Warranty

Standard manufacturer warranties (1 year at window, 5 years at finish, 10 years at glass)

EXCLUSIONS:

1. Sales Tax
2. Liquidated damages
3. Material will be inspected in a timely fashion

TERMS:

1. Balance due Net 30 days as invoiced.

Sincerely Yours,
Wil-Bond Construction, LLC.

Ron Bond
Owner / President
ron@wilbondconstruction.com
(314) 616-1412



WINCO WINDOW COMPANY
 6200 MAPLE AVENUE
 ST. LOUIS, MISSOURI 63130
 314-725-8088 • 800-525-8089 • FAX 314-725-1419

Quote #: 18-116

Date: 4/3/2018

Page: 1 of 4

PROPOSAL

Doc #: A-2-4

Project: **U CITY FIREHOUSE #2**
63130

Issued To: **TIM COX**

"QUOTATIONS HERIN, UNLESS OTHERWISE STATED ARE FOR IMMEDIATE ACCEPTANCE. PRICES ARE GOOD FOR 30 DAYS. AFTER 30 DAYS, THE PRICE IS SUBJECT TO ESCALATION, REPRICING OR CANCELLATION IF YOUR PURCHASE ORDER IS NOT IDENTICAL TO WINCO'S PROPOSAL AND UNLESS THE JOB IS RELEASED FOR MANUFACTURING WITHIN 90 DAYS OF RECEIPT OF THIS SIGNED PROPOSAL OR YOUR PURCHASE ORDER ERRORS AND OMISSIONS ARE SUBJECT TO CORRECTION." IN ADDITION TO THE ABOVE "ALL ORDERS ARE SUBJECT TO TERMS AND CONDITIONS AS ATTACHED."

We propose to furnish only the materials listed and pictured below, F.O.B. our shipping point, with freight allowed to **63130** for the net sum of

Thirty Five Thousand Three Hundred Thirteen and 00/100 (\$ 35,313.00)

YOU MUST VERIFY THAT THIS PRODUCT PROPOSAL MEETS YOUR SPECIFICATIONS AND NEEDS.
 PRICE DOES NOT INCLUDE SALES TAX.

This Quotation as Summarized Below Includes:

| | | | | |
|----------|--|-------------------|---------------|-----------------|
| Openings | 33 - WINDOW OPENINGS | | | |
| Windows | 44 - 1450L SERIES - Anodized Spc:113 Dark Bronze | | | |
| Hardware | 88 - 4-BAR ARMS | | | |
| | 44 - PO CAM LOCK LH | | | |
| | 44 - PO CAM LOCK RH | | | |
| Glass | 88 - 1IN. INSULATED 1-4 X 1-2 X 1-4/GREY SB60 #2 TP | | | |
| Screens | NOT INCLUDED IN BASE QUOTE | | | |
| Trim | 136 Pcs 709' Total 1-7_16" X 1-1_2" SNAP TRIM BASE | | | |
| | 136 Pcs 709' Total 1-7_16" X 1-1_2" SNAP TRIM COVER | | | |
| | 34 Pcs 183' Total D8-177-PAN SILL | | | |
| | 100 Pcs 548' Total HEAD & JAMB PAN | | | |
| Options | All Alternate Prices Below are Changes to Base Bid | Add | Deduct | |
| | Deduct for Customer Supplied Shop Drawings | | | \$419.00 |
| | ADD FOR SCREENS | \$1,385.00 | | |

Notes

- All trim will be cut long and square cut. No notching coping or miters. (Except Panning)
- This price is based on the fact that this order will be shipped in as few shipments to one location
- The 1450 Series window is a 4" frame w/ a 2" heavy sash. 1/16" frame walls 1/8" sash walls
- Winco is in the AAMA Labeling program and tests in accordance with their guidelines and spec's.
- All Dimensions shown on your take-off are taken as Window Dimensions
- Excluding: Field measurements Installation Field testing Fasteners Struct calc's (Unless Otherwise Noted) and Mock Up (Unless Otherwise Noted)
- Price is subject to review and possible repricing if any changes are made from the original take-off
- Note shop drawing submittal includes standard submittal items and drawings. Price includes 1 revision. Additional revisions will result in additional charges not covered in this quote....
- Winco standard warranties apply: 1 year window - 10 year insulated glass - 5 year anodize finish - 5-year 50% Kynar finish - 10-year 70% Kynar finish-5 year Lami. Please review spec for requirements.
- This quote is inclusive of what is listed above. If items are required that are not listed please advise your estimator immediately for revision.

- PROPOSAL CONTINUED ON NEXT PAGE -



WINCO WINDOW COMPANY
 6200 MAPLE AVENUE
 ST. LOUIS, MISSOURI 63130
 314-725-8088 • 800-525-8089 • FAX 314-725-1419

Quote #: 18-116
 Date: 4/3/2018
 Page: 2 of 4

Doc #: A-2-4

PROPOSAL

- Bidding Winco's standard CRF & U-Values based on Winco's test sizes per test reports. If special CRF & U-Values are required, new testing will be required, lead-times and cost will be affected.
- Please review this quote for accuracy! If any discrepancies are found please advise your estimator immediately.
- Unless otherwise noted order must be released within 6 months of PO date, orders released after the 6 months could be subject to material escalation charges.
- Quote is based on glass listed or performance equivalent.
- Shop drawings included in price unless otherwise noted. Multiple revise and resubmit request may be subject to additional shop drawing charges.
- Quote includes freight with a maximum of three (3) hours unloading time. Unloading times longer than 3 hours without advanced notice may incur additional charges.

Note: A signed copy of this proposal must be returned to Winco Window Company before it can become an authorized order and be entered into the Engineering Department.

WINCO WINDOW COMPANY

The above proposal and accompanying terms and conditions are accepted this _____ day of _____ 20 _____

By _____
Jeffery Isermann

By _____
 Authorized Signature

 Company Name

 Title



THE CLEAR CHOICE FOR WINDOWS

ARCHITECTURAL * HISTORIC REPLICATION * BLAST * IMPACT * CUSTOM

WINCO WINDOW COMPANY ("WINCO") TERMS AND CONDITIONS OF PROPOSAL

PROPOSAL ADJUSTMENT. This proposal, including all prices & specifications made herein, are estimated projections of the cost of labor and materials. These projections were made by Winco based in Winco's interpretation of the specifications set forth in the corresponding purchase order, approved specifications, or signed proposal & are not meant to be final. Winco reserves the right to change, modify, &/or correct any projections, errors or omissions, or to increase any or all of the prices stated herein based on changes or modifications of any projections, changes in specifications or plans, or on increased costs in the production, storage &/or shipment of the purchase order or signed proposal at any time without notice.

AUTHORITY OF SALES PERSONNEL. Unless otherwise set forth in writing by Winco, no salesman or agent of Winco has any authority to change, in any manner, any specifications, any conditions of sale, or any terms and conditions of shipment as set forth by Winco.

DETERMINATION AND CONDITIONS OF PAYMENT. It is agreed that the purchase price & terms & schedule of payment shall be determined solely by Winco, & Purchaser agrees to pay said price in accordance with said schedule & to pay all invoices sent by Winco in accordance with said terms. The terms of this proposal are subject to a 1% ten days net thirty days, f.o.b. St. Louis, Missouri.

COLLECTION AND ATTORNEY'S FEES. Past due accounts are subject to an annual interest rate of 18%. Accounts not paid when due shall be forwarded to a collection agency or an attorney for collection & purchaser agrees to pay all costs & expenses, including all reasonable attorneys' fee, incurred in connection with collection.

CANCELLATIONS, RETURNS AND BACKCHARGES. Winco will not accept returned products for credit without prior written approval by Winco. Back charges or claims for work not performed by Winco, will not be allowed without prior written approval from Winco. Unless the parties to this contract otherwise agree in writing, Purchaser must accept all goods tendered under this contract.

MANDATORY CREDIT APPROVAL OF PURCHASER. All agreements made hereto or otherwise made between Winco & Purchaser are contingent upon & are subject to Winco's sole determination as to the credit worthiness of purchaser. Said credit approval shall be in accordance with standards set forth & determined solely by Winco, & Winco reserves the right, at any & all times, to cancel or to discontinue manufacturing upon Winco's sole determination that the Purchaser's credit is not acceptable. Any costs incurred by Winco with respect to any orders placed with Winco by said Purchaser, whose credit is determined not acceptable to Winco, shall be borne solely by Purchaser, & Purchaser agrees to pay Winco for any costs so incurred.

EXPERIMENTAL WORK. Winco reserves the right to determine the price of any experimental work produced at Purchaser's request, which may include, but not limited to, creating sketches, drawings & materials. All materials, including but not limited to, sketches & dummies, are the property of Winco, and no use of them shall be made & no idea obtained therefrom shall be used except upon prior written approval from Winco.

ALLOWED FREIGHT. Unless the parties to this contract otherwise agree in writing, all prices are quoted f.o.b. St. Louis, Missouri. Where the parties agree in writing that freight is allowed, such freight is allowed only to points serviced by rail or over-the-road truck carriers. Should the delivery point fall beyond these delivery zones, the cost of transporting materials from said terminal to job site, will be paid solely by Purchaser. If the parties agree in writing that shipment is to be split, all additional freight charges are to be paid by Purchaser. Unless the parties to this contract otherwise agree in writing, no portion of the completed work will be stored for future delivery.



THE CLEAR CHOICE FOR WINDOWS

ARCHITECTURAL * HISTORIC REPLICATION * BLAST * IMPACT * CUSTOM

DATE OF DELIVERY. Winco assumes no responsibility for failure to ship on particular dates, & where others are placed for shipment on specified dates, or for any reason Purchaser will not accept a shipment made later than the date named, Winco must be notified in writing that affect before Winco begins production of Purchaser's order or signed proposal. Winco shall not be liable for any delay in delivery or failure to deliver any or all of the goods in case such delay or failure is caused by labor disputes, strikes, war, riots, insurrection, civil commotion, fire, flood, accident, storm or any act of God, failure of supplies, changes in backlog or other causes beyond Winco's control.

WHERE CREDIT IS IMPAIRED. If the credit of the Purchaser shall at any time, in the sole judgment of Winco, become impaired, Winco shall have the right to require payment in advance before making shipments.

DEFAULT IN PAYMENT. The making of payments at the times they respectively fall due shall be considered as the essence of the agreement, & in case of the failure so to do, or in case the Purchaser shall fail to make any other payment due to Winco, Winco shall have the right to cancel any contract or impose a stay in production & to declare due the entire amount unpaid.

RISK OF LOSS. Unless the parties to this contract otherwise agree in writing, the risk of loss or damage to the goods shall pass to Purchaser after Winco notifies Purchaser that the goods are available for delivery at Winco's plant.

LIMITATION OF LIABILITY. Winco's liability whether in contract, in tort, under any warranty, in negligence or otherwise shall not exceed the amount of the contract purchase price, & under no circumstances shall Winco be liable for special, indirect or consequential damages. No action, regardless of form, arising out of the transactions under this agreement may be brought by Purchaser more than one year after the cause of action has accrued.

WARRANTIES. WINCO MAKES A LIMITED WARRANTY, WITH RESPECT TO THE GOODS & IN NO EVENT SHALL WINCO BE LIABLE FOR DIRECT, INDIRECT, CONSEQUENTIAL OR INCIDENTAL DAMAGES, FROM ANY CAUSE WHATSOEVER, OR FOR DAMAGE TO ANY PROPERTY OR INJURIES TO ANY PERSONS. THIS WARRANTY SHALL NOT BE TRANSFERABLE. PURCHASER'S FAILURE TO PAY FOR WINDOWS ACCORDING TO TERMS VOIDS ALL WARRANTIES. WINCO ONLY PROVIDES THE WARRANTIES PROVIDED BY SUPPLIERS OF COATING FINISHES, INSULATING GLASS, & OTHER MATERIALS. THE EXPRESS WARRANTIES HEREIN ARE IN LIEU OF ALL OTHER WARRANTIES EXPRESS OR IMPLIED, INCLUDING ANY WARRANTIES OF MERCHANTABILITY & FITNESS FOR A PARTICULAR PURPOSE. WINCO MAKES NO WARRANTIES AS TO THE RESULTS TO BE OBTAINED IN THEIR USE BY PURCHASER WHETHER ALONE OR IN COMBINATION WITH OTHER SUBSTANCES, & WINCO NEITHER ASSUMES NOR AUTHORIZES ANY OTHER PERSON TO ASSUME FOR WINCO ANY OTHER OBLIGATION OR LIABILITY IN CONNECTION WITH THE SALE OF THE WINDOW MATERIALS FOR THE ABOVE PROJECT.

EXCLUSION OF ORAL WARRANTIES. If is further agreed that there are no understandings, agreements or representations, express or implied, not specified herein respecting this order & terms mentioned, & this instrument contains the entire agreement between the parties, & is binding on both parties.

INTERPRETATION. This contract is to be construed according to the laws of, & under the Uniform Commercial Code as adopted by, the State of Missouri.

ARBITRATION. The parties agree that all disputes & claims relating to this contract shall be settled by an arbitrator in accordance with the rules of the American Arbitration Association, & any Arbitration proceeding will be held in St. Louis, Missouri. The parties agree to be bound by the award in accordance with the commercial rules of said Association.

THIS CONTRACT CONTAINS A BINDING ARBITRATION PROVISION WHICH MAY BE ENFORCED BY THE PARTIES.



WINCO WINDOW COMPANY
 8200 MAPLE AVENUE
 ST. LOUIS, MISSOURI 63130
 314-725-8088 • 800-525-8088 • FAX 314-725-1419

PROPOSAL

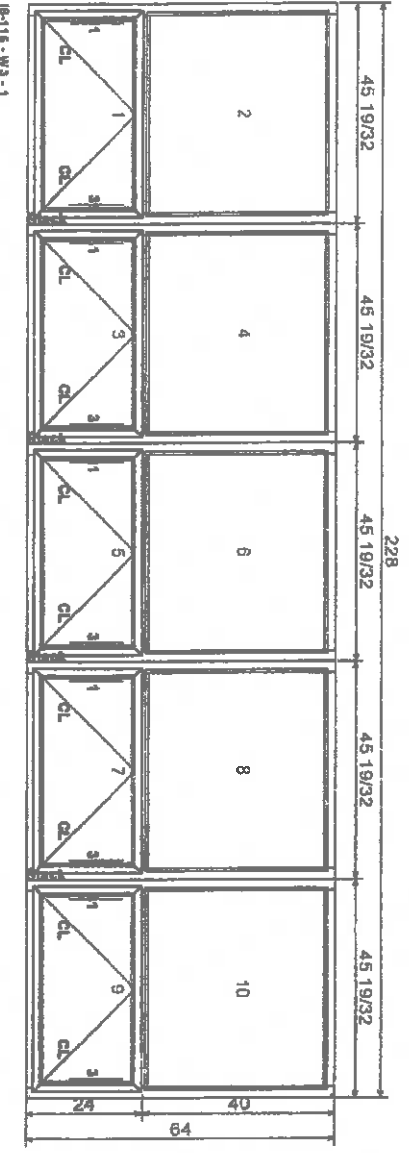
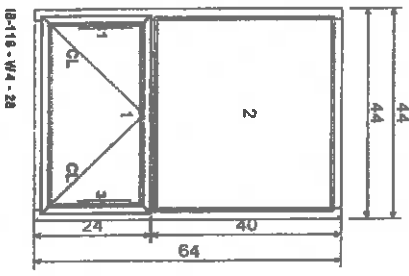
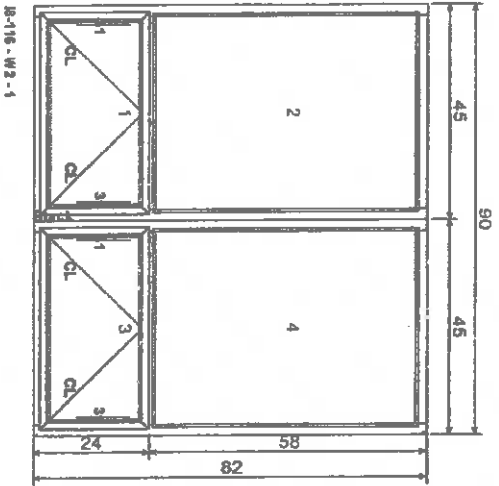
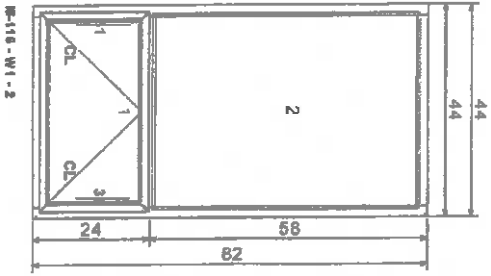
Doc #: A-2-4

Quote #: 18-116

Date: 4/3/2018

Page: 3 of 4

THIS DRAWING IS A REPRESENTATION OF OUR UNDERSTANDING OF YOUR REQUEST FOR QUOTATION. PLEASE REVIEW THIS DRAWING AND THE ATTACHED PROPOSAL FOR ERRORS OR OMISSIONS. IF ANY OF THE INFORMATION IS NOT CLEAR OR CORRECT PLEASE CONTACT YOUR ESTIMATOR IMMEDIATELY FOR REVISIONS.



PRODUCT INFORMATION

Series: 1450L
 Finish: Anodized Spc:113 Dark Bronze

Screen Mesh Color:



WINCO WINDOW COMPANY
 6200 MAPLE AVENUE
 ST. LOUIS, MISSOURI 63130
 314-725-8088 • 800-625-8089 • FAX 314-725-1419

PROPOSAL

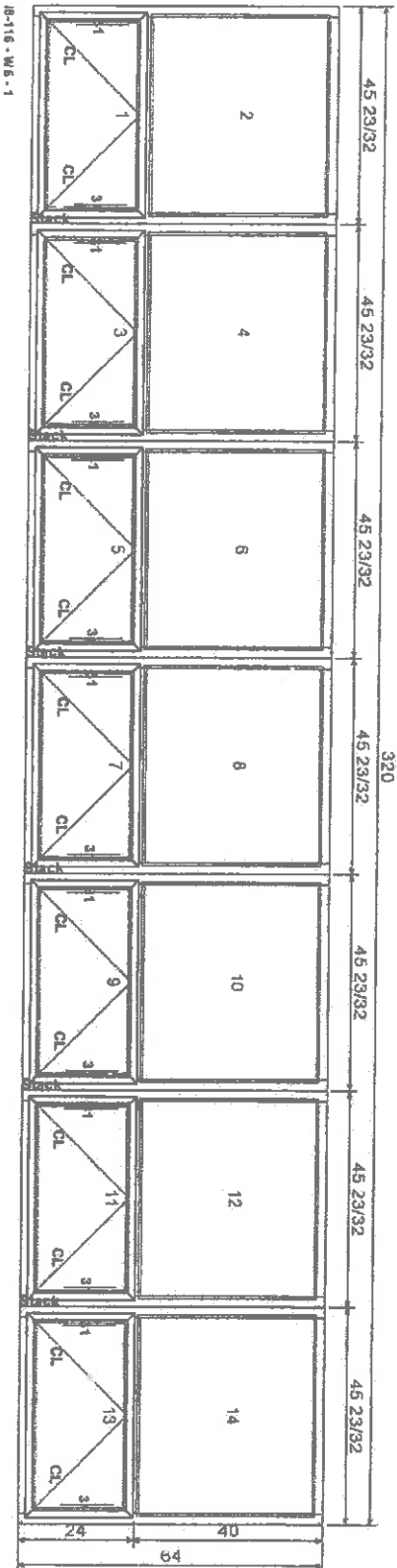
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PRODUCT INFORMATION

Series: 1450L

Finish: Anodized Spc:113 Dark Bronze

Screen Mesh Color:

St. Louis
 13892 St. Charles Rock Road
 Bridgeton, MO 63044
 (314) 993-1800
 Fax (314) 993-1815



Kansas City
 1100 NW Valley Ridge Dr.
 Grain Valley, MO 64029
 (816) 799-0820
 Fax (816) 799-0827

Columbia
 1400 Herford Dr., Ste. 106
 Columbia, MO 65202
 (573) 814-2600
 Fax (573) 814-2605

Springfield
 6200 S 2nd Street, Unit B
 Springfield, IL 62711
 (217) 544-0400
 Fax (217) 544-0500

Peoria
 688 High Point Lane East
 Peoria, IL 61611
 (309) 698-3910
 Fax (309) 698-3310

Lenexa
 9160 Marshall Dr.
 Lenexa, KS 66215
 (913) 647-0435
 Fax (913) 307-0755

Customer: University City Fire Dept Phone (h) (314) 505-8523
 Install Address: 1205 North and South Rd - University City, Mo Phone (w) _____
 Bill Address: _____ E-mail _____

| WINDOW WORLD WINDOWS | | WINDOW FEATURES | |
|---|---------------------|---|---------------------|
| 4000 Series DH All-Weld | \$205 | 66 SolarZone™ Elite | \$89 <u>7654</u> |
| 6000 Series DH All-Weld | \$235 | SolarZone™ Therm-D IE <small>(4000 Series - Northern Climate zone corr) and</small> | \$109 |
| 2 Lite Slider: Series _____ Size _____ | \$ _____ | SolarZone™ Therm-D Elite TG2 <small>(4000 Ser-25)</small> | \$179 |
| 2 Lite Slider: Series _____ Size _____ | \$ _____ | 1/2 Screens | \$9 NC |
| 3 Lite Slider <small>(1 1/2, 1 3/4) (1 1/4, 1 1/2, 1 3/4)</small> | \$ _____ | ✓ Foam Insulation on Jamb and Head | \$11 NC |
| Picture: Series _____ Size _____ | \$ _____ | Double Strength Glass | \$15 NC |
| 66 Awning | \$2552 <u>1,930</u> | Double Locks (> 27") | \$5 NC |
| Casement | \$329 | ✓ Full Screens <u>awning</u> | \$29 |
| Basement Hopper | \$200 | Colonial Grids (Contoured/Flat) | \$42 |
| Bay Window | \$2350 | Prairie Grids | \$49 |
| Bow Window | \$2475 | Diamond Grids | \$69 |
| Garden Window | \$1875 | Specialty Grid | \$ _____ |
| Specialty Window | \$ _____ | Tempered DH Sash (BSO) (TSO) | \$65 |
| Beige | \$35 | Obscure Glass (BSO) (TSO) | \$35 |
| Wood Grain Interior (Series 4000 / 6000 only) | \$95 | Oriel Style | \$30 |
| 66 Exterior Paint (Series 4000 / 6000 only) | \$159 <u>3674</u> | Foam Enhanced Frame (Series 6000 Only) | \$35 |
| Exterior Paint + Wood Grain Combination | \$40 | | |
| Window Color <u>White</u> <u>Arch Bronze</u> | | | |
| Inside Outside | | | |
| DOORS | | MISCELLANEOUS | |
| Vinyl Sliding Patio Door 5ft. (3" rail) | \$959 | 66 Custom Exterior Trim (Includes Installation) | \$149 <u>12,814</u> |
| Vinyl Sliding Patio Door 6ft. (3" rail) | \$999 | Exterior Trim Style/Color <u>Arch Bronze</u> | |
| Vinyl Sliding Patio Door 8ft. (3" rail) | \$1199 | Shutters (pair) | \$85 |
| Vinyl Sliding Patio Door 9ft. (3" rail) | \$1499 | Shutter Color _____ | |
| *Includes Exterior Trim | | Build in Opening | \$ _____ |
| Exterior Trim Style/Color _____ | | Interior Cap | \$15 |
| Finished Interior Handle | \$75 | Interior Casing | \$45 |
| Custom Patio Door | \$ _____ | Repair Sill or Jamb | \$50 |
| Grids Patio Door | \$ _____ | Mullion Removal (Quarter Round/TrimQuick) | \$70 |
| Patio Door SolarZone™ Elite | \$200 | Mull to Form Multi Unit | \$30 |
| Beige | \$ _____ | Reframe Opening | \$ _____ |
| Wood Grain Interior | \$450 | Permit Fee | \$ _____ |
| Exterior Paint | \$450 | Extra Labor | \$ _____ |
| Exterior Paint + Wood Grain Combination | \$100 | | |
| Door Color _____ / _____ | | | |
| Inside Outside | | | |

NO EXTRA WORK IF NOT IN WRITING!

Picture
 Awning

Customer agrees to the terms of payment as follows: *

Extra Labor \$ TRUCK RENT - 31626

Delivery & Environmental Fee \$ 150.00

Sub Total \$ 45,912 / 5358

Round up for Window World Cares \$ _____

TOTAL AMOUNT \$ _____

Custom Order Deposit 50% \$ _____ Ck# _____

Balance Paid to Installer upon Completion \$ _____

Amount Financed \$ _____

You the buyer may cancel this transaction at any time prior to midnight of the third business day after the date of this transaction. Notice of cancellation must be in writing postmarked no later than midnight of the following third business day. THIS IS A CUSTOM ORDER NOT FOR RESALE!

Dennis W. Smith 5/11/18
 Salesman Date

Owner Date

Preparing for Your new Windows and Doors

Congratulations on your decision to increase the comfort level, value and appearance of your home. To maximize your investment and enable the installation to take place as smoothly as possible, we have created this handout to acquaint you with what to expect when our installers arrive.

1. Expected Delivery Time. All of our windows are custom made at one of our manufacturing plants located around the country and shipped to any of our over 200 Window World locations. The time between when your order is placed and when the windows are ready to be installed, though not guaranteed is typically 6 to 10 weeks. At that point we will call you to set an installation date. If for some reason you need to delay your installation for more than a couple of weeks after notification that we are ready to install your order we will be happy to work with you. We will need to collect the remaining balance before installation if the delay you request is more than three weeks.

2. Access to the Windows and Doors. We will need approximately 2 feet in front of each window, inside your home, so we can place our drop cloths and tools necessary to perform our work. When the old windows are removed, gusts of wind typically flow through your home. It is advisable to gather together important papers, and other small items that can be disturbed by the wind and relocate them. Computers and other electronic equipment should be covered or relocated temporarily. Please move aside any furnishings that are in the way of our work. If any furniture items are too heavy to move easily, we will gladly assist you.

3. Window Coverings. To gain access to the interior of the windows, we need all mini blinds, vertical blinds, roll-up shades, shutters, drapes and any other window covering removed prior to our installation. We are not responsible for removing or reinstallation of these items and are not responsible for damage resulting in the removal and reinstallation. We also are not responsible for any window covering alterations that may be required to reinstall them. If blinds are not removed at the time of installation, our installers will remove them at an additional charge of \$15 per blind. This does not include reinstalling blinds.

4. Plants and Bushes. Occasionally we need to work in planters and other landscaped areas of your home that are adjacent to the windows and doors. Please survey your yard prior to us arriving and look for potential problems. Some trees and vigorous bushes need to be pruned back to give us access to your windows. Delicate plants and shrubs in areas right below a window should be temporarily relocated if they cannot survive being stepped on and you want to preserve them. We strive to be careful when working around vegetation, but our priorities are to focus on our work, your windows and our safety while working on your property. We are not responsible for any damage to plants, shrubs or landscaped areas.

5. Arrival and Departure Times. We will advise you of the expected arrival time for our crew at the time we set up the installation date with you. We generally stay till the job is done, unless it will be a 2 or 3-day job, in which case we may work as long as there is daylight. It is our policy that our installers get a sign-off form and collect the outstanding balance at the completion of the job. We ask that you be available to approve the job and make final payment at the time of completion. If this is not convenient for you, we need to know before we start the job. Inclement weather and other unforeseen hindrances are a fact of life and as such we ask that you understand if the weather, traffic, etc. cause a delay or cancellation of an installation appointment. We typically do not schedule more than a day or two in advance to try to avoid such issues.

6. Our Worksite. We like to set up our worksite as close to your windows and doors as possible and generally your driveway is the best spot. If using the driveway will block a garaged car, please be ready to pull it out upon arrival.

7. Alarm Systems. For those of you who have alarm systems, the alarm company should be notified and advised of our job. They will be responsible for the disconnection and reconnection of your alarm system.

8. Where do we start? Upon arrival the crew leader will survey the job and determine where to begin. If you have a preference, feel free to advise us and we will accommodate to the best of our ability. Because we work in stages (i.e., removal of old windows, setting the new window, wrapping of exterior, etc.), we don't complete the job one window at a time. The job moves along in a rolling progression where each operation is done on all windows at the same time. This produces a quality job.

9. If the job takes more than a day, will there be any openings in my house? Of course not. We only remove that which can be reinstalled in the same day. Although there may not be a complete window, it will be weather-tight and secure for overnight. (Please no critiquing at this time.)

10. Pets. We love furry, four-legged creatures; however, we need your help in supervising them. We are not always able to close a gate or door behind us when carrying a window, so please keep them in a safe place. Our job description does not include scampering down the street after Fido with new found freedom. Many people say, don't worry, he doesn't bite, but many installers have been bitten. So please secure dogs that have an aggressive bark towards strangers.

11. Expect some dust, noise and general disruption of your living space. Construction work can sometimes be messy depending upon the scope of your job. It's an unfortunate reality of remodeling, but we do our best to keep things under control. We appreciate your patience and understanding during the job and until everything is finished. Even after we have cleaned up, it is advisable to survey the areas for something we may have overlooked (i.e., kids rooms, baby's room).

12. *Damage to walls and old trim stops. For those of you who have old aluminum and steel windows and are replacing them due to sweating and damaging of the walls, be advised that all water damage plaster will most likely fall out. In addition, all the patch work you have done over the years will fall out also. This is normal; however, we are not plaster experts, so the repair to those walls would best be left to the experts. In some cases due to out of square openings, new trim is required to make the window look good. * Unless noted on the contract new trim will not be provided or installed by us. You can expect to do some touch up painting on the trim after the installation of your new windows. This is not always necessary and is usually minor if it occurs. If your trim stops around your sashes are very old, dry, and brittle, they may snap and crack upon removal. If this happens, we can leave them off if you please, or for a small up charge, replace them with newer ones. Many of the old style stops are no longer available so we would replace the entire window with newer style stops. Should we discover any hidden damage to the frame or wall area we will advise you before we proceed. Should you decide to replace or repair anything, the price will be added to your balance.

13. Relax and enjoy the show. After we've been introduced to your home, feel free to run errands, take a walk, or just relax. If a question should arise, by all means ask the crew leader for clarification. We enjoy people who are interested in what we do, and most customers are intrigued with the process. We do get nervous, however, when a customer constantly hovers over our shoulder. Like any professional, we're always happy to answer questions, but we appreciate being able to concentrate on our work without interruptions and distractions. This ensures a safe and quality installation.

