

CBIZ Talent & Compensation Solutions

CBIZ Compensation Consulting

PROPOSAL TO SERVE:



**RAYTOWN
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SCHOOLS**
Expect the Exceptional

COMPENSATION AND PAY CLASSIFICATION PLAN STUDY April 5, 2021

Prepared by:

CBIZ Benefits & Insurance Services, Inc.
700 West 47th Street, Suite 1100
Kansas City, Missouri 64112
www.cbiz.com

Contact

Joe Rice
Director, Compensation Consulting
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CBIZ Benefits & Insurance Services, Inc.
700 West 47th Street, Suite 1100
Kansas City, Missouri 64112
(216) 447-9000

April 5, 2021

Dr. Steve Shelton
Associate Superintendent of Operations and Finance
Raytown C-2 School District
6608 Raytown Road
Raytown, MO 64133

Dear Steve:

In response to your request for proposal for a Compensation and Pay Classification Plan Study, CBIZ Benefits & Insurance Services, Inc. d/b/a CBIZ Talent and Compensation Solutions ("CBIZ" or "the Firm") is pleased to present the following proposal describing how we can provide assistance to Raytown C-2 School District ("the District")

It is our understanding that the District seeks a comprehensive evaluation of compensation and the design of a total compensation structure that balances market competitiveness and internal equity. In serving the District, 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.

Please note that Jason Meschke is an officer and an authorized representative of the Firm and that Joe Rice, as the project lead, is authorized to negotiate the scope of work and project fees.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Rice".

Joe Rice
Director, Compensation Consulting
CBIZ Talent and Compensation Solutions
721 Emerson Road, Suite 400
St. Louis, MO 63141
(314) 358-4633
jrice@cbiz.com

A handwritten signature in black ink, appearing to read "Jason M. Meschke".

Jason M. Meschke
Executive Vice President
CBIZ Benefits & Insurance Services, Inc.
700 West 47th Street, Suite 1100
Kansas City, MO 64112





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PROFILE OF CBIZ

CBIZ Overview

CBIZ Benefits & Insurance Services, Inc., doing business as CBIZ Talent & Compensation Solutions, will assist the District on this engagement. Services will be provided primarily out of the St. Louis, Missouri office. CBIZ Benefits & Insurance Services, Inc. is a wholly-owned subsidiary of CBIZ, Inc.

CBIZ, Inc. (NYSE: CBZ) is a \$900 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.

National Resources; Personal Service



NYSE: CBZ

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

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

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 **A Top 100** Retirement Plan Adviser⁴

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CLIENT

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- Valuation
- Litigation Support
- Risk & Advisory Services
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Benefits & Insurance

- Benefits Consulting
- Payroll Services
- HRIS Technology
- Property & Casualty
- Retirement Plan Services
- Talent & Compensation Solutions


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



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.

Joe Rice, Ed Rataj, Ryan Blackwell, Stefanie Jerry, Jack Thornton, and Taylor Sprague will be responsible for the services provided. Professional summaries for each individual is presented in the appendix of this proposal. The Service team will be assisted by other qualified human resources consulting professionals, as necessary.

Consulting Director

Joe Rice

Joe will manage and oversee all aspects of the project and serve as the primary client contact. Joe can be reached by phone at (314) 590-4070 or by email at jrice@cbiz.com.

Managing Director

Ed Rataj, CCP, CECF, ACCP, M CCP

Ed will provide strategic oversight for the project as the head of the compensation consulting practice.

Project Manager

Ryan Blackwell, CCP

Ryan will lead the day-to-day project activities, providing guidance, timeline management, and quality control to consultants.

Consultants

Stefanie Jerry, Jack Thornton, and Taylor Sprague

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





PROJECT APPROACH

It is our understanding that the District 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 District's needs, CBIZ proposes to conduct the project steps detailed on the following pages. The objective of the study will be to provide the District 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 District's growth and is well-aligned with its broader goals and strategies.

Phase 1: Project Launch

Step 1 – Planning Discussion

- Conduct a virtual meeting with the internal project team to discuss foundational aspects of the project, such as:
 - The compensation philosophy, including defining the market placement strategy and competitive labor market(s) in terms of geography, industry, and size of organization.
 - Differentiation or segmentation whereby segments of the workforce may warrant a separate compensation philosophy or special needs.
 - Current program strengths, areas for improvement, key challenges, and culture.
 - The ideal competitive positioning various rewards components, such as base salary, total cash compensation, and benefits.
 - The organizational structure, hierarchy of jobs, and ability for employees to advance through the organization.
 - The project goals and schedule, including key dates with employees, leadership, and governing bodies.
- Conduct a similar meeting or education meeting, if needed, with “Ray Team” to solicit input and gain buy-in.

Step 2 – Data Collection and Reconciliation

- Submit a data request, detailing the items necessary for the project.
 - Data collected will relate to organization scoping metrics, employee census information, current pay practices and programs, current job documentation, organization charts, internal equity, etc.
 - Assess 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.
 - Reconcile submitted job descriptions with employee job titles to make sure that a job description for each employee is available and that all jobs descriptions are still in use and valid.
- Evaluate the need to have employees complete a web-based job analysis questionnaire (JAQ) to gather employee data for the current duties, responsibilities, qualifications, skills, and working conditions necessary to perform the job.
 - Having valid job documentation is critical to this process. As such, there is no additional cost to perform this step.
 - The following steps elaborate the JAQ process:
 - Provide a draft JAQ for review and opportunity to propose edits.
 - Launch a web-based JAQ directly to employee email addresses.
 - Completed JAQs are electronically routed to supervisors for review and comment. Supervisors cannot change the employee submissions, but will have the opportunity to provide clarifying comments and other helpful information.
 - The timeframe is expected to last three weeks, which in our experience blends the right amount of urgency to complete with time to do so thoughtfully.
 - Paper based JAQs are available as well if needed for segments of the employee population.
 - Completed JAQs can also be used to support overtime classification eligibility under the Fair Labor Standard Act (FLSA) and identify essential duties helpful to Americans with Disabilities Act (ADA) compliance.

Step 3 – Orientation Sessions

- Prepare and deliver a presentation to employees to cover the following topics:
 - Scope of the project
 - What to expect and not expect
 - Project methodology, steps, and education
 - Next steps
 - Questions and answers
 - Other relevant topics based on discussions with the District
- Facilitate the presentation virtually over one to three meetings.

Phase 2: Market Research

Step 4 – Update Job Descriptions

- Review of the existing format and discuss opportunities for refinement.
- Discuss with the District the validity of current job descriptions and the degree to which they should serve as a guide for revisions.
- Utilize the job content collected in prior steps to draft updated job descriptions for each position covered in the scope of the project.
 - Based on the recommended reclassifications, job titles will be revised or consolidated. Additionally, job titles will be separated or increased to better reflect levels within the organizational hierarchy.
- Draft job descriptions in a standardized format that will:
 - Assist with the collaborative process of identifying reasonable accommodations under the Americans with Disabilities Act (ADA)
 - Contain supporting and relevant information to determine overtime exemption status under the Fair Labor Standards Act (FLSA).
- Deliver draft job descriptions and solicit feedback for revisions (assumes one set of revisions).
- Provide final job descriptions in an electronic format and provide a job description template to be used in the development of future job descriptions

Step 5 – Identify Relevant Labor Markets

- The three most important labor market characteristics are the size of the organization, geographic scope and industries from which an organization recruits talent. CBIZ will determine each characteristic as it relates to the District before reviewing survey sources and conducting the market analysis.
 - Size of Organization: A key factor to be considered in determining the market-competitive compensation, particularly for senior level positions, is the size of the business. CBIZ will request the District's most recent and projected operating budget, headcount, and student body size to ensure that organizational size is accurately reflected in the data utilized.
 - Geographic Scope: Most hourly paid jobs such as clerical jobs are recruited locally. Professional jobs may be recruited state wide or regionally. Because individuals who work in senior management positions often relocate solely to accept a new job, national searches are commonly conducted for these positions. In contrast, hourly employees seldom relocate primarily on the basis of a job.
 - Industry Scope: Some jobs only exist within a certain industry and are most accurately priced to that industry exclusively. Conversely, some jobs are found in all organizations, and the true market for these jobs usually considers this broader market. Most clerical and trades jobs can be found in any organization. CBIZ will consider specific industry cuts and the broader labor market, as appropriate.

Step 6 – Job Analysis and Benchmarking

- Ensure that job documentation is complete, current, and accurate in order to understand how the jobs are currently performed so that they can be evaluated and matched to the best-available market comparison.
 - Review job titles and propose changes to improve internal consistency and match external standards.



- Evaluate adding or removing positions to support organization design changes in line with the planning discussion.
- Conduct published survey analysis to collect competitive base salary and total cash compensation (base salary plus annual incentive) data for all of the jobs included in the scope of the proposal.
 - Analysis will be based on comparable organizations as discussed in the planning meeting.
- Utilize our proprietary database that automatically compiles data from numerous published surveys to identify data for the analysis.
- Gather publically available compensation data for teachers in the state of Missouri in addition to published sources.
- Evaluate and incorporate any surveys to which the District subscribes into the analysis.
- Match jobs to surveys based on the actual skills, duties, and responsibilities as opposed to merely matching jobs based on title.
- Provide data at the 25th, 50th, and 75th percentiles, as well as other percentiles (e.g. 65th percentile), based on the target market placement identified.
 - For teachers, document salary minimums and maximums at education achievement milestones.

Phase 3: Program Design

Step 7 – Design Pay Structure(s)

- Develop new market-based pay plans to simplify compensation administration and to help the District maintain its competitive position, or update the salary ranges currently in place.
 - Pay structures will consist of pay grades, each with a salary range minimum, midpoint, and maximum.
- Discuss the need for, and pros and cons of, creating separate salary structures for different segments of the workforce.
 - At a minimum, it is anticipated that the teacher salary structure will be separately designed from the rest of the workforce to align with market expectations advance based on a combination of education achieved and experience.
- Evaluate the design characteristics of the structure, including the number of grades, range spreads, and midpoint differentials.
- Finalize the draft market-competitive pay structures considering the District's number of jobs, career levels, compensation philosophy, and potential for future growth.
- Slot jobs into the pay structure(s) based upon the market-competitive data collected in the market analysis step.

Step 8 – Annual Salary Review Options

- Evaluate the means by which employs progress through the pay structure, such as, performance-based (i.e., “merit pay”), open ranges, or step-based.
- Outline a list of pros and cons for each method and facilitate a conversion to weigh options.
- Document processes for an annual evaluation of salary increase budgets and salary structure adjustments.

Step 9 – Implementation Analysis

- Compare actual compensation practices to the market-competitive data collected in the market analysis step and the pay structures designed previously.
- Provide specific pay recommendations on a job-by-job and employee-by-employee basis.
- Identify systemic compression issues for the following situations:
 - Where pay for peer employees with greater tenure is same or substantially similar to those with low tenure.
 - Where there is insufficient separation in pay between employee and supervisors.
- Assess the financial impact of implementing the recommended compensation practices.