14. Failure of the contractor to pay those persons supplying materials or services to complete this contract can result in the filing of a mechanic's lien of property, which is the subject of this contract pursuant to chapter 429, R.S.M.O. To avoid this result you may ask the contractor for a "Lien Waivers" from all persons supplying material or services for the work described in this contract. Failure to secure lien waivers may result in your paying for materials twice. All material guaranteed to be used as specified. This contract constitutes the entire understanding of both parties, and no other understanding, collateral, verbal or otherwise shall be binding, unless signed by both parties. This contract is only valid with proper signatures. A 3% cash discount is included in the price. Window World shall not be held responsible for time and material delays, strikes, acts of God or any other matters beyond its control. It is the owner's responsibility to insure all work complies with any neighborhood, condominium or historical guidelines. If work is substantially complete, Window World may elect to collect balance but for a hold back of twice the value of the remaining work. Owner agrees that the equity in this property is security for this contract. Since this contract calls for goods made to order, it is not subject to cancellation except as stated above. In the default of payment causing Window World to place this matter in the hands of an attorney for collection, buyer agrees to pay all cost of collection, including a reasonable attorney's fee. Your new windows will be installed in about 6 to 10 weeks, weather permitting from receipt of deposit.

15. Past Due Balances are subject to a service charge of 1.5% per month, in the event that this amount is placed in the hands of an attorney for collection, the purchaser agrees to pay all costs of collection, including a reasonable attorney fee. Return check fee is \$50 (fifty dollars).

16. ENERGY STAR compliance. Geographical factors determine ENERGY STAR compliance. By signing the back of the contract, the purchaser understands that they've been made aware of their glass package options by their sales rep and that selection of a glass package can affect their eligibility for current or future tax/rebate incentives offered by federal, state, or local governments. Charges made to the glass package after the time of contract signing will incur an additional cost to be assumed in full by the purchaser.

Salesperson _____

Home Owner _____

P.S. Now would be a good time to review contract with the salesman to be sure of your order options and work to be done. Only the items and services on the contract will be done. If you have any questions whatsoever, now is the time to ask.

The Window World Franchise is independently owned and operated by Window World of St. Louis, Inc., under license from Window World, Inc.
The Window World Franchise is independently owned and operated by Window World of Kansas City, Inc., under license from Window World, Inc.
The Window World Franchise is independently owned and operated by Window World of Columbia, Inc., under license from Window World, Inc.
The Window World Franchise is independently owned and operated by Window World of Perote Springs, Inc., under license from Window World, Inc.

William Hinson

From: dennis.smith@windowworldstl.com
Sent: Monday, May 07, 2018 7:24 PM
To: William Hinson
Subject: Window Estimate
Attachments: UCity FD Bid-050418_3298.pdf

Bill,
Attached is the window estimate for the Fire Station on North and South rd. We would be installing 43 sets of windows in uneven picture window / awning sets. Our pricing is based on 43 picture windows and 43 awnings. That would translate into 86 Arch bronze (our darkest color) exterior, 86 window installs, and optional 86 Solar zone elite glass (a low emissive coating with argon gas fill). Total would be \$45,902 with air filled glass and \$53,556 for the elite glass with installation and exterior wrapping to seal window openings.

This pricing is tax exempt - we would need tax ID # for the city for that pricing.

We would do a feasibility review of the front windows with the doorway separating the opening prior to any order.

Please contact me with any questions or to meet again to set up a contract signing.

Thanks very much
Dennis Smith
Window World Sales
314-307-5075.

↑
They are unsure
if they can do
the windows
above main
garage door
because it is
divided by a wall
and their windows
have to be installed from
inside. Where commercial
windows are installed
from the outside.

All-Inclusive Transferable Lifetime Limited Warranty Overview

Subject to the limitations and exclusions on reverse side Window World ("Company") warrants to the original purchaser/property owner ("Owner") and, if any, Owner's immediate transferee, excluding all other subsequent transferees, that any window or vinyl sliding patio door installed by the Company is free from, defects in material and workmanship for as long as the Owner or Owner's immediate transferee resides in the home in which the windows are installed. See printed Window World labor and manufacturer's product warranties for complete details.

Vinyl Parts Warranty - That under normal use, the vinyl components of the window will not blister, peel, rot or corrode.

Mechanical Parts Warranty - That all mechanical parts (locks, vent stops, balances) are warranted to be free from manufactured defects in material and workmanship. Replacement parts will be supplied at no charge.

Insulated Glass Warranty - The sealed insulated glass unit is warranted against defects resulting in material obstruction of vision from film formation caused by dust or moisture in the dead air space of the sealed unit for the life of the window. If the glass unit fails, the Company will provide the Owner with a replacement insulated glass unit at no charge.

Glass Breakage Warranty - The Company will provide the Owner with a replacement insulated glass unit in the event of accidental glass breakage.

Labor Warranty - That all labor necessary to correct any item covered by this warranty will be provided at no charge by the Company.

Transferable Warranty - This warranty may be transferred to the Owner's immediate transferee provided the transferee notifies the Company, in writing, at the address below, within 30 days of the property's transfer date. The correspondence must include a transfer fee of \$50, the original Owner's name and address; transferee's name, address, telephone number and the Window World location responsible for the installation.

Window World
118 Shaver Street
N. Wilkesboro, NC 28659



General Limitations and Exclusions

1. Acts of God (hurricanes, tornadoes, flood, etc.), acts of war, riots, fire, stress resulting from localized heat, modifications and vandalism are not covered by this warranty.
2. Color variance may occur between replacement parts and weathered original material.
3. Labor warranty does not transfer to Owner's immediate transferee.
4. This warranty exclusively for windows and vinyl sliding patio doors installed by the Company. Any additional products such as doors, installed by the Company, in conjunction with the window contract/installation will carry the warranty provided by the manufacturer.
5. Caulking - To seal window frame or trim package against water and/or air infiltration, caulking may be necessary on some installations. Caulking maintenance is the responsibility of the homeowner. It is not considered part of the product and is not covered under the warranty.
6. Condensation - Condensation on windows and patio doors may occur as a natural result of humidity within a home or changes in interior/exterior temperature, and does not indicate a product defect.

Window World labor and manufacturer's product warranties give you specific legal rights, and you may also have other rights which vary from state to state. Warranty coverage begins with project completion and final payment.



Missouri Glass Company

1717 Ohio Avenue
 St. Louis, MO 63104
 p. 314-664-5100 f. 314-332-1077
 www.missouriglass.com

| ESTIMATE | |
|-----------|--------|
| DATE | NUMBER |
| 4/17/2018 | 21865 |

| |
|---|
| CUSTOMER: |
| University City Firehouse 1045 North & South Road University City, MO 63130 |

| |
|--------------------------|
| PROPERTY ADDRESS: |
| |

| PO NUMBER | TERMS | CONTACT NAME / PHONE NUMBER | | | REP |
|------------------------|--|-----------------------------|-----------|-------|-----------|
| | SEE BELOW | Bill Hinson 314-570-8579 | | | JWS |
| ITEM | DESCRIPTION | QTY. | RATE | CLASS | TOTAL |
| Comm. Exempt | Remove Existing Double Hung Windows and Install new Bronze Anodized Oldcastle Series 3000 Thermal Pane Aluminum Windows. Window Will Be Glazed With 1" Grey Insulated Units On Top and Bottom. Bottom Windows Will Be Manko Series 800 Operable Windows. Price Is Quoted with All Glass Being Annealed and Not Tempered. Price Is Quoted With Bottom Windows Having Screens. | 1 | 45,026.00 | | 45,026.00 |
| Labor | (See Attached Drawings) Installation. NOTE: Oldcastle Frames Are 4 1/2" in Depth And 2" Thick. Any Break Metal Needed To Cover Transitions From Existing Windows Will Be An Extra Charge. | 1 | 72,744.00 | | 72,744.00 |
| Credit Card Process... | We accept VISA, MASTER CARD, DISCOVER & AMERICAN EXPRESS. Please note an additional processing fee of 3% will be assessed on credit card purchases. | | 0.00 | | 0.00 |

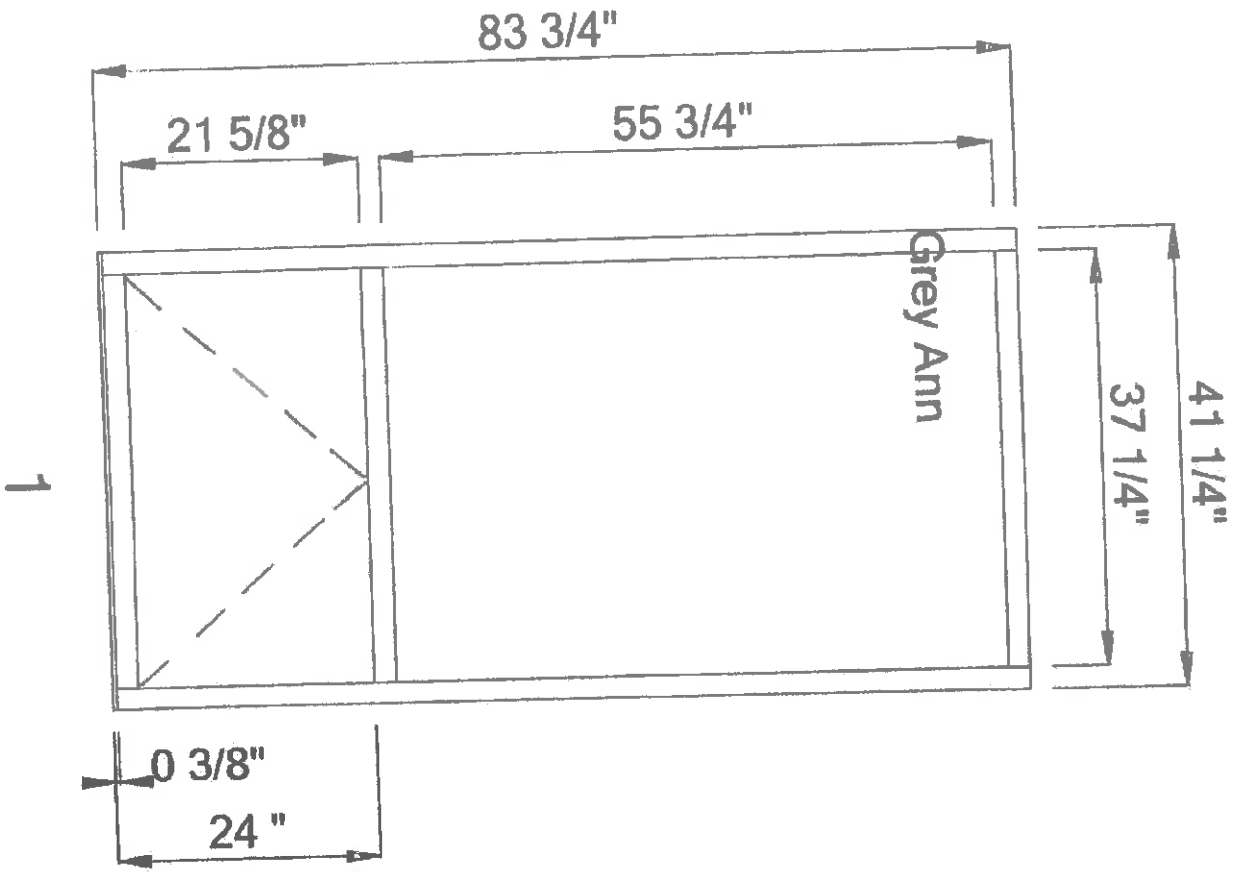
Payment Terms:

A down payment of fifty percent (50%) is due upon acceptance of final estimate approved by both parties. Balance due upon completion of work.

| | |
|-------------------------|--------------|
| SUBTOTAL | \$117,770.00 |
| SALES TAX (9.3%) | \$0.00 |
| TOTAL | \$117,770.00 |

| |
|--------------|
| Fax # |
| 314-332-1077 |

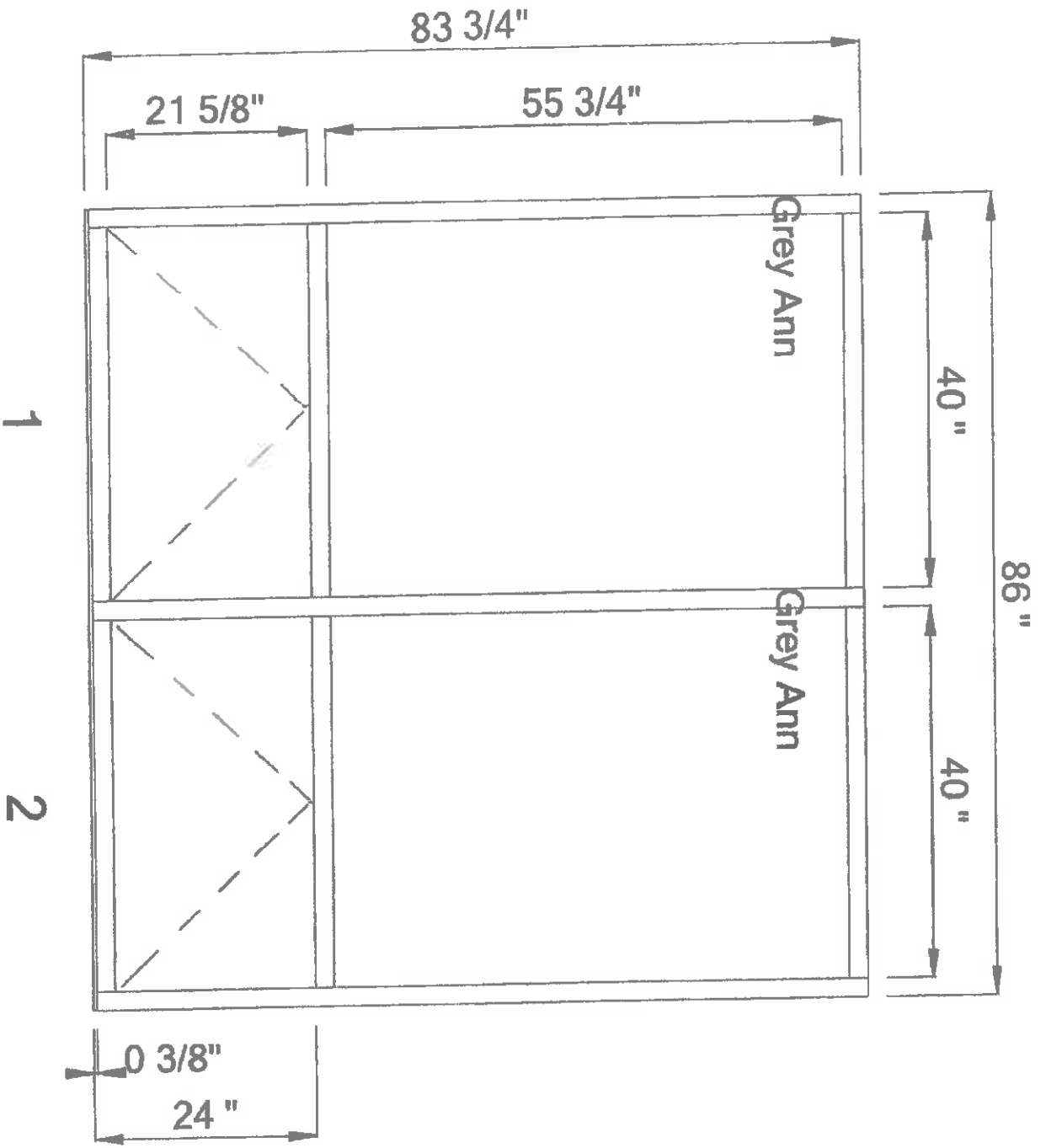
SIGNATURE: _____



University City Firehouse - 001 - Window 1.dwg (2 Thus)

Frame: (Bronze) Series 3000 : Storefront

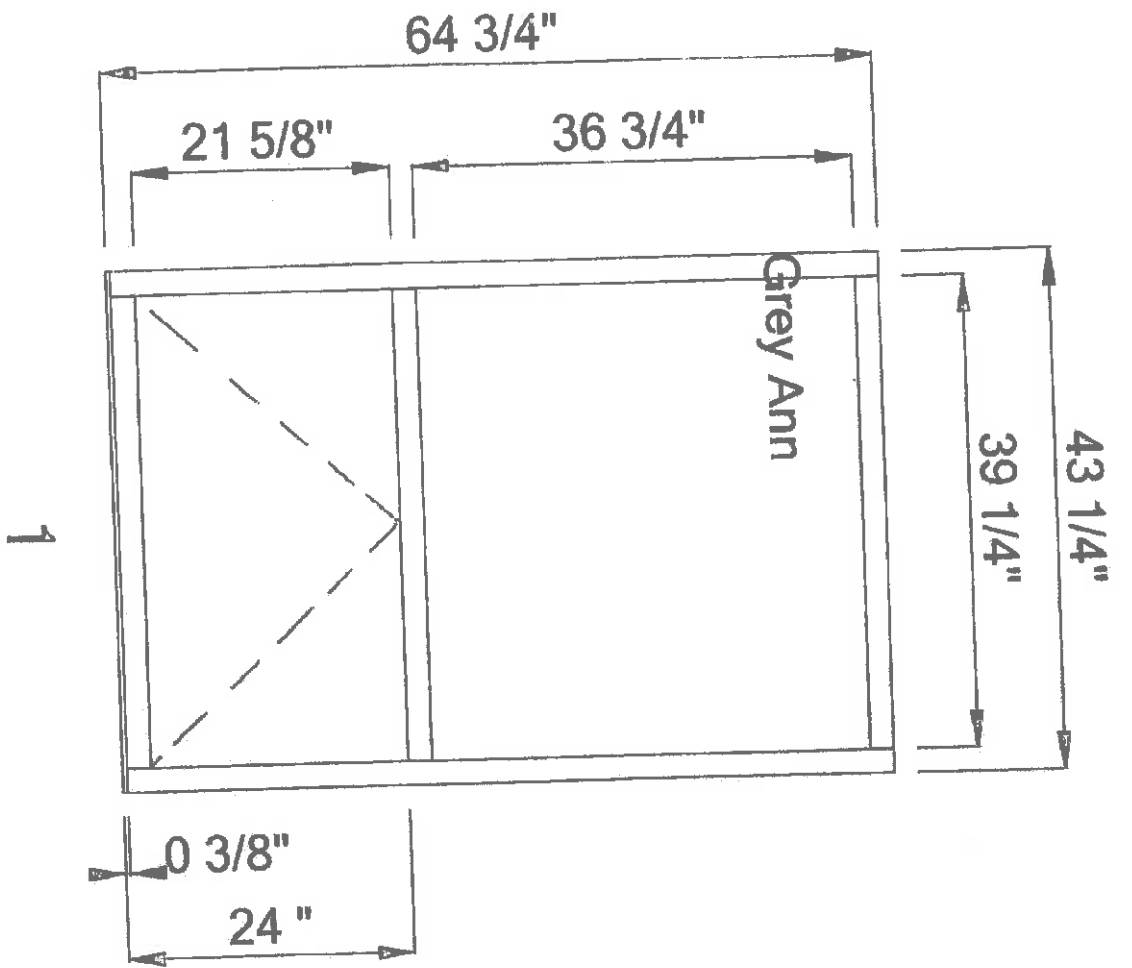
: Thermal : Multiplane : Center Set : Outside Glazed : Screw Spline



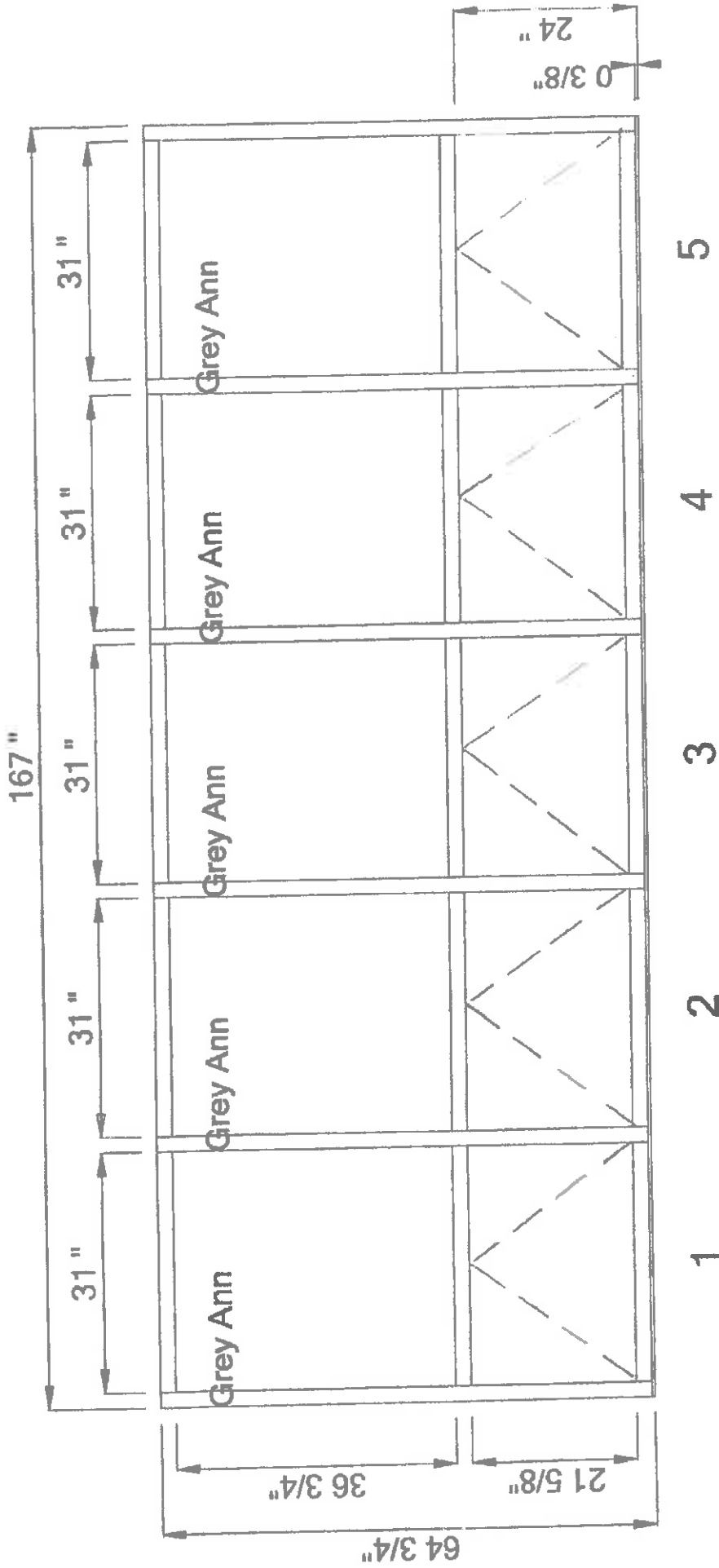
University City Firehouse - 002 - Window 2.dwg. (2 Thus)

Frame: (Bronze) Series 3000 : Storefront

: Thermal : Multipane : Center Set : Outside Glazed : Screw Spline



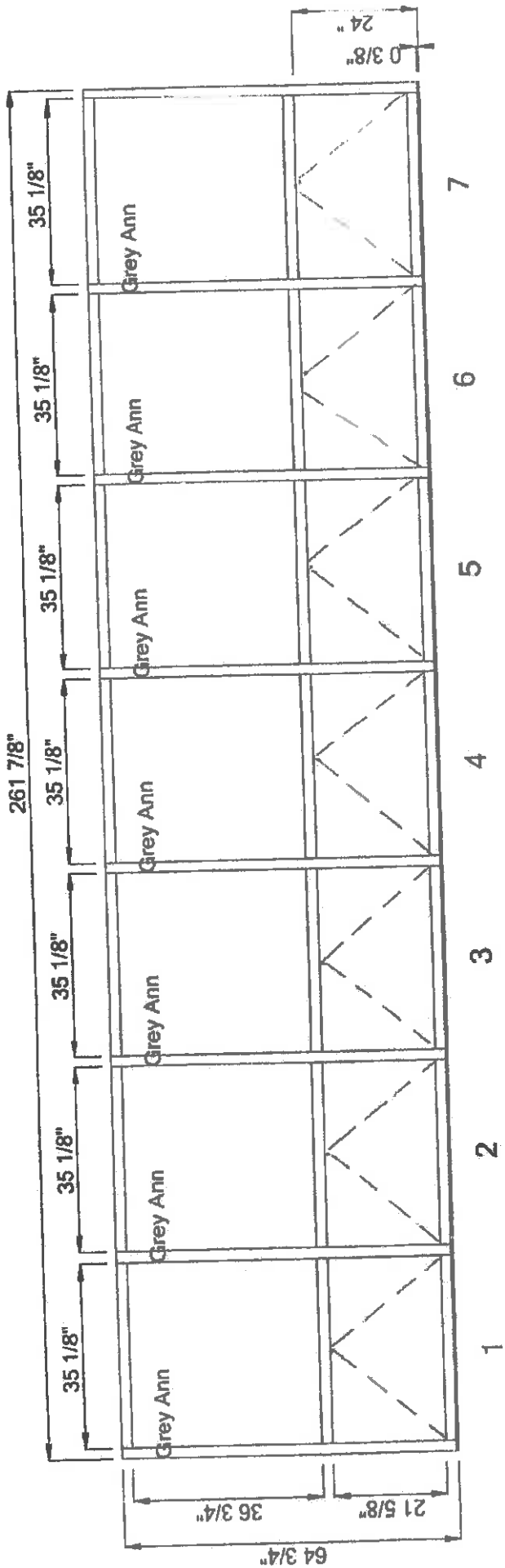
University City Firehouse - 003 - Window 4.dwg (28 Thus)
 Frame: (Bronze) Series 3000 : Storefront
 : Thermal : Multiplane : Center Set : Outside Glazed : Screw Spline



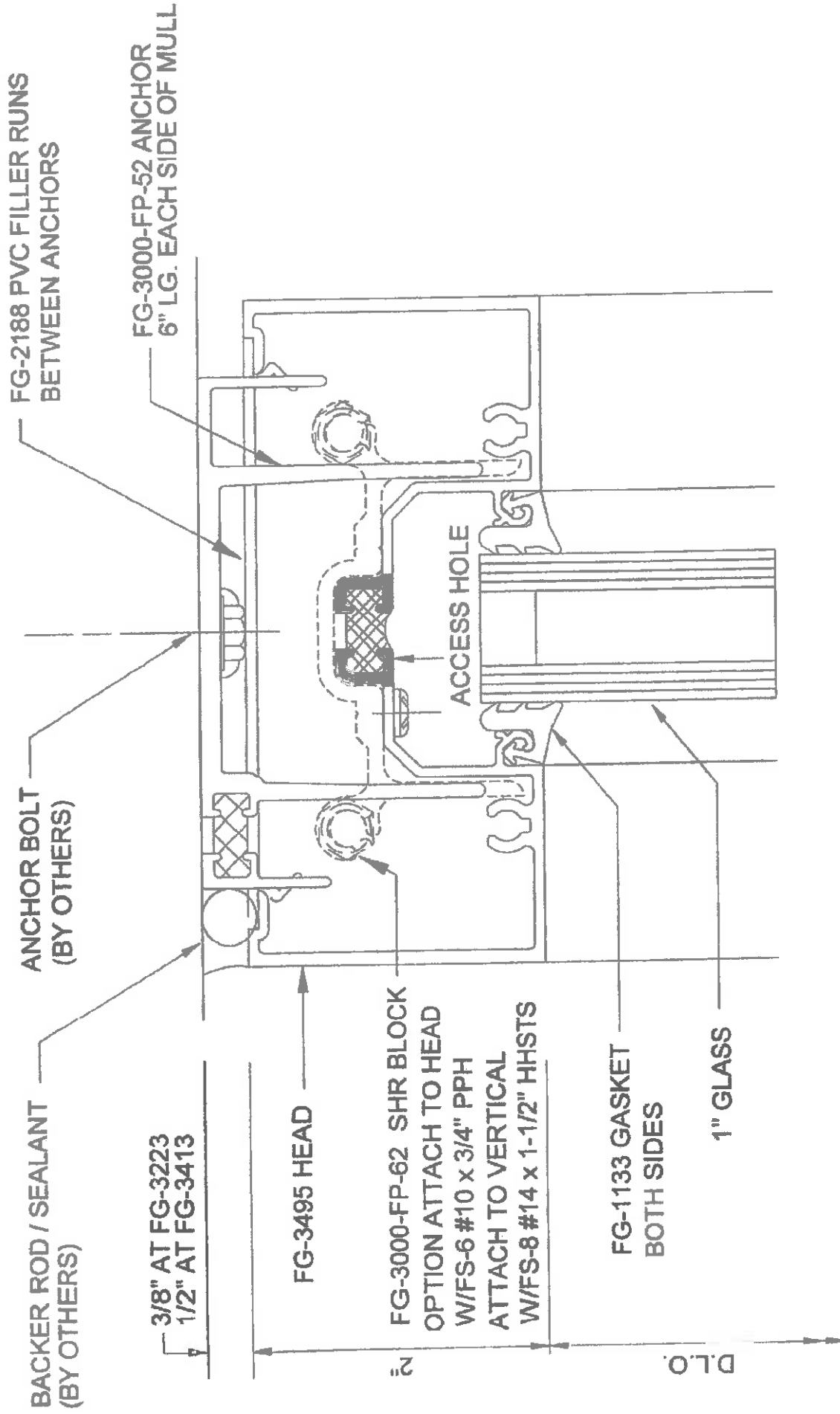
University City Firehouse - 004 - Window 4.dwg (1 Thus)

Frame: (Bronze) Series 3000 : Storefront : Thermal :