Step 10 – Preliminary Results

- Conduct virtual meeting to review the draft results of the full project deliverables. Items for review include:



- Market pricing results
- Pay structure design
- Internal equity of each job
- Review the implementation cost analysis
- Discuss the need for compression-based pay adjustments to alleviate internal pay compression and/or improve the overall pay competitiveness to the market.
- Provide copies of project report and supporting exhibits.

Step 11 – Finalize Design

- Discuss and determine the optimal implementation strategy that considers cost, culture, timeline, and other issues.
- Gather internal equity feedback regarding adjustments needed to correct for internal comparisons between jobs.
- Identify salary structure adjustments needed to cost of cultural considerations.
- Work through feedback requests and issue the final project report.
- Present final results and recommendations to Ray Team and/or governing body, if needed.

Step 12 – Present to Stakeholder Groups

- Prepare a presentation summarizing the scope of the project, methodology, findings, and recommendations.
- Provide a draft copy to the District for review and feedback.
- Present the approved presentation virtually to the following groups:
 - Board of Education
 - Ray Team
 - Superintendent's Leadership Team

Step 13 – Appeals Process

- Provide a mechanism in which employees can flag their position classification results for re-evaluation.
- CBIZ will work with the District to design this process, but the process should originate internally before being routed to CBIZ for review.
- The employee appeal should include some rationale from the employee stating the employees cause for appeal.
- Appeals must be submitted within 30 days of plan adoption

Phase 4: Ongoing Administration


Step 14 – Salary Administration Guide

- Equip the District with a 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 15 – Program Training

- Conduct a training conversation with key staff ensure the successful implementation and ongoing maintenance of the compensation plan.



- 
- Train staff on the compensation project methodology, labor markets, and design features.
 - Teach staff about system implementation and communications techniques, include sample communications for staff.
 - Address any staff questions to ensure knowledge necessary to implementation and maintain the compensation system.
 - Review the salary administration guide and explore examples with staff to ensure successful administration going forward.
 - Ensure that staff understand the salary structure and annual adjustment process by reviewing the structure update tool and sample annual letter (described in Ongoing Services below).
 - Provide a job evaluation worksheet for the District to slot new or modified positions. The worksheet will evaluate factors such as market data and internal equity, based on compensation philosophy.
 - Answer questions to ensure staff have the knowledge necessary to implement and maintain the compensation system.

Annual Salary Planning Letter

- Provide the District with an annual letter of salary trend market intelligence for up to five years. The letter will assist with the following:
 - Share trends for what other organizations are forecasting for their annual salary increase process. This will assist the District with benchmarking increase budgets to the market.
 - Share trends for what other organizations are forecasting for annual salary structure adjustments. This will assist the District with annual structure updates that will ensure salary range minimums remain competitive and that salary range maximums remain appropriate.
- No additional fees will be charged for the annual salary trend market intelligence letter.

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:

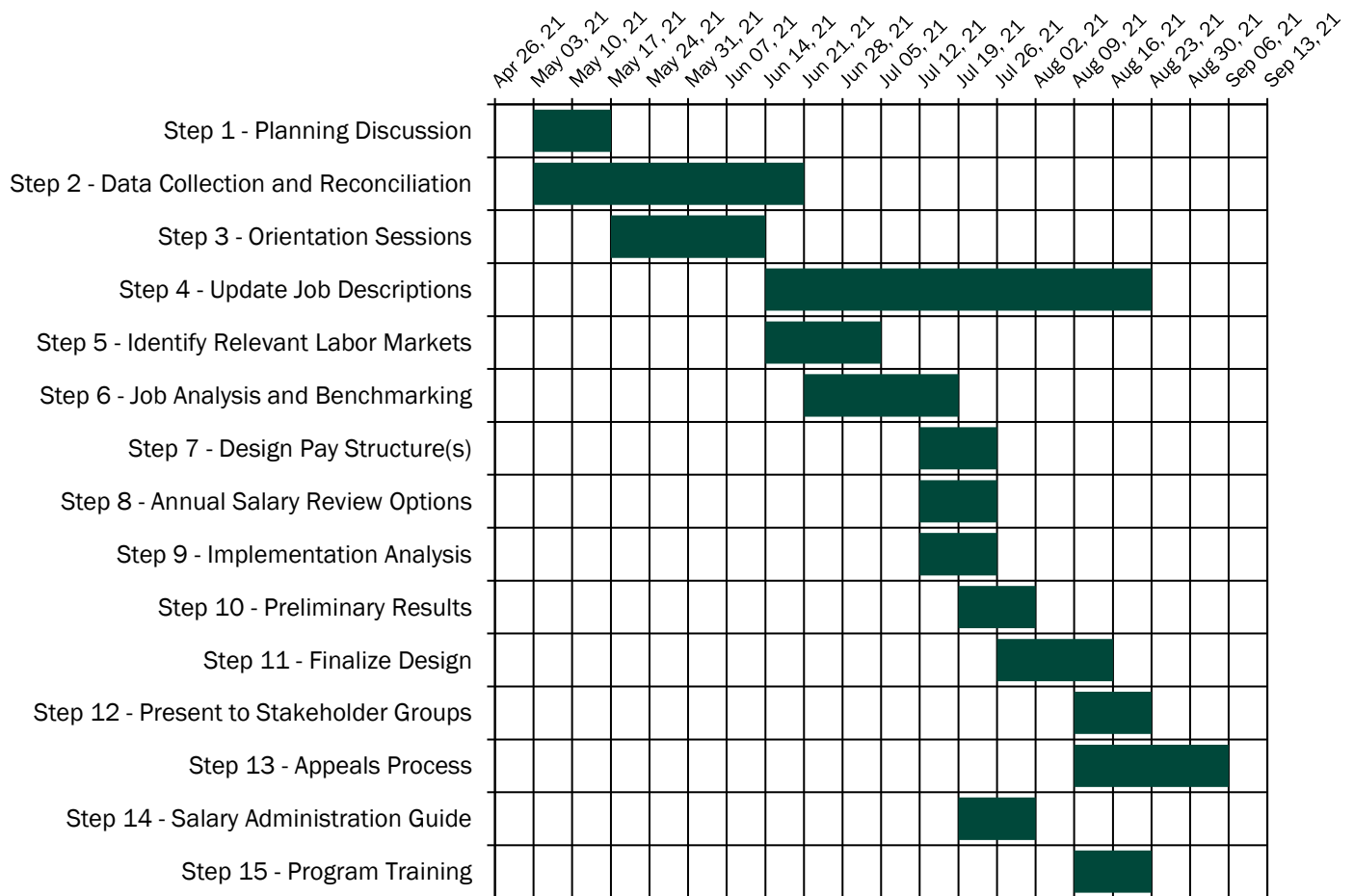
Scope of Services	Not-to-Exceed Fees
Compensation Study	\$49,750
Update Job Descriptions	\$28,400

CBIZ will be committed to the future effectiveness of the District's new compensation plan. There will be no costs associated with providing annual salary increase and structure update factors for up to five years. 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 \$500 per position. The costs of such ad hoc compensation evaluations are not included in the above fees.

As a "not-to-exceed" fees, there will be no additional billing other expenses (i.e., travel expenses, overnight mail, printing of private survey results, mileage, etc). The Project Approach does anticipate virtual meetings. Should any meetings be requested on site we may need to discuss an adjustment in the professional fees documented herein. Professional fees and expenses will be billed on a monthly basis based on the project's progress.

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 District 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 last approximately 18 weeks. The proposed project schedule below is highly dependent upon the timely receipt of requested data from the District.



Annual Salary Planning provided for five years at no additional charge



ACCEPTANCE AND AUTHORIZATION

In the event that the District 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 District 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 Raytown C-2 School District

Title

Date

Please select the approved scope of work:

_____ *Compensation Study*

_____ *Update Job Descriptions*



APPENDIX: PROFESSIONAL SUMMARIES



Joseph P. Rice

Broad-Based Compensation Consulting

Saint Louis University, B.A. History

Saint Louis University, B.A. Education

Mr. Rice is a Director in the Compensation Consulting Division of CBIZ Talent & Compensation Solutions where he leads the broad-based compensation practice.

Mr. Rice brings broad total rewards and human resources experience to the practice. Prior to joining the Firm, Mr. Rice led the compensation function for large multi-national organizations. This includes strategy, design, and execution for an array of total rewards programs, such as short- and long-term incentives, base pay, organization design, benefits, and retirement.

Since joining CBIZ, Mr. Rice heads the broad-based compensation practice, the focus of which is to evaluate organization-wide total rewards practices.

Mr. Rice is also on the Board of Directors for St. Louis BWorks, a nonprofit that inspires youth to pursue their dreams, care for the world around them, and explore new possibilities through experiential learning.



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

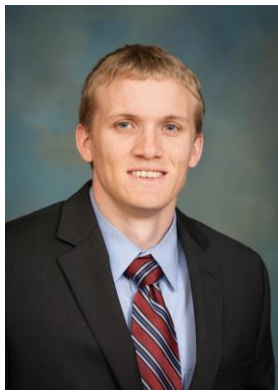
Managing Director

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.



Ryan Blackwell, CCP

Project Manager, Compensation Consulting

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

Mr. Blackwell is a Project Manager for CBIZ Talent & Compensation Solutions in the St. Louis, Missouri office where he oversees a team of compensation consultants and provides project management oversight and quality control. Since joining CBIZ, Mr. Blackwell's experience includes assisting clients with compensation plan design, performing market analysis for a wide range of industries and positions, and conducting executive compensation analyses. He also has experience with job evaluation and documentation.

Mr. Blackwell obtained his Master of Business Administration degree from the University of Missouri-Columbia, where he gained consulting experience by performing competitive analysis for clients in the service and distribution industries. He is a member of the Compensation and Benefits Network of Greater St. Louis and is a Certified Compensation Professional (CCP).



Stefanie Jerry

Senior Compensation Consultant

University of Missouri-Columbia, M.S. Business Administration, Management

Ms. Jerry is a Senior Consultant in the Compensation Consulting Division of CBIZ Talent & Compensation Solutions in the St. Louis office. She brings twenty years of experience in providing compensation services as an external consultant, and internally within corporate HR teams.

Ms. Jerry re-joins CBIZ after managing compensation and total rewards for nationally recognized companies such as Panera Bread Co. and Save-A-Lot. This includes strategy, design, and execution for an array of pay and incentive programs, including base pay, cash incentives, stock-based equity, and deferred cash. She also has experience in board compensation and FLSA

classifications.

Additionally, she has managed projects related to operational structures, competitive wage gaps, employee engagement, total rewards optimization, and acquisitions.



Jack Thornton

Compensation Consultant

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

Mr. Thornton is a 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.



Taylor Sprague

Compensation Consultant

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

Mr. Sprague is a Consultant with CBIZ Talent & Compensation Solutions in the Denver 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.



APPENDIX: WORK SAMPLE

The pages that follow provide a sample report and supporting exhibits.