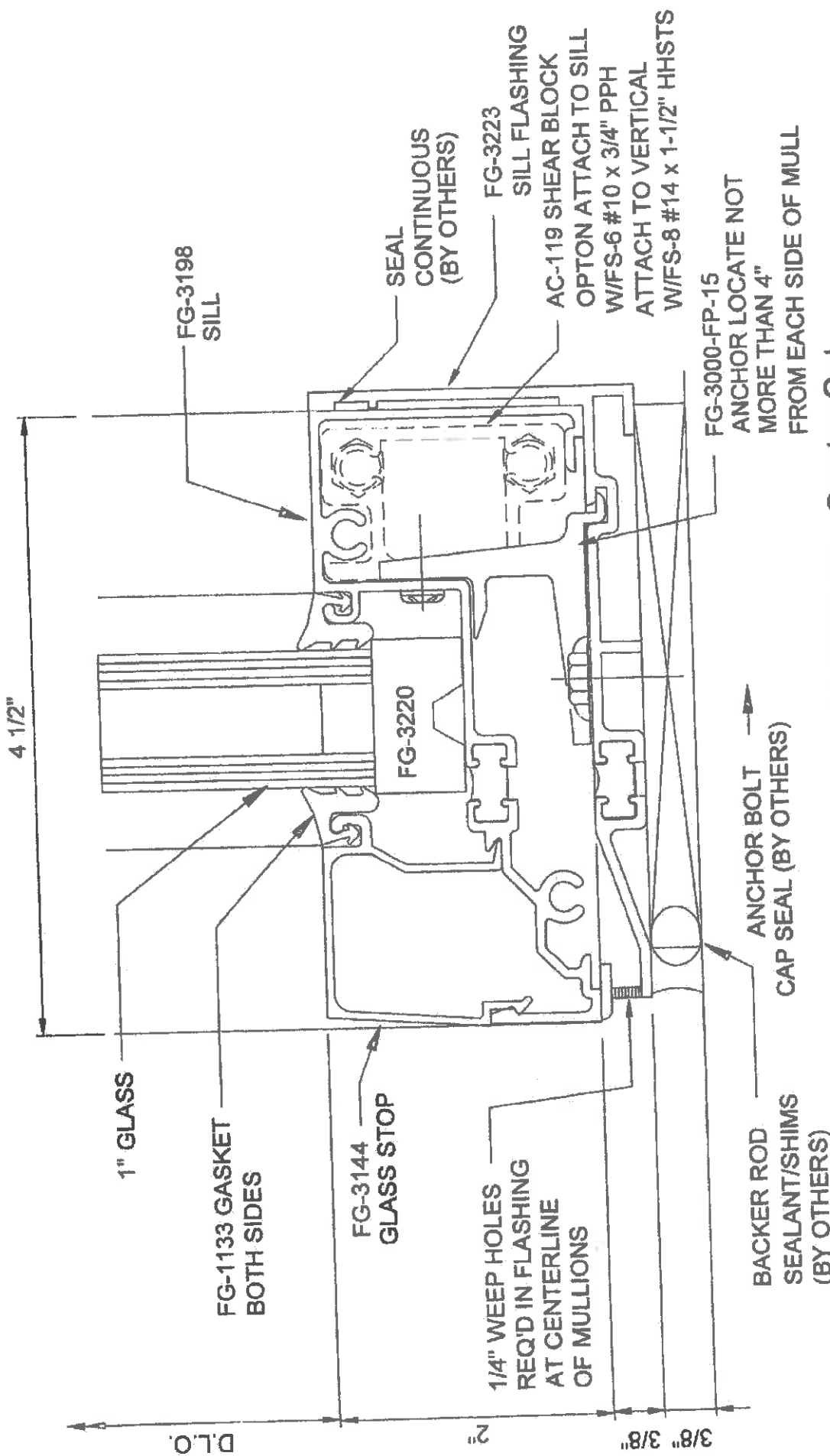
Multiplane : Center Set : Outside Glazed : Screw Spline



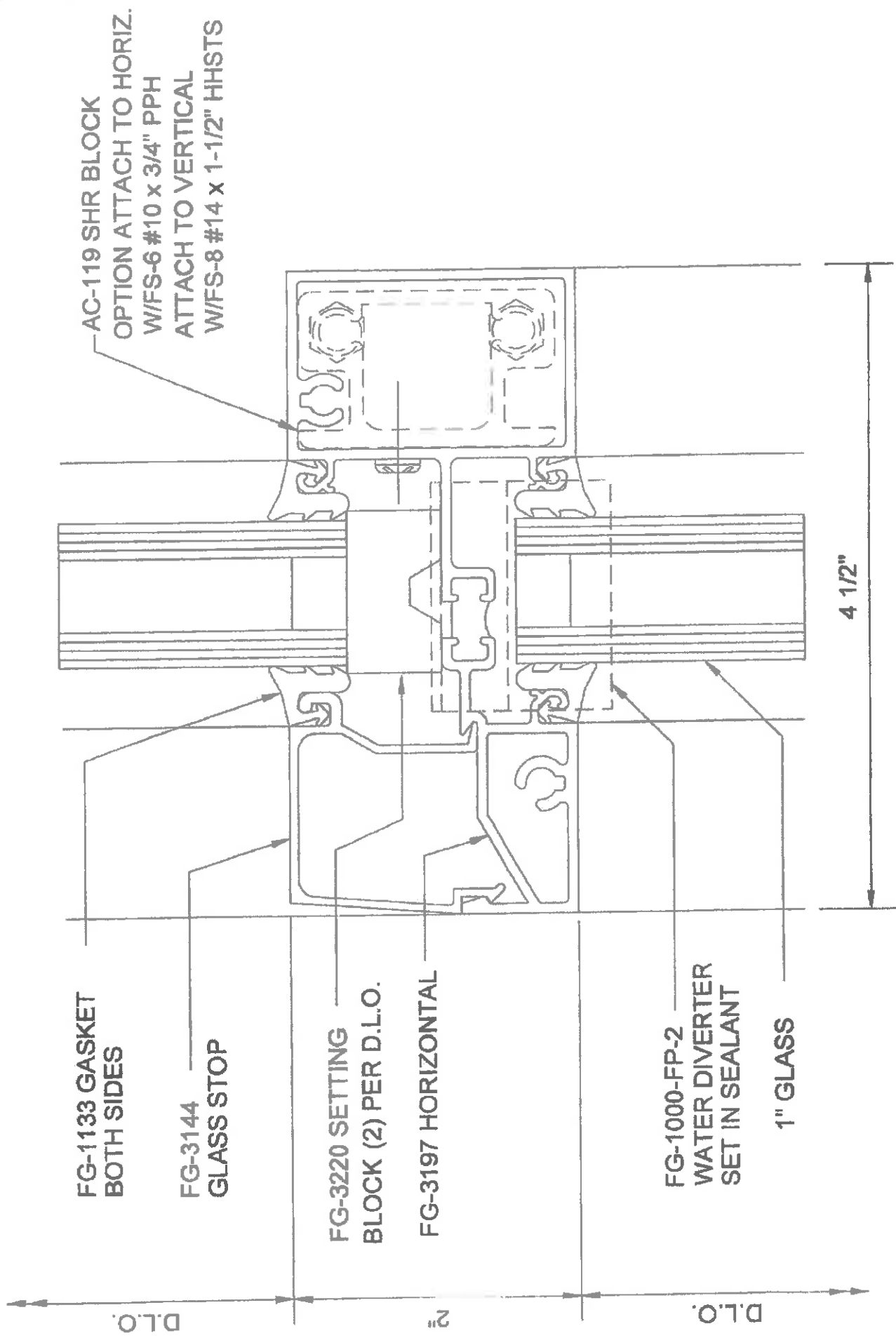
University City Firehouse - 005 - Window 5.dwg (1 Thus)
 Frame: (Bronze) Series 3000 : Storefront : Thermal : Multiplane : Center Set : Outside Glazed : Screw Spline



Series 3000-Thermal MultiPlane - Center Set
Head- H0902



Series 3000 - Thermal MultiPlane - Center Set
Sill (Outside Glaze) - H0903



FG-1133 GASKET
BOTH SIDES

FG-3144
GLASS STOP

FG-3220 SETTING
BLOCK (2) PER D.L.O.

FG-3197 HORIZONTAL

FG-1000-FP-2
WATER DIVERTER
SET IN SEALANT

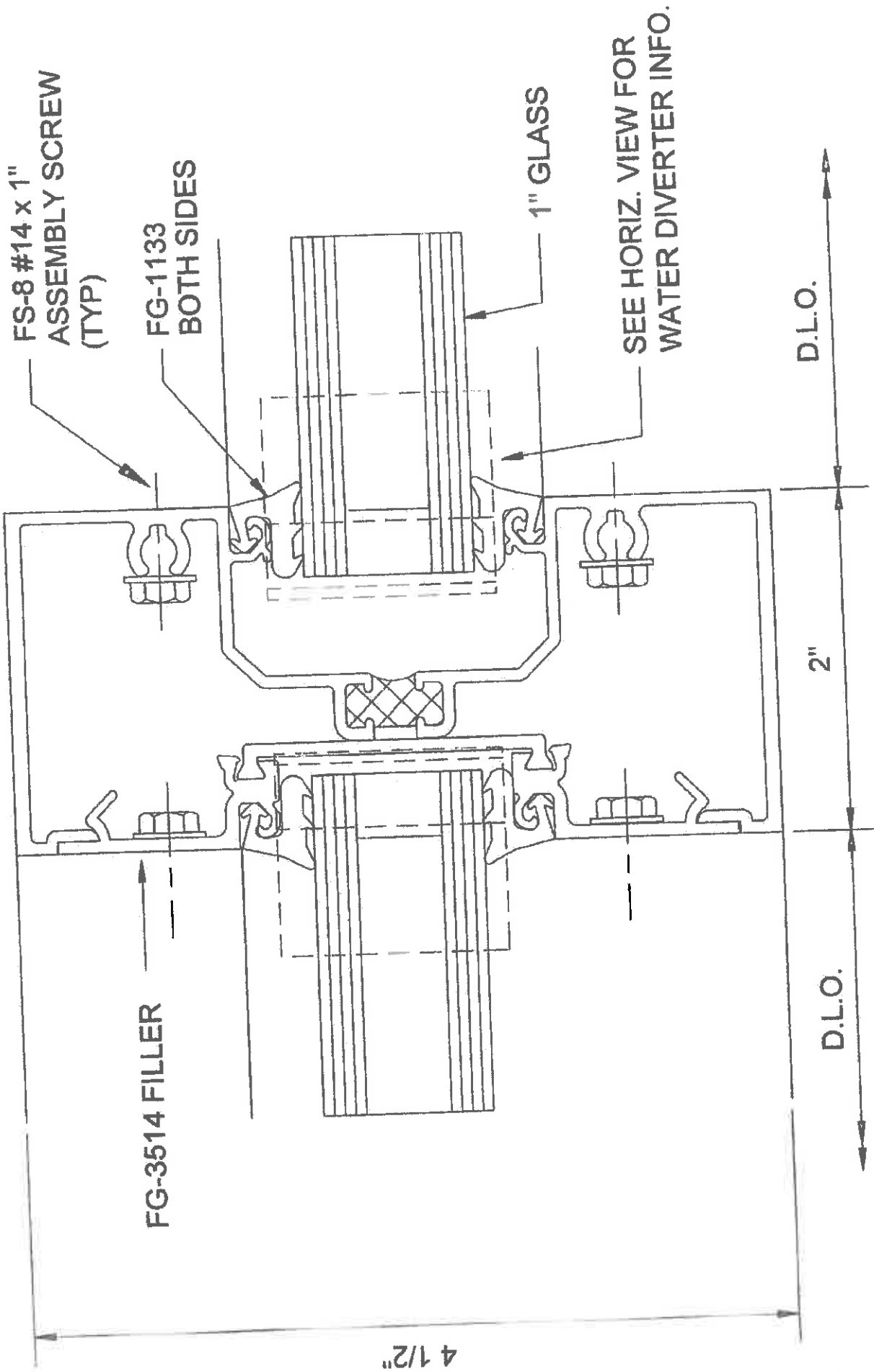
1" GLASS

AC-1119 SHR BLOCK
OPTION ATTACH TO HORIZ.
W/FS-6 #10 x 3/4" PPH
ATTACH TO VERTICAL
W/FS-8 #14 x 1-1/2" HHSTS

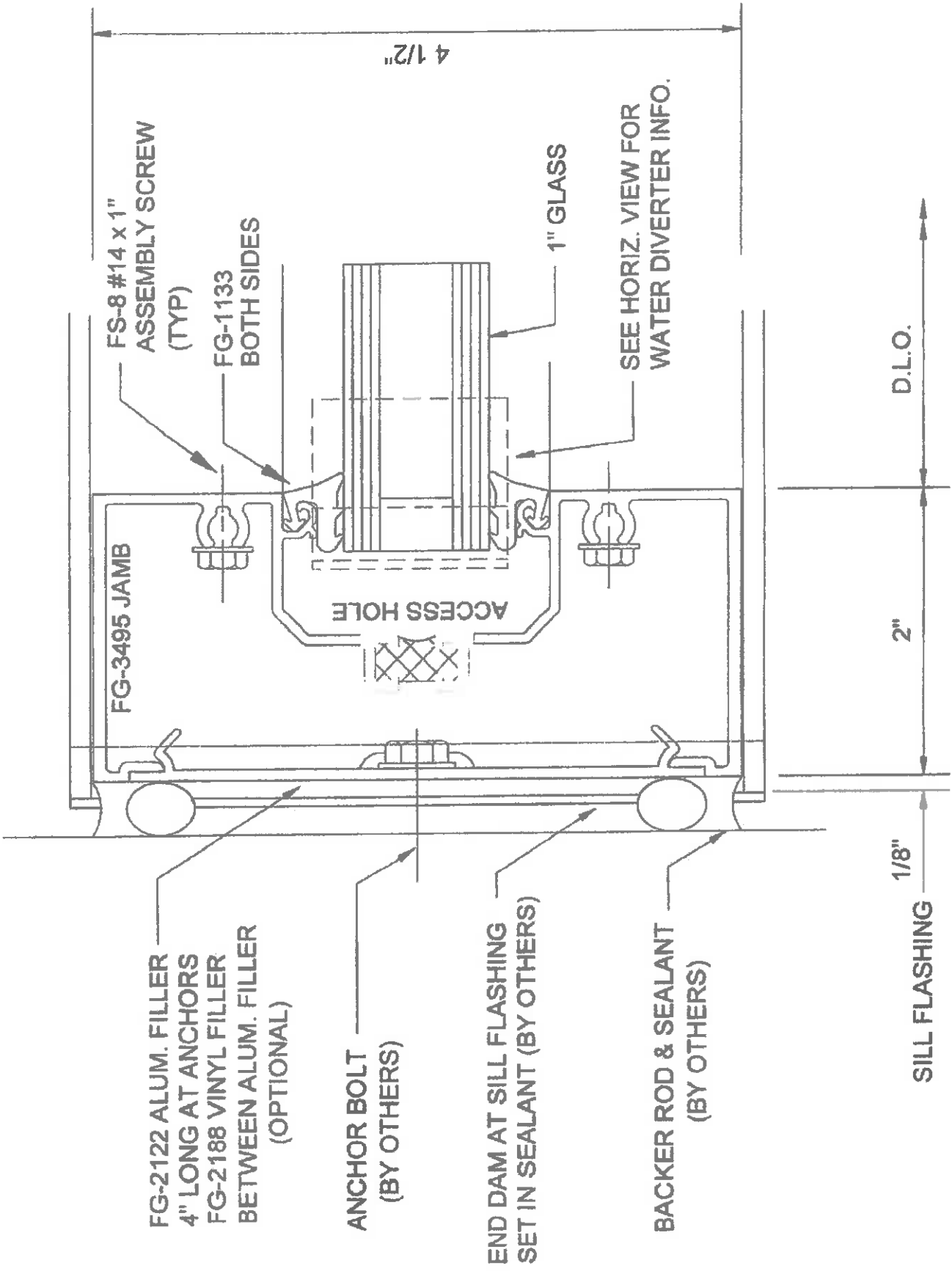
4 1/2"

Series 3000 - Thermal MultiPlane - Center Set
Horizontal- H0901

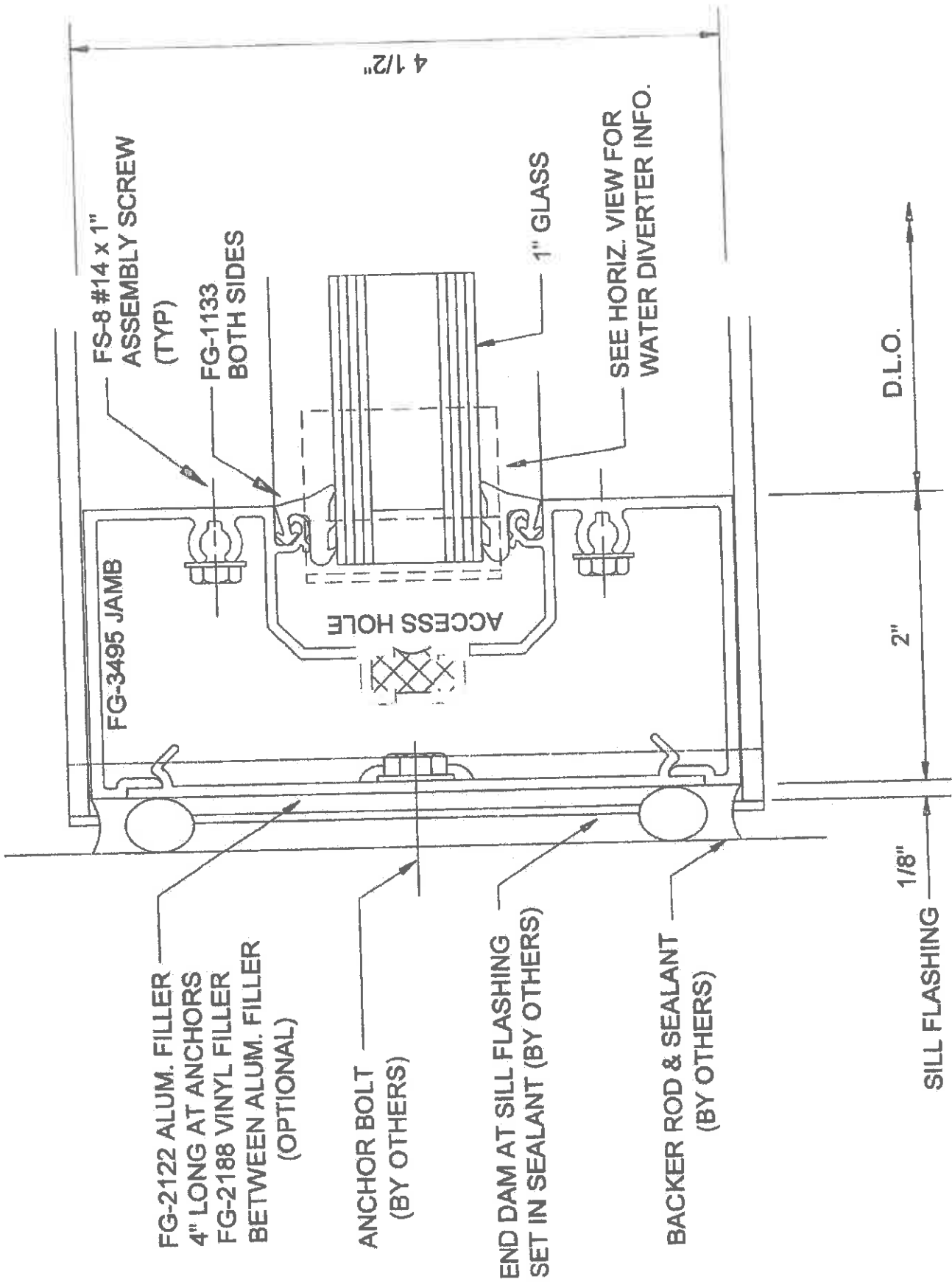
FG-3495



Series 3000-Thermal MultiPlane - Center Set
Typical Vertical - V0906



Series 3000-Thermal MultiPlane - Center Set
 Jamb - V0902



Series 3000-Thermal MultiPlane - Center Set
 Jamb - V0902



Council Agenda Item Cover

MEETING DATE: May 29, 2018

AGENDA ITEM TITLE: Compensation & Classification Analysis Study

AGENDA SECTION: Consent Agenda

CAN THIS ITEM BE RESCHEDULED?: Yes

BACKGROUND REVIEW:

The Mayor and Council approved \$50,000 to be used to cover the cost associated with a Classification and Compensation Study. A RFP was released and in April a committee consisting of the City Manager, Human Resources Manager, Police Chief, Fire Chief, and Public Works Director evaluated the companies that submitted a proposal. Proposals were received from Paypoint HR (\$32,500) The Austin Peters Group (\$117,600), GovHR USA (\$32,500), Evergreen Solutions, LLC (\$39,000), and CBIZ, Inc. (\$27,900). Each proposal was evaluated based on the following: Quality of the Proposal; Demonstrated Experience; Staffing; Cost of Service; and Quality of References. Each proposal was scored and ranked and a list of three (3) semi-finalist was created whose references were contacted. Based on the evaluations the Committee recommends CBIZ. On May 22, 2018 the Civil Service Board was presented with all the aforementioned proposals. After deliberations the Board approved recommending CBIZ, as the consultant to conduct the classification and compensation study, but wanted clarification on how many job titles CBIZ would evaluate for the stated price. CBIZ was contact and advised us that they would evaluate our total number of 89 job titles for the price quoted. Attached for your information is a copy of the draft minutes from the Civil Service Board meeting.

Below is the bids tabulation from the five proposals:

| | The Austin Peters Group | CBIZ | Evergreen Solution | GOV HR USA | Pay Point HR |
|--|---|---|---|---|--|
| 1 Quality of Proposal: Does the proposal go beyond the scope of the RFP to identify needs that may unknown by the City of University City as it relates to a comprehensive review of our job classes and compensation? | 7 | 6 | 8 | 6 | 7.5 |
| 2 Experience: How well does the company demonstrate its experience and how relevant is the experience? | 7 | 6 | 7 | 6 | 7 |
| 3 Staffing: Does the company's proposal indicate that they have competent staff to conduct the needed classification and compensation study? | 6 | 8 | 7 | 7 | 7 |
| 4 Cost: Is the cost of the study reasonable compared to what is being requested and/or what is proposed to be delivered to the City of University City as the completed project? | 1 \$117.6-\$120K | 8 \$ 27,000 | 7 \$ 39,000 | 7 \$ 36,000 | 7 \$ 32,500 |
| 5 References: Does the company have quality references? (Each category above should be rated on 1-10 basis, with 1 being the lowest score and 10 being the highest score) | 7 City of: Arnold Jefferson Moberly Washington | 8 City of: Ladue Chesterfield St. Charles Wentzville | 6 Numerous Cities in MO, SC, VA, TX, GA, and FL | 7 City of Joliet, IL Village of Arlington Heights, IL Village of Mount Prospect, IL City of New Berlin, WI | 7 Numerous Cities and School Districts |
| Total score | 28 | 36 | 35 | 33 | 35.5 |

RECOMMENDATION: The City Manager is recommending the Mayor and Council approve CBIZ to conduct the classification and compensation study at a price of \$27,900, and authorize him to execute an agreement.

ATTACHMENT: RFP for Compensation & Classification Analysis Study
Civil Service Board Commission Meeting minutes on May 22, 2018
Proposals from five firms

REFERENCES

CBIZ frequently conducts classification and compensation studies for our municipal and city government clients. Projects similar to that requested by the City of University City which have been recently performed by CBIZ are described below. Each contact person identified may be contacted to verify the quality of CBIZ's work and competence of the Firm's assigned staff.

City of Manchester, MO

14318 Manchester Road
Manchester, MO 63011

Contact: Mr. David L. Tuberty, Director of Finance (now at the City of Hazelwood)

Phone: (314) 513-5040

Email: dtuberty@hazelwoodmo.org

Services Provided: CBIZ recently conducted an organization-wide compensation study that included a comprehensive custom compensation survey. Survey participants included 20 peer organizations. Similar surveys have been conducted recently on behalf of three other area municipalities. CBIZ presented the results to the City Board of Alderman and the deliverables included: classification assignment, update of salary structures, market-competitive benefits analysis, calculation of plan implementation costs, and overall program recommendations. CBIZ completed the projects for this client in June 2017.

City of Fenton, MO

625 New Smizer Mill Rd
Fenton, MO 63026

Contact: Ms. Morgan Kuepfert, Deputy City Clerk

Phone: (636) 343-1183

Email: mkuepfert@fentonmo.org

Services Provided: CBIZ recently conducted an organization-wide compensation study that included a comprehensive custom compensation survey. Survey participants included 20 peer organizations. Similar surveys have been conducted recently on behalf of three other area municipalities. CBIZ presented the results to the City Board of Alderman and the deliverables included: classification assignment, update of salary structures, market-competitive benefits analysis, calculation of plan implementation costs, and overall program recommendations. CBIZ completed the projects for this client in September 2017.

City of Sunset Hills, MO

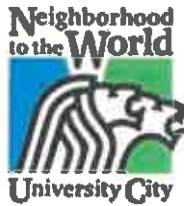
3939 S. Lindbergh Blvd.
Sunset Hills, MO 63127

Contact: Mr. Eric Sterman, City Administrator

Phone: (314) 272-2462

Email: esterman@sunset-hills.com

Services Provided: CBIZ recently conducted an organization-wide compensation study that included a comprehensive custom compensation survey. Survey participants included 20 peer organizations. Similar surveys have been conducted recently on behalf of three other area municipalities. CBIZ presented the results to the City Board of Alderman and the deliverables included: classification assignment, update of salary structures, market-competitive benefits analysis, calculation of plan implementation costs, and overall program recommendations. CBIZ completed the projects for this client in November 2017.



Minutes of Meeting
Civil Service Board
Tuesday, May 22, 2018

A public meeting of the Civil Service Board was called to order at 6:42 p.m. at City Hall, Second Floor, Room #6, University City, MO 63130

Members in Attendance: Michael Waxenberg, Jim Stephenson and Barbara Sydnor

Members Excused: Joan Suarez and Daniel Savory

Others in Attendance: Paulette Carr, Council Liaison
Keith Cole, sitting in for Kellie Cannon, Staff Liaison

Agenda

No agenda was approved at this meeting.

Minutes

No minutes were approved at this meeting.

Old Business

None

New Business

Background:

- Review Proposals for Compensation and Classification Study
- Make Recommendation for selecting the consulting company

Public/Citizen Participation

None

Discussion

Member Jim Stephenson rated CBIZ with a high rating, and had nothing but good things to say about them. He has had experience with them. Mr. Stephenson thought Evergreen Solutions, LLC had a good proposal. He was surprised about the high price of The Austin Peters Group, Inc. since they have done work for Jefferson City, City of Arnold, and City of Warrensburg. Pay Point HR is more of an HR service company. Michael Waxenberg commented that GovHRUSA specified that the project manager would be their CEO. He wasn't sure whether that meant she would be hands on or never leave her office and give everything over to her staff. Barbara Sydnor stated that if CBIZ has a reputation that we are familiar with and we know the company, and they do have a local office, then what are we arguing about? Councilmember Carr brought up the subject of job titles, since they are charging by job title. CBIZ's proposal fees included up to 70 job titles. Over 70, there would be an additional cost. To get a better idea of the costs for CBIZ, members counted the number of job titles that were included in the RFP. The number reached was 89. Mr. Waxenberg asked what the process was regarding the signing of the contract. Councilmember Carr answered by stating that after the Commission makes their recommendation before City Council, and if approved, then they would authorize the City Manager to sign the contract. Mr. Waxenberg was surprised that the City attorney wouldn't look

at the contract first. He volunteered to offer his legal expertise and take a look at the contract to make sure it is worded correctly per the RFP.

In conclusion, the Civil Service Board considered the qualifications and the coverage of the RFP, in addition to costs, in making decision about which proposal to recommend.

Mr. Waxenberg made a motion to recommend CBIZ as the company to review the City's compensation and classification with additional clarification on how they came up with 70 job titles. The motion was unanimously approved by all members in favor.

Council Liaison Report

Councilmember Paulette Carr announced that there is a Public Hearing on the TIF Commission tomorrow night regarding the Olive / I-170 Redevelopment. If the TIF Commission does not approve the redevelopment, the only TIF money the City could use would be towards demolition and grading, so it would not be possible to move forward with the redevelopment.

Adjourn Meeting adjourned at 7:27 p.m.



**CITY OF UNIVERSITY CITY
REQUEST FOR PROPOSAL
EMPLOYEE COMPENSATION AND CLASSIFICATION
ANALYSIS STUDY
PROPOSALS DUE BY
4:00 PM ON FRIDAY, MARCH 9, 2018**

INTRODUCTION

The City of University City, Missouri, is requesting proposals from qualified firms to assist the City in evaluating its overall employee compensation, benefits and pay structure as compared to the market; perform a job audit and analysis for each full-time position to determine appropriate classification; and update job descriptions.

Five (5) copies of the proposal, clearly marked on the outside of the envelope "City of University City Compensation and Classification Study" shall be delivered no later than 5:00 PM on Friday, March 9, 2018 to the Human Resources Office, City of University City, 6801 Delmar Blvd., University City, Missouri 63130.

No proposals will be accepted after that date and time. Staff anticipates a recommendation to City Council on Monday, March 26, 2018.

The City of University City reserves the right, at its sole discretion, to reject any or all proposals submitted. Any inquiries concerning the proposal process should be directed to Kellie Cannon, Human Resources Manager. Ms. Cannon can be reached at 314-505-8532 or at kcannon@ucitymo.org

During the evaluation process, the City of University City reserves the right to request additional information and clarifications from vendors submitting under this proposal. Proposals submitted in response to this Request for Proposal shall be valid for a period of ninety (90) days from the submission deadline of March 9, 2018 and may not be withdrawn or modified by vendors prior to that date.

Submission of a proposal indicates acceptance by the firm of the conditions contained herein unless exceptions are clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of University City and the firm selected.

SCOPE OF SERVICES REQUEST

The successful proposer will, in accordance with the highest ethical, legal and professional standards, provide a compensation and benefits study that includes, but is not limited to, the following components:

Initial Meeting

To meet with the City's Management Team and other key advisors to the project. The purpose of the meeting is to:

- 1) Confirm the goals and objectives of the study to update the current compensation to provide market comparative compensation to employees, including value of benefits that also balances internal equity.

- 2) Review and evaluate the City's current compensation and classification structures, including overtime policies and pension benefits.
- 3) Provide recommendations for adding or deleting to the list of current comparative organizations.
- 4) Identify all comparable businesses and public entities in the metropolitan area used for comparison for survey purposes.
- 5) Identify data or information needed to support the overall assignment
- 5) Determine appropriate pay ranges for all positions.
- 6) Determine appropriate spread between minimum and maximum of pay ranges and distance between steps, where appropriate.
- 7) Conduct a comprehensive employee benefit investigation for each of the distinctly identified markets. Benefits include but are not limited to:
 - a. Paid leave: vacation, sick leave, compensated time and holidays
 - b. Retirement plans: defined benefit vs. defined contribution, employer and employee contribution percentages
 - c. Employer provided: medical insurance, employer and employee paid premium
 - d. Other insurance plans: workers compensation, disability and group life
- 8) Prepare written report to include a comparison, by position, of the full market compensation and benefit plans.
- 9) Prepare cost analysis for implementation of recommended changes to the pay and classification system.