CBIZ Talent & Compensation Solutions

Compensation and Benefits Study Results



ABC Company

ABC
COMPANY

February 2018



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EXECUTIVE SUMMARY

CBIZ Talent and Compensation Solutions (“CBIZ”) was engaged by ABC Company (the “Company”) to conduct a comprehensive compensation study for its employees, including a review of current compensation practices, and an update of the compensation plan.

In order to assist the Company in implementing a compensation system that considers both market and internal factors, CBIZ matched the Company’s positions to positions in the market, developed a new salary structure, and calculated the cost of implementing the recommendations. In addition to evaluating base salaries at the Company, CBIZ assessed total cash compensation, and competitive benefit levels.

The remainder of this report will explain the methodology and expand on this summary in order to clearly document the comprehensive approach taken to analyze the Company’s current compensation practices and develop its new compensation plan.



OBJECTIVE AND SCOPE OF THE STUDY

The objective of the compensation study is to provide the Company with a plan that:

- Enhances the Company's ability to attract, retain, and motivate qualified individuals;
- Establishes structures that are flexible in order to meet changing needs; and
- Is well-aligned with the Company's broader goals and strategies.

The scope of the study included:

- A competitive market analysis of base salary, and total cash compensation, and benefits;
- Development of a salary structure;
- Reconciliation of actual compensation with market-competitive compensation;
- Calculation of plan implementation costs;
- Analysis of market-competitive benefits levels; and
- Total compensation analysis;



METHODOLOGY

Definitions

BASE SALARY: the annual fixed rate that an individual is paid for performing a job.

TOTAL CASH COMPENSATION: the sum of base salary and annual incentive compensation payments from variable pay programs.

EMPLOYEE BENEFITS: non-cash compensation provided to an employee. Some benefits are required by law (e.g., payroll taxes, unemployment compensation, and workers compensation), while others may be provided at the discretion of an employer (e.g., life insurance, paid time off, retirement plans).

TOTAL COMPENSATION: the sum of total cash compensation and employee benefits.

DATA POINTS:

- 25th percentile: the value in an array that falls at the first quarter of the sampled data (75% of the values in the sample are greater than the 25th percentile value).
- 50th percentile: the value in an array that falls in the middle or median of the sampled data (half of the values in the sample fall above this value and half fall below it). This is the data point of reference for the proposed pay grade assignments.
- 75th percentile: the value in an array that falls at the third quarter of the sampled data (25% of the values in the sample are greater than the 75th percentile value).

COMPA-RATIO: the employee's current salary divided by a market comparison point, which is usually the market 50th percentile. An employee whose salary equals the 50th percentile of the market has a compa-ratio of 100%. A compa-ratio of less than 100% indicates that the employee's salary is less than the 50th percentile of the market, and a compa-ratio greater than 100% indicates that the employee's salary is greater than the 50th percentile of the market.

RANGE PENETRATION: the employee's current salary minus the salary grade minimum salary divided by the difference of the salary grade maximum and minimum. An employee whose range penetration equals 50% is paid at the midpoint of the salary grade range, 0% is equal to the salary grade minimum and 100% is equal to the salary grade maximum.



Market Pricing

Competitive Market Analysis

According to a recent WorldatWork survey of market pricing practices, the vast majority of organizations (approximately 85%) utilize a compensation philosophy that strives to compensate employees at the median of the competitive labor market. Median pay is the point at which half of the employers pay more and half pay less.

Based on CBIZ's discussions with the Company, it intends to be competitive with its level of pay, which generally corresponds to setting the pay structure at the market median. The Company also wanted to evaluate pay levels at the 60th percentile.

The labor market influences described below were considered for the jobs included in the scope of the study. Job descriptions provided by the Company were also utilized to ensure relevant market matches.

Labor Market Influences

The three most important labor market characteristics are the size of the Company, geographic scope, and industries from which the Company recruits talent. Because surveys focus on different market characteristics (e.g., some focus on size, others focus on geography or industry), CBIZ determined each characteristic as it relates to each position at the Company before conducting the market analysis, as follows:


Size of Company

A key factor to be considered in determining the market-competitive compensation, particularly for senior management positions, is the size of the Company. While compensation for many positions is based primarily upon location, industry, job tasks, and responsibilities, compensation for upper-level positions is also significantly affected by the size of the Company. CBIZ considered size factors such as an operating budget of \$8 million and 51 employees.

Geographic Influence

Many jobs in a Company are recruited locally. Professional jobs may be recruited state wide or regionally. Because individuals who work in senior management positions often relocate solely to accept a new job, national searches are commonly conducted for these positions. In contrast, lower-paid salaried employees seldom relocate primarily on the basis of a job. To accurately reflect this market place characteristic, the survey data must be comprised of participants who reflect the geographic scope of the position in question. Too narrow or broad a market area scope either does not consider all necessary factors or introduces irrelevant factors.

However, when considering senior management positions, it is most reasonable to geographically adjust the data to the higher of the local or national market. This is due to the fact that organizations in locations that have greater comparative salaries will provide higher salaries to employees. In addition, the higher (local) rates would be required to compensate an employee moving from an area with a



lower cost of living. Conversely, although executives are often recruited on a national basis, in practical application executives rarely are open to reductions in pay, even if they are moving to a lower-cost area.

CBIZ primarily utilized data specific to St. Louis, Missouri, which is expected to be the primary market for recruiting employees under the scope of the analysis.

Industry Influence

Industry is the final key consideration for matching jobs to the market. Some jobs only exist within a certain industry and are most accurately priced to that industry exclusively. Conversely, some jobs are found in all organizations, and the true market for these jobs usually considers this broader market. For example, most clerical and trade jobs can be found in any organization. For this reason, CBIZ focused on not for profit entities.

Salary Surveys

The first step in ascertaining the competitiveness of compensation was to determine what competitors pay for jobs comparable to those at the Company. CBIZ used its proprietary survey databases that aggregate data from thousands of valid and reliable published salary surveys and includes specific data based on geographic area, size of Company, years of experience, and industry. CBIZ used databases that compile multiple salary sources because:

- They provide a richer and more complete view of the market.
- Survey sources may focus on different market characteristics to define market peers.
- They allow the Company to more closely define peers and peer relationships than is possible using any single survey source.
- Multiple sources allow for statistical validation of the collected data.

Aging Data

Survey data must be adjusted to account for market pay movement between the time of publication and when the data are to be used. For example, a survey may have been conducted to report salaries effective as of September 1, 2017. In order to market-price the jobs at the Company as of July 1, 2018, CBIZ had to age the survey data ten months. In addition, different surveys have different publication dates, and they must be aged to a common point in time. Put simply, aging the data provides up-to-date salary data and allows for an "apples to apples" comparison of survey data. All salary data were aged to reflect estimated market pay as of July 1, 2018. Data were aged using a factor of 3.30%, which is the anticipated salary growth rate. This figure reflects the value for projected pay movement as reported by WorldatWork's Salary Budget Survey.



Job Matching

CBIZ reviewed the content of each job description provided by the Company and searched the salary survey job descriptions to find the best possible match. When a valid match was found, the corresponding salary survey market data were recorded. CBIZ recorded the 25th, 50th, and 75th percentiles for both base salary and total cash compensation.





COMPENSATION STUDY RESULTS

Market Analysis

Exhibit 1 displays the composite market data for the Company. The analysis is a comprehensive review of the included positions compared to the market base salary and market total cash compensation. The 25th, 50th, and 75th percentiles are reported. This exhibit provides a summary look at how the Company's positions compare to the labor market. A detailed analysis with associated implementation costs is provided later in this report.

Market data were also compared graphically to the Company's current average compensation by position. Exhibit 2A reveals the trendline for actual and market 50th percentile base salary.

Exhibit 2B provides the trendline for actual and market 50th percentile total cash compensation.

Salary Structure Development

A critical element of the compensation plan is the salary structure. The salary structure is a compensation framework comprised of multiple grades, each of which has an associated salary range. The salary structure groups jobs with similar market values and/or internal equity into the same grade. The salary structure ensures that each of the Company's employees receives a salary that is reasonable given their assigned grade and corresponding salary range.

CBIZ developed a unique salary structure for the Company, which will provide a system for slotting all jobs and allow for future growth. The structure is provided in Exhibit 3.

In the proposed salary structure, the salary grade midpoint is designed to approximate the market median for each job. CBIZ slotted each position into a grade in the structure based on the grade midpoint that most closely corresponds to the market 50th percentile identified in Exhibit 1.

EXAMPLE:			
Job Title: Job XYZ			
Market Median: \$35,455			
<u>Salary Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
1	\$24,778	\$30,972	\$37,166
2	\$27,398	\$35,618	\$43,837
3	\$31,508	\$40,960	\$50,413



Salary Analysis

Exhibits 5A and 5B compare the market data (and corresponding salary ranges) at the 50th percentile to actual base pay at the Company. Exhibit 5A presents results by grade while Exhibit 5B contains results sorted by department.

Exhibit 6A provides a graphical depiction of employee range penetration at the 50th percentile.



SUMMARY OF FINDINGS

- The Company's average base salary compa-ratio is 86.8% at the 50th percentile. This indicates that on average base pay is approximately 13.2% below the recommended salary range midpoints, which approximates the published survey data market median.
- As presented in Exhibit 5A, the initial cost to implement the new structures would be approximately \$38,284. This is the cost to bring all employees to the minimum of their respective proposed ranges and represents 1.0% of payroll.
- In the analysis, 1 employee is above the maximum of the ranges by a total of \$5,350.
- Among the 22 employees included in the scope of the analysis, there are 17 below their respective salary grade minimums.
- There are many reasons that an individual employee's pay may be above or below market median pay levels. New employees or poor performers should be paid below the market, while experienced employees with excellent performance should be paid well above the market.



RECOMMENDATIONS

- Increase the compensation of all employees to the minimum of their respective proposed salary ranges. The range minimum represents the level at which entry-level pay can be considered market-competitive.
- Implementation of the compensation plan should occur uniformly across all positions. While different implementation scenarios may recognize budget constraints, partial or sporadic implementation can result in pay equity issues.
- Update structures annually. In order to reduce the administrative burden associated with salary structure maintenance, CBIZ will provide update factors that will allow the Company to update the recommended salary structures for five years after the study.
- Temporarily freeze pay for employees above the maximum of their respective proposed grade. The pay freeze should remain in place until the point at which the range maximum surpasses actual pay.
- Conduct a comprehensive market review every three to five years to ensure that the ranges remain market-competitive.