Job Analysis

- 1) Evaluate current classification positions.
- 2) Use a combination of job analysis questionnaires, group and individual interviews.
- 3) Information will be used to analyze the duties and responsibilities of each employee and position to determine:
 - Whether individual employees are appropriately classified
 - Whether a position should be moved to a different job classification and/or pay grade.
 - Whether position titles are appropriate

Job Descriptions

- 1) All job descriptions will be updated after review of job analysis questionnaires and interviews.
- 2) Recommendations will be made to revise, create or consolidate titles
- 3) Job descriptions should be in a format that are ADA (American Disability Act) and FLSA (Fair Labor Standard Act) compliant.
- 4) Revised job descriptions should include FLSA exemption tests to determine the appropriate FLSA overtime classification for each position based upon the duties and responsibilities provided in the job documentation.

Report Requirements

- 1) Method used to conduct the salary survey results and methodology of job evaluation.
- 2) Summarized position comparison data.
- 3) Recommended classification plan
- 4) Recommended pay structure
- 5) Recommended benefit changes, if any.
- 6) Recommendations for maintaining future market competitiveness

Conduct Public Presentation

In addition to the initial meeting with the City's Management Team, the successful firm will have a minimum of two public presentations during which it is expected that the firm will participate in a question and answer session with the elected officials. The first presentation will include a review of the process and comparable city criteria. Findings and recommendations will be presented at the second meeting.

PROPOSAL REQUIREMENTS

All proposals shall include, at a minimum, the following information:

- 1) Listing of firm background and representative clients.
- 2) Listing and resumes of staff to be assigned to the project.
- 3) Outline of firm experience with the subject matter of the assignment.
- 4) General description of the firm's approach to completing the project.
- 5) Identify the process to be used in collecting data on salary and benefits from comparison organizations (both public and private) and any process or technique to normalize the data between comparison organizations of differing sizes or service levels.
- 6) Proposed time schedules for completion of project.
- 7) A written disclosure of any conflicts of interest.
- 8) Professional fee proposal including fee schedule for additional services.
- 9) Payment schedule for professional fees.
- 10) Proposed Contract form between City and Consultant.

In addition, any additional information relating to the firm's specific qualifications for this assignment, including appropriate documents which display experience such as similar program designs, program implementations, etc., will be considered.

SELECTION CRITERIA

All proposals received will be reviewed to determine compliance with the requirements of the RFP. Primary factors in the evaluation include, but are not necessarily limited to:

- 1) Firms' demonstrated experience in providing similar services to clients as identified in the Scope of Work.
- 2) Vendor staff demonstration of qualifications and expertise regarding relevant experience.

- 3) The firm's ability to provide the requested services as demonstrated in the proposal.
- 4) Firm's past record of performance with respect to the quality of work and ability to meet stated timelines.
- 5) The proposed project timeline.
- 6) Proposed Fees.

USE OF DOCUMENTS

All of the documents, reports and work papers prepared or furnished by the consultant under this agreement shall become the property of the City of University City upon completion or termination of this agreement and shall be considered "open records" under the Sunshine Law except to the extent that the vendor shall request that certain processes or work papers shall be considered proprietary information. Such designations of proprietary work product must be detailed in your proposal.

BACKGROUND

The City of University City, Missouri, is a 100 year-old inner ring suburb abutting the City of St. Louis. It has a population of 35,371 and is surrounded by established municipalities. It is near major transportation corridors such as I-64, I-170 and I-70. The City offers a variety of services such as police, fire protection, community development, public works, refuse collection and recreation services. The area is substantially developed and is predominantly residential.

The City has a charter which governs its operations. The form of government outlined in the charter is a Council - Manager form of government, led by the Mayor and seven Council members. The City Manager, as Chief Operating Officer, is responsible for daily operations of the City.

FY 2018 budget covers 260 full-time positions including 79 commissioned police officers. The adopted FY 2018 General Fund budget is \$24.4 million. Personnel-related expenditures (salary and benefits) total 68.3% of General Fund expenditures. City Council has been giving all employees a 2% cost of living increase for the past five years.

Every City position has been assigned a pay grade. These pay grades, which consist of mostly five steps, a few pay grades consist six steps. On July 1st of each year, the pay ranges are adjusted (range movement) by the same percentage of cost of living (COLA) so that the City's pay grades keep pace with inflation.

Generally, when the City hires an employee for a new or vacated position, they are hired at the lowest step pay for that position unless approved by the City Manager. Employees are considered as probation employee for a minimum of six months until their first successful performance evaluation to release from the probationary status. During these six months they will accrue vacation and sick leave, but are not eligible to take until they complete the probationary period.

After one full year of service, employees are eligible for a step increase. The supervisor, with review by the department head, completes an evaluation and provides a numerical performance rating. The employee's performance score, along with additional input/information for consideration from their supervisor.

After employees have completed their initial probationary year and received their first merit review as of their employment anniversary, subsequent performance reviews occur annually. The City's new pay plan will be submitted before City Council in June and be effective on July 1st.

The City offers a wide array of employee benefits including health, group life, supplement life, long-term disability insurance, voluntary dental, voluntary vision, tuition reimbursement, defined benefit pension plans, Section 125 plan for medical and childcare expenses, vacation and sick leave, and other minor benefits.

| Department | Number | Job Titles | Pay Grade |
|-------------------------|---------------|--|---|
| Legislative | 1 | City Clerk | 18B |
| Administration | 2 | City Manager Secretary to City Manager | S03 10 |
| Administrative Services | 8 | Director of Finance Financial Analyst Senior Accountant Accountant Account Payable Specialist Accounting Clerk Financial Administrative Assistant Print Shop Operator | 27 17 12 11 10 7C 10 9B |
| Human Resources | 1 | Human Resources Manager | 15 |
| Information Technology | 1 | IT Coordinator | 17B |
| Municipal Court | 3 | Court Administrator Court Clerk (2) | 12 7 |
| Police | 98 | Police Chief Police Captain (2) Police Lieutenant (4) Police Sergeant (6) Police Officer (66) Supervisory Dispatcher (3) Administrative Support Assistant Executive Secretary to Chief Dispatcher (9) Crime Analyst / Grant Writer Advanced Clerk Typist (3) Parking Controller | 27P 20P 18P 16P 14P 12 14 10 9D 8 6A 3 |
| Fire | 35 | Fire Chief Assistant Fire Chief Battalion Chief (3) Paramedic Fire Captain (6) Paramedic Firefighter (24) | 25F 24F 20F 16M 11M |

| Department | Number | Job Titles | Pay Grade |
|-------------------|-------------------------------------|---|--|
| Public Works | Administration & Engineering 8 | Director of Public Works and Parks Senior Public Works Manager Project Manager II (2) Project Manager I (2) Executive Secretary to Department Director Advanced Clerk Typist | 27 18B 14A 12B 10B 6A |
| | Street Maintenance 12 | Streets Superintendent Crew Leader (2) Heavy Equipment Operator (3) Equipment Operator (4) Labor/Light Equipment Operator (2) | 18 11B 9A 8A |
| | Park and Forestry Maintenance 18 | Park Superintendent Forestry Supervisor Crew Leader (3) General Maintenance Worker (3) Heavy Equipment Operator Tree Trimmer (2) Equipment Operator (5) Labor/Light Equipment Operator (2) | 21 14 11B 9A 9A 9A 8A 6 |
| | Golf 3 | Golf Maintenance Superintendent Golf Manager Equipment Operator | 14 14 9A |
| | Fleet Maintenance 6 | Fleet Manager Lead Mechanic Mechanic (4) | 15 14 13 |
| | Solid Waste Management 14 | Sanitation Superintendent Crew Leader (2) Heavy Equipment Operator (10) Laborer | 18 11B 9A 4 |

| Department | Number | Job Titles | Pay Grade |
|--------------------------------|--|---|--------------------|
| Community Development | CD Operation 19 | Director of Community Development | 25A |
| | | Deputy Director of Economic & Community Development | 20 |
| | | Senior Plans Examiner/Deputy Building Commissioner | 14 |
| | | Planner (2) | 22 |
| | | Multi-Discipline Inspector (5) | 12C |
| | | Inspector II (3) | 12 |
| | | Inspector I | 11 |
| | | Executive Secretary to Department Director | 10 |
| | | Advanced Clerk Typist (3) | 6A |
| | | Facilities Maintenance 9 | Facilities Manager |
| Custodian (6) | 4 | | |
| General Maintenance Worker (2) | 9A | | |
| Recreation 4 | Deputy Director of Recreation | 20 | |
| | Recreation Supervisor II (2) | 12B | |
| | Recreation Supervisor I | 10 | |
| Economics Development 1 | Economic Development Manager | 14A | |
| Library | University City Public Library 12 | Director | L07 |
| | | Assistant Director | L09 |
| | | Administrative Assistant | L10 |
| | | Building supervisor | L30 |
| | | Custodian | L08 |
| | | Library Assistant I | L01 |
| | | Library Assistant II | L02 |
| | | Library Assistant III | L03 |
| | | Librarian I | L04 |
| | | Librarian II | L05 |
| | | Librarian III | L06 |
| | | Project Manager | L21 |

| ANNUAL BASE PAY | | | |
|----------------------------------|------------------|----------------|----------------|
| Title | Pay Grade | Minimum | Maximum |
| Parking Controller | | | |
| Police/Fire Cadet | 3 | 28,817 | 36,382 |
| Custodian | | | |
| Laborer | 4 | 29,797 | 37,587 |
| Laborer/Light Equipment Operator | 6 | 32,712 | 41,403 |
| Advanced Clerk Typist | | | |
| Court Clerk II | 6A | 33,189 | 41,986 |
| Administrative Secretary | 7 | 35,256 | 45,033 |
| Account Clerk II | 7C | 36,209 | 45,855 |
| Crime Analyst and Grant Writer | 8 | 37,163 | 47,458 |
| Equipment Operator | | | |
| Recreation Coordinator | 8A | 36,726 | 46,477 |
| Print Shop Operator | 9B | 38,117 | 48,266 |
| General Maintenance Worker | | | |
| Heavy Equipment Operator | | | |
| Tree Trimmer | 9A | 38,422 | 48,597 |
| Senior Account Clerk | 9C | 38,488 | 48,743 |
| Dispatcher | 9D | 39,575 | 50,545 |
| Accounts Payable Specialist | | | |
| Administrative Assistant | | | |
| Exec. Secretary to Chief | | | |
| Exec. Secretary to Department | | | |
| Director | | | |
| Recreation Supervisor I | 10 | 39,800 | 50,293 |
| Accountant | | | |
| Community Service Specialist | | | |
| Engineering Service Specialist | | | |
| Inspector I | 11 | 41,098 | 52,042 |
| Firefighter | 11A | 51,715 | 54,580 |

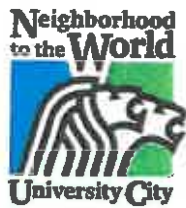
| ANNUAL BASE PAY - (CONTINUED) | | | |
|---|------------------|----------------|----------------|
| Title | Pay Grade | Minimum | Maximum |
| Crew Leader | 11B | 42,158 | 53,764 |
| Paramedic Firefighter | 11M | 58,235 | 61,355 |
| Court Administrator Inspector II Senior Accountant Senior Administrative Asst. Solid Waste Program Manager | 12 | 43,165 | 54,533 |
| Lead Dispatcher | 12D | 43,616 | 55,116 |
| Project Manager I Recreation Supervisor II | 12B | 44,795 | 57,169 |
| Multi-Discipline Inspector | 12C | 45,232 | 57,726 |
| Mechanic | 13 | 45,179 | 57,077 |
| Police Officer Trainee | 13P | 47,630 | 60,190 |
| Forestry Supervisor Golf Maintenance Superintendent Golf Manager Lead Mechanic Administrative Support Assistant Senior Plan Reviewer / Building Inspector | 14 | 47,352 | 59,872 |
| Planning/Zoning Administrator Project Manager II Manager of Economic Development | 14A | 48,743 | 61,634 |
| Police Officer | 14P | 50,744 | 64,827 |
| Assistant Recreation Superintendent Fleet Manager Human Resources Manager | 15 | 49,273 | 63,383 |
| Paramedic Fire Captain | 16M | 70,918 | 74,853 |
| Police Sergeant | 16P | 66,616 | 73,068 |
| Facilities Manager Financial Analyst | 17 | 55,301 | 69,213 |

| ANNUAL BASE PAY - (CONTINUED) | | | |
|---|------------------|----------------|----------------|
| Title | Pay Grade | Minimum | Maximum |
| Sanitation Superintendent Street Superintendent | 18 | 57,739 | 72,525 |
| Information Technology Coordinator Senior Public Works Manager City Clerk | 18B | 59,077 | 74,207 |
| Police Lieutenant | 18P | 76,367 | 83,707 |
| Deputy Dir. of Planning, Zoning & Econ. Dev. Deputy Dir. of Recreation Building Commissioner | 20 | 63,513 | 79,777 |
| Battalion Chief | 20F | 80,753 | 88,702 |
| Police Captain | 20P | 86,132 | 94,293 |
| Park Superintendent | 21 | 67,344 | 85,429 |
| Deputy Police Chief | 24P | 96,492 | 105,422 |
| Assistant Fire Chief | 24F | 90,583 | 100,374 |
| Director of Community Development | 25A | 83,601 | 106,389 |
| Fire Chief | 25F | 100,905 | 117,319 |
| Director of Finance Director of Public Works and Parks | 27 | 95,339 | 122,129 |
| Police Chief | 27P | 98,586 | 124,991 |
| City Manager | S03 | 170,000 | 170,000 |

CBIZ Talent & Compensation Solutions

CBIZ Compensation Consulting

PROPOSAL TO SERVE:



**RESPONSE FOR PROPOSAL FOR EMPLOYEE COMPENSATION
AND CLASSIFICATION ANALYSIS STUDY**

DUE MARCH 9, 2018



Our business is growing yours

www.cbiz.com



CBIZ, Inc.
625 Maryville Centre Drive, Suite 200
Saint Louis, MO 63141
Phone: 314.692.2249
www.cbiz.com/hr

March 9, 2018

Ms. Kellie R. Cannon
Human Resources Manager
City of University City
6801 Delmar Blvd., 1st Floor
University City, MO 63130

Dear Kellie:

In response to your request for proposal for an Employee Compensation and Classification Analysis Study, CBIZ Talent & Compensation Solutions ("CBIZ" or "the Firm") is pleased to present the following proposal describing how we could provide assistance to The City of University City, Missouri ("the City").

In serving the City, we will make a definite commitment of our resources to provide you with the highest quality of professional service. We will bring extensive experience, fresh ideas and approaches, responsiveness to your interests and sound judgment.

We are excited about this opportunity and look forward to working with you. Please let me know if you desire any additional information or explanation.

Sincerely,

Joe Rice
Project Manager, Compensation Consulting
CBIZ Talent & Compensation Solutions



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ABOUT CBIZ

National Resources; Personal Service



NYSL: CBZ

100+ offices
4,600+ associates
90,000+ clients



10th Largest Accounting Provider Nationally^{1,2}



18th Largest Broker of U.S. Business³



A Top 100 Retirement Plan Adviser⁴

**BEST
BRIGHTEST**
COMPANY
TO WORK FOR
IN THE NATION
WINNER 2016



85
Workplace
Awards



Commitment
to Community
including
5 Million+
Lbs. of Food
Donated

FINANCIAL & ACCOUNTING



BENEFITS & INSURANCE

Financial & Accounting

- Bookkeeping & Tax
- Commercial Month-End Consulting
- Financial Analysis
- Valuation
- Litigation Support
- Risk & Advisory Services
- Real Estate Accounting

Benefits & Insurance

- Flexible Compensation
- Payroll Services
- HRIS Technology
- Property & Liability
- Retirement Plan Services
- Talent & Compensation Solutions



Connect with us! www.cbiz.com



¹ All audit and assurance services are provided by MIRA, an independent CPA Firm.
² Accounting Today - March 2016 ³ Business Insurance magazine - July 2016 ⁴ PLANADVISER - February 10, 2017



CBIZ Overview

CBIZ, Inc. (NYSE: CBZ) is an \$800 million professional services company headquartered in Cleveland, Ohio. CBIZ is the largest provider of multi-specialty professional service offerings to businesses of all sizes. We offer auditing and tax services, employee benefits consulting, executive search services, compensation consulting, valuation assistance, retirement plan services, payroll, property & casualty insurance, and many others from 100 offices and through 5,000 associates located throughout the United States.



You deserve extraordinary value.

We look forward to delivering value beyond your expectations. Our unique industry experience and relationships, coupled with our highly skilled technical experts, mean we will do much more than walk you through a process.

Our Competitive Advantage

- CBIZ provides national-caliber expertise combined with highly personalized service delivered at the local level. CBIZ Talent & Compensation Solutions, the Firm's national practice, is based in St. Louis, MO. We can deliver optimal results by working closely with the City, and do so in an efficient manner.
- Edward R. Rataj, the Firm's Compensation Consulting Division Managing Director, is a Master Certified Compensation Professional (MCCP). His compensation expertise has been cited in media publications such as the *Wall Street Journal* and *Smart Money* magazine. Few competitors can offer such compensation experience and expertise.
- We provide the same expertise and data as the other national firms. However, our focus is on the middle market. The Firm was founded on the premise that middle-market businesses and organizations are more complex and move faster in today's interconnected world. Since our inception, our solutions have helped businesses and organizations adjust to that reality.





SERVICE TEAM

Our Firm's ability to provide quality, efficient and timely service is largely dependent upon the skills and experience of our people. We are proud to present a team of individuals who have a proven record of bringing the necessary blend of technical competence, industry experience, innovative ideas and suggestions, and value-added services to our clients. Our philosophy of utilizing highly experienced personnel allows us to perform extremely efficiently and enables us to provide unmatched quality.

Ed Rataj, Joe Rice, Ryan Blackwell, Amber Duncan, Gabriel Attoun, Jack Thornton, Jay Hargis, Kevin Christoff, and Taylor Sprague will be responsible for the services provided to the City. A professional summary for each individual is presented on the following pages. They will be assisted by other qualified HR consulting professionals, as necessary.

Managing Director

Ed Rataj

Ed will provide strategic oversight for the project.

Project Manager

Joe Rice and Ryan Blackwell

Joe and Ryan will manage and oversee all aspects of the project including data validation deadlines and quality control. Joe will serve as the primary client contact.

Consultants

Amber Duncan, Gabriel Attoun, Jack Thornton, Jay Hargis, Kevin Christoff, and Taylor Sprague

Amber, Gabriel, Jack, Jay, Kevin, and Taylor will provide day-to-day technical and client service, assisting with all facets of the compensation analyses.



Professional Summaries



Edward R. Rataj, CCP, CECP, ACCP, MCCP

Miami University (Ohio), B.S. Finance

Mr. Rataj is the Managing Director of the Compensation Consulting Division of CBIZ Talent & Compensation Solutions. He has twenty years of experience in the area of human resources, focusing on designing innovative compensation programs.

Prior to joining the Firm, Mr. Rataj served as a Compensation Consultant for Mellon (formerly known as Buck Consultants) and was employed by William M. Mercer. Mr. Rataj assists clients in the design and implementation of strategic base salary and incentive programs. His core areas of expertise include designing market-based and job evaluation-based compensation programs, pay structures, and compensation surveys, as well as developing policies and procedures. Additionally, Mr. Rataj has experience in consolidating

compensation plans for organizations completing mergers and acquisitions. He has consulted with numerous clients in various industries.

Mr. Rataj is a Certified Compensation Professional (CCP), Advanced Certified Compensation Professional (ACCP), Certified Executive Compensation Professional (CECP), Master Certified Compensation Professional (MCCP), served as the President of the Compensation and Benefits Network of Greater St. Louis (CBN) and is a member of WorldatWork (formerly known as the American Compensation Association). In addition, Mr. Rataj has been recently quoted in the Wall Street Journal, Smart Money magazine and TheStreet.com as an expert in the area of compensation.



Joseph P. Rice

Saint Louis University, B.A. History

Saint Louis University, B.A. Education

Mr. Rice is a Project Manager in the Compensation Consulting Division of CBIZ Talent & Compensation Solutions where he leads a team of compensation consultants, oversees process improvement efforts, and provides project management oversight.

Mr. Rice brings broad Total Rewards and Human Resources experience to the practice. Prior to joining the Firm, Mr. Rice managed compensation globally for Energizer Holdings, a global consumer products company. Mr. Rice also worked for Bunge, a global agribusiness company, where he led the compensation function within North America. He began his career with Panera Bread, a fast-casual restaurant chain, where he held roles

administering compensation, retirement, and benefits. In all, Mr. Rice's background includes strategy, design, and execution for an array of Total Rewards programs along with experience supporting acquisitions, divestitures, and corporate restructuring.





Ryan Blackwell, CCP

*University of Missouri-Columbia, M.B.A.
University of Missouri-Columbia, B.S. Finance*

Mr. Blackwell is a Compensation Consultant for CBIZ Talent & Compensation Solutions in the St. Louis, Missouri office. Since joining CBIZ, Mr. Blackwell's experience includes utilizing compensation surveys to perform market analysis for a wide range of industries and positions. He also has experience in evaluating job questionnaires and developing job descriptions. Mr. Blackwell is a member of the Compensation and Benefits Network of Greater St. Louis and is a Certified Compensation Professional (CCP).

While working toward obtaining his Master of Business Administration degree at the University of Missouri-Columbia, Mr. Blackwell gained consulting experience by performing competitive analysis and providing pricing research for an established company. Additionally, he participated in an assessment of distributor web communication for a Chicago-based commercial speaker company.



Amber Duncan, SPHR, CCP

*University of Missouri-Columbia, M.B.A.
Western Illinois University, B.A.*

Ms. Duncan is a Manager for CBIZ Talent & Compensation Solutions.

Ms. Duncan's human resources consulting experience includes planning, designing and implementing innovative compensation and human resources programs. Ms. Duncan functions in various roles within the division, handling such client responsibilities as compensation plan design and administration (including market analysis, job documentation, job evaluation and salary structure development), as well as policy development and performance management program design. In addition, Ms. Duncan also assists with human resources technology initiatives, including TCOffer, CBIZ's online total compensation job offer system.

Ms. Duncan earned her Master of Business Administration degree from the University of Missouri - Columbia. Prior to graduation, Ms. Duncan gained experience at Deloitte Consulting, serving as a consultant on a systems integration process project for a client in the financial services industry.

Ms. Duncan is a certified Senior Professional in Human Resources (SPHR) and a Certified Compensation Professional (CCP). She is a member of WorldatWork (formerly the American Compensation Association).





Gabriel Attoun

*University of Arkansas-Fayetteville, M.S. Information Systems
University of Arkansas-Fayetteville, B.S.B.A. Corporate Finance & Investments*

Mr. Attoun is an Associate Compensation Consultant with CBIZ Talent & Compensation Solutions in the St. Louis office. Mr. Attoun's experience includes mining compensation data to perform market analyses across various industries. Since joining CBIZ, Mr. Attoun's experience includes the use of compensation surveys to perform market analysis for a wide range of positions and industries and design of compensation plans. He also has experience in reviewing jobs for FLSA compliance and evaluating job questionnaires.

Mr. Attoun received a B.S.B.A. in Corporate Finance & Investments and an M.S. in information Systems from the University of Arkansas at Fayetteville.



Jack Thornton

*University of Missouri-Columbia, M.B.A.
Loyola University Chicago, B.A. Economics*

Mr. Thornton is an Associate Compensation Consultant with CBIZ Talent & Compensation Solutions in the St. Louis office. Mr. Thornton's experience includes market benchmarking analysis, position-specific historical compensation research, project proposal composition, and organization wide compensation study support.

Mr. Thornton earned his Master of Business Administration degree from the University of Missouri - Columbia. While in business school, Mr. Thornton gained consulting experience by working on a revenue-assessment project for a Fortune 50 media and financial services conglomerate and an exit strategy project for a multimillion dollar local machinery

business.



Jay Hargis

*Webster University in St. Louis, B.A. Mathematics
Webster University in St. Louis, B.S. Business Administration*

Mr. Hargis is an Associate Compensation Consultant for CBIZ Talent and Compensation Solutions. Since joining CBIZ, Mr. Hargis's experience includes the use of compensation surveys to perform market analysis for a wide range of positions and industries and design of compensation plans. He also has experience in reviewing jobs for FLSA compliance and evaluating job questionnaires.

Mr. Hargis received a B.A. in Mathematics and a B.S. in Business Administration from Webster University.





Kevin Christoff

*University of Missouri-Columbia, B.S.B.A Marketing
University of Missouri-Columbia, Certificate in Sales and Customer Development*

Mr. Christoff is an Associate Compensation Consultant for CBIZ Talent & Compensation Solutions in the St. Louis office. Mr. Christoff's experience includes developing, designing and implementing executive and all-encompassing organization wide compensation plans in both the public and private sectors. He also has experience writing job descriptions and reviewing positions for FLSA compliance.



Taylor Sprague

University of Missouri-Columbia, B.S. Human Environmental Science

Mr. Sprague is an Associate Compensation Consultant with CBIZ Talent & Compensation Solutions in the St. Louis office. Since joining CBIZ, Mr. Sprague's experience includes the use of compensation surveys to conduct market analysis for a wide variety of positions, industries and organizations in regards to the design of compensation plans. He also has experience evaluating job questionnaires and compiling custom compensation survey reports for specific position and industry benchmarking.

Mr. Sprague received a B.S. in Human Environmental Science with an emphasis in Personal Financial Planning, and a minor in Business from the University of Missouri-Columbia.



PROJECT APPROACH

It is our understanding that the City is seeking a qualified compensation consulting firm to assist in reviewing and updating its formal market-competitive compensation plan for its employees.

In an effort to meet the City's needs, CBIZ proposes to conduct the project steps detailed on the following pages. The objective of the study will be to provide the City with a compensation plan that will continue to accurately reflect job roles and responsibilities, establish an organizational structure that is flexible in order to accommodate the City's growth, and is well-aligned with its broader goals and strategies.

Step 1 – Initiate Project

- CBIZ meets with key staff of the City to:
 - Discuss overall project goals and schedule.
 - Gain a deeper understanding of the compensation philosophy, objectives, plans, areas for improvement, time frames and culture of the City.
 - Discuss the various components of total cash compensation and the relative impact of this study.
 - If desired, CBIZ will draft a communication letter from management to the employees describing the goals and impact of the study

Step 2 – Job Data Collection and Reconciliation

- The City submits to CBIZ all requested information and data.
 - Data collected will relate to current pay practices and programs; ascertain specific details regarding the current pay determination process, current job descriptions, internal equity, etc.
- CBIZ assesses the data in its entirety to ensure that all necessary information has been submitted and that there are no discrepancies. This step will ensure that the new compensation plan reflects current and accurate job titles and supporting documentation for each employee included in the plan.
 - CBIZ will reconcile submitted job descriptions with employee job titles to make sure that a job description for each employee is available.
 - CBIZ will notify the City of any submitted job descriptions for which there is no incumbent to determine whether retitling is needed, the job is unfilled or the job has been eliminated.

Step 3 – Evaluate Job Documentation and Job Analysis Questionnaire (JAQ)

- It is important to understand how the jobs are currently performed so that they can be evaluated and compared to the market. In order to ensure job documentation is complete, up-to-date and accurate, CBIZ proposes to conduct the following steps:
 - CBIZ reviews job documentation for each of the jobs being priced.
 - CBIZ develops and distributes a web-based job analysis questionnaire (JAQ) to obtain critical job content information from job incumbents and supervisors. This information is critical in capturing the necessary information to draft job descriptions, evaluate for Fair Labor Standard Act overtime classifications, and identify essential functions and other considerations related to the Americans with Disabilities Act.



— The following steps elaborate on the JAQ process:

- CBIZ launches an online JAQ to all applicable staff members. A paper form will be available as well, however it is recommended that employees complete the online version, if possible, as this results in a direct submission of information to CBIZ.
- Upon employee submission of the JAQ, a copy is distributed to supervisors with an additional short questionnaire seeking clarifying comments and additional details.
- The City staff completes the questionnaire within the designated time frame, generally two to three weeks.

- CBIZ will evaluate the necessity of employee or group interviews following the JAQ process.

Step 4 – Administer Peer Survey

- CBIZ conducts a compensation and benefits survey of approved peer municipalities and government entities.
 - Peer organizations are likely to be much more responsive to a shorter, more concise survey. While it is anticipated all or nearly all jobs will be included in the survey, the exact number of benchmark jobs will be determined by CBIZ and approved by the City.
 - CBIZ and the City determine defensible, comparable entities to which the City should be compared. It is anticipated that a group of up to twenty (20) entities will be selected.
 - CBIZ distributes a survey to the selected organizations to collect salary and benefit information for select benchmark jobs from the comparable entities. CBIZ analyzes the data and prepares a summary, which will be provided to the City as well as participants. Individual participant data will not be disclosed.
 - CBIZ recently conducted surveys of Saint Louis area municipalities on behalf of the Cities of Chesterfield, Fenton, Manchester, Ladue, and Sunset Hills. The results of these surveys have been incorporated into our broader survey database. Participants included:
 - City of Ballwin
 - City of Bella Villa
 - City of Chesterfield
 - City of Clayton
 - City of Crestwood
 - City of Eureka
 - City of Fenton
 - City of Florissant
 - City of Frontenac
 - City of Hazelwood
 - City of Kirkwood
 - City of Ladue
 - City of Manchester
 - City of Maplewood
 - City of Maryland Heights
 - City of O'Fallon
 - City of Richmond Heights
 - City of Sunset Hills
 - City of Town and Country
 - City of Webster Groves
 - City of Wentzville
 - City of Wildwood

Step 5 – Conduct External Market Analysis

- Conduct published survey analysis to collect competitive base salary and total cash compensation (base salary plus annual incentive) data for similar positions in comparable organizations paying employees to perform similar functions.
 - CBIZ will rely on the custom survey results as the primary source of external market data.



- CBIZ will supplement the analysis with our proprietary database that automatically compiles data from numerous published surveys to provide data for the City's analysis.
- Additionally, CBIZ can incorporate any surveys which the City subscribes into the analysis.
- CBIZ will ensure that all data collected accurately reflects the City's industry, locations and organizational size.
- CBIZ prices jobs to the market and recommends appropriate salary grade placement. The key to this step is comparing actual skills, duties and responsibilities to market data as opposed to merely matching job titles.
- Provide data at the 25th, 50th, and 75th percentiles. If the City selects a different compensation philosophy (e.g. 65th percentile), CBIZ will also provide data at that specific percentile.