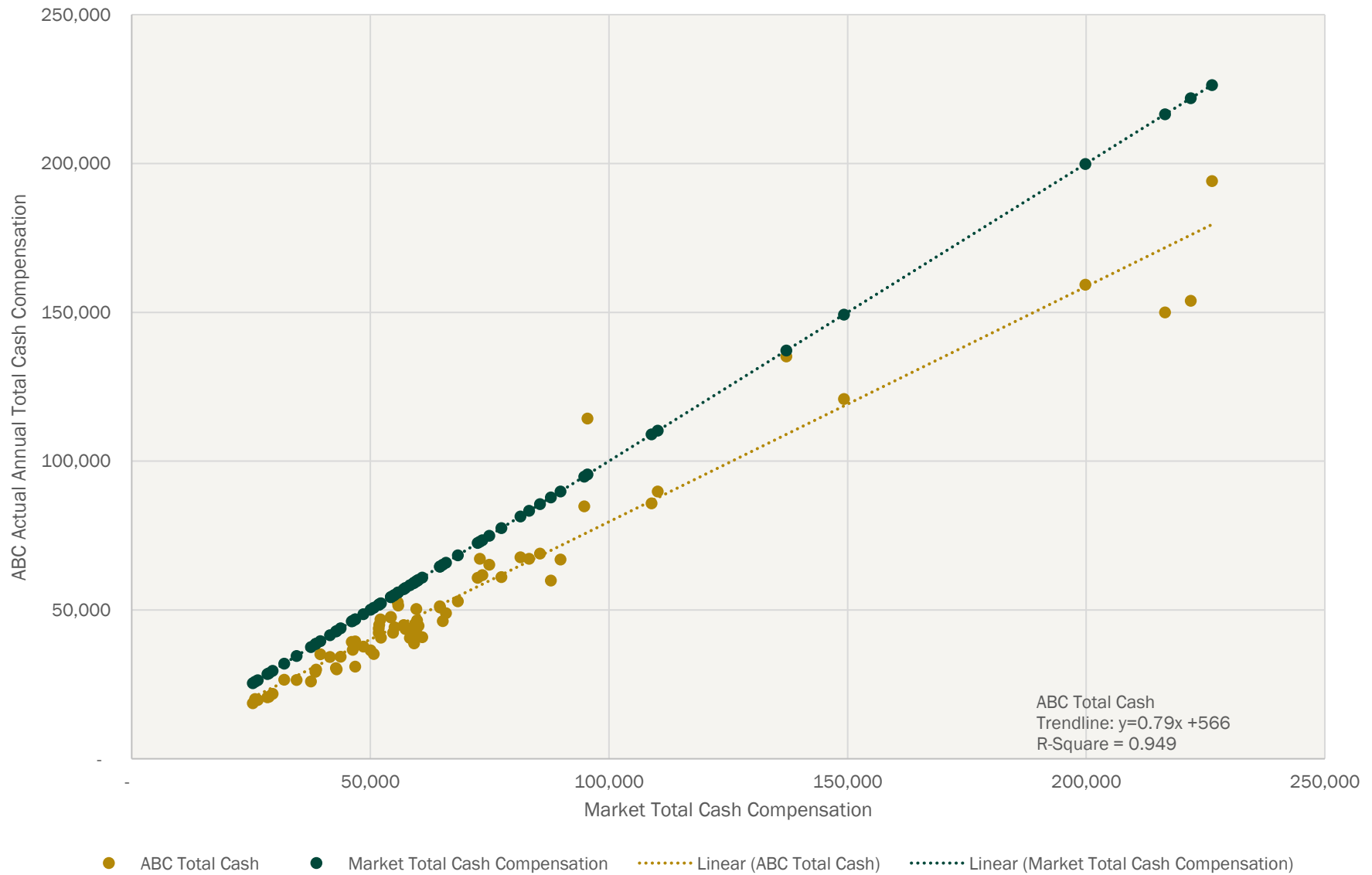


CBIZ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Proposed Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
					25th	50th	75th		25th	50th	75th
100	30,042	30,042	Accounting Specialist	Accounting Specialist	39,499	42,065	45,423	7	40,335	42,959	46,391
101	35,085	35,085	Administrative Assistant	Administrative Assistant	36,586	38,948	42,098	6	37,107	39,506	42,704
181	43,629	43,629	Archives Librarian	Archives Librarian	52,686	56,267	61,394	9	53,673	57,346	62,589
107	46,863	46,863	Benefits Coordinator	Benefits Coordinator	47,725	51,029	55,389	8	48,734	52,114	56,570
187	40,842	40,842	Bibliographer	Bibliographer	46,807	49,391	53,202	8	57,408	60,866	65,818
102	41,614	41,614	Communications Specialist	Communications Specialist	55,205	58,783	63,901	10	56,241	59,908	65,144
104	50,825	50,825	Content Managing Editor	Content Managing Editor	59,230	62,242	66,608	10	61,471	64,633	69,197
105	115,200	135,200	Controller	Controller	110,399	126,941	148,215	16	118,005	137,150	164,359
112	40,621	40,621	Development Coordinator	Development Coordinator	50,246	54,336	59,978	9	53,960	58,272	64,234
115	149,287	159,287	Director, Planning & Systems	Director, Planning & Systems	120,153	133,767	152,037	16	179,654	199,809	228,776
116	39,255	39,255	Early Childhood Specialist	Early Childhood Specialist	43,296	46,132	49,856	8	43,296	46,132	49,856
165	42,330	42,330	Education Supervisor	Education Supervisor	45,993	49,694	54,834	8	47,877	51,767	57,152
117	51,490	51,490	Electrician	Electrician	51,867	54,926	59,273	9	52,722	55,848	60,283
119	114,334	114,334	Facilities Engineer	Facilities Engineer	86,759	93,490	102,729	13	88,619	95,525	104,991
120	20,039	20,039	Facility Support Attendant	Facility Support Attendant	24,749	25,851	27,479	2	24,749	25,851	27,479
122	26,590	26,590	Fundraising Operations Assistant	Fundraising Operations Assistant	29,830	31,681	34,204	4	36,131	31,979	34,527
229	36,459	36,459	GIS Specialist	GIS Specialist	46,227	49,306	53,722	8	46,907	50,048	54,546
123	60,792	60,792	Grants & Contract Administrator	Grants & Contract Administrator	65,882	70,630	77,261	11	67,587	72,493	79,329
124	39,427	39,427	Graphic Designer	Graphic Designer	43,639	46,044	49,583	8	44,381	46,844	50,458
125	46,512	46,512	HR Generalist	HR Generalist	54,982	58,627	63,783	10	56,044	59,782	65,057
244	30,473	30,473	Imaging Lab Coordinator	Imaging Lab Coordinator	38,100	41,257	45,358	6	39,499	42,780	47,037
126	29,963	29,963	Institutional Relations Coordinator	Institutional Relations Coordinator	35,884	38,124	41,300	6	39,386	38,658	41,888
127	30,952	30,952	Instructor	Instructor	43,865	45,984	49,131	8	44,669	46,841	50,059
128	20,781	20,781	Interpretation Assistant	Interpretation Assistant	26,815	28,378	30,578	3	27,157	28,742	30,973
129	21,775	21,775	Interpretation Attendant	Interpretation Attendant	27,719	29,218	31,314	3	27,998	29,513	31,632
130	26,487	26,487	Interpretation Specialist	Interpretation Specialist	31,989	34,032	36,779	5	32,457	34,532	37,321
154	34,221	34,221	IT Administrative Specialist	IT Administrative Specialist	38,476	40,960	44,275	6	39,026	41,547	44,911
108	40,698	40,698	Leadership Giving Coordinator	Leadership Giving Coordinator	44,631	47,298	51,133	8	49,190	52,220	56,529
131	61,082	61,082	Major Gifts Officer	Major Gifts Officer	66,219	70,446	76,398	11	72,705	77,454	84,090
264	44,688	44,688	Manager, Admissions & Retail	Manager, Admissions & Retail	52,360	55,493	59,978	9	56,631	60,102	65,028
135	85,773	85,773	Manager, Compensation & Benefits	Manager, Compensation & Benefits	95,136	102,913	113,348	14	100,649	108,950	120,060
136	65,191	65,191	Manager, Construction Administration	Manager, Construction Administration	67,962	72,992	80,001	12	69,719	74,911	82,132
137	52,938	52,938	Manager, Corporate Relations	Manager, Corporate Relations	60,273	64,275	69,941	11	64,045	68,356	74,427
141	67,691	67,691	Manager, Facility Support	Manager, Facility Support	76,239	80,111	85,570	12	77,481	81,431	86,991
142	47,496	47,496	Manager, Interpretation	Manager, Interpretation	50,050	53,355	58,122	9	50,935	54,321	59,195
311	61,723	61,723	Manager, Library Archives	Manager, Library Archives	67,091	72,082	79,041	11	68,344	73,452	80,562
138	46,267	46,267	Manager, Public Programs	Manager, Public Programs	57,917	62,578	69,050	10	60,290	65,188	71,969
271	43,942	43,942	Manager, Visitor Services	Manager, Visitor Services	53,556	57,190	62,373	9	55,203	58,988	64,368
140	45,280	45,280	Manager, Volunteer Program	Manager, Volunteer Program	53,354	57,745	63,457	10	54,804	59,315	65,182
134	34,246	34,246	Membership Coordinator	Membership Coordinator	38,793	41,456	45,193	7	40,948	43,798	47,779



CBIZ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Proposed Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
					25th	50th	75th		25th	50th	75th
143	68,919	68,919	Network Administration Analyst	Network Administration Analyst	77,730	83,726	91,974	13	79,394	85,546	93,995
144	37,705	37,705	PC Support Specialist	PC Support Specialist	45,125	47,825	51,752	8	45,805	48,563	52,565
109	38,760	38,760	Press Coordinator	Press Coordinator	53,627	57,840	63,580	10	54,828	59,154	65,042
133	51,276	51,276	Press Managing Editor	Press Managing Editor	57,830	62,195	68,275	10	60,003	64,572	70,918
148	47,654	47,654	Project Manager, Education	Project Manager, Education	50,050	53,355	58,122	9	50,935	54,321	59,195
149	50,311	50,311	Public Information Officer	Public Information Officer	54,679	58,479	63,894	10	55,742	59,640	65,183
291	29,251	29,251	Research Operations Assistant	Research Operations Assistant	35,621	37,952	41,022	6	36,131	38,497	41,614
152	25,943	25,943	Security Officer	Security Officer	34,744	37,022	40,035	5	35,242	37,554	40,612
166	45,021	45,021	Security Supervisor	Security Supervisor	48,343	51,046	55,022	8	49,094	51,856	55,910
156	67,195	67,195	Senior Database Analyst	Senior Database Analyst	73,637	78,941	86,249	12	67,759	72,951	80,102
121	20,627	20,627	Senior Facility Support Attendant	Senior Facility Support Attendant	27,223	28,436	30,227	3	27,223	28,436	30,227
164	52,543	52,543	Senior HVAC Technician	Senior HVAC Technician	51,918	54,974	59,368	9	52,654	55,769	60,239
157	66,915	66,915	Senior Manager, Education	Senior Manager, Education	74,176	80,195	88,522	12	84,147	89,831	97,689
158	59,857	59,857	Senior Manager, Events	Senior Manager, Events	76,324	82,013	89,926	12	81,645	87,827	96,386
159	89,826	89,826	Senior Manager, Human Resources	Senior Manager, Human Resources	96,159	103,924	114,438	14	101,917	110,231	121,454
160	84,819	84,819	Senior Programmer Analyst	Senior Programmer Analyst	85,455	92,046	101,113	13	87,976	94,803	104,177
161	48,873	48,873	Senior Technical Support Specialist	Senior Technical Support Specialist	59,560	63,648	69,371	10	61,569	65,831	71,781
318	128,852	153,852	Senior Vice President, Operations	Senior Vice President, Operations	161,479	179,944	218,168	17	193,453	221,904	280,153
162	19,744	19,744	Senior Visitor Services Attendant	Senior Visitor Services Attendant	24,190	25,978	28,338	2	24,572	26,391	28,790
163	67,195	67,195	Senior Web Programmer Analyst	Senior Web Programmer Analyst	75,821	80,040	85,959	12	78,846	83,272	98,406
168	43,773	43,773	Student Programs Supervisor	Student Programs Supervisor	45,993	49,694	54,834	8	47,877	51,767	57,152
200	42,369	42,369	Technical Editor Coordinator	Technical Editor Coordinator	53,197	56,753	61,791	9	51,353	54,742	58,432
334	35,200	35,200	Utility Worker	Utility Worker	46,987	49,993	53,986	8	47,661	50,711	54,763
172	44,923	44,923	Vehicle Mechanic	Vehicle Mechanic	49,154	52,134	56,453	9	53,644	57,007	61,827
337	124,964	149,964	Vice President, Development	Vice President, Development	143,650	159,018	180,714	17	188,630	216,540	259,852
338	100,876	120,876	Vice President, Education	Vice President, Education	92,506	111,687	130,749	15	125,697	149,238	181,768
173	18,649	18,649	Visitor Services Attendant	Visitor Services Attendant	23,709	25,079	27,029	1	24,012	25,401	27,377
169	36,574	36,574	Visitor Services Supervisor	Visitor Services Supervisor	42,282	45,202	49,053	7	43,324	46,322	50,273
155	44,158	44,158	Web Technology Specialist	Web Technology Specialist	50,710	53,120	56,710	9	52,550	55,083	58,833
339	154,104	194,104	Chief Financial Officer	Chief Financial Officer	164,708	183,543	222,532	18	197,322	226,342	285,756

Exhibit 2B: ABC Co. Actual Annualized Total Cash Compensation Compared to Market 50th Percentile Total Cash Compensation



ABC Co.
Preliminary Compensation Study Results
Exhibit 3 - Proposed Salary Ranges
Structures Effective January 1, 2021 to December 31, 2021



<i>Salary Range - Annual</i>					
<i>Grade</i>	<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>	<i>Range Spread</i>	<i>Midpoint Differential</i>
1	\$20,063	\$24,076	\$28,088	40%	
2	\$22,069	\$26,483	\$30,897	40%	10%
3	\$24,276	\$29,132	\$33,987	40%	10.0%
4	\$26,704	\$32,045	\$37,386	40%	10.0%
5	\$29,374	\$35,249	\$41,124	40%	10.0%
6	\$32,606	\$39,127	\$45,648	40%	11.0%
7	\$35,454	\$43,431	\$51,408	45%	11.0%
8	\$39,354	\$48,208	\$57,063	45%	11.0%
9	\$44,076	\$53,993	\$63,910	45%	12.0%
10	\$48,378	\$60,472	\$72,567	50%	12.0%
11	\$54,183	\$67,729	\$81,275	50%	12.0%
12	\$61,227	\$76,534	\$91,840	50%	13.0%
13	\$70,411	\$88,014	\$105,616	50%	15.0%
14	\$79,385	\$101,216	\$123,047	55%	15.0%
15	\$91,293	\$116,398	\$141,504	55%	15.0%
16	\$107,269	\$136,768	\$166,267	55%	17.5%
17	\$126,247	\$164,121	\$201,996	60%	20.0%
18	\$151,497	\$196,946	\$242,395	60%	20.0%
19	\$185,798	\$246,182	\$306,566	65%	25.0%

ABC Co.
Preliminary Compensation Study Results
Exhibit 3 - Proposed Salary Ranges
Structures Effective January 1, 2021 to December 31, 2021



<i>Salary Range - Hourly</i>					
<i>Grade</i>	<i>Minimum</i>	<i>Midpoint</i>	<i>Maximum</i>	<i>Range Spread</i>	<i>Midpoint Differential</i>
1	\$9.65	\$11.57	\$13.50	40%	
2	\$10.61	\$12.73	\$14.85	40%	10.0%
3	\$11.67	\$14.01	\$16.34	40%	10.0%
4	\$12.84	\$15.41	\$17.97	40%	10.0%
5	\$14.12	\$16.95	\$19.77	40%	10.0%
6	\$15.68	\$18.81	\$21.95	40%	11.0%
7	\$17.05	\$20.88	\$24.72	45%	11.0%
8	\$18.92	\$23.18	\$27.43	45%	11.0%
9	\$21.19	\$25.96	\$30.73	45%	12.0%
10	\$23.26	\$29.07	\$34.89	50%	12.0%
11	\$26.05	\$32.56	\$39.07	50%	12.0%
12	\$29.44	\$36.80	\$44.15	50%	13.0%
13	\$33.85	\$42.31	\$50.78	50%	15.0%
14	\$38.17	\$48.66	\$59.16	55%	15.0%
15	\$43.89	\$55.96	\$68.03	55%	15.0%
16	\$51.57	\$65.75	\$79.94	55%	17.5%
17	\$60.70	\$78.90	\$97.11	60%	20.0%
18	\$72.83	\$94.69	\$116.54	60%	20.0%
19	\$89.33	\$118.36	\$147.39	65%	25.0%

Exhibit 4A: ABC Co. Employee Placement within the Proposed Salary Range

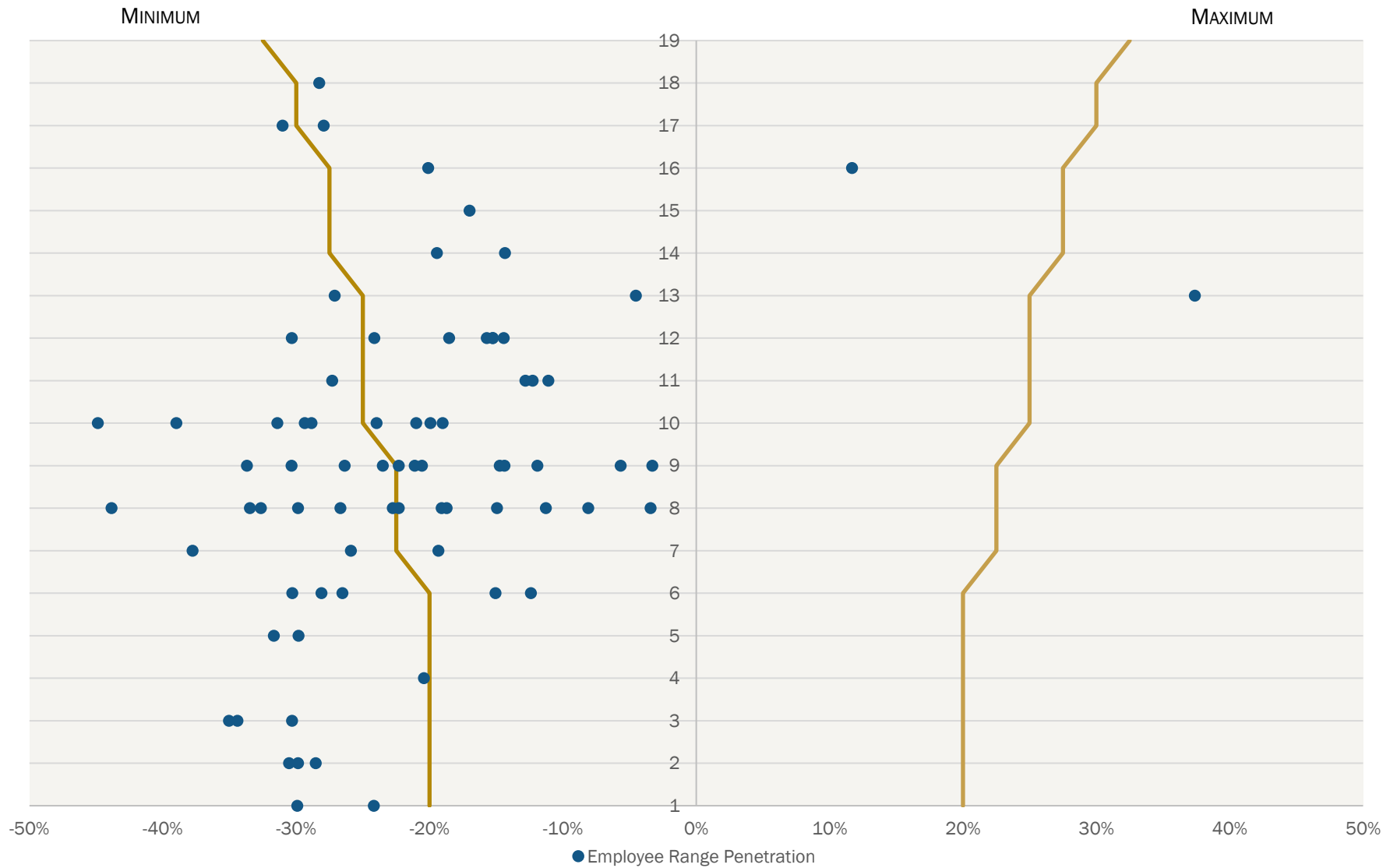
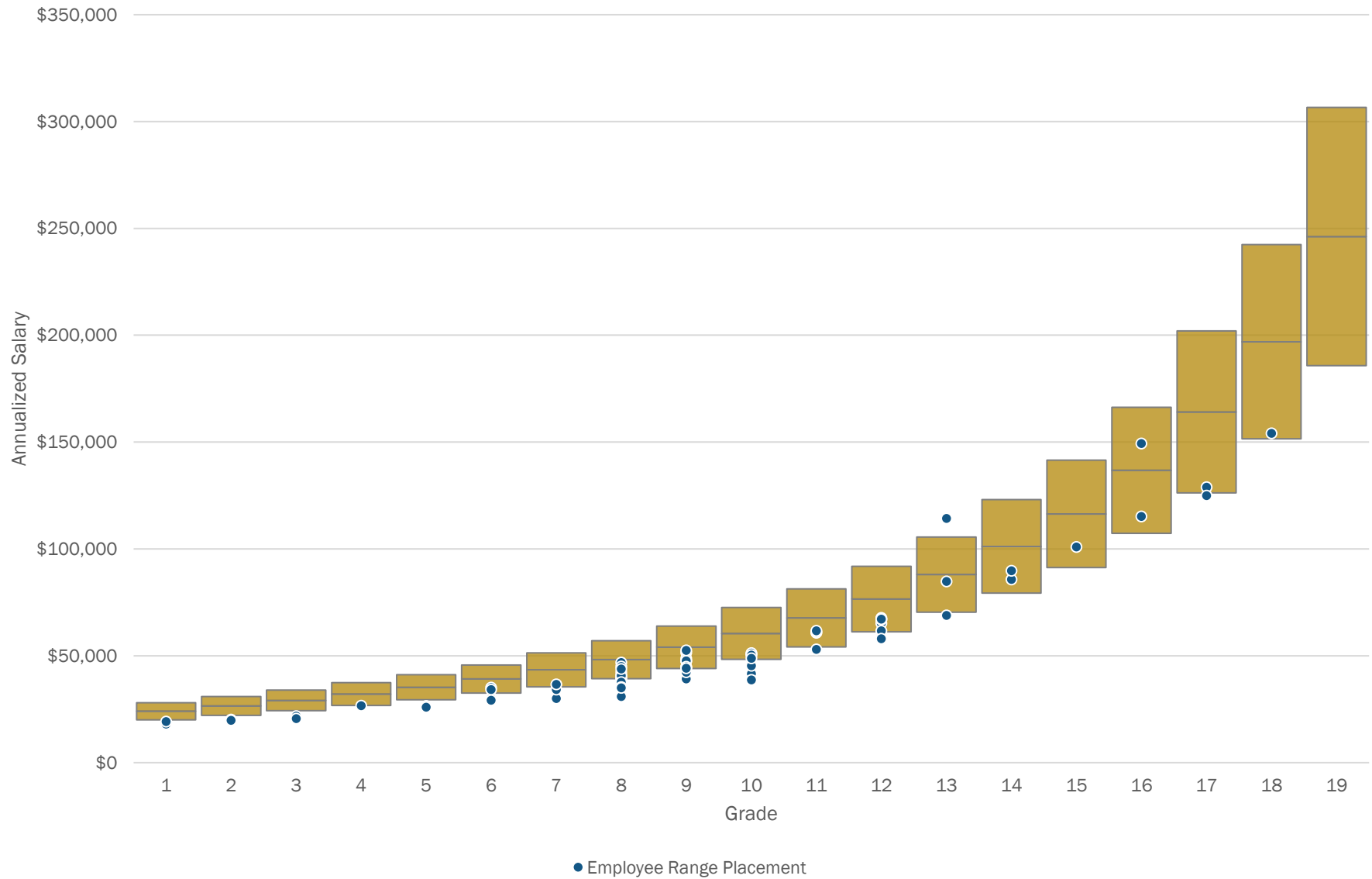