Step 6 - Benefits Market Review

- CBIZ will determine the City's competitive position with regards to benefit levels.
- CBIZ will analyze the City's benefits costs currently in place to the market competitive published survey data.
- CBIZ will compare the following benefits of the City to the competitive labor market:

Payments for Time Not Worked

- Payments for Holidays
- Sick Leave Pay
- Payments for Vacations
- Paid Time Off
- Family and Medical Leave Pay
- Other

Retirement and Savings

- Defined Benefit Pension Plan
- Cash Balance or Other Hybrid Plan
- 401(K) and Similar
- Profit-Sharing
- Stock Bonus/ESOP
- Other
- Administration Costs

Medical and Medically-Related Payments

- STD, Sickness or Accident Insurance
- LTD or Wage Continuation
- Medical Insurance Premiums
- Dental Insurance Premiums
- Vision Care
- Retiree Medical Insurance Premiums
- Life Insurance and Death
- Prescription Drug Coverage
- Other (EAP, Other Employee Welfare)
- Administration Costs

Miscellaneous Benefit Pay

- Severance Pay
- Child Care
- Employee Education Expenditures
- Discounts
- Other Benefits

Step 7 - Design Pay Structure(s)

- Develop new market-based pay plans to help the City maintain its competitive position, or update the salary ranges currently in place.
- Additionally, CBIZ and the City will discuss the need for and pros and cons of creating separate salary structures for critical and/or hard-to-fill technical and professional positions.
- Finalize the draft market-competitive pay structures considering the City's locations, number of jobs, the compensation philosophy, and potential for future growth.
- Slot the City's jobs into the pay structure(s) based upon the market-competitive data collected in the market analysis step.



Step 8 – Draft Updated Job Descriptions

- Considering prior job descriptions and information collected from the JAQs, CBIZ analyzes the functions, qualifications, and requirements for each position.
- Using a standard job description format, developed in coordination with the City, CBIZ will revise and create new job descriptions for each position included within the scope of the study.
 - Finished job descriptions may include the following sections: general position information, duties, education and experience, certificates/licenses/registrations, software skills required, physical demands, work environment, additional information, and space for internal notes.
- CBIZ drafts job descriptions in a standardized format that is both ADA and FLSA compliant.
- The City and CBIZ review and discuss the job descriptions and CBIZ will make any necessary revisions (assumes one set of revisions):
- CBIZ delivers new job descriptions in Word, PDF, or Excel format, at the request of the City.

Step 9 – Fair Labor Standards Act (FLSA) Classification Review

- CBIZ collects and evaluates information related to the FLSA review, including current job and classification documentation, organizational charts, current FLSA status, job titles, and the newly created job descriptions.
- CBIZ applies the FLSA exemption tests (Executive, Administrative, Professional, Computer Professional, Sales and Highly Compensated) to determine the appropriate FLSA overtime classification, based upon the duties and responsibilities provided in the job descriptions and job analysis questionnaires for all positions included within the scope of the study.
- CBIZ generates a report that outlines the following:
 - Document the appropriate classification and the applicable exemption for all exempt classifications. This report will provide the City with backup for the exemption decisions in order to ease any subsequent Department of Labor or other government entity audits.
 - For exempt jobs, CBIZ will identify the exemption that applies and provide examples of duties that qualify for exemption.
- Conduct a meeting with the City's human resources and legal counsel to discuss the draft FLSA recommendations.
- Make any necessary changes in draft report resulting from the meeting (assumes one set of revisions).

Step 10 – Financial Impact Analysis

- Compare the City's actual compensation practices to the market-competitive data collected in the market analysis step and the pay structures designed previously.
- CBIZ will provide specific recommendations on a job-by-job and employee-by-employee basis.
- Assess the financial impact of implementing the recommended compensation practices.
- CBIZ and the City discuss and determine the optimal implementation strategy considering cost, culture, and other issues.



Step 11 – Discuss Draft Recommendations and Feedback

- Conduct a meeting with the City to deliver draft results of the finished analysis.
- The purpose of the meeting is to introduce the City to the analysis in order for the City to perform its review, including feedback on the updated pay structures, assessment of internal equity of each job, and review of the implementation cost analysis for the compensation recommendations.
- Following feedback, CBIZ will make any necessary changes in plan design resulting from the meeting (assumes one set of revisions).

Step 12 – Update Salary Administration Guide

- Update the City's salary administration guide that provides direction for maintaining the compensation plan.
 - Topics may include:
 - annual compensation planning
 - pay increase recommendations
 - hiring pay
 - promotions
 - demotions
 - job classification/reclassification
 - assigning new jobs to the pay structure
 - policy exceptions
 - approvals and notifications

Step 13 – Discuss and Finalize Plan Design

- Conduct a meeting with the City to present the overall compensation plan design and results of the project.
- Issue the final project report.

Ongoing Administration

- CBIZ will provide the City with salary structure update factors for up to five years to ensure that the new compensation system remains competitive for years to come.
- The update factors will be based on market intelligence and will report what adjustment similar organizations are making to their salary structures and will also report what they are budgeting for the annual salary increase process.
- No additional fees will be charged for the annual update factors. CBIZ will also be available, for a fee, to market price and recommend salary grades for requested jobs on an as-needed basis.



REPRESENTATIVE CLIENTS

CBIZ frequently conducts classification and compensation studies for clients in the public sector. Projects similar to that requested by the City which have been recently performed by CBIZ are described below. CBIZ would be happy to provide contact information for references upon request.

The team assigned to this project has vast experience conducting organization-wide compensation reviews for non-profit and public organizations.

The following are other public-sector clients to whom CBIZ has recently provided services similar to those requested by the City:

- American Bottoms Regional Wastewater Treatment Plant, Illinois
- City of Bristol, TN
- City of Chesterfield, Missouri
- City of Fenton, Missouri
- City of Kansas City, Missouri
- City of Ladue, Missouri
- City of Lansing, Kansas
- City of Ottawa, Kansas
- City of Perryville, Missouri
- City of St. Charles, Missouri
- City of Wentzville, Missouri
- City of Wildwood, Missouri
- Employees Retirement System of Texas
- Emporia State University
- Fort Hays State University
- Jefferson City Public School District, Missouri
- Kansas City University of Medicine and Biosciences
- Kirkwood School District R-7, Missouri
- Kansas Public Employees Retirement Systems
- Kentucky Retirement Systems
- Kansas State University
- Kansas University Medical Center
- Lynn University, Florida
- Missouri Botanical Garden
- Missouri Department of Transportation & Patrol Employees Retirement System
- Municipal Employees Retirement System of Michigan
- Missouri State Employees' Retirement System
- Ohio Public Employees Retirement System
- Ohio Public Employees Deferred Compensation Program
- Pittsburg State University
- Public School & Education Employee Retirement Systems of Missouri
- Saint Louis Art Museum
- Special School District of St. Louis County
- State of Missouri
- St. Charles County, Missouri
- St. Louis Science Center
- St. Louis Zoo
- Texas Treasury Safekeeping Trust Company
- University of Kansas
- Utah Retirement Systems
- Wichita State University

PROFESSIONAL FEES AND EXPENSES

Our professional fee structure is based upon standard hourly rates for consulting services. We have repeatedly found that our philosophy of utilizing highly experienced personnel allows us to provide effective and efficient services at a cost that represents an exceptional value. Based upon our prior experience in conducting similar projects, professional fees for the project are as follows:

| Scope of Services | Professional Fees |
|--|-------------------|
| Project I: Organization Wide Compensation Study (Assumes up to 70 job titles) | \$27,900 |

CBIZ will be committed to the future effectiveness of the City's new compensation plan. There will be no costs associated with providing annual salary increase and structure update factors for up to five years after the completion of the project. Following the completion of the project, the cost of evaluating market-competitive compensation and recommending grade assignments for new positions or revised existing positions will be \$400 per position. The costs of such ad hoc compensation evaluations are not included in the above fees.

In addition to professional fees, we will bill clients for direct project out-of-pocket expenses (i.e., travel expenses, overnight mail, printing of private survey results, mileage, etc). Professional fees and expenses will be billed on a monthly basis based on the project's progress.

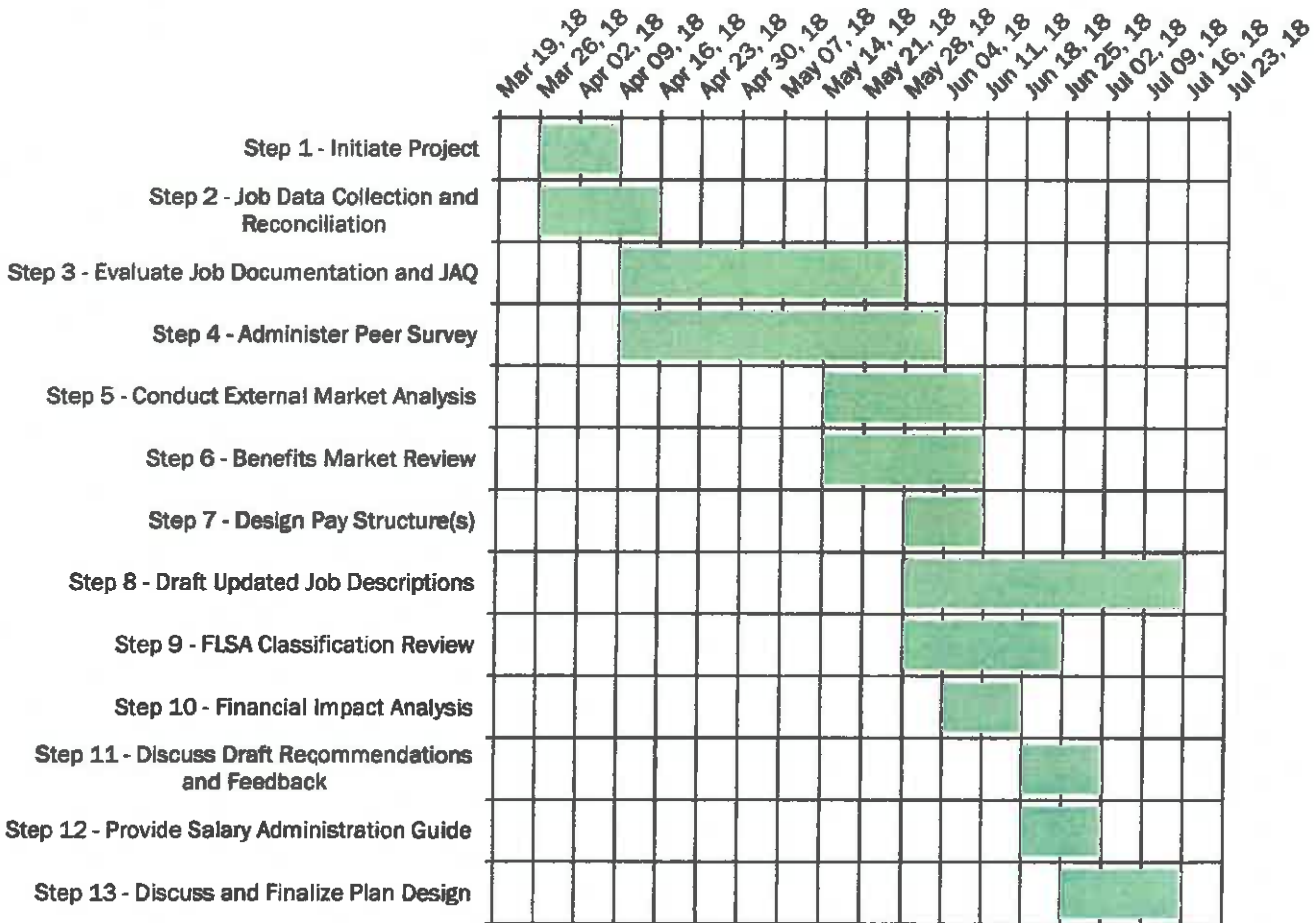
If the volume of work changes substantially due to change in scope we may need to discuss an adjustment in the professional fees documented herein. We do not anticipate that this will occur; however, we would discuss this with you before proceeding and obtain your prior approval.



TIMELINE

CBIZ values the importance of each client and respects all decisions and ideas as we work collectively to achieve a common objective that will benefit the client for years to come. The City will be a priority to CBIZ, and all needs and requests will be addressed as quickly as possible in an effort to provide optimal client service.

CBIZ expects the compensation and classification study to conservatively last sixteen (16) weeks, such that final project results should be delivered no later than July 16, 2018, assuming a timely project start date. The proposed project schedule below is highly dependent upon the timely receipt of requested data from the City.



Ongoing Administration - Annual salary and structure updated provided for five years at no additional charge





DATA MANAGEMENT GUIDELINES

Compensation-related projects involve detailed calculations and statistical analyses. They can become very expensive if there are changes to employee data after we begin cost modeling. To make sure we manage your project within budget and that we keep errors to a minimum, CBIZ has developed the following data management guidelines. We will do everything we can to help the City plan so that it can stay within these guidelines. They are:

- After the City has submitted all data and CBIZ has delivered preliminary analyses, the City will have the opportunity to make two sets of changes.
- All changes to employee data should be written so that CBIZ can proof data entry to make sure the City's reports are accurate.



ACCEPTANCE AND AUTHORIZATION

In the event that the City agrees with and accepts the contents of this proposal (including, but not limited to the Project Approach and Professional Fees and Expenses), please sign in the space provided below and return one signed copy of the proposal to CBIZ via e-mail (jrice@cbiz.com) or facsimile (314-692-4222).

In order to maintain independence, CBIZ's compensation professionals assert that they will not be acting as a member of management or making management decisions, or providing the primary basis for management to make decisions that are significant to the subject matter under audit. Other factors that should be considered in making decisions include, but are not limited to, employee performance, tenure, and experience as well as economic and organizational influences.

You agree that CBIZ may use descriptive information about the City in our internal client database (for example, the number of your employees, or the size of your revenue) so we can identify other business services or products that might be useful to you. We do not sell this information to anyone, and you will not be contacted by anyone other than us to determine if you have any interest in receiving our other services or products.

Accepted by the City of University City

Title

Date





APPENDIX: PROPOSED CONTRACT FORM

To follow is the Proposed Contract form as required for submission of the proposal.





SERVICES AGREEMENT

This Agreement made by and between _____ (“Client”) and CBIZ Benefits & Insurance Services, Inc. (“CBIZ”), who will provide for Client one or more of the services more fully described herein and as indicated below.

CBIZ will perform the following services effective _____:

Compensation Consulting Services (Addendum A)

The Terms of Agreement and all applicable Addendums are attached hereto. Client and CBIZ have read the Terms of Agreement and all attached Addendums and agree to be bound by their terms.

Client

CBIZ Benefits & Insurance Services, Inc.

By: _____

Title: _____

Date: _____

By: _____

Title: _____

Date: _____

TERMS OF AGREEMENT

1. **Services Provided by CBIZ.** CBIZ will perform one or more of the services selected by Client and pursuant to the services outlined on Addendum A, attached hereto and made a part hereof. The specific services to be performed for Client shall be determined by CBIZ and Client and may be modified from time to time as agreed upon between the parties.
2. **Relationship of the Parties.** It is understood and agreed that this Agreement does not create any employer/employee, partner or joint venturer relationship between the parties. The parties agree that the relationship between CBIZ and Client shall be that of independent contractors. As an independent contractor, CBIZ shall have the right to determine the means and methods to be used in accomplishing and providing the services to be rendered hereunder, including but not limited to outsourcing one or more services contemplated herein. Each party shall be responsible for all expenses involved in the execution of any services to be performed by them hereunder and shall also be responsible for all federal, state and local taxes that may be required to be paid by either party. The parties shall not have any express or implied rights or authority to assume or create any obligation or responsibility on behalf of or in the name of the other, except as may otherwise be set forth in this Agreement.

From time to time in the course of providing the services hereunder, CBIZ has and will continue to provide Client with independent industry data and information for Client and its management to materially utilize in making decisions related to Client's job descriptions and/or compensation structures. Client will be responsible for management decisions and functions, and for designating an individual who possesses suitable skill, knowledge, and/or experience, preferably within senior management, to oversee any services CBIZ may provide. Client is responsible for evaluating the adequacy and results of the services performed and accepting responsibility for the results of such services; provided, however, the aforesaid shall in no way waive, release, obviate or mitigate the obligations, covenants, responsibilities and liabilities of CBIZ under this Agreement.

3. **Requests of Information.** Client acknowledges the importance of providing complete and accurate information to CBIZ prior to the effective date of any and all services provided hereunder. CBIZ, from time to time, will request certain information from Client, which is necessary to enable CBIZ to adequately perform its duties hereunder. Client shall, within fifteen (15) days of the mailing or hand delivery of such request, furnish CBIZ with all information requested. CBIZ, its officers, employees and agents shall not be liable for any damages, taxes, interest, penalties, or fines incurred by Client if all the requested information is not furnished within the time period set forth in this paragraph.
4. **Reliance on Client Provided Information.** All information supplied to CBIZ by Client shall be provided in writing or in such electronic media as is acceptable to the parties and such information shall be true and correct to the best of Client's belief and knowledge. CBIZ may rely on any such information furnished by authorized individual(s) of Client and shall have no responsibility to inquire into its correctness or accuracy. CBIZ shall incur no liability for reliance on such information in the performance of its services. If the information supplied proves to be incorrect, Client will, if applicable, pay CBIZ based upon then current hourly rates for the costs of all work to correct such information. Client shall use reasonable efforts to retain duplicate copies of information or material sent to CBIZ and for taking other precautions as it deems necessary in case such information or materials are lost or destroyed, regardless of cause, or in case information reprocessing is needed for any reason.
5. **Limitation of Liability.** CBIZ's services under this Agreement shall be limited to the services outlined on the Addendums attached hereto. CBIZ, its officers, employees and agents will not furnish any legal, tax or accounting advice for which its officers, employees or agents are not licensed to furnish but will direct such questions either directly to or through Client. Client bears responsibility to direct such questions to its legal counsel and accountant. CBIZ's liability shall be limited only to substantiated and proven direct damages. CBIZ shall not be liable for indirect, special or consequential damages arising out of any breach of this Agreement.
6. **Prior Acts or Omissions.** CBIZ shall not be liable for any acts or omissions with respect to the services provided hereunder, which were committed before the date of this Agreement by another third party provider. CBIZ shall also not be liable for any acts or omissions with respect to the services provided hereunder for the Plan which occur after this Agreement's termination, except for acts or omissions in connection with the transfer of records upon termination of this Agreement as provided in Section 14 of this Agreement.

electronic files or other information to Client until CBIZ has received payment in full for any fees due and owing to CBIZ pursuant to this Section and Section 8 above.

14. Amendment. The terms and provisions of this Agreement and the attached Addendums may be modified or amended only by written agreement executed by the parties hereto.
15. Waiver. No waiver of any breach of this Agreement shall constitute a waiver of any other breach, whether of the same or any other terms of this Agreement, nor shall any delay or omission of either party's exercise of any right arising from any default affect or impair the party's rights as to the same or future default.
16. Severability. In case any provision of this Agreement is invalid or unenforceable, the validity and enforceability of the Agreement's remaining provisions shall not in any way be affected or impaired.
17. Successor and Assigns. This Agreement and all Addendums shall inure to the benefit of and be binding upon the parties hereto, their successors and assigns. However, this Agreement shall not be assigned to any other party without the other party's written consent, which will not be unreasonably withheld. Notwithstanding the foregoing, CBIZ may assign this Agreement to a parent, subsidiary or affiliate, or to an entity acquiring substantially all of the assets of CBIZ without Employer's consent.
18. Governing Law. This Agreement shall be governed by and construed under the laws of the State of Georgia, without regards to principles of conflicts of laws. Both parties to this Agreement hereby irrevocably submit to the jurisdiction of the courts of the state of Georgia (state or federal) over any dispute arising out of this Agreement and agree that all claims in respect of such dispute shall be determined in such court.
19. Entire Agreement. This Agreement and all attached Addendum(s) contain the entire understanding between the parties with respect to the subject matter herein and supersedes any prior or contemporaneous written or oral agreement between them related to the subject matter hereof. There are no representations, agreements, arrangements or understandings, oral or written, between the parties relating to the subject matter of this Agreement, which are not fully expressed herein.
20. Headings. The headings in this Agreement are for convenience only and shall not be used to interpret or construe its provisions. All pronouns used in this Agreement shall be deemed to refer to the masculine, feminine or neuter gender as the context requires.
21. Counterparts. This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument.

ADDENDUM A
SCOPE OF SERVICES

TO BE DETERMINED

*

ADDENDUM B
FEE FOR SERVICES

TO BE DETERMINED

A Proposal to Conduct an Employee Compensation and Classification Analysis Study for the City of University City, MO



Evergreen Solutions, LLC

March 9, 2018

J - 3 - 49

A Proposal to Conduct an Employee Compensation and Classification Analysis Study for the City of University City, MO

Submitted to:

**Ms. Kellie Cannon, Human Resources Manager
City of University City
Human Resources Office
6801 Delmar Boulevard
University City, Missouri 63130**

Submitted by:



**Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, Florida 32308
(850) 383-0111 (ph) / (850) 383-1511 (fax)**

March 9, 2018



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

March 7, 2018

Ms. Kelle Cannon, Human Resources Manager
City of University City
Human Resources Office
6801 Delmar Boulevard
University City, Missouri 63130

Dear Ms. Cannon:

Evergreen Solutions, LLC is pleased to submit our proposal to conduct an Employee Compensation and Classification Analysis Study for the City of University City. Our response is based on our review of your Request for Proposals, our experience in working with hundreds of local governments and other public sector organizations, our understanding of the Missouri labor market, and our knowledge of best practices in human resource management.

Evergreen Solutions was formed to provide an alternative to traditional consulting firms. We provide an innovative and effective option to our clients by focusing on creating a partnership with you and not simply being another service provider. Evergreen Solutions is a woman-owned limited liability company, certified as an M/WBE in many states and municipalities throughout the country, including Missouri (#W03458). As a national firm, Evergreen Solutions continues to grow and our territory includes 45 states. In Missouri, Evergreen has worked with the following public sector organizations in providing work similar in scope to the services being requested: City of Lee's Summit; City of Branson; City of Columbia; Jefferson County; St. Charles County; Clay County; Missouri Southern State University; and Missouri Western State University.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local government clients in providing work similar in scope to the services being requested: Sedgwick County, KS; Blount County, TN; City of Bloomington, IN; Mahoning County, OH; City of Pittsburgh, PA; County of Montgomery, PA; ; Kent County Levy Court, DE; City of Hyattsville, MD; City of Westminster, MD; City of Annapolis, MD; Washington County, MD; Allegany County, MD; City of Williamsburg, VA; City of Fredericksburg, VA; City of Suffolk, VA; City of Covington, VA; City of Newport News, VA; County of Culpeper, VA; Gloucester County, VA; Alleghany County, VA; King George County, VA; James City County, VA; Essex County, VA; York County, VA; Loudoun County, VA; Prince George County, VA; New Hanover County, NC; Guilford County, NC; Union County, NC; Gaston County, NC; Buncombe County, NC; City of Lancaster, SC; City of Goose Creek, SC; City of Chester, SC; City of Columbia, SC; City of Mauldin, SC; Charleston County, SC; Berkeley County, SC; Dorchester County, SC; Town of Mount Pleasant, SC; Town of Moncks Corner, SC; Town of Hilton Head Island, SC; Town of Summerville, SC; Town of Cheraw, SC; City of Albany, OR; City of Broken Arrow, OK; City of Fountain, CO; City of Manitou Springs, CO; Ouray County, CO; San Miguel County, CO; City of Santa Fe, NM; City of Carlsbad, NM; City of Page, AZ; Town of Sahuarita, AZ; City of Rowlett, TX; City of Seguin, TX; City of Mont Belvieu, TX; City of Pearland, TX; City of Amarillo, TX; City of Sachse, TX; City of Buda, TX; City of Duncanville, TX; City of Pflugerville, TX; City of Fredericksburg, TX; City of Fate, TX; City of Farmers Branch, TX; City of Austin, TX; City of Sunset Valley, TX; Denton County, TX; Travis County, TX; Fort Bend County, TX; Town of Little Elm, TX; City of Foley, AL; City of Kingsland, GA; City of Alpharetta, GA; City of Douglasville, GA; City of Savannah, GA; City of Fayetteville, GA; City of Dublin, GA; City of Stockbridge, GA; City of Garden City, GA; City of Roswell, GA; City of Brookhaven, GA; City of Statesboro, GA; Douglas County, GA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Manatee County, FL; Seminole County, FL; Charlotte County, FL; Miami-Dade County, FL; Osceola County, FL; Citrus County, FL; Gadsden County, FL; Monroe County, FL; Bay County, FL; City of Bushnell, FL; City of Dania Beach, FL; City of Sunrise, FL; City of Panama City, FL; City of Hollywood, FL; City of Winter Park, FL; City of Palm Beach Gardens, FL; City of Doral, FL; City of Ocala, FL; and many others. Information regarding the services provided to some of these clients can be found in Section 1 of our proposal.

The Evergreen Team is fully able to comprehend the challenges and goals of the City of University City because of our vast understanding of local government human resources. Our Team has considerable expertise in conducting employee compensation and classification studies and similar human resources work for local governments and other public sector organizations throughout the country. Specific information about the qualifications of our proposed project team can be found in Section 1 of our proposal. Detailed resumes are included in the Appendix.

Some of the human resource services Evergreen has focused on include: compensation and classification studies; salary and benefits surveys; staffing studies and workload analyses; performance evaluation and appraisal system design; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability.

Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in local government human resources management. As a result, our team knows how critical an effective classification and compensation system is to the overall operation of a proficient and progressive municipality. Moreover, we have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations and results.

Evergreen's approach to conducting an employee compensation and classification analysis study not only from extensive human resources work with public sector clients, but also from direct feedback of our past local government clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people.

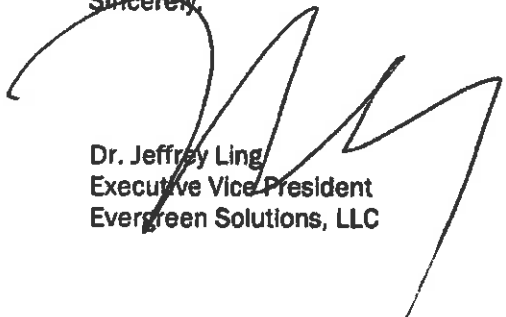
Some of the key facets of Evergreen's approach include:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, City administrators, department directors, and employees need to be involved in each step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based *JobForce Manager* tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As Executive Vice-President of Evergreen Solutions, LLC, I am authorized to commit our firm contractually to this assignment.

We appreciate this opportunity and pledge to you our best effort if selected. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,



Dr. Jeffrey Ling
Executive Vice President
Evergreen Solutions, LLC



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APPENDIX: DETAILED RESUMES



Section 1
Background and Experience



1.0 Background and Experience

Evergreen Solutions is well qualified to conduct an Employee Compensation and Classification Analysis Study for the City of University City due to our experience in providing these services to hundreds of local governments and other public sector organizations across the country. In this section we include our company's background, a list of similar work we have conducted or are on currently on contract to conduct, the qualifications of our proposed project team, and what our clients are saying about our consulting work.

1.1 Evergreen's Background

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real world solutions to public management.

Evergreen Solutions was formed in 2004 provide a modern, practical alternative to the typical consulting options. The firm is made up of management and information technology professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country, including Missouri (#W03458).

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: employee compensation and classification studies; salary and benefits surveys; performance appraisal reviews; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.





Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with local government staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting employee compensation and classification analysis studies for local governments and other public sector organizations throughout the country, including Missouri;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant Missouri statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 45 states throughout the country.

Exhibit 1-1 includes a list of local government clients that Evergreen has worked with, or is currently on contract to work with, in a variety of human resources management consulting capacities.



**Exhibit 1-1
Select List of Local Government Clients**

| | | |
|--------------------------------|--------------------------------|---------------------------------|
| Blount County, TN | Town of Summerville, SC | City of Plantation, FL |
| | Town of Colchester, VT | City of Maitland, FL |
| Mahoning County, OH | City of Manitou Springs, CO | City of Plant City, FL |
| Jefferson County, MO | City of Fountain, CO | City of St. Petersburg, FL |
| City of Branson, MO | Ourray County, CO | City of Sarasota, FL |
| City of Lee's Summit, MO | San Miguel County, CO | City of Sebring, FL |
| St. Charles County, MO | Travis County, TX | City of Lake City, FL |
| Clay County, MO | East Bend County, TX | City of Malboume, FL |
| Sedgwick County, KS | Denton County, TX | City of Largo, FL |
| | City of Fate, TX | City of Hollywood, FL |
| County of Montgomery, PA | City of Buda, TX | City of Gainesville, FL |
| | City of Amarillo, TX | City of Ocala, FL |
| Davis County, NC | City of Fredericksburg, TX | City of Winter Park, FL |
| | City of Farmers Branch, TX | City of Sunny Isles Beach, FL |
| New Hanover County, NC | City of Seguin, TX | City of Ponte Verde, FL |
| | City of Mount Gilead, VA | City of Orlando, FL |
| Lee County, NC | City of Sunset Valley, TX | City of Kissimmee, FL |
| | City of Temple, TX | City of St. Cloud, FL |
| Union County, NC | City of Austin, TX | City of Clermont, FL |
| | City of Rowlett, TX | City of Bartow, FL |
| Washington County, MD | City of Athens, TX | City of Orange City, FL |
| | City of Pflugerville, TX | City of Key West, FL |
| City of Annapolis, MD | City of Sachse, TX | City of Sunrise, FL |
| | Town of Little Elm, TX | City of Temple Terrace, FL |
| Kent County Levy Court, DE | City of Santa Fe, NM | City of Doral, FL |
| | City of Carlsbad, NM | City of Orlando, FL |
| Gloucester County, VA | City of Tucson/Pima County, AZ | City of Daytona Beach, FL |
| | | City of Cape Coral, FL |
| County of York, VA | Town of Sahuarita, AZ | City of Ft. Myers, FL |
| | | City of Pensacola, FL |
| Essex County, VA | City of Broken Arrow, OK | Santa Rosa County, FL |
| Isle of Wight County, VA | City of Foley, AL | Walton County, FL |
| Spotsylvania County, VA | City of Roswell, GA | Highlands County, FL |
| Allegheny County, VA | City of Savannah, GA | City of Gainesville, FL |
| Loudoun County, VA | City of Stockbridge, GA | Manatee County, FL |
| King George County, VA | City of Kingsland, GA | Polk County, FL |
| Prince George County, VA | City of Alpharetta, GA | Sumter County, FL |
| Surry County, VA | City of Douglasville, GA | Volusia County, FL |
| James City County, VA | City of Garden City, GA | Gadsden County, FL |
| City of Suffolk, VA | City of Dalton, GA | Marion County, FL |
| City of Fredericksburg, VA | City of Chamblee, GA | Citrus County, FL |
| City of Newport News, VA | City of Brookhaven, GA | Polk County, FL |
| City of Williamsburg, VA | City of Tybee Island, GA | Osceola County, FL |
| | City of Marietta, GA | Hernando County, FL |
| City of Lancaster, SC | City of Dublin, GA | Sarasota County, FL |
| | | Gulf County, FL |
| City of Mauldin, SC | Forsyth County, GA | Martin County, FL |
| | | Pinellas County, FL |
| City of Goose Creek, SC | Douglas County, GA | Village of Pinecrest, FL |
| | | Village of North Palm Beach, FL |
| Berkley County, SC | City of Panama City Beach, FL | Town of Palm Beach, FL |
| | City of Fort Walton Beach, FL | Town of Jupiter, FL |
| Town of Mount Pleasant, SC | City of Palm Beach Gardens, FL | |
| | City of Dania Beach, FL | |
| Town of Hilton Head Island, SC | City of Coral Springs, FL | |
| | City of North Miami Beach, FL | |



**1.2
Select Relevant
Experience**

Because Evergreen has conducted hundreds of projects that are similar in scope to the services being requested by the City of University City, we have included only a sample of some of our more recent local government work as well as our work in Missouri.

**Comprehensive Classification and Compensation Study
City of Branson, Missouri**

The City of Branson hired Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to determine whether the City possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Branson.



**Compensation Study
City of Lee's Summit, Missouri**

The City of Lee's Summit retained Evergreen Solutions to conduct a Compensation Study to determine whether the City possessed a compensation and classification system that was equitable as compared to both the external competitive employment market as well as being internally equitable. The study included a complete classification analysis using the Job Assessment Tool and Management Issues Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including both benefits and salary surveys of competing organizations.

The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing systems in place at the City of Lee's Summit. Also included in this study was an evaluation of the City's performance evaluation system to include recommendations for improvement, revision of evaluation instruments and development of a brief training manual for the program.



**Classification and Compensation Study
St. Charles County, Missouri**

Evergreen Solutions was engaged with the St. Charles County Government to conduct a Classification and Compensation Study. The primary purpose of the study was to assist the County in the evaluation of its overall employee compensation and pay structure as compared to the market; to perform a job audit and analysis for each full-time position to determine appropriate classification; and to update/develop job descriptions in a standardized format that is ADA and FLSA compliant.

At the conclusion of the study, Evergreen provided a recommended job evaluation plan that will allow the County to evaluate positions every two years as well as provided an administration manual with plan maintenance procedures and a summary document that could be used to communicate the compensation system change to current and future employees.



**Comprehensive Compensation and Classification Study
Jefferson County, Missouri**

Jefferson County retained Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to analyze the County's market competitiveness and internal equity. Located just 40 miles southwest of the City of St. Louis, the County possessed a unique set of challenges being on the border of more rural, suburban, and even metropolitan markets. Maintaining market competitive compensation and classification plans in these environments required special effort. With this in mind, this study included a comprehensive classification analysis using the Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An assessment of external equity including a salary survey of competing organizations was conducted. The project concluded with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign the existing system in place for the County.



**Compensation and Benefits Study
Clay County, Missouri**

Evergreen Solutions is retained by Clay County to conduct a Compensation and Benefits Study by assisting the County in developing a compensation plan that will position and support the County with regards to recruitment, retention, and succession planning goals. Evergreen will review and analyze the current compensation structure and make recommendations for improvements to the existing plan. Evergreen will determine whether the total compensation package received by County employees is externally competitive, internally equitable and fiscally sound. The assumption will be that the County will continue to attempt to provide an annual increase equal to or



surpassing the Social Security Administration annual COLA percentage. Evergreen will recommend and identify a market position for Clay County by administering a comprehensive labor market salary survey for the Kansas City Metropolitan Area that reflects the public sector. Evergreen will then recommend appropriate salary ranges for each existing or proposed position based on the classification plan, the compensation survey results, internal relationships, and equity. In addition, Evergreen will prepare a new salary structure based on the results of the survey and best practices. **Note:** This project is nearing completion.



**Compensation and Classification Study
Liberty Public School District No. 53, Missouri**

Evergreen Solutions was retained by the Liberty Public School District No. 53 (District) to conduct a Compensation and Classification Study for non-certified staff (i.e., 862 support staff). Evergreen assisted the District in reviewing and analyzing the current support staff compensation and benefit structure and made recommendations for improvements to the existing system(s) to ensure alignment with the Kansas City labor market to ensure they were sufficient to recruit and place qualified applicants for these positions that included Facilities & Maintenance, General Office Support, Kid's Zone, Medical, Nutrition Services, Para, Purchasing & Distribution, Security, Teacher Support, Technology, Therapist (Physical, Occupational, and Recreational) and Transportation. Evergreen considered the total compensation package received by support staff employees with the District as it related to both the external and internal market and provided an analysis of compensation policies and practices and made recommendations to formalize a long-term compensation strategy.



**Administrative Compensation and Classification Study
Liberty Public School District #53, Missouri**

Evergreen Solutions was again retained by the Liberty Public School District No. 53 (District) to conduct a Compensation and Classification Study for administrative staff. Evergreen assisted the District in reviewing and analyzing the current administrative staff compensation and benefit structure and made recommendations for improvements to the existing system(s) to ensure alignment with the Kansas City labor market were sufficient to recruit and place qualified applicants for these positions. Evergreen considered the total compensation package received by administrative staff employees with the District as it related to both the external and internal market.

Evergreen further provided an analysis of compensation policies and practices and provided recommendations to the District to formalize a



long-term compensation strategy and provided a market pricing project of select administrative positions. Note: This project was completed in May of 2017.



**Market Salary Survey and Compensation Plan Development
Missouri Western State University**

Evergreen Solutions assisted Missouri Western State University in conducting a comprehensive market salary survey of all 350 non-faculty jobs, including market comparisons at the local, regional, state, and national levels. Evergreen consultants worked with the University's Compensation and Classification Committee to select benchmark job titles and market peer organizations to survey. Once data were collected using the custom salary survey, Evergreen Solutions provided detailed and comprehensive recommendations for revision and update of the University's pay plans, including projected costs for implementation. Finally, Evergreen consultants provided compensation administration guidelines for continued administration of the updated pay plans.



**Classification and Compensation Study
Missouri Southern State University**

Missouri Southern State University requested professional assistance to develop a comprehensive classification and compensation plan for 338 staff and non-exempt positions. Initially, the University suggested a two-phased study; however, Evergreen proposed cost and time advantages through consolidation of the two phases and the University acknowledged the benefit of that recommendation. The result of the study was a comprehensive compensation plan that filled a void of over 20 years for the University. Objectives of the study included the development of a fair and equitable system that promoted employee retention and enhanced the University's attraction for prospective applicants.



**Classification and Compensation Study
Sedgwick County, Kansas**

Evergreen Solutions was retained by Sedgwick County to conduct classification and compensation study for approximately 2,766 employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs.

Recommendations were provided to improve the fairness and equity within the County and a plan was provided to address maintenance of



**Classification and Compensation Study
City of Seguin, Texas**

Evergreen Solutions was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments. Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures.



**Comprehensive Compensation and Benefits Study
City of Sachse, Texas**

Evergreen Solutions was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration.

The following study components were compared:

- pay ranges with comparator cities performing the same or similar functions;
- actual employee pay with comparator cities performing the same or similar functions;
- pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and
- city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility.



**Classification and Pay Plan Study
City of Amarillo, Texas**

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade.

In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



**Classification and Compensation Study
City of Pflugerville, Texas**

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman). Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.



**Pay Structure Study
City of Fate, Texas**

Evergreen was hired to develop a new pay plan for the City of Fate. Evergreen performed the following tasks: reviewed the City's salary data; created a new pay plan for the City; slotted current jobs into the new pay plan; and verified the internal equity of the new pay plan.



**Human Resources Department Assessment (Classification and Compensation Services)
City of Buda, Texas**

Evergreen was engaged with the City of Buda to conduct a Human Resources Department Assessment. Evergreen's consultants provided a job analysis questionnaire and procedures for future updating and new position creation and developed and fully defined a systematic procedure for evaluating positions using the "point factor method". A worksheet was developed for departments to request a job evaluation for upgrades within a position or for a new position for submission to Human Resources to ensure that job titles were consistently used on job descriptions and the pay plan.

Evergreen further created a new cost effective, affordable compensation structure and management plan that was systematically and equitably acknowledge and rewarded an employee's performance and skills. Evergreen designed a compensation program that included a description and justification of the pay philosophy, a completed pay structure, and rules for moving employees through the pay structure based on the increasing contributions in support of the City. Evergreen consultant's gathered actual salary data from market surveys, local governmental agencies, benchmarked cities, and other appropriate data, as deemed necessary. The recommended compensation structure included a proposed training/career progression plan, including documentation as appropriate, and a plan that rewards employee performance fairly and equitably, with measures that can be documented.



**Job Classification, Salary Survey, Compensation Plan Study Services
City of Duncanville, Texas**

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews;



reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City.



**Compensation Study
City of Carlsbad, New Mexico**

Evergreen Solutions was retained by the City of Carlsbad to conduct a Compensation Study. The study included evaluating 50 administrative positions and three elected official positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen's recommendations improved the City's competitiveness and helped prepare it for future recruitment challenges. **Note:** Evergreen was again hired in the latter part of 2017 to conduct a Compensation Plan Update.



**Classification Study and Compensation Survey
City of Page, Arizona**

Evergreen Solutions was engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures was recommended to the City.



**Compensation Study
Town of Sahuarita, Arizona**

Evergreen Solutions was hired by the Town of Sahuarita to conduct a Compensation Study that is in alignment with the Town's Strategic Management Plan. Evergreen assisted the Town in developing a highly competitive pay philosophy to recruit and retain quality professional staff and surveyed the market to identify proper pay ranges in the public and private sector for similar classifications.



**Classification and Compensation Study
Ouray County, Colorado**

Evergreen Solutions was engaged with Ouray County to conduct a Classification and Compensation study. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing Ouray County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



**Classification and Compensation Study
San Miguel County, Colorado**

Evergreen Solutions was engaged with San Miguel County to conduct a Classification and Compensation study, including wages and benefits, for full-time and part-time employees of San Miguel County and the Regional Housing Authority. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing San Miguel County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



**Classification and Compensation Study and Analysis
City of Broken Arrow, Oklahoma**

Evergreen Solutions was retained by the City of Broken Arrow to conduct a Classification and Compensation Study and Analysis to evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. Evergreen performed the following: reviewed all current job classifications, confirmed and recommended changes to hierarchical order of jobs using the City's evaluation system; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions as required (prefer to assess duplicate benchmarks - both municipalities as well as local employers); identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation matrix and/or structure to meet the market analysis; and assessed potential impact of pending DOL changes.



**Compensation and Benefits Study
County of Montgomery, Pennsylvania**

Evergreen Solutions was retained by the County of Montgomery to conduct a Compensation Study. The study included an examination of the County's compensation plan in order to provide recommendations for compensation policies, procedures and practices that provided internal equity and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees

Evergreen recommended and identified a market position for Montgomery County by administering a comprehensive labor market salary survey to select public and private sector peers. Evergreen also conducted a comparative analysis of benefits provided in the market to include PTO, health, dental, vision and prescription, including percentage of contribution between employee and employer, long term disability (LTD), life insurance and pension benefits.

Evergreen then recommended appropriate salary ranges (i.e., min, mid, and max) for all non-represented classifications. Evergreen prepared a cost analysis due to an upward shift in salary ranges and salaries.



**Salary and Benefits Study
City of Bloomington, Indiana**

Evergreen Solutions is retained by the City of Bloomington to conduct a Salary and Benefits Study. Evergreen will examine the wages and benefits of the City's employees (including transit) as compared to public and private sector entities in Indiana and surrounding areas to determine whether the City's wages and benefits are competitive in the market. **Note:** This project is nearing completion.



**Employee Classification and Compensation Study
Blount County, Tennessee**

Evergreen Solutions was retained by Blount County to conduct an Employee Classification and Compensation Study for its workforce. Evergreen conducted focus groups and interviews with employees and employees completed a Job Assessment Tool (JAT) that identified work performed. Evergreen presented to the Human Resources Director and Mayor any resultant classifications recommended in the classification study and provided for the maintenance of the new structure, including periodic review, reclassification review procedure and promotion guidelines.

For the compensation study, Evergreen identified survey labor market and benchmark classes to use for a market analysis; conducted a comprehensive compensation search utilizing other similar public sector employers; completed internal salary relationship analysis, including the development of appropriate internal relationship guidelines; developed externally competitive and internally equitable salary recommendations for each class included within the study in order to maintain appropriate competitive position in relation to other employers within the region; and assigned a salary range to each classification which reflected the results of the market survey and the analysis of internal relationships. Evergreen presented survey results to management to make a decision on overall pay philosophy. In the end, Evergreen recommended appropriate premium pay options to supplement the compensation plan. Examples included options for pay for certifications, professional licenses, special skills, temporary "acting" assignment at higher level duties, "on-call" and "callout" pay, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.



**Employee Compensation and Classification Study
Mahoning County, Ohio**

Evergreen Solutions was retained by Mahoning County to conduct an Employee Compensation and Classification Study for all the County's 1,746 employees. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen consultant's also reviewed and updated existing job descriptions and determined FLSA designations for each job title/classification. Evergreen designed an implementation strategy for the compensation system with the lowest financial impact on the County's operating budget and with the greatest gain to positions that fell outside of a designated range. In the end, recommendations were made to improve the fairness and equity in the current system.



**Classification, Compensation, and Benefits Survey
Kent County Levy Court, Delaware**

Evergreen Solutions was hired by Kent County Levy Court (KCLC) in Dover, Delaware to conduct a Classification, Compensation, and Benefits Study. Evergreen's consultants reviewed all current classification specifications and analyzed, documented, and validated the same for distinguishing characteristics, position definition and purpose, knowledge, skills, abilities, essential job functions, minimum qualifications, education and experience relevance and hierarchical consistency, conformity with ADA language relative to essential job functions (including physical and intellectual requirements), working/environmental conditions, supervision received and exercised, standby/call back responsibilities, and special requirements including licensing, regulatory, and certification requirements.

Evergreen conducted on-site interviews with employees, as well as appropriate supervisor and management personnel, to verify/clarify information received in the questionnaires and to ensure information regarding organizational structure, supervision, essential job duties, and working environment was accurately captured and reflected in the descriptions that were developed. Evergreen recommended updates proposed a new system utilizing a standardized rating system that analyzed each position against multiple evaluation criteria.

Evergreen also conducted a market salary and benefits survey of public sector organizations comparable to the County in size, population, economic climate, proximity to major cities, etc. The market survey included the hours worked per week by employees in each position in those comparable communities—in an effort to consider both internal and external equity—and was used to compare base annual salary for each position included in the study by minimum, midpoint, and maximum.

Utilizing the market survey results, comparable job descriptions, and other data collected, Evergreen prepared a recommended compensation plan design and salary schedule to correspond to the classification plan and customized to reflect the County's pay progression policy and compensation philosophy. Evergreen recommended the vertical salary relationship and/or differentials between classes in each class series. In the end, Evergreen provided KCLC with a final report that included specific, itemized recommendations, including a discussion of the methods, techniques, and data used to develop the classification and compensation plan and benefits program.



Evergreen assisted the City in updating its current classification and compensation plan and developed a strategy to increase employees' pay to a competitive level that aligned with the results of the study.

Evergreen provided recommendations to the overall classification and compensation plan that provided internal equity and that would be competitive in the marketplace to attract and retain qualified employees.



**Classification and Compensation Study
Gloucester County, Virginia**

Evergreen Solutions was retained by Gloucester County to conduct a detailed compensation and classification analysis of its non-faculty employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



**Compensation Study (Salary and Benefits)
Louisa County, Virginia**

Evergreen Solutions was retained by the Louisa County to conduct a Compensation Study. Evergreen's consultants reviewed the effectiveness of the County's current pay plan as it related to the market competitiveness for attracting and retaining quality employees. Pay ranges as well as benefits were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current compensation system.



**Classification and Compensation Study
Essex County, Virginia**

Evergreen Solutions was hired by Essex County to conduct a Classification and Compensation Study that will allow the County to be competitive in the marketplace in attracting and retaining qualified employees. Evergreen's consultants will perform the following: survey each unique job class to determine a definition of the job class, essential functions, education requirements, experience, knowledge, skills, and abilities, and review and update existing job descriptions, as needed; review the County's current pay practices including overtime pay, awarding compensatory time, half-time pay for emergency services, and all other pay for public safety; prepare a cost analysis for employees



in positions that fall below the proposed minimum salaries following reclassification; and recommend appropriate salary range for each existing or proposed position based on the classification plan, the compensation survey results, and internal relationships and equity.



**Classification and Compensation Study
Loudoun County, Virginia**

Evergreen Solutions was engaged with Loudoun County to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review and evaluation of the County's compensation philosophy and competitive market and made recommendations to retain, modify and/or change the compensation philosophy and/or competitive market. Evergreen also conducted a comprehensive review and evaluation of policies governing the County's total compensation program (pay and benefits offerings) and classification system; benchmarked the elements of the County's total compensation and classification program against its current competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify and/or change elements of the total compensation and classification program.

Evergreen further conducted a comprehensive review and an evaluation of the County's performance plan system; benchmarked the County's system against the job description systems of its competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify, or change the current system. In the end, Evergreen provided comprehensive recommendations for modifying classification and compensation policies and procedures.



**Compensation Study
King George County, Virginia**

Evergreen Solutions is engaged with King George County to conduct a Compensation Study. Evergreen will analyze local market data taken from peer organizations to determine the appropriate compensation levels for benchmarked positions. Recommendations for adjustments to the current compensation will be made.



**Classification and Compensation Study
County of Culpeper, Virginia**

Culpeper County retained Evergreen Solutions to assist with a comprehensive classification and compensation study of all its employees. The study involved conducting a job analysis through desk audits, interviews, and focus groups. A more detailed analysis was performed on clerical and law enforcement staff. A salary and benefits survey was also issued to peers to assess the County's current market position. Recommendations were made for all employees to address job and compensation changes.



**Salary and Benefits Review, and Analysis
City of Hyattsville, Maryland**

Evergreen Solutions was hired in 2013 by the City of Hyattsville to conduct a Salary and Benefits Review and Analysis of all classifications. The process included a comprehensive review of market compensation averages using a detailed duties-based salary survey approach as well as a comprehensive benefits survey. Market position was determined, a compensation philosophy was developed and strategic positioning recommendations were made with the goal of providing the City a more equitable compensation model.

Note: Evergreen was again hired to conduct a Compensation System Analysis for the City.



**Classification and Compensation Plan Review
City of Annapolis, Maryland**

Evergreen Solutions is engaged with the City of Annapolis to conduct a Classification and Compensation Plan Review. The primary objectives of the study are to: review and revise the current classification system; review and revise job descriptions; determine relevant competitive markets by conducting a salary survey of selected peer organizations; propose guidelines for an improved or new compensation program; and provide recommendations to keep the current pay structure competitive. **Note:** This project is nearing completion as a draft final report has been submitted for review and approval.



**Salary Equity Study
Guilford County, North Carolina**

Evergreen Solutions was retained by Guilford County to assess pay equity based on race and gender for all County employees. Evergreen's consultants performed a review of approximately 1,500 plus positions for internal salary equity. This was accomplished by reviewing the incumbent's related education and experience prior to County employment and related experience gained with the County. Evergreen's consultants also reviewed job descriptions, in conjunction with County Staff, to ensure that content and titles were current, accurate and were consistent with FLSA, EEO and ADA considerations. At the conclusion of the study, Evergreen made recommendations by individual position/ employee for internal salary equity pay adjustments and provided an analysis that included a statistical treatment of pay placement and progression.



**Classification and Compensation Study and Benefits Survey
New Hanover County, North Carolina**

Evergreen was retained by New Hanover County and the New Hanover Alcohol Beverage Control Board to conduct a Classification and Compensation Study for its employees. Evergreen's consultants conducted an employee classification and compensation study of public and private employers who were providing equitable services and, based on that study and determined if individualized position/job descriptions were needed, and if so, assisted in the development of those descriptions. Evergreen prepared a comprehensive analysis that identified New Hanover County's competitive position in the labor market and provided a recommendation for total salaries and benefits, including the total compensation package of insurance and other benefits (including paid leave), and prepared recommendations for compensation policies, including variable incentive pay options, to maintain competitiveness, reward employees, and ensure equity.

Select County and ABC Board members were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.



**Comprehensive Position Classification and Compensation Study
Gaston County, North Carolina**

Evergreen Solutions was engaged with Gaston County to conduct a Comprehensive Position Classification and Compensation Study for its employees (1,410 full-time, 46 part-time, and 143 temporary). The primary objective of the study was to implement a fair, consistent, competitive, equitable, and legally defensible classification and compensation system that allowed the County to attract, reward and retain qualified individuals. To accomplish this, Evergreen's consultants



performed a comprehensive review of the County's classification and compensation system which included conducting an internal equity analysis of employee salaries.

Evergreen provided recommendations to create a system that not only aligned with the State of North Carolina's substantially equivalency requirement, but allowed for flexibility so as not to inhibit those departments that were not required to have this alignment.



**Classification and Compensation Study
City of Goose Creek, South Carolina**

Evergreen Solutions was retained by the City of Goose Creek to conduct a Classification and Compensation Study. Evergreen reviewed the current classification system by including a job analysis, assessed job descriptions and made recommendations for changes; provided the tools necessary to maintain the classification system for future positions if a new classification system was recommended; and revised the current Compensation Plan based on the labor market. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Classification and Compensation Study
City of Lancaster, South Carolina**

Evergreen Solutions was retained by City of Lancaster, SC to conduct a detailed compensation and classification analysis of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



**Compensation and Classification Study
City of Mauldin, South Carolina**

The City of Mauldin retained Evergreen Solutions to provide oversight into the data collection process regarding compensation and classification as well as provide recommendations following the collection of the data for the City to transition into a purely merit-based pay system. The purpose of the study was to review the current structure that had not been updated in the last few years utilizing the position rating manual and position analysis questionnaire; review the salary survey methods and results collected from local municipalities and national IMCA data; verify overall grade placement and internal



equity for the organization as a whole; ensure external equity with the marketplace; and provide oversight on transition to performance management, merit-pay system. As part of the study, Evergreen reviewed the materials provided by the City and gave feedback on best practices and market trends; analyzed internal equity data collected by City and gave feedback to address internal equity; reviewed salary survey data collected by the City for accuracy and provided insight regarding findings; developed the strategic position for the City utilizing collected data and desired intentions of the City; and assisted the City with developing transition plan.



**Classification and Compensation Study
City of Chester, South Carolina**

Evergreen Solutions was engaged by the City of Chester to conduct a comprehensive compensation and classification study for all City employees. The Evergreen Team conducted orientations and focus groups with general employees. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and potential recommendations for revision to the current classification structure. Evergreen Solutions also conducted a comprehensive salary survey. The results will be combined with the internal hierarchy to help generate recommendations for a comprehensive compensation and classification structure. The Evergreen Team provided detailed recommendations for implementation of the new structure and related employee salary adjustments.



**Salary Parity Study / Structural and Compensation Systems Study
Charleston County, South Carolina**

In 2005-06, Charleston County conducted a Classification and Compensation Review using another consulting firm. Then in 2007, Evergreen Solutions was hired by the County to review the results and verify the recommendations that accompanied the study. The primary issue examined by Evergreen was the internal equity relationships present within the County's pay plan. The Evergreen Team administered a job analysis tool to County employees that helped determine job worth and verify internal equity relationships as they relate to compensation. Although the study's primary emphasis was ensuring that internal equity relationships were proper, the study also ensured that employees were paid consistently with the market. Evergreen provided detailed recommendations for adjusting the County's pay and classification structure and developed an implementation plan complete with costing information.



**Classification and Compensation Study
Town of Hilton Head Island, South Carolina**

Evergreen Solutions was engaged with the Town of Hilton Head Island to conduct a Classification and Compensation Study for all its employees. The study included the following primary objectives: to conduct a thorough, complete and accurate class specifications/job descriptions for all positions; appropriate valuation of each position relative to other Town positions; and to develop a competitive total rewards package (salary and benefits) relative to similar positions in the market.

Evergreen provided written guidelines for maintaining class specifications/job descriptions, for evaluating/re-evaluating job class specifications/job descriptions and for maintaining model compensation structure (s). Evergreen further recommended pay administration policies to include, but not be limited to, policies regarding movement through ranges, adjustments within pay grades, adjustments for assumption of additional duties (temporary or permanent), reclassifications, promotions, transfers, demotions, career ladders, etc. and recommended reliable external market data sources for salary structure adjustments and determination of merit budget

Upon recommendation to the Town for the implementation of a new classification and compensation program, Evergreen's consultants reviewed current performance management system documentation and provided recommendations to strengthen link between pay and performance as appropriate. In addition, Evergreen recommended future merit allocation approaches, considering changes to classification and compensation program and limited budgets.



**Compensation and Benefits Study and Analysis
City of Dahlonega, Georgia**

Evergreen Solutions was engaged with the City of Dahlonega to conduct a comprehensive classification, compensation, and benefit study and analysis of its workforce. Evergreen's consultants evaluated the City's present salary and benefit structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen reviewed all current job descriptions and analyzed the same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions and special requirements, including licensing and certifications. Evergreen also analyzed all existing job family classifications, pay grades and salary ranges, and recommended modifications as necessary as well as analyzed all existing FLSA classifications and recommended modifications, as necessary.



**Compensation and Classification Study
City of Kingsland, Georgia**

Evergreen Solutions was hired by the City of Kingsland to assist with a city-wide compensation and classification study and recommendations for implementation of a revised pay plan. The study included all employees and classifications in the City. As part of the study, the Evergreen Team conducted focus groups and interviews with employees, and employees completed Job Assessment Tools (JATs). Evergreen's consultants conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the City. Finally, a detailed plan was developed to provide the City with specific steps to implement an equitable and competitive compensation plan.



**Classification and Compensation Study and Analysis
City of Douglasville, Georgia**

Evergreen Solutions was retained by the City of Douglasville to conduct a Classification and Compensation Study and Analysis of its workforce consisting of 225 full-time employees in approximately 96 job titles.

Evergreen performed the following tasks:

- Evaluated the City's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors.
- Reviewed all current job descriptions and analyze same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); and special requirements including licensing and certifications.
- Reviewed the City's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments.
- Analyzed all existing job family classifications, pay grades and salary ranges and recommend modifications as necessary.
- Analyzed all existing FLSA classifications and recommended modifications as necessary.



- Identified potential pay compression issues and provided alternative solutions.



**Compensation Analysis
City of Alpharetta, Georgia**

Evergreen Solutions was engaged with the City of Alpharetta to conduct a competitive compensation analysis. The purpose and intent of the study was to compare and contrast the City's current wage and benefit structure and levels with those of key competing employers— both public and private. The analysis was based upon job descriptions and/or duties performed rather than upon job titles in order to ensure accurate comparisons and to consider all aspects of the City's compensation package. At the time of the study, the City of Alpharetta employed 414 full-time and five part-time positions, excluding senior management and elected officials, defined across 132 position descriptions. The base salary ranges for these positions were divided among eight pay grades.

The primary goals of this project were to: determine the City's competitive position within the marketplace in terms of its overall compensation package; determine the relative value and competitive positioning of each compensation/benefit area; and identify any weaknesses within the components of the City's existing compensation package that may negatively impact the organization's ability to attract and retain talented employees.



**Employee Classification and Compensation Study
City of Savannah, Georgia**

Evergreen was engaged with the City of Savannah to conduct an Employee Classification and Compensation Study for its workforce of 2,500 employees. Evergreen developed a comprehensive job classification system that accommodated the City's need for a flexible, internally and externally equitable, defensible, market sensitive and easily administered system for all current and future jobs within the City. Evergreen established career paths for occupations, provide clear distinctions in different job levels, established performance standards/job qualifications for all newly created job classifications, produced job descriptions that were legally defensible and are in accordance with ADA and FLSA, assigned classifications to pay ranges designed by the City that were labor market appropriate, and trained Human Resource staff so that they could maintain, enhance, and use the classification system to identify and consistently apply the system to modify an existing position or classification or create a new position or classification scheme.



Evergreen further assisted the City in formulating a formal compensation philosophy and developing a compensation system for all job classifications based upon the adopted compensation philosophy. Evergreen identified comparable benchmark employers to guide the City's future employee salary and benefit decisions in order to facilitate the retention and attraction of high performing staff members, while being financially sustainable.



Comprehensive Classification and Compensation Study City of Garden City, Georgia

Evergreen Solutions was retained by the City of Garden City to conduct a Comprehensive Classification and Compensation Study for its workforce. The primary objectives of the Classification and Compensation Study were to: attract and retain qualified workers who would be paid equitable salaries; provide fair salaries for all workers of the City; and provide a salary structure that enabled the City to maintain a competitive position with other cities and companies within the same geographic area. To accomplish this, Evergreen: worked with the City's management staff to identify a market position for the City; developed a comprehensive labor market salary survey for the Chatham County area and surrounding municipalities that reflected both cities and private industry; analyzed existing internal hierarchy based on job relationships, identified problem areas within the internal hierarch system, and proposed implementation methods to correct identified problems; reviewed current classification grade methodology, and proposed recommended strategies for the City of Garden City; and developed a pay plan identifying specific parameters (i.e., percent spreads between ranges and within ranges). In the end, Evergreen prepared a cost analysis for positions that fell below the proposed minimum salaries following reclassification and developed recommendations and an instrument for the ongoing internal administration and maintenance of the proposed classification/compensation plan.



Comprehensive Classification and Compensation Study City of Tybee Island, Georgia

Evergreen Solutions was retained by the City of Tybee Island to conduct a Comprehensive Compensation and Classification Study. Evergreen's consultants reviewed the City's current compensation plan (salary grade levels and steps) to understand the current challenges of recruiting and retaining employees and identified and recommended a consistent and competitive market position that the City could strive to maintain based on a salary survey of both private and public sector peer organizations. In the end, Evergreen recommended an appropriate salary range for each position in the City based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity.