Exhibit 4B: ABC Co. Employee Placement within the Proposed Salary Range



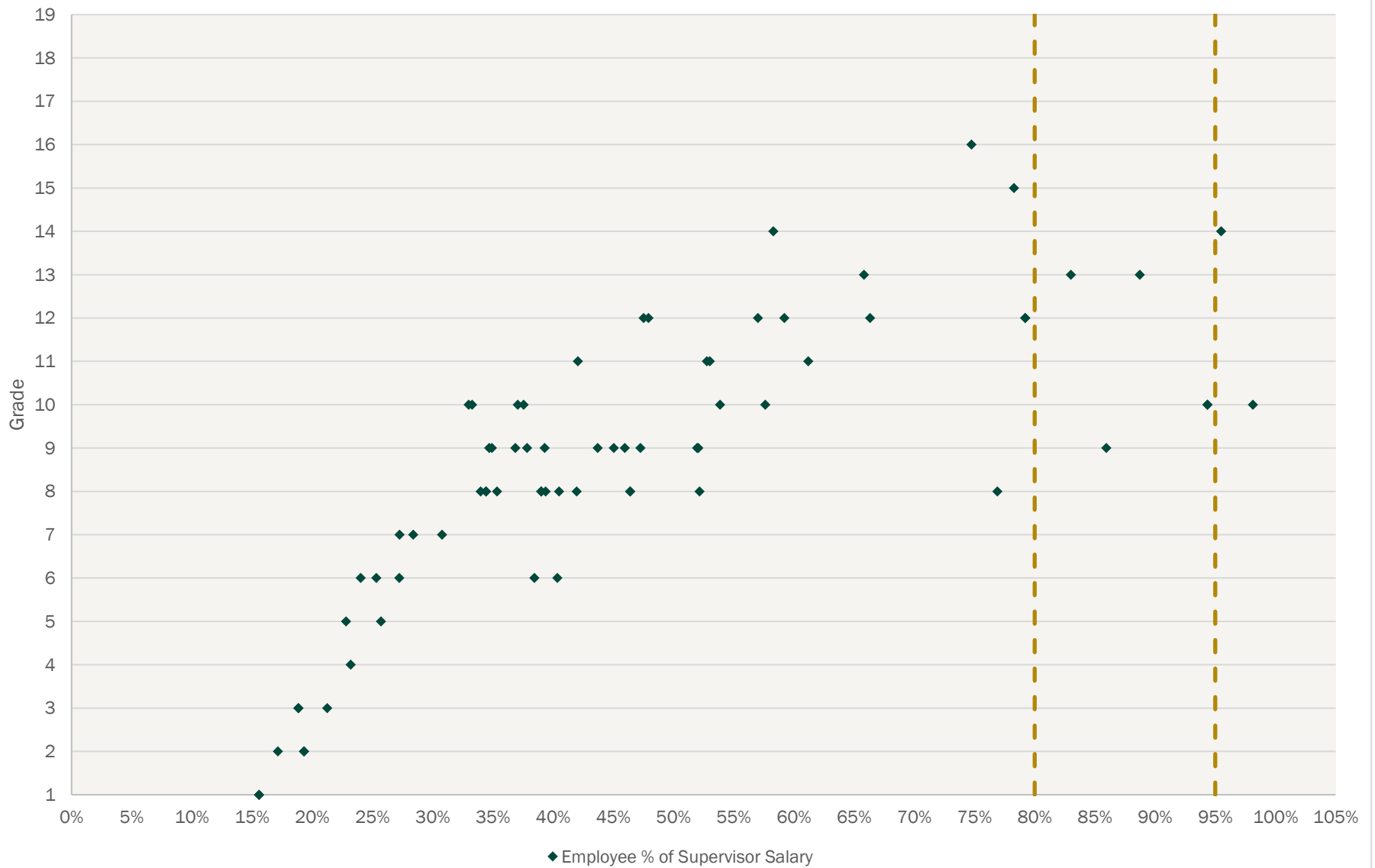


					Annualized	Market									Actual Below	Actual Above
					Salary	50th	Market	Range	Range	Range	Range				Minimum	Maximum
Full Name	CBIZ Job Code	Current Job Title	Proposed Job Title	Department		Percentile	Pay Grade	Minimum	Midpoint	Maximum	Penetration	Market	Compa-Ratio			
Michelle Ryan	100	Accounting Specialist	Accounting Specialist	Finance	30,042	42,065	7	35,454	43,431	51,408	<div></div> -33.9%	71.4%	<div></div>		5,411	
Mary Grace Ellen	101	Administrative Assistant	Administrative Assistant	Operations	35,085	38,948	6	32,606	39,127	45,648	<div></div> 19.0%	90.1%	<div></div>			
Isabella Smith	181	Archives Librarian	Archives Librarian	Education	43,629	56,267	9	44,076	53,993	63,910	<div></div> -2.3%	77.5%	<div></div>		447	
Austin Neville	107	Benefits Coordinator	Benefits Coordinator	Human Resources	46,863	51,029	8	39,354	48,208	57,063	<div></div> 42.4%	91.8%	<div></div>			
Derek Pumaman	187	Bibliographer	Bibliographer	Education	40,842	49,391	8	39,354	48,208	57,063	<div></div> 8.4%	82.7%	<div></div>			
Harry Lancaster	102	Communications Specialist	Communications Specialist	Communications	41,614	58,783	10	48,378	60,472	72,567	<div></div> -28.0%	70.8%	<div></div>		6,764	
Erik Kartman	104	Content Managing Editor	Content Managing Editor	Communications	50,825	62,242	10	48,378	60,472	72,567	<div></div> 10.1%	81.7%	<div></div>			
Jim Minestrone	105	Controller	Controller	Finance	115,200	126,941	16	107,269	136,768	166,267	<div></div> 13.4%	90.8%	<div></div>			
Jared Allen	112	Development Coordinator	Development Coordinator	Development	40,621	54,336	9	44,076	53,993	63,910	<div></div> -17.4%	74.8%	<div></div>		3,455	
Josie Dudley	115	Director, Planning & Systems	Director, Planning & Systems	Development	149,287	133,767	16	107,269	136,768	166,267	<div></div> 71.2%	111.6%	<div></div>			
Brian Nguyen	116	Early Childhood Specialist	Early Childhood Specialist	Education	39,255	46,132	8	39,354	48,208	57,063	<div></div> -0.6%	85.1%	<div></div>		98	
Ashley Tombrillo	165	Education Supervisor	Education Supervisor	Education	42,330	49,694	8	39,354	48,208	57,063	<div></div> 16.8%	85.2%	<div></div>			
Jerome Seinfeld	117	Electrician	Electrician	Facility Support	51,490	54,926	9	44,076	53,993	63,910	<div></div> 37.4%	93.7%	<div></div>			
Derek Bearman	119	Facilities Engineer	Facilities Engineer	Facility Support	114,334	93,490	13	70,411	88,014	105,616	<div></div> 124.8%	122.3%	<div></div>			8,718
Jonathan McNeill	120	Facility Support Attendant	Facility Support Attendant	Facility Support	19,893	25,851	2	22,069	26,483	30,897	<div></div> -24.7%	77.0%	<div></div>		2,176	
Cameron Alvarez	120	Facility Support Attendant	Facility Support Attendant	Facility Support	20,185	25,851	2	22,069	26,483	30,897	<div></div> -21.3%	78.1%	<div></div>		1,884	
Yael Harvard	122	Fundraising Operations Assistant	Fundraising Operations Assistant	Finance	26,590	31,681	4	26,704	32,045	37,386	<div></div> -1.1%	83.9%	<div></div>		114	
Tim Weber	229	GIS Specialist	GIS Specialist	Information Technology	36,459	49,306	8	39,354	48,208	57,063	<div></div> -16.3%	73.9%	<div></div>		2,895	
Myra Geranamo	123	Grants & Contract Administrator	Grants & Contract Administrator	Finance	60,792	70,630	11	54,183	67,729	81,275	<div></div> 24.4%	86.1%	<div></div>			
Carter Thompson	124	Graphic Designer	Graphic Designer	Communications	39,427	46,044	8	39,354	48,208	57,063	<div></div> 0.4%	85.6%	<div></div>			
Remington Munez	125	HR Generalist	HR Generalist	Human Resources	46,512	58,627	10	48,378	60,472	72,567	<div></div> -7.7%	79.3%	<div></div>		1,865	
Vanessa Daniels	244	Imaging Lab Coordinator	Imaging Lab Coordinator	Information Technology	30,473	41,257	6	32,606	39,127	45,648	<div></div> -16.3%	73.9%	<div></div>		2,132	
Ellen Brooks	126	Institutional Relations Coordinator	Institutional Relations Coordinator	Operations	29,963	38,124	6	32,606	39,127	45,648	<div></div> -20.3%	78.6%	<div></div>		2,643	
DeMarcus Green	127	Instructor	Instructor	Education	30,952	45,984	8	39,354	48,208	57,063	<div></div> -47.4%	67.3%	<div></div>		8,401	
Laura Childish	128	Interpretation Assistant	Interpretation Assistant	Operations	20,781	28,378	3	24,276	29,132	33,987	<div></div> -36.0%	73.2%	<div></div>		3,495	
Derek Hippoman	129	Interpretation Attendant	Interpretation Attendant	Operations	21,775	29,218	3	24,276	29,132	33,987	<div></div> -25.8%	74.5%	<div></div>		2,501	
Mao Yunzhe	130	Interpretation Specialist	Interpretation Specialist	Operations	26,487	34,032	5	29,374	35,249	41,124	<div></div> -24.6%	77.8%	<div></div>		2,888	
Ginerva Klie	154	IT Administrative Specialist	IT Administrative Specialist	Information Technology	34,221	40,960	6	32,606	39,127	45,648	<div></div> 12.4%	83.5%	<div></div>			
Rebecca Eaves	108	Leadership Giving Coordinator	Leadership Giving Coordinator	Finance	40,698	47,298	8	39,354	48,208	57,063	<div></div> 7.6%	86.0%	<div></div>			
Jordan Michael	131	Major Gifts Officer	Major Gifts Officer	Finance	61,082	70,446	11	54,183	67,729	81,275	<div></div> 25.5%	86.7%	<div></div>			
Lyla Schmidt	264	Manager, Admissions & Retail	Manager, Admissions & Retail	Operations	44,688	55,493	9	44,076	53,993	63,910	<div></div> 3.1%	80.5%	<div></div>			
Derk McGerk	135	Manager, Compensation & Benefits	Manager, Compensation & Benefits	Human Resources	85,773	102,913	14	79,385	101,216	123,047	<div></div> 14.6%	83.3%	<div></div>			
Chin Ho Kelly	136	Manager, Construction Administration	Manager, Construction Administration	Facility Support	65,191	72,992	12	61,227	76,534	91,840	<div></div> 13.0%	89.3%	<div></div>			
Alsaice Toussaint	137	Manager, Corporate Relations	Manager, Corporate Relations	Operations	52,938	64,275	11	54,183	67,729	81,275	<div></div> -4.6%	82.4%	<div></div>		1,246	
Phillip Jennings	141	Manager, Facility Support	Manager, Facility Support	Facility Support	67,691	80,111	12	61,227	76,534	91,840	<div></div> 21.1%	84.5%	<div></div>			
Rodrick Davis	142	Manager, Interpretation	Manager, Interpretation	Operations	47,496	53,355	9	44,076	53,993	63,910	<div></div> 17.2%	89.0%	<div></div>			
Harrison Barnes	311	Manager, Library Archives	Manager, Library Archives	Education	61,723	72,082	11	54,183	67,729	81,275	<div></div> 27.8%	85.6%	<div></div>			
Yunglee Thule	138	Manager, Public Programs	Manager, Public Programs	Operations	46,267	62,578	10	48,378	60,472	72,567	<div></div> -8.7%	73.9%	<div></div>		2,111	
Derek Lionman	271	Manager, Visitor Services	Manager, Visitor Services	Operations	48,740	57,190	9	44,076	53,993	63,910	<div></div> 23.5%	85.2%	<div></div>			
Yasuhiro Dorito	271	Manager, Visitor Services	Manager, Visitor Services	Information Technology	39,145	57,190	9	44,076	53,993	63,910	<div></div> -24.9%	68.4%	<div></div>		4,931	
Matafione Rodrigo	140	Manager, Volunteer Program	Manager, Volunteer Program	Operations	45,280	57,745	10	48,378	60,472	72,567	<div></div> -12.8%	78.4%	<div></div>		2,479	
Bernadette Alvarez	134	Membership Coordinator	Membership Coordinator	Operations	34,246	41,456	7	35,454	43,431	51,408	<div></div> -7.6%	82.6%	<div></div>		845	
Alberto Molina	143	Network Administration Analyst	Network Administration Analyst	Information Technology	68,919	83,726	13	70,411	88,014	105,616	<div></div> -4.2%	82.3%	<div></div>		1,492	
Joe Solomon	144	PC Support Specialist	PC Support Specialist	Information Technology	37,705	47,825	8	39,354	48,208	57,063	<div></div> -9.3%	78.8%	<div></div>		1,649	
Uderlo Mucaciolo	109	Press Coordinator	Press Coordinator	Communications	38,760	57,840	10	48,378	60,472	72,567	<div></div> -39.8%	67.0%	<div></div>		9,618	
Donny Lighto	133	Press Managing Editor	Press Managing Editor	Communications	51,276	62,195	10	48,378	60,472	72,567	<div></div> 12.0%	82.4%	<div></div>			
Curtis Young	148	Project Manager, Education	Project Manager, Education	Education	47,654	53,355	9	44,076	53,993	63,910	<div></div> 18.0%	89.3%	<div></div>			
Sansa Starch	149	Public Information Officer	Public Information Officer	Communications	50,311	58,479	10	48,378	60,472	72,567	<div></div> 8.0%	86.0%	<div></div>			
Jerry Garcia	291	Research Operations Assistant	Research Operations Assistant	Operations	29,251	37,952	6	32,606	39,127	45,648	<div></div> -25.7%	77.1%	<div></div>		1,677	
Umberto Rio	152	Security Officer	Security Officer	Facility Support	25,943	37,022	5	29,374	35,249	41,124	<div></div> -29.2%	70.1%	<div></div>		3,431	



CBIZ Job						Annualized	Market			Range	Range	Range	Range			Actual Below	Actual Above
Full Name	Code	Current Job Title	Proposed Job Title	Department	Salary	50th Percentile	Pay Grade	Minimum	Midpoint	Maximum	Penetration	Market	Compa-Ratio			Minimum	Maximum
Wushee Zorina	166	Security Supervisor	Security Supervisor	Facility Support	45,021	51,046	8	39,354	48,208	57,063	32.0%	88.2%					
Bala Alsamdan	156	Senior Database Analyst	Senior Database Analyst	Information Technology	67,195	78,941	12	61,227	76,534	91,840	19.5%	85.1%					
Lewis Lisaman	121	Senior Facility Support Attendant	Senior Facility Support Attendant	Facility Support	20,627	28,436	3	24,276	29,132	33,987	-37.6%	72.5%			3,649		
Giorgio Constanza	164	Senior HVAC Technician	Senior HVAC Technician	Facility Support	52,543	54,974	9	44,076	53,993	63,910	42.7%	95.6%					
Sergei Ibrahim	157	Senior Manager, Education	Senior Manager, Education	Education	66,915	80,195	12	61,227	76,534	91,840	18.6%	83.4%					
Jon Snocone	158	Senior Manager, Events	Senior Manager, Events	Operations	61,750	82,013	12	61,227	76,534	91,840	1.7%	75.3%					
Wendy Smith	158	Senior Manager, Events	Senior Manager, Events	Operations	57,964	82,013	12	61,227	76,534	91,840	-10.7%	70.7%			3,263		
Shelby Granturismo	159	Senior Manager, Human Resources	Senior Manager, Human Resources	Human Resources	89,826	103,924	14	79,385	101,216	123,047	23.9%	86.4%					
Michaelangelo Pietran	160	Senior Programmer Analyst	Senior Programmer Analyst	Information Technology	84,819	92,046	13	70,411	88,014	105,616	40.9%	92.1%					
Yves Casa Bonita	161	Senior Technical Support Specialist	Senior Technical Support Specialist	Information Technology	48,873	63,648	10	48,378	60,472	72,567	2.0%	76.8%					
Derek Wolfman	339	Chief Financial Officer	Chief Financial Officer	Operations	154,104	183,543	18	151,497	196,946	242,395	2.9%	84.0%					
Anton Phillipe	318	Senior Vice President, Operations	Senior Vice President, Operations	Operations	128,852	179,944	17	126,247	164,121	201,996	3.4%	71.6%					
Laura Gambino	162	Senior Visitor Services Attendant	Senior Visitor Services Attendant	Operations	19,744	25,978	2	22,069	26,483	30,897	-26.3%	76.0%			2,325		
Elizabeth Jennings	163	Senior Web Programmer Analyst	Senior Web Programmer Analyst	Information Technology	67,195	80,040	12	61,227	76,534	91,840	19.5%	84.0%					
Raymundo Long	168	Student Programs Supervisor	Student Programs Supervisor	Operations	43,773	49,694	8	39,354	48,208	57,063	25.0%	88.1%					
Won Chu Yoon	200	Technical Editor Coordinator	Technical Editor Coordinator	Communications	42,369	56,753	9	44,076	53,993	63,910	-8.6%	74.7%			1,707		
Dona Bagdat	334	Utility Worker	Utility Worker	Facility Support	35,361	49,993	8	39,354	48,208	57,063	-22.5%	70.7%			3,992		
Anthony Derk	334	Utility Worker	Utility Worker	Facility Support	35,040	49,993	8	39,354	48,208	57,063	-24.4%	70.1%			4,314		
Parker Tanicomo	172	Vehicle Mechanic	Vehicle Mechanic	Facility Support	44,923	52,134	9	44,076	53,993	63,910	4.3%	86.2%					
John Derk	337	Vice President, Development	Vice President, Development	Development	124,964	159,018	17	126,247	164,121	201,996	-1.7%	78.6%			1,283		
Dante Infernos	338	Vice President, Education	Vice President, Education	Education	100,876	111,687	15	91,293	116,398	141,504	19.1%	90.3%					
Walter Shanahan	173	Visitor Services Attendant	Visitor Services Attendant	Operations	18,073	25,079	1	20,063	24,076	28,088	-24.8%	72.1%			1,990		
Michael Winslow	173	Visitor Services Attendant	Visitor Services Attendant	Operations	19,224	25,079	1	20,063	24,076	28,088	-10.5%	76.7%			839		
Janet Hudson	169	Visitor Services Supervisor	Visitor Services Supervisor	Operations	36,574	45,202	7	35,454	43,431	51,408	7.0%	80.9%					
Ashley Giacomo	155	Web Technology Specialist	Web Technology Specialist	Information Technology	44,158	53,120	9	44,076	53,993	63,910	0.4%	83.1%					
Grand Totals/Averages:													81.7%			100,013	8,718
Total Actual Payroll:													3,853,514				
Total Adjustment as a Percent of Total Payroll:															2.6%		0.2%

Ex 6 Employee-Supervisor Pay Compression



ABC Co.
Preliminary Compensation Study Results
Exhibit 7 - Total Compensation Analysis
Data Effective July 1, 2021