Evergreen prepared a new salary structure based on results of the salary survey and best practices and developed guidelines to assist the City staff with determining the starting pay for new employees based on knowledge and experience above minimum requirements of the position, how difficult the position is to fill, and market competitiveness. Evergreen further provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Salary and Benefits Survey
City of Roswell, Georgia**

Evergreen Solutions was retained by the City of Roswell to conduct a Salary and Benefits Survey. Evergreen examined wages and benefits of the City's employees as compared to public and private sector entities in Georgia and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



**Compensation Study
City of Statesboro, Georgia**

Evergreen Solutions was engaged with the City of Statesboro to review and update the City's Classification and Compensation Plan for its 300 employees. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results.



**Classification and Compensation Plan Development
City of Brookhaven, Georgia**

Evergreen Solutions was engaged with the City of Brookhaven to develop a Classification and Compensation Plan. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; determine the relative value and competitive positioning of each compensation area; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for



existing or proposed positions based on the classification study and the compensation survey results. Evergreen also recommended a performance management and evaluation program, including a comprehensive evaluation form and rating system for fiscal year 2016 implementation. The evaluation plan included a performance based component.



Compensation and Benefits Study Forsyth County, Georgia

Evergreen Solutions was engaged with Forsyth County to conduct a Compensation and Benefits Survey for the various departments/offices of the County. The objective of the survey was to provide Forsyth County Government a competitive position with other comparable government entities and private employers within the same geographic area to attract and retain qualified employees. Evergreen's consultants reviewed the current compensation plan and salary grade levels to understand the current challenges facing the County in recruiting and retaining employees. Evergreen surveyed comparable labor markets competing with the County for labor in the greater metro Atlanta labor market and comparable public organizations. The survey was designed to capture not only base salary information but comprehensive benefits information (inclusive of: deferred compensation; leave plans; employer paid medical, dental, vision, disability insurance, life insurance) to ensure that the County was competitive with other public organizations in the greater metro Atlanta labor market in its total compensation package.

In the end, Evergreen prepared a final report of findings with written recommendations regarding specific classifications, salary market adjustments, and preferred benefit package and recommended any necessary salary range changes for the County's job classifications.



Classification and Compensation Study and Analysis Douglas County, Georgia

Evergreen Solutions is engaged with Douglas County to conduct a Classification and Compensation Study and Analysis. Evergreen will evaluate the County's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen will perform the following tasks:

- review all current job descriptions and analyze same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions & summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job



functions (including physical demands); special requirements including licensing and certifications;

- review the County's current Position Classification and Wage Administration Plans and provide recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments;
- analyze all existing job family classifications, pay grades and salary ranges and recommend modifications as necessary;
- analyze all existing FLSA classifications and recommend modifications as necessary;
- establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia counties as required;
- identify potential pay compression issues and provide alternative solutions; and
- develop applicable classification/reclassification questionnaire.

Note: This project is nearing completion.



**Classification and Compensation Study
Lumpkin County, Georgia**

Evergreen Solutions was engaged with Lumpkin County to conduct a comprehensive classification and compensation study of its workforce which assisted the County in updating its current classification plan, revising salary administration guidelines, and developing a strategy to increase employees' pay to a competitive level that would align with the results of the study.

Evergreen provided recommendations to the overall classification, compensation, and performance plan that provided internal equity and would be competitive in the marketplace to attract and retain qualified employees. Evergreen provided options on ways to keep the pay structure current in future years in order to avoid compression and provided the necessary training for the implementation of the new salary schedules and plans. Evergreen provided the County with multiple pay scales for both part- and fulltime employees, including pay scales for employees of the Sheriff's Office and Emergency Services.



**Compensation Study
City of Hollywood, Florida**

The City Hollywood retained Evergreen to conduct a compensation study of all non-represented employees (Executive; Managerial; Legal; Technical; and Confidential Administrative Support). A job-task analysis/job audit was conducted to determine whether classifications were correctly placed in the organizational hierarchy and whether individual job positions were classified correctly. Evergreen reviewed job descriptions using the Job Assessment Tool job valuation methodology and conducted a statistical assessment of current conditions to ensure compliance with federal and state laws including proper designation of classifications as "exempt" vs. "non-exempt". Evergreen conducted a comprehensive survey to ensure that the City of Hollywood's compensation plan was equitable and competitive in its total compensation package relative to internal factors and external markets (The City's goal was to be in the top 25% in salary). Evergreen's consultants reviewed existing salaries to determine proper placement within proposed classifications, and recommend appropriate "equity adjustments" as needed, based upon the results of the salary survey and the recommended pay plan.

Evergreen concluded the study with recommendations designed to alleviate any strains on the current compensation and classification system. Evergreen further recommended procedures, policies, and methods to maintain an on-going Classification & Compensation Plan that was performance based, fair and competitive. In addition, Evergreen's consultants developed policies and procedures for developing and maintaining a career track/progression/retention program and reviewed existing performance appraisal system in order to make recommendations to integrate the performance appraisal system with new Classification & Compensation Plan. **Note:** At the conclusion of the study Evergreen was hired again to conduct a compensation study of all AFSCME employees (i.e., Professional and Supervisory employees).



**Compensation, Classification, and Benefits Study
City of Palm Beach Gardens, Florida**

The City of Palm Beach Gardens was on contract with Evergreen Solutions to conduct a comprehensive Compensation and Classification Study to assess the city's internal and external equity. The City had established track record of regular studies of this nature and seeks up-to-date competitive salary and benefits information from both the private and public sector. A salary survey of peer organizations in the local and regional market, to include benefits and total compensation, was conducted to ascertain the City's relative market position. The City maintained the objective of being among the compensation leaders in Palm Beach County, and regular evaluation of this kind was essential in achieving this progressive goal. The study included a complete classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. The study concluded with a series of findings and recommendations in a written report that was designed to identify and



recommend resolution of any inequities in the system and, if necessary, update the existing classification structure. The City had gone through a considerable reduction in force, which had caused many responsibilities to be shuffled. **Note:** Evergreen was again hired in the latter part of 2015 to conduct a Compensation and Classification Plan Update.



**Comprehensive Classification and Compensation Study
City of Panama City, Florida**

Evergreen was retained by the City of Panama City to conduct a Comprehensive Classification and Compensation Study for 545 non-union positions/employees, including approximately 79 firefighters, 92 police officers, and 5 elected officials in 190 job classifications. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen reviewed the City's current performance evaluation system, tools and procedures, and made recommendations for necessary changes to the system.

Recommendations were also provided to improve fairness and equity of all jobs within the City. Select City staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system were accomplished. Evergreen made recommendations regarding enhancements to the City's current performance evaluation system and provided the City with a performance evaluation tool.



**Job Classification Analysis
City of St. Petersburg, Florida**

Evergreen Solutions was retained by the City of St. Petersburg to conduct a Job Classification Analysis in order to update and produce approximately 648 legally-compliant job descriptions that would include 6 - 8 core competencies each. Evergreen's consultants: analyzed all city job descriptions, both full-time and part-time positions, and determined the core competencies for each classification; and revised classifications and competencies that formed the foundation of the City's recruitment, learning management, performance management, and succession planning programs.

Evergreen met with HR staff and department heads to discuss roles, competency model options, and project processes and adjusted the competency survey that was used in conjunction with the Job Assessment Tool (JAT) that was administered to a representative sample of the City's 3,150 full- and part-time staff. Evergreen reviewed the work performed by each classification and scored and reviewed supervisory comments for any anomalies or discrepancies discovered. Evergreen created task inventory and job families based on JAT



responses and organizational charts and identified the degree of overlap in tasks between jobs in similar job families. From this, Evergreen identified root factors in each task grouping and linked to any underlying behavioral factors.



**Classification and Compensation Services
City of Dunedin, Florida**

Evergreen Solutions was engaged with the City of Dunedin to provide and Classification and Compensation Services. Evergreen analyzed each position within the City by conducting interviews; evaluating employee position descriptions and duties; interviewing department heads; assessing classifications within positions; and making FLSA determinations. Evergreen presented a proposed classification structure to City management, including a cost analysis for positions that would require adjustments. Evergreen also conducted a comprehensive survey of public and private labor market comparables designed to include salary ranges, and actual salaries to ensure that the City's compensation was equitable and competitive relative to internal factors and external markets.



**Compensation Analysis
City of Orange City, Florida**

Evergreen Solutions is engaged with the City of Orange City to conduct a Compensation Analysis. Evergreen's consultants will estimate the City's market position, refine pay plan, and slot incumbents based on data that has been collected from the region.



**Classification and Compensation Study
City of Cocoa, Florida**

Evergreen Solutions was hired by the City of Cocoa, located in Brevard County, to conduct a Classification and Compensation Study for its 444 employees. Evergreen's consultants performed a comprehensive survey of the City's job classifications, pay structures and benefits and provided recommendations to the City for implementation of the proposed changes in order for the City to maintain internal and external equity.

The City's objectives for the study was: to attract and retain qualified workers who will be paid an equitable salary and benefit package; provide fair salaries for all workers of the City; and provide a salary structure that enables the City to maintain a competitive position with other cities and companies within the same geographic area.

The City's current Pay and Classification Plan consisted of four different classifications:



- **General Employees:** The current pay structure is set up in pay grades with steps (varying in numbers, up to 16 steps).
- **Laborers' International Union of North America (LIUNA):** These positions consist of 16 different pay grades with established minimum and maximum pay ranges.
- **Coastal Florida Police Benevolent Association (PBA):** These positions consist of three (3) different pay grades with established minimum and maximum pay ranges.
- **International Association of Firefighters (IAFF):** These positions consist of two different pay grades with established minimum and maximum pay ranges.



**Classification and Compensation Study
Charlotte County, Florida**

Evergreen Solutions was retained by Charlotte County to conduct a classification and compensation study for approximately 900 full-time and part-time employees in 250 classification specifications. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. A review of all current classification specifications and job descriptions was made to ensure consistency, compliance with current industry best practices as to form, and compliance with applicable provisions of the Fair Labor Standards Act (FLSA), ADA, PERC (Florida Statute 447.203), and other applicable State and federal laws.

A salary survey was conducted within the appropriate public and private job markets to determine current market pay grade assignment and salary structure commensurate with the job assignment. Evergreen offered criteria for a candidate's or an employee's placement within corresponding zones of the pay range. Recommendations were made for resolving pay compression issues that had been created due to 5 - 6 years of wage freezes compounded by ever-increasing market competitiveness. **Note:** Prior to this study, Evergreen was hired in 2011 by the County to conduct a Market Salary Survey.



**Compensation, Classification, and Performance Management Study
Manatee County, Florida**

Evergreen Solutions was hired by Manatee County to assist with a county-wide Compensation and Classification Study. At the time of the study, Manatee County was a growing county with a population of over 300,000 located on the southwestern coast of FL between Pinellas and Sarasota Counties. An appointed County Administrator oversaw 16 departments, with approximately 2,900 employees within approximately 600 classifications and 58 pay ranges/grades.



The study included all employees that serve in capacities for the Board of County Commissioners. As part of the review, orientation sessions, focus groups, and interviews were conducted in throughout the county. All employees were asked to complete the Job Assessment Tool (JAT) and job analysis was conducted with the results in order to create a classification plan. A salary survey was issued to local and regional employers to assess competitiveness. Based on the classification and compensation findings, a new pay plan as well as policies and procedures were recommended to the County. Evergreen Solutions helped the County attain their goal of maintaining a sound process providing a classification and pay structure that is fair, equitable, and systematic with a compensation plan comparable with other governmental jurisdictions and the private sector. In addition, Evergreen reviewed the performance management system in place within the County, and provided recommendations for improvement.

Note: Evergreen completed a market survey and compensation analysis update in 2012 and recently conducted a Compensation and Classification study of the Information Technology Services Department.



Salary and Benefits Review Hernando County, Florida

Evergreen Solutions was retained by Hernando County to conduct a Salary and Benefits Review of its workforce. Evergreen's consultants reviewed the effectiveness of the County's current salary and benefits plan as it related to the market competitiveness for attracting and retaining quality employees. To accomplish this, Evergreen conducted a comprehensive survey of public and private labor market comparables designed to include salary ranges, pay grade factoring system, actual salaries, and benefits (retirement plans, health and dental insurance) information to ensure the County's compensation was equitable and competitive in its total compensation package relative to internal factors and external markets for substantially similar classifications.

Evergreen also conducted a job-task analysis/job audit of all 766 employee positions to verify and validate information from existing job descriptions. Personal interviews with employees, supervisors, and directors were conducted to determine whether classifications were correctly placed in organizational hierarchy and whether individual positions were classified correctly.

Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs and recommendations were provided to improve the fairness and equity in the current system.



**Compensation and Classification Study
Alachua County, Florida**

Evergreen Solutions was engaged with Alachua County to conduct a Compensation and Classification Study of jobs under the Board of County Commissioners, the Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, and the Library District. Specifically, the County desired the following services to be performed by Evergreen:

- develop and administer a job analysis questionnaire for the purpose of having employees state their job duties and qualifications including education, experience, licenses and certificates; working conditions (physical and environmental) and all other pertinent information;
- prepare and present to the Board of County Commissioners a report documenting the results of the job analysis by classification and recommendations concerning a classification structure and pay adjustments;
- allocate each employee with regard to the new classification structure;
- identify benchmark classifications to be used to determine appropriate markets for salary survey purposes, as well as to determine the position of the county with regard to salaries for comparable jobs in appropriate markets;
- administer a salary survey for the purpose of recommending appropriate salaries based on external (market) and internal (equity) considerations;
- recommend a salary structure, including the number of pay grades, and pay ranges;
- recommend salaries for each classification, as well as recommended salaries for each employee;
- provide a classification maintenance plan;
- provide guidelines and procedures for administering the resulting classification plan to include the following: Initial placement in the salary range and means for movement through the range; and
- train HR and departmental staff on the methodology and maintenance of the recommended classification and pay plan.



**Compensation and Benefits Study
Seminole County, Florida**

The Evergreen Solutions Team was hired by Seminole County to assist with a county-wide Compensation and Benefits Study. The study included employees who served in various capacities for the Board of County Commissioners. As part of the review, orientation sessions, focus groups, and interviews were conducted throughout the county. All employees were asked to complete the Job Assessment Tool (JAT) and job analysis was conducted with the results in order to create a classification plan. A salary survey was issued to local and regional employers to assess competitiveness. Based on the classification and compensation findings, a new pay plan as well as policies and procedures were recommended to the County. **Note:** Evergreen also conducted two other projects for Seminole County (i.e., Compensation and Classification Study and a Performance Evaluation Study).



**Compensation Study
Lake County, Florida**

Evergreen Solutions was retained by Lake County to conduct and furnish a comprehensive compensation survey for Lake County government itself, and for select positions at Lake Emergency Medical Services, Inc. Evergreen made recommendations for improvements and modifications to the current compensation and overall pay structure, including number of pay grades, and appropriate pay ranges (minimum, maximum, percentage between grades, etc.). The recommendations also included appropriate salary ranges and midpoints for each job classification and recommendations for ranges that lagged, matched, or led the relevant labor market. Evergreen surveyed the relevant labor market for merit pay practices being used and recommended pay administration practices to include consideration of merit pay, alternative reward strategies, including non-monetary rewards and cost savings/efficiency incentives as may be suitable.



**Compensation Study
Osceola County, Florida**

Evergreen Solutions was retained by Osceola County to review its compensation system and structure for areas of improvement. The Evergreen team examined current pay plan's organization, market responsiveness, and adaptability. A detailed report was prepared to that summarized findings and recommendations for improvement.



**Compensation and Classification Study Services
Monroe County, Florida**

Evergreen was retained by Monroe County to conduct a Compensation and Classification Study for 265 non-union employees in 178 classifications as well as 124 union employees in 46 classifications who are represented by the Teamsters bargaining unit. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Evergreen's consultants compared the County's positions to other similar positions within other County departments to determine the relative value of each position to every other position in the County. Comparisons were made with regard to the actual work being performed and based on the current job description. In addition, positions were compared to other similar positions in other private and public sector organizations throughout the Florida Keys and South Florida. Characteristics such as size of the organization, geographic proximity, economic and budget characteristics, and other appropriate demographic data were taken into consideration when making comparisons. Evergreen's consultants also analyzed pay ranges in the public and private sector to determine the appropriate pay and benefit levels for all included jobs.

Recommendations were provided to improve fairness and equity of all jobs within the County. Select County staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.



**Classification and Compensation Study
Miami Shores Village, Florida**

Evergreen was retained by Miami Shores Village to conduct a Classification and Compensation Study for all employees. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the Village.



**Compensation and Classification Analysis
Village of Pinecrest, Florida**

Evergreen Solutions was hired by the Village of Pinecrest to conduct Classification Reviews and compensation market analysis utilizing Job Assessment Tool responses and salary survey processes. Evergreen Solutions consultants conducted on-site orientation sessions and focus group meetings where employees were informed of the content of the JAT



and coordinated with Village representatives to conduct the JAT in a timely manner. The Village also contributed to a list of benchmark classifications and targeted peer organizations for the external market analysis. At the conclusion of the study the Village was presented with revised and formatted Job Descriptions which reflect up-to-date job tasks and requirements as well as recommendations and implementation strategies for addressing internal and external equity. Each classification was also reviewed for FLSA compliance.



**Compensation Study
Village of North Palm Beach, Florida**

Evergreen Solutions was retained to conduct a compensation study for the Village of North Palm Beach. The study included evaluating private and public labor market, and making recommendations to improve competitiveness in alignment with the Village's strategic goals. Evergreen's recommendations improved the competitiveness of the Village and helped prepare it for future recruitment challenges.



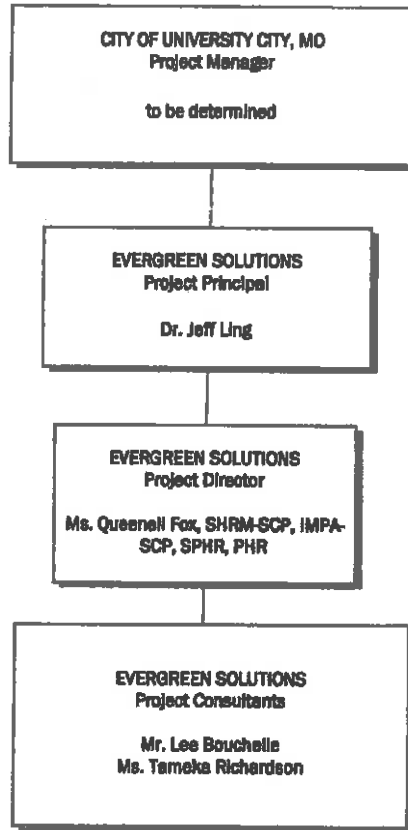
**1.3
Proposed Project
Team**

In this section we provide you with the qualifications of our proposed project team. Detailed resumes are included in the Appendix.

Exhibit 1-2 shows our proposed project management organization and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the employee compensation and classification analysis study so that there will be no confusion as to who is responsible for any aspect of this engagement.



**Exhibit 1-2
Proposed Project
Management
Organization and
Personnel
Assignments**



City of University City (City) Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City's Project Manager will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the City's Project Manager and all project deliverables will be filtered through the City's Project Manager throughout the duration of the project.

Evergreen Solutions Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, most often a Vice President or higher. The Project Principal will have contractual authority over the contract, and will be our top level of project responsibility.

Evergreen Solutions Project Director. Evergreen designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the City's Project Manager. The Project Director will have the most frequent contact with the City and will assign project activities to the Project Consultants, and will ensure that deliverables are met within specified timelines.



Evergreen Solutions Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will conduct orientation sessions and focus groups, administer the JATs and MITs, collect the data for the salary and benefits survey, review and revise job descriptions, and prepare draft materials for the Project Principal and Project Director to review.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Evergreen is proposing an exceptional team of consultants who have worked together on many similar projects. Evergreen Solutions always makes sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Employee Compensation and Classification Analysis Study for the City of University City.

Key Staff

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement.

**Project Principal
Dr. Jeff Ling, CCP**

Dr. Ling is Executive Vice-President of Evergreen Solutions and has been with the firm since its inception. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human



resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with include:

- **Classification/Compensation**– He developed the methodology and techniques for organizations to employee for successful data collection and implementation based on Internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. Some of the local government clients that he has worked with, or is currently on contract to work with, include: City of Branson, MO; City of Lee's Summit, MO; St. Charles County, MO; Jefferson County, MO; Clay County, MO; Sedgwick County, KS; City of Page, AZ; Town of Sahuarita, AZ; City of Manitou Springs, CO; Ouray County, CO; San Miguel County, CO; City of Rowlett, TX; City of Seguin, TX; City of Austin, TX; City of Pearland, TX; City of Temple, TX; City of Fredericksburg, TX; City of Mont Belvieu, TX; City of Sunset Valley, TX; City of Fate, TX; City of Gonzales, TX; City of Buda, TX; City of Pflugerville, TX; City of Amarillo, TX; City of Farmers Branch, TX; Denton County, TX; Travis County, TX; Ft. Bend County, TX; Town of Little Elm, TX; City of Carlsbad, NM; City of Santa Fe, NM; Blount County, TN; Mahoning County, OH; City of Pittsburg, PA; County of Montgomery, PA; County of Allegheny, PA; City of Suffolk, VA; City of Fredericksburg, VA; City of Williamsburg, VA; Gloucester County, VA; County of Culpeper, VA; Essex County, VA; King George County, VA; Louisa County, VA; Isle of Wight County, VA; Montgomery County, VA; Loudoun County, VA; City of Chester, SC; City of Lancaster, SC; City of Mauldin, SC; City of Goose Creek, SC; Charleston County, SC; Berkeley County, SC; Town of Mount Pleasant, SC; Town of Hilton Head Island, SC; Tri-County Council for Southern Maryland; Washington County, MD; Allegany County, MD; City of Westminster, MD; City of Hyattsville, MD; City of Annapolis, MD; Buncombe County, NC; Union County NC; Guilford County, NC; Gaston County, NC; New Hanover County, NC; City of Kingsland, GA; City of Garden City, GA; City of Alpharetta, GA; City of Fayetteville, GA; City of Dublin, GA; City of Stockbridge, GA; City of Douglasville, GA; City of Savannah, GA; Lumpkin County, GA; Forsyth County, GA; Douglas County, GA; City of Foley, AL; Town of Colchester, VT; City of Kalamazoo, MI; Charlotte County, FL; Osceola County, FL; Manatee County, FL; Seminole County, FL; Monroe County, FL; City of Coral Springs, FL; City of Sunrise, FL; City of Ocala, FL; City of Kissimmee, FL; City of Tamarac, FL; City of Bartow, FL; City of Palm Beach Gardens, FL; City of Winter Park, FL; City of Lake City, FL; City of Albany, OR; and many others.



- **Performance Evaluation** - He has provided the framework for many organizations transitioning into goal based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** - He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** - He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Ms. Queenell Fox,
SHRM-SCP, IMPA-
SCP, SPHR, PHR**

Ms. Fox is a Manager with Evergreen. She is an executive human resources professional with a proven track record of success in achieving organizational objectives by utilizing strategic HR initiatives to meet organizational needs. She has demonstrated strong communications, interpersonal relations, coaching, counseling and conflict resolution skills and a thorough knowledge of employment laws, regulations and HR best practices. Her expertise falls into the following HR areas: organizational development and change; classification and compensation; employee relations; recruitment and retention; benefits administration/negotiations; union/civil service and labor relations; policy creation/implementation; succession planning; training and professional development; performance management; budget administration; and HRIS management and leadership.

Prior to Evergreen, Ms. Fox was the Director of Human Resources for a small municipality in Texas where she was a trusted member and advisor to the City's Executive Team, Mayor and City Council and employees which resulted in substantial, positive organizational changes to the City by developing, implementing, promoting, and sustaining a culture of continuous improvement, high professional ethics, collaboration, compliance, and commitment. As the Director of HR for the City, she accomplished the following:



-
- revised and updated employee handbook to ensure current laws and best practices were incorporated and to ensure legal compliance and best practices were in place for a growing City;
 - restructured hiring and recruiting processes to ensure updated job descriptions, salary analysis and department's budget allocations were in place prior job vacancy recruiting;
 - streamlined and organized scanning of personnel files and documents into the document storage system, Laserfische;
 - forged a trusted and collaborative working relationship with Chief and Assistant Chief of Police and other members of the department to revise and update Local Rules, successful mediations and ongoing efforts to bring about positive change to the department;
 - established a great working relationship with long tenured managers and to find resolutions to staffing and employee relations challenges;
 - revamped and modified annual evaluation system to ensure ongoing performance conversations, corrective actions or accolades take place all year long to support effective performance reviews; and
 - negotiated benefits and windstorm and hail consulting contracts that provided the City with better coverage and a reduced cost in premiums.

From 2008 to 2013, Ms. Fox was a Chief Personnel Resource Management Officer for the Florida Department of Management Services (DMS). In this capacity, she served as the organization's top human resources manager responsible for guiding and leading the human resources services, policies, and programs for the organization. Services included: Employee Relations, Classification & Pay; Organizational Development and Realignment; Succession Planning, Recruitment and Staffing; Benefits Administration; Development and Training; Federal and State Compliance; Policy Development and Legislative Rule Interpretation, HRIS, Human Resources Strategic and Tactical Plans; Workforce Planning; Internal and External Customer Relations, and Budget.

Prior to working with DMS, Ms. Fox served as the Director of Human Resources for the FSU Foundation, Inc., from 1996 to 2008. While there, she administered and maintained a comprehensive human resources program that included the day-to-day administration and the development of personnel policies and procedures. She developed long- and short-term strategic goals to ensure challenges and opportunities of the origination were met and she managed department personnel and budget to assure goals and objectives were achieved. She also collaborated with all levels of management and external customers to develop creative initiatives designed to enhance recruitment, development and retention of a quality work force and resolved employee relations issues. She routinely



mentored, and approved managers' disciplinary actions and involuntary terminations to ensure equity and compliance.

Recent public sector projects that Ms. Fox has directed or served on the Evergreen Team include: a Compensation and Classification Study for Clay County, MO; an Employee Compensation and Classification Study for Mahoning County, OH; a Salary Comparability Study for the Springfield Housing Authority, IL; a Classification and Compensation Study for Greensville County and Greensville County Water and Sewer Authority, VA; a Classification and Compensation Study for Surry County and Surry County Social Services, VA; a Compensation and Classification Study for Prince George County, VA; a Pay and Classification Study for Dorchester County, SC; Classification and Compensation Study and Analysis for the Town of Cheraw, SC; a Salary Comparability Study for the Housing Authority of Florence, SC; a Classification and Compensation Study for the City of Athens, TX; a Classification and Compensation Study for the City of Gonzales, TX; Classification and Compensation Plan Update (Included Review of Performance Appraisal System) for the City of Temple TX; a Comprehensive Classification and Compensation Analysis for the Barton Springs/Edwards Aquifer Conservation District, TX; an Efficiency Study of the Clerk's Office for the City of Pensacola, FL; a Job Classification and Compensation Study for Escambia County, FL; a Salary and Benefits Study for the Seacoast Utility Authority, FL; a Pay and Classification Study for the Lake County Sheriff's Office, FL; a Classification and Compensation Study for the Pasco County Sheriff's Office, FL; a Classification and Compensation Study for the Sarasota Bay Estuary Program, FL; Implementation of a Living Wage for Monroe County, FL; a Classification Study for the City of High Springs, FL; a Classification and Compensation Study for the City of Dania Beach, FL; Compensation Analysis for the City of Orange City, FL; a Compensation Study for the Bay County Sheriff's Office, FL; a Job Classification and Compensation Study for the City of Melbourne, FL; and a Pay and Classification Study for the City of Holly Hill, FL.

Ms. Fox has a Bachelor's Degree in Human Resource Management and MBA coursework from Columbia University. She is a certified Senior Professional in Human Resources (SPHR), Senior Certified Professional with the Society for Human Resources Management (SHRM-SCP) and as a Senior Certified Professional with the International Public Management Association (IPMA-SCP). She is also a certified Professional in Human Resource Management (PHR).

**Project Consultant
Mr. Lee Bouchelle**

Mr. Bouchelle is a Consultant at Evergreen Solutions. He has a strong background in Applied Labor Economics and quantitative analysis, which provides him with the ability to provide knowledge on a variety of public sector Human Resource studies. His research and data analysis skills at Evergreen have focused on human resource analysis, such as studying the internal equity of employee compensation and classification for public sector clients as well as comparing client practices to peers in the labor market. He is proficient in a variety of qualitative and quantitative tools necessary to complete the studies.



Prior to joining Evergreen Solutions, Mr. Bouchelle was a Consultant at ERS Group, where he was involved in the development of large and complex economic and statistical research projects which analyzed the effects of various business practices or economic programs. He also participated in data analytics projects that sought to identify fraud, waste, and abuse in the healthcare industry and state income tax filings. In addition, he prepared OFCCP compliant Affirmative Action Plans, evaluated AAP software for statistical accuracy, and estimated economic damages from various events.

Recent public sector projects for Evergreen in which Mr. Bouchelle has been involved include: a Classification and Compensation Study for Jefferson County, MO; a Compensation and Classification Study for Clay County, MO; a Compensation Update for the Central Ohio Transit Authority; an Employee Classification and Compensation Study for Blount County, TN; a Salary Comparability Study for the Springfield Housing Authority, IL; a Human Resources Department Assessment for the City of Buda, TX; a Classification and Compensation Study for the City of Athens, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification Study and a Compensation Survey for the City of Page, AZ; a Compensation Plan Update for the City of Garden City, GA; a Classification and Compensation Study and Analysis for Douglas County, GA; a Classification and Compensation Study for Lumpkin County, GA; an Employee Classification and Compensation Study for the City of Savannah, GA; a Pay and Classification Study for the City of Chamblee, GA; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Classification and Compensation Study for the City of Fredericksburg, VA; a Pay and Classification for the City of Williamsburg, VA; a Pay and Classification Study for the District 19 Community Services Board, VA; Classification and Compensation Plan Review for the City of Annapolis, MD; a Wages and Salary Scale Study for Washington County, MD; a Position Classification and Compensation Study for Gaston County, NC; a Classification and Compensation Study for Berkeley County, SC; a Classification and Compensation Study for Dorchester County, SC; a Pay and Classification Study for the Town of Moncks Corner, SC; Salary Comparability Study for the Housing Authority of Florence, SC; a Classification and Compensation Study for the City of Delray Beach, FL; a Compensation and Classification Study for Alachua County, FL; a Job Classification and Compensation Study for the City of Sunrise, FL; a Compensation and Classification Study for the City of North Port, FL; a Classification and Compensation Study for the City of High Springs, FL; a Pay and Classification Study for the City of Holly Hill, FL; Compensation Consulting Services for the Town of Longboat Key, FL; a Job Classification and Compensation Study for the City of Melbourne, FL; a Classification and Compensation Study for the City of Dania Beach, FL; and a Classification and Compensation Study for the City of Destin, FL.

Mr. Bouchelle has a Master's Degree in Resource Economics and a Bachelor's Degree in Political Science/International Relations both from the University of Florida.



**Project Consultant
Ms. Tameka
Richardson**

Ms. Richardson is a Senior Analyst at Evergreen Solutions. She has over 15 years of experience providing services to federal, state and local governments and the private sector in performing accounting and procurement comparative analyses. Her experience includes research, auditing, statistical analyses of an organization's accounting and purchasing data and procurement procedures, data collection and assessment. As a result of her extensive work in the area of research and data collection, she is proficient in the preparation of statistical reporting and in the analysis and interpretation of large data sets for various organizations.

Recent public sector projects that Ms. Richardson has been involved with include: a Compensation and Classification Study for Clay County, MO; a Compensation and Classification Study for the Liberty County School District No. 53, MO; a Classification and Compensation Study for Sedgwick County, KS; a Classification and Compensation Study for Ouray County and San Miguel County, CO; a Compensation Survey for the Texas City Management Association; Development of a Classification and Compensation Pay Plan for the City of Amarillo, TX; a Classification and Compensation Study for the City of Athens, TX; a Human Resource Department Assessment for the City of Buda, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Classification and Compensation Study and Benefit Survey for Cape Fear Public Utility Authority, NC; a Classification and Compensation Study and Benefits Survey for New Hanover County and New Hanover ABC Board, NC; a Classification and Compensation Study for the Town of Hilton Head Island, SC; a Classification and Compensation Study for the Town of Summerville, SC; a Classification and Compensation Study for the City of Goose Creek, SC; a Pay and Classification Study for Dorchester County, SC; Classification and Compensation Services for the City of Dunedin, FL; Compensation Consultant Services for the City of Coral Springs, FL; a Job Classification and Compensation Study for the City of Sunrise, FL; a Compensation Study for the City of Hollywood, FL; a Classification and Compensation Study for the City of Lake City, FL; a Job Classification and Compensation Study for the City of Melbourne, FL; a Compensation and Classification Study for the City of Cocoa, FL; a Classification and Compensation Study for the City of Ft. Myers, FL; a Compensation Study for Lake County, FL; a Classification and Compensation Study for Pinellas County, FL; a Pay and Classification Study for Martin County, FL; a Pay and Classification Study for Gulf County, FL; Compensation and Classification Study Services for Monroe County, FL; a Compensation Analysis for Manatee County, FL; a Compensation and Classification Study for Alachua County, FL; Job Audits for the City of Gainesville, FL; a Classification and Compensation Study for the City of Destin, FL; Human Resource Consulting Services to the City of Orlando, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; and a Comprehensive Pay Plan Study for the City of Plant City, FL.

Ms. Richardson has an MBA and a Bachelor's Degree in Accounting.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.



**1.4
What Our Clients
Are Saying**

The following quotes were taken from some of our clients as they relate to the human resource management work we have performed.

"Top Notch. On a scale of 1 - 10 with 10 being the best, I would give Evergreen an 11!"

"They were professional, knowledgeable, reliable, thorough, responsive, detailed, and patient."

"The project was exceptionally managed."

**Dr. Robert Vogelaar, Assistant Superintendent of Human Resources
Liberty Public Schools, MO**

"Everyone I was in contact with was extremely professional."

"Evergreen's Project Director responded to requests promptly and made every effort to work with the City's requests."

**Judy Garza, Human Resources Manager
City of Fate, TX**

"I consider the staff to be very professional and highly competent."

"We were very pleased with the final presentation to the City Council. Information was presented in a concise and accurate manner."

**Nona Vogel, Assistant Director of Human Resources
City of Seguin, TX**

"Evergreen's staff were very professional and prompt with responses."

**Kim Pendergraff, CPM
Texas City Management Association**

"Evergreen was able to respond to all questions in a timely manner."

**Pam Smith, Human Resources Director
Essex County, VA**

"Evergreen's staff were highly professional and competent."

**Richard Brown, Personnel Administrator
Richland County Library, SC**

"Evergreen's staff were highly professional and competent."

**Jan Coulter, Director, Human Resources Division
Charleston County Park and Recreation Commission, SC**

"Very impressed with the Project Team"

**Meghan Kelly, Personnel Officer
Town of Mt. Pleasant, SC**



"Evergreen staff was very knowledgeable and their presentation was very professional before the Board of County Commissioners."

**Durwood Bell, HR Position Management Consultant
Guilford County, NC**

"Implemented all of Evergreen's suggestions."

**Pat Carson, Personnel Services Director
Forsyth County, GA**

"Very Happy... Will Definitely use Evergreen Again!"

**Jim Harner, Director of Human Resources
City of Roswell, GA**

"Evergreen exceeded our expectations."

**Dale Pazdra, Director of Human Resources
City of Coral Springs, FL**

"Evergreen maintained frequent interaction and was very accessible."

"The draft and final products were excellent and staff was flexible on input and feedback."

"Evergreen completed the project within our timeframe."

**Margie Moale, Human Resources Director
City of Plantation, FL**

"Evergreen's Project Director was very accessible."

**Jerry Haines, Human Resources Manager
Hernando County, FL**

"Evergreen was very competent, highly professional, and easy to work with."

**Dale Garcia, Former Human Resources Director (Retired)
Manatee County, FL**

"Excellent interaction, responsive, and accessible throughout the project."

**Sheryl Stewart, Human Resources Administrator
City of Palm Beach Gardens, FL**

"I would rate the professionalism of staff very high."

**Stacie Mason, Human Resources Director
City of Sarasota, FL**



"Very timely responses."

"Very good people to work with."

**Kim Cherbano, Human Resources Director
Town of Ponce Inlet, FL**

"Evergreen is very easy to work with."

**Lana Bruce, Manager, Workforce Planning
Sarasota County, FL**



Section 2
Approach and Work Plan



2.0 Approach and Work Plan

In this section we provide our overall approach and methodology for completing this study; a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables included in the scope of services of the Request for Proposals (RFP)—and a proposed timeline.

2.1 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct an Employee Compensation and Classification Analysis Study for the City of University City as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization's compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization's ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the City's designated Project Manager, City's Management Team, and the Human Resources Department throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen Solutions will work with you to balance your need to meet your performance goals while carefully managing the organization's resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.



Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.

Evergreen Solutions realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen Solutions begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification and compensation data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.

At this time, we will also request a copy of the employee database that reflects current classification and compensation data.

Communication Plan

Communication is a critical component of any employee compensation and classification study analysis. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.

Employee Orientation and Focus Groups

Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the



sessions is provided to your project team in advance and refined to meet your needs.

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the project and the question and answer formats allow employees to become engaged in the process. During these sessions, Evergreen Solutions consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

Department Head Interviews

Evergreen Solutions staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

Job Assessment Tool and Management Issue Tool

Another important activity undertaken at this time is the distribution of Evergreen Solutions' Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

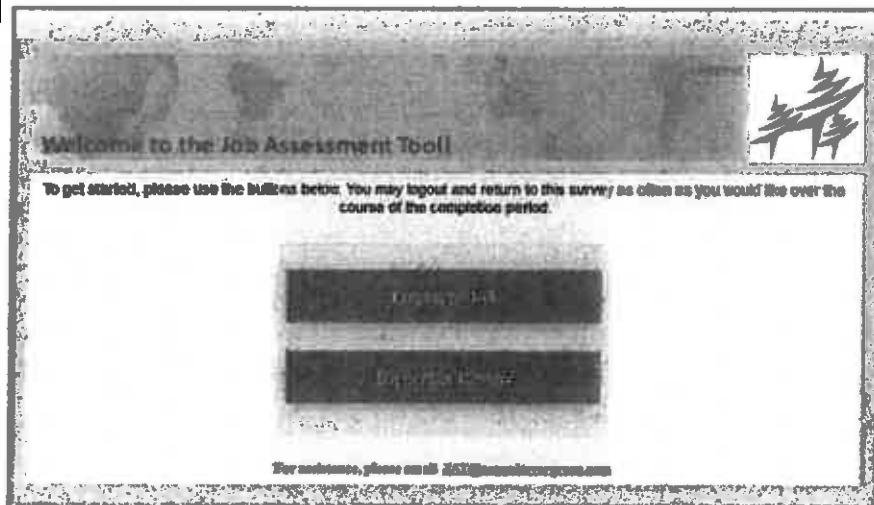
- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen Solutions will contact the client's Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.



Exhibit 2-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.

Exhibit 2-1
Supervisor's JAT Home Screen



Source: Evergreen Solutions, 2018

Exhibit 2-2 illustrates how Evergreen Solutions uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen Solutions designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 2-2
Job Description and Responsibilities

Basic Job-Related Information

Job Introduction

Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

Description

Type of Work

Please select the level that best describes the type of work you perform.

Type of Work

- Operational** - Performs a range of work and executes a particular job function, uses interpersonal skills.
- Lower/Field-Level Operator** - Performs and maintains equipment operation, can take direct input and feedback.
- Service/Performance** - Performs the ongoing, direct maintenance of assets and equipment and provides support.
- Assistant** - Performs tasks directly related to the assignment or general service operation. Performs clerical and support functions of operations.
- Supervisor/Coordinator** - Performs O&M ensuring adequate knowledge when in possession of technical to control O&M units used to be control or operational if part of the operations.
- Administrative/Professional** - Performs non-technical managing the operation, or managing a business O&M unit with ongoing regulatory knowledge.

Education and Experience

Please select the level that best describes how much education and experience a new hire should be required to have for your position.

Education **High School**

Experience **None**

Licenses and Certifications

Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position.


Notes

Source: Evergreen Solutions, 2018

Exhibit 2-3 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen Solutions to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.



**Exhibit 2-3
Job Functions**



Essential Job Functions

On the lines provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off which tasks are a priority. A priority task is one that is critical to your position.

| Task # | Function | Percent | Priority |
|---------|----------|------------|--|
| Task 1 | | .01 100 | Priority <input type="checkbox"/> |
| Task 2 | | .01 100 | Priority <input type="checkbox"/> |
| Task 3 | | .01 100 | Priority <input checked="" type="checkbox"/> |
| Task 4 | | .01 100 | Priority <input type="checkbox"/> |
| Task 5 | | .01 100 | Priority <input type="checkbox"/> |
| Task 6 | | .01 100 | Priority <input type="checkbox"/> |
| Task 7 | | .01 100 | Priority <input type="checkbox"/> |
| Task 8 | | .01 100 | Priority <input type="checkbox"/> |
| Task 9 | | .01 100 | Priority <input type="checkbox"/> |
| Task 10 | | .01 100 | Priority <input type="checkbox"/> |

Source: Evergreen Solutions, 2018

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as "red flags" to Evergreen Solutions staff during the analysis portion of the project.



benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.

Targets To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen Solutions uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.



The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

Compensation Administration Guidelines

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

System Maintenance

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.



Based on client needs and industry best practices, Evergreen Solutions has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: *JobForce Manager*. This tool allows our clients to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, *JobForce Manager* allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

Exhibit 2-4 displays the interface from *JobForce Manager* for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be pulled and provided to key decision makers.

Exhibit 2-4 – *JobForce Manager* Tool

| Job Title | Grade | Min | Max | Midpoint | Step 1 | Step 2 |
|--|--------------|-------|-------------|-------------|--------|-------------|
| Accounting Specialist II | ESF | 212.5 | \$30,300.27 | \$31,000.00 | | \$31,652.00 |
| Accounting Specialist III | ESF | 204.5 | \$29,500.27 | \$30,275.42 | | \$30,928.00 |
| Accounting Specialist IV | ESF | 202.5 | \$29,215.75 | \$29,990.00 | | \$30,635.00 |
| Accounting Supervisor | ESF | 200.0 | \$27,581.05 | \$28,355.21 | | \$29,129.00 |
| Acquisition Specialist | ESF | 205.5 | \$40,215.75 | \$41,000.00 | | \$41,785.00 |
| Administrative Aide | ESF | 212.5 | \$45,150.00 | \$46,004.74 | | \$46,859.00 |
| Administrative Recording Secretary | Professional | 201.5 | \$32,000.10 | \$40,504.50 | | \$49,008.50 |
| Administrative School Secretary I | ESF | 200.5 | \$29,505.21 | \$30,310.17 | | \$31,115.00 |
| Administrative School Secretary II | ESF | 201.5 | \$29,540.00 | \$30,345.00 | | \$31,150.00 |
| Administrative School Secretary III | ESF | 202.5 | \$29,600.02 | \$30,405.00 | | \$31,210.00 |
| Administrative Secretary I | ESF | 221.5 | \$32,540.05 | \$33,390.02 | | \$34,240.00 |
| Administrative Secretary I | ESF | 205.5 | \$29,205.21 | \$30,000.02 | | \$30,795.00 |
| Administrative Secretary II | ESF | 201.5 | \$29,540.05 | \$30,345.04 | | \$31,150.00 |
| Administrative Secretary II | ESF | 201.5 | \$29,540.00 | \$30,345.04 | | \$31,150.00 |
| Administrative Secretary III | ESF | 202.5 | \$29,600.02 | \$30,405.01 | | \$31,210.00 |
| Administrative Specialist | Professional | 201.5 | \$29,540.00 | \$40,702.00 | | \$49,402.00 |
| Administrative Specialist School Food Services | Professional | 275.0 | \$38,240.01 | \$40,001.00 | | \$41,762.00 |

Source: Evergreen Solutions, 2018.



2.2 Detailed Work Plan

The detailed work plan that Evergreen Solutions proposes to use to conduct the Employee Compensation and Classification Analysis Study for the City of University City is provided in this section. Evergreen understands that the City has 260 full-time employees that will be included in this study.

Our work plan consists of the following 13 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System and Develop Compensation Philosophy
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan
- Task 5: Identify List of Market Survey Benchmarks
- Task 6: Identify Approved List of Targets
- Task 7: Conduct Market Survey and Provide External Assessment Summary
- Task 8: Conduct Benefits Survey
- Task 9: Develop Strategic Positioning Recommendations
- Task 10: Conduct Solution Analysis
- Task 11: Develop and Submit Draft and Final Reports
- Task 12: Develop Recommendations for Compensation Administration
- Task 13: Provide Revised Class Descriptions and FLSA Determinations

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the City of University City (City).
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM) and the City's Management Team the following objectives:
- the classification and pay plan study process;
 - understand mission and current compensation philosophy (if any);
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and



**Task 2.0
Evaluate the
Current System
and Develop
Compensation
Philosophy**

- establish an agreeable communication schedule.

1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short-

and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.

1.3 Obtain relevant materials from the City, including:

- any previous projects, research, evaluations, or other studies that may be relevant to this project;
- organizational charts for the departments and divisions, along with related responsibility descriptions;
- current position and classification descriptions, salary schedule(s), benefits information, and classification system;
- strategic business plans and budgets; and
- personnel policies and procedures, including step placement policies.

1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City staff

TASK GOALS

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the City.
- Develop compensation philosophy.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy. Review the existing pay structure and look for potential problems to be resolved.
- 2.2 Determine the strengths and weaknesses of the current pay plan(s) for the City.



**Task 3.0
Collect and Review
Current
Environment Data**

- 2.3 Evaluate the City's current compensation structure, including overtime policies and pension benefits.
- 2.4 Discuss with the CPM a compensation philosophy of where the City desires to be in the market.
- 2.5 Complete an assessment of current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Assessment of current conditions

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the City.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions.
- 3.2 Meet with department directors/supervisors to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees from the City to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM to administer the JATs and MITs. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the City that may provide additional relevant insight.
- 3.6 Review internal career ladders and make recommendations to keep positions competitive.



**Task 4.0
Evaluate and Build
Projected
Classification Plan**

KEY PROJECT MILESTONES

- JAT and MIT distribution
- Department director/supervisor meetings
- Employee focus groups and orientation sessions

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen's job evaluation system.
- Review JAT responses.
- Characterize internal equity relationships within the City.

TASK ACTIVITIES

- 4.1 Review all draft class specifications of the CPM and Director of Human Resources.
- 4.2 Review the work performed by each classification and score. Include an evaluation of supervisory comments.
- 4.3 Review JAT scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from the JATs.
- 4.5 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- JAT scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity



**Task 5.0
Identify List of
Market Survey
Benchmarks**

TASK GOAL

- Identify the proper benchmark positions for the external labor market assessment.

TASK ACTIVITIES

- 5.1 Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey. **Note:** Evergreen will work with the CPM to select up to 50 benchmarks that are representative of the City's positions for the survey.
- 5.2 Submit the proposed list of positions to the CPM for review.
- 5.3 Based on the CPM's review, make revisions to the benchmark list and finalize consistent with Evergreen's analysis.

KEY PROJECT MILESTONES

- Preliminary list of benchmark classifications
- Final list of benchmark positions for the external labor market assessment

**Task 6.0
Identify Approved
List of Survey
Targets**

TASK GOAL

- Identify list of targets for conducting a successful external labor market assessment.

TASK ACTIVITIES

- 6.1 Review with the CPM the peer organizations that should be included in the survey. **Note:** Evergreen will work with the CPM to select up to 20 targets for the salary survey.
- 6.2 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
- size of the organization;
 - geographic proximity to the University City area;
 - economic and budget characteristics; and
 - other demographic data.
- 6.3 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 6.4 Review survey methodology with CPM and refine survey methodology prior to distribution of survey.



**Task 7.0
Conduct Market
Survey and
Provide External
Assessment
Summary**

- 6.5 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Provide a summary of the survey results to the CPM.

TASK ACTIVITIES

- 7.1 Prepare a customized external labor market salary survey for the CPM's approval. Discuss questions and categories for the market survey.
- 7.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 7.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 7.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 7.5 Validate all data submitted.
- 7.6 Develop summary report of external labor market assessment results.
- 7.7 Submit summary report of external labor market assessment results to the CPM.
- 7.8 Provide recommendations regarding appropriate staffing levels within each department based on survey results.

KEY PROJECT MILESTONES

- Market survey instrument
- Summary report of external labor market assessment results



**Task 8.0
Conduct Benefits
Survey**

TASK GOALS

- Conduct an external labor market benefits survey.
- Provide a summary of the benefits survey results to the CPM for review.

TASK ACTIVITIES

- 8.1 Develop a listing of the benefits provided by the City (i.e., paid leave, retirement plans, medical insurance, other insurance plans, etc.) as compared to competitive employers.
- 8.2 Prepare benefits survey to be included with salary survey developed in Task 7.0.
- 8.3 Conduct a survey of benefits in use by competitive employers, to include both private and public employers, and make recommendations regarding the benefits which the City might competitively employ in its market.
- 8.4 Submit benefits survey to the CPM for review.
- 8.5 Revise benefits survey.
- 8.6 Distribute benefits survey in conjunction with salary survey.
- 8.7 Develop summary report of external labor market benefits results.
- 8.8 Submit summary report of external labor market benefits results to the CPM.

KEY PROJECT MILESTONES:

- Catalogue of existing City benefits
- Benefits survey instrument
- Summary report of external labor market benefits results

**Task 9.0
Develop Strategic
Positioning
Recommendations**

TASK GOALS

- Assess the appropriateness of the current compensation philosophy for the City.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 9.1 Identify the compensation philosophy and accompanying thresholds.



**Task 10.0
Conduct Solution
Analysis**

- 9.2 Using the market salary and benefits data collected in **Tasks 7.0 and 8.0**, and the classification data reviewed in **Task 4.0**, determine the proper pay plans for the City.
- 9.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.
- 9.4 Produce a pay plan(s) for the City that best meets its needs from an internal equity and external equity standpoint.
- 9.5 Develop career ladders and promotional opportunities for classifications.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing JAT values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 10.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan for the City.
- 10.2 Place all classifications into pay grades based on **Task Activity 10.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 10.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 10.4 Meet with the CPM to discuss the potential solutions.
- 10.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 10.6 Document the accepted solution.



**Task 11.0
Develop and
Submit Draft and
Final Reports**

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution

TASK GOALS

- Develop and submit a draft and final report of the Employee Compensation and Classification Analysis Study to the City of University City.
- Present the final report.

TASK ACTIVITIES

- 11.1 Produce a comprehensive draft report that captures the results of each previous step. Provide the draft report to the CPM for review and approval. The draft report will include an implementation plan that includes any costs associated with Evergreen's recommendations.
- 11.2 Make edits and submit necessary copies of the final report to the CPM.
- 11.3 Present the final report. **Note:** Evergreen will participate in two question and answer sessions with elected officials during the course of the study.
- 11.4 Develop a communication plan for sharing study results with employees of the City.
- 11.5 Develop a plan for maintaining recommendations over time and train key staff.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database



**Task 12.0
Develop
Recommendations
for Compensation
Administration**

TASK GOAL

- Develop recommendations for the continued administration by City staff to sustain the recommended compensation and classification system.

TASK ACTIVITIES

12.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system, including recommendations and guidelines related to:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

12.2 Recommend recruitment/retention strategies, where appropriate.

12.3 Present recommendations to the CPM for review.

12.4 Finalize recommendations.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies

**Task 13.0
Provide Revised
Class Descriptions**

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions as needed, ensuring FLSA and EEO/ADA requirement satisfaction.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word) after approval by the CPM and the Director of Human Resources.



2.3 Proposed Timeline

TASK ACTIVITIES

- 13.1 Assess current class descriptions for form, content, validity, and ADA compliance.
- 13.2 Discuss new class description format with the CPM and the Director of Human Resources.
- 13.3 Revise classification descriptions based on data gathered from the JAT process.
- 13.4 Create new class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.
- 13.5 Make FLSA determinations based on work performed and federal requirements.
- 13.6 Recommend a systematic, regular process for reviewing job descriptions.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed

Evergreen Solutions possesses the ability, staff, skills, and tools to conduct the Employee Compensation and Classification Analysis Study for the City of University City in four months of the project start date and following the signing of the contract. This is based on a tentative start date of April 1, 2018, and a completion date of July 31, 2018.

Our proposed project timeline can be modified in any way to best meet the needs of the City of University City.



Section 3
Fee Proposal



3.0 Fee Proposal

Evergreen Solutions, LLC is pleased to present our proposed fee to conduct an Employee Compensation and Classification Analysis Study for the City of University City. Evergreen Solutions is committed to providing the highest quality consulting services to our client partners for a reasonable cost. Evergreen Solutions is fortunate that our overhead is minimal and our expenses are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed fee to complete all tasks identified in our detailed work plan in **Section 2** of our proposal is **\$39,000**. Our fee is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. Our fee also includes up to three onsite visits to University City to provide the requested work.

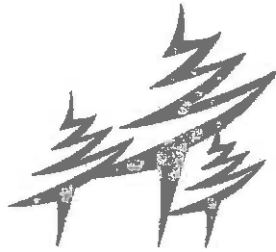
The following is our preferred invoicing schedule:

- 25% - upon completion of Tasks 1 - 2 of our work plan
- 25% - upon completion of Tasks 3 - 4 of our work plan
- 25% - upon completion of Tasks 5 - 8 of our work plan
- 25% - upon completion of Tasks 9 - 13 of our work plan

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of University City wishes to identify. Evergreen Solutions federal employer identification number is 20-1833438.

Note: As required in the Request for Proposals, we have attached a sample contract that could be sued should the City of University City hire Evergreen to perform the Employee Compensation and Classification Analysis Study.





Consulting Services Agreement

By and Between

City of University City, MO

and

Evergreen Solutions, LLC

This Agreement (the "Agreement"), dated as of **INSERT DATE**, is made by and between Evergreen Solutions, LLC, a Florida corporation ("Evergreen"), and the City of University City (the "Client").

WHEREAS, Evergreen Solutions and the Client desire to enter into an agreement whereby Evergreen will provide certain human resources management consulting services for the Client on the terms and conditions hereinafter set forth; and

WHEREAS, Evergreen Solutions is willing to provide such human resources management consulting services for the Client.

NOW, THEREFORE, the parties hereto agree as follows:

- 1. Engagement.** Evergreen Solutions hereby agrees to provide such human resources management consulting services for the Client as may be reasonably requested by the Client in connection with the Request for Proposals and Proposal submitted by Evergreen Solutions on March 9, 2018.
- 2. Extent of Services.** Evergreen Solutions agrees to perform such services to the best of its ability and in a diligent and conscientious manner and to devote appropriate time, energies and skill to those duties called for hereunder during the term of this Agreement and in connection with the performance of such duties to act in a manner consistent with the primary objective of completing the engagement. Evergreen Solutions agrees to devote such time as is reasonably required to fulfill its duties hereunder.

Throughout the duration of this agreement, Evergreen Solutions will serve as an independent contractor of the Client, As such, Evergreen Solutions will obey all laws relating to federal and state income taxes, associated payroll and business taxes, licenses and fees, workers compensation insurance, and all other applicable state and federal laws and regulations.



In the successful completion of this engagement, Evergreen Solutions may utilize subcontractors, but Evergreen Solutions shall remain completely responsible to the Client for performance under this Agreement.

3. Term. The engagement of the Consultant hereunder by Client shall commence as of the date hereof and shall continue through ENTER COMPLETION DATE, unless earlier terminated pursuant to Section 6 hereof.

4. Compensation.

(a) As compensation for the services contemplated herein and for performance rendered by Evergreen Solutions of its duties and obligations hereunder, the Client shall pay to Evergreen Solutions an aggregate fee equal to \$39,000 (the "Consulting Fee"), earned and payable according to the following invoice/payment schedule:

- 25% - upon completion of Tasks 1 - 2 of our work plan
- 25% - upon completion of Tasks 3 - 4 of our work plan
- 25% - upon completion of Tasks 5 - 8 of our work plan
- 25% - upon completion of Tasks 9 - 13 of our work plan

(b) The Client's sole obligation shall be to pay Evergreen Solutions the amounts described in Section 4(a) of this Agreement, and the Consultant is not and shall not be deemed an employee of the Client for any purpose.

5. Reimbursement for Expenses.

The contract price indicated in section 4 of this agreement is inclusive of all expenses borne by Evergreen Solutions and therefore no expenses shall be reimbursed to Evergreen Solutions by the Client for the duration of this agreement.

6. Termination. This Agreement shall be terminated as follows:

(a) 30 days after written notice of termination is given by either party at any time after INSERT DATE, provided however, that if the Client shall terminate this Agreement pursuant to this Section 6(a) for any reason other than Consultant's material breach of this Agreement (having given prior notice of, and reasonable opportunity for Consultant to cure, any such breach), Client shall pay to consultant in one lump sum an amount equal to that portion of the aggregate Consulting Fee which has not been paid to Consultant as of the effective date of such termination.

(b) On such date as is mutually agreed by the parties in writing.

(c) Upon expiration of the Term as set forth in Section 3.

If Client elects to terminate for material breach then Client shall pay to consultant in one lump sum an amount equal only to that for which services have been rendered.

Upon termination of this Agreement pursuant to this Section 6, except as contemplated by Section 6(a) in the event Client terminates this Agreement in the absence of continuing material breach hereof by Consultant, Consultant shall be entitled to payment of only that portion of the Consulting Fee earned



through the effective date of such termination and any portion of the Lump Sum Payment which has not been paid to Consultant as of the effective date of such termination.

7. Confidential Information. Evergreen Solutions shall not, at any time during or following expiration or termination of its engagement hereunder (regardless of the manner, reason, time or cause thereof) directly or indirectly disclose or furnish to any person not entitled to receive the same for the immediate benefit of the Client any trade secrets or confidential information as determined by the Client in writing.

8. Covenants. Evergreen Solutions agrees to (a) faithfully and diligently do and perform the acts and duties required in connection with its engagement hereunder, and (b) not engage in any activity which is or likely is contrary to the welfare, interest or benefit of the business now or hereafter conducted by the Client.

9. Binding Effect. This Agreement will inure to the benefit of and shall be binding upon the parties hereto and their respective successors or assigns (whether resulting from any re organization, consolidation or merger of either of the parties or any assignment to a business to which all or substantially all of the assets of either party are sold).

10. Entire Agreement. This Agreement, including the aforementioned RFP and proposal, contains the entire agreement and understanding of the parties with respect to the subject matter hereof, supersedes all prior agreements and understandings with respect thereto and cannot be modified, amended, waived or terminated, in whole or in part, except in writing signed by the party to be charged.

11. Construction. While the parties hereto believe that the terms hereof are fair, reasonable and enforceable in all respects, it is agreed that any provision of this Agreement which is held to be prohibited or unenforceable in any jurisdiction shall, as to such jurisdiction, be ineffective to the extent of such prohibition or unenforceability without invalidating the remaining provisions hereof, and any such prohibition or unenforceability in any jurisdiction shall not invalidate or render unenforceable such provision in any other jurisdiction. In addition to any other remedy which Client may have at law or in equity, Client shall be entitled to injunctive relief for a breach of Sections 7 and 8 (b) of this Agreement by the Consultant.

12. Notices. All notices required to be given under the terms of this Agreement or which any of the parties desires to give hereunder shall be in writing and personally delivered or sent by registered or certified mail, return receipt requested, or sent by facsimile transmission, addressed as follows:

(a.) If to Evergreen Solutions addressed to:

Evergreen Solutions, LLC
Attention: Dr. Jeff Ling, Executive Vice President
2878 Remington Green Circle
Tallahassee, Florida 32308

(b.) If to the Client addressed to:

City of University City
Attention: Ms. Kellie Cannon, Human Resources Manager
6801 Delmar Boulevard
University City, Missouri 63130



Any party may designate a change of address at any time by giving written notice thereof to the other parties.

13. Miscellaneous. This Agreement:

(a) shall be binding upon and inure to the benefit of the parties hereto and their respective successors and permitted assigns;

(b) may not (except as provided in Section 9 hereof) be assigned by either party hereto without the prior written consent of the other party (any purported assignment hereof in violation of this provision being null and void);

(c) may be executed in any number of counterparts, and by any party on separate counterparts, each of which as so executed and delivered shall be deemed an original but all of which together shall constitute one and the same instrument, and it shall not be necessary in making proof of this Agreement as to any party hereto to produce or account for more than one such counterpart executed and delivered by such party;

(d) may be amended, modified or supplemented only by a written instrument executed by all of the parties hereto; and

(e) embodies the entire agreement and understanding of the parties hereto in respect of the transactions contemplated hereby and supersedes all prior agreements and understandings among the parties with respect thereto.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first above written.

Evergreen Solutions, LLC

Jeff Ling, Executive Vice President

City of University City

Enter Client Signatory Name and Title



*Appendix:
Detailed Resumes*