					ABC Co. Compensation			Market Data			Compa-Ratio (Actual/Market)	
Full Name	Current Job Title	Proposed Job Title	Department	Grade	Annualized Salary	Incentive	Total Cash Compensation	Market 50th Base	Market 50th Incentive	Market 50th Total Cash	Base Salary	Total Cash Compensation
Michelle Ryan	Accounting Specialist	Accounting Specialist	Finance	7	30,042	0	30,042	42,065	894	42,959	71.4%	69.9%
Mary Grace Ellen	Administrative Assistant	Administrative Assistant	Operations	6	35,085	0	35,085	38,948	558	39,506	90.1%	88.8%
Isabella Smith	Archives Librarian	Archives Librarian	Education	9	43,629	0	43,629	56,267	1,078	57,346	77.5%	76.1%
Austin Neville	Benefits Coordinator	Benefits Coordinator	Human Resources	8	46,863	0	46,863	51,029	1,085	52,114	91.8%	89.9%
Derek Pumaman	Bibliographer	Bibliographer	Education	8	40,842	0	40,842	49,391	11,475	60,866	82.7%	67.1%
Harry Lancaster	Communications Specialist	Communications Specialist	Communications	10	41,614	0	41,614	58,783	1,125	59,908	70.8%	69.5%
Erik Kartman	Content Managing Editor	Content Managing Editor	Communications	10	50,825	0	50,825	62,242	2,391	64,633	81.7%	78.6%
Jim Minestrone	Controller	Controller	Finance	16	115,200	20,000	135,200	126,941	10,209	137,150	90.8%	98.6%
Jared Allen	Development Coordinator	Development Coordinator	Development	9	40,621	0	40,621	54,336	3,936	58,272	74.8%	69.7%
Josie Dudley	Director, Planning & Systems	Director, Planning & Systems	Development	16	149,287	10,000	159,287	133,767	66,043	199,809	111.6%	79.7%
Brian Nguyen	Early Childhood Specialist	Early Childhood Specialist	Education	8	39,255	0	39,255	46,132	0	46,132	85.1%	85.1%
Ashley Tombrillo	Education Supervisor	Education Supervisor	Education	8	42,330	0	42,330	49,694	2,072	51,767	85.2%	81.8%
Jerome Seinfeld	Electrician	Electrician	Facility Support	9	51,490	0	51,490	54,926	922	55,848	93.7%	92.2%
Derek Bearman	Facilities Engineer	Facilities Engineer	Facility Support	13	114,334	0	114,334	93,490	2,034	95,525	122.3%	119.7%
Jonathan McNeill	Facility Support Attendant	Facility Support Attendant	Facility Support	2	19,893	0	19,893	25,851	0	25,851	77.0%	77.0%
Cameron Alvarez	Facility Support Attendant	Facility Support Attendant	Facility Support	2	20,185	0	20,185	25,851	0	25,851	78.1%	78.1%
Yael Harvard	Fundraising Operations Assistant	Fundraising Operations Assistant	Finance	4	26,590	0	26,590	31,681	299	31,979	83.9%	83.1%
Tim Weber	GIS Specialist	GIS Specialist	Information Technology	8	36,459	0	36,459	49,306	743	50,048	73.9%	72.8%
Myra Geranamo	Grants & Contract Administrator	Grants & Contract Administrator	Finance	11	60,792	0	60,792	70,630	1,863	72,493	86.1%	83.9%
Carter Thompson	Graphic Designer	Graphic Designer	Communications	8	39,427	0	39,427	46,044	800	46,844	85.6%	84.2%
Remington Munez	HR Generalist	HR Generalist	Human Resources	10	46,512	0	46,512	58,627	1,154	59,782	79.3%	77.8%
Vanessa Daniels	Imaging Lab Coordinator	Imaging Lab Coordinator	Information Technology	6	30,473	0	30,473	41,257	1,523	42,780	73.9%	71.2%
Ellen Brooks	Institutional Relations Coordinator	Institutional Relations Coordinator	Operations	6	29,963	0	29,963	38,124	534	38,658	78.6%	77.5%
DeMarcus Green	Instructor	Instructor	Education	8	30,952	0	30,952	45,984	858	46,841	67.3%	66.1%
Laura Childish	Interpretation Assistant	Interpretation Assistant	Operations	3	20,781	0	20,781	28,378	364	28,742	73.2%	72.3%
Derek Hippoman	Interpretation Attendant	Interpretation Attendant	Operations	3	21,775	0	21,775	29,218	295	29,513	74.5%	73.8%
Mao Yunzhe	Interpretation Specialist	Interpretation Specialist	Operations	5	26,487	0	26,487	34,032	500	34,532	77.8%	76.7%
Ginerva Klie	IT Administrative Specialist	IT Administrative Specialist	Information Technology	6	34,221	0	34,221	40,960	587	41,547	83.5%	82.4%
Rebecca Eaves	Leadership Giving Coordinator	Leadership Giving Coordinator	Finance	8	40,698	0	40,698	47,298	4,922	52,220	86.0%	77.9%
Jordan Michael	Major Gifts Officer	Major Gifts Officer	Finance	11	61,082	0	61,082	70,446	7,008	77,454	86.7%	78.9%
Lyla Schmidt	Manager, Admissions & Retail	Manager, Admissions & Retail	Operations	9	44,688	0	44,688	55,493	4,610	60,102	80.5%	74.4%
Derk McGerk	Manager, Compensation & Benefits	Manager, Compensation & Benefits	Human Resources	14	85,773	0	85,773	102,913	6,037	108,950	83.3%	78.7%
Chin Ho Kelly	Manager, Construction Administration	Manager, Construction Administration	Facility Support	12	65,191	0	65,191	72,992	1,919	74,911	89.3%	87.0%
Alsaice Toussaint	Manager, Corporate Relations	Manager, Corporate Relations	Operations	11	52,938	0	52,938	64,275	4,081	68,356	82.4%	77.4%
Phillip Jennings	Manager, Facility Support	Manager, Facility Support	Facility Support	12	67,691	0	67,691	80,111	1,320	81,431	84.5%	83.1%
Rodrick Davis	Manager, Interpretation	Manager, Interpretation	Operations	9	47,496	0	47,496	53,355	967	54,321	89.0%	87.4%
Harrison Barnes	Manager, Library Archives	Manager, Library Archives	Education	11	61,723	0	61,723	72,082	1,369	73,452	85.6%	84.0%
Yunglee Thule	Manager, Public Programs	Manager, Public Programs	Operations	10	46,267	0	46,267	62,578	2,610	65,188	73.9%	71.0%
Derek Lionman	Manager, Visitor Services	Manager, Visitor Services	Operations	9	48,740	0	48,740	57,190	1,798	58,988	85.2%	82.6%
Yasuhiro Dorito	Manager, Visitor Services	Manager, Visitor Services	Information Technology	9	39,145	0	39,145	57,190	1,798	58,988	68.4%	66.4%
Matafione Rodrigo	Manager, Volunteer Program	Manager, Volunteer Program	Operations	10	45,280	0	45,280	57,745	1,570	59,315	78.4%	76.3%

ABC Co.
Preliminary Compensation Study Results
Exhibit 7 - Total Compensation Analysis
Data Effective July 1, 2021



					ABC Co. Compensation			Market Data			Compa-Ratio (Actual/Market)	
Full Name	Current Job Title	Proposed Job Title	Department	Grade	Annualized Salary	Incentive	Total Cash Compensation	Market 50th Base	Market 50th Incentive	Market 50th Total Cash	Base Salary	Total Cash Compensation
Bernadette Alvarez	Membership Coordinator	Membership Coordinator	Operations	7	34,246	0	34,246	41,456	2,342	43,798	82.6%	78.2%
Alberto Molina	Network Administration Analyst	Network Administration Analyst	Information Technology	13	68,919	0	68,919	83,726	1,820	85,546	82.3%	80.6%
Joe Solomon	PC Support Specialist	PC Support Specialist	Information Technology	8	37,705	0	37,705	47,825	739	48,563	78.8%	77.6%
Uderlo Mucaciolo	Press Coordinator	Press Coordinator	Communications	10	38,760	0	38,760	57,840	1,314	59,154	67.0%	65.5%
Donny Lighto	Press Managing Editor	Press Managing Editor	Communications	10	51,276	0	51,276	62,195	2,377	64,572	82.4%	79.4%
Curtis Young	Project Manager, Education	Project Manager, Education	Education	9	47,654	0	47,654	53,355	967	54,321	89.3%	87.7%
Sansa Starch	Public Information Officer	Public Information Officer	Communications	10	50,311	0	50,311	58,479	1,161	59,640	86.0%	84.4%
Jerry Garcia	Research Operations Assistant	Research Operations Assistant	Operations	6	29,251	0	29,251	37,952	545	38,497	77.1%	76.0%
Umberto Rio	Security Officer	Security Officer	Facility Support	5	25,943	0	25,943	37,022	532	37,554	70.1%	69.1%
Wushee Zorina	Security Supervisor	Security Supervisor	Facility Support	8	45,021	0	45,021	51,046	810	51,856	88.2%	86.8%
Bala Alsamdan	Senior Database Analyst	Senior Database Analyst	Information Technology	12	67,195	0	67,195	78,941	-5,990	72,951	85.1%	92.1%
Lewis Lisaman	Senior Facility Support Attendant	Senior Facility Support Attendant	Facility Support	3	20,627	0	20,627	28,436	0	28,436	72.5%	72.5%
Giorgio Constanza	Senior HVAC Technician	Senior HVAC Technician	Facility Support	9	52,543	0	52,543	54,974	795	55,769	95.6%	94.2%
Sergei Ibrahim	Senior Manager, Education	Senior Manager, Education	Education	12	66,915	0	66,915	80,195	9,636	89,831	83.4%	74.5%
Jon Snocone	Senior Manager, Events	Senior Manager, Events	Operations	12	61,750	0	61,750	82,013	5,814	87,827	75.3%	70.3%
Wendy Smith	Senior Manager, Events	Senior Manager, Events	Operations	12	57,964	0	57,964	82,013	5,814	87,827	70.7%	66.0%
Shelby Granturismo	Senior Manager, Human Resources	Senior Manager, Human Resources	Human Resources	14	89,826	0	89,826	103,924	6,306	110,231	86.4%	81.5%
Michaelangelo Pietran	Senior Programmer Analyst	Senior Programmer Analyst	Information Technology	13	84,819	0	84,819	92,046	2,757	94,803	92.1%	89.5%
Yves Casa Bonita	Senior Technical Support Specialist	Senior Technical Support Specialist	Information Technology	10	48,873	0	48,873	63,648	2,183	65,831	76.8%	74.2%
Derek Wolfman	Chief Financial Officer	Chief Financial Officer	Operations	18	154,104	40,000	194,104	183,543	42,800	226,342	84.0%	85.8%
Anton Phillipe	Senior Vice President, Operations	Senior Vice President, Operations	Operations	17	128,852	25,000	153,852	179,944	41,960	221,904	71.6%	69.3%
Laura Gambino	Senior Visitor Services Attendant	Senior Visitor Services Attendant	Operations	2	19,744	0	19,744	25,978	413	26,391	76.0%	74.8%
Elizabeth Jennings	Senior Web Programmer Analyst	Senior Web Programmer Analyst	Information Technology	12	67,195	0	67,195	80,040	3,232	83,272	84.0%	80.7%
Raymundo Long	Student Programs Supervisor	Student Programs Supervisor	Operations	8	43,773	0	43,773	49,694	2,072	51,767	88.1%	84.6%
Won Chu Yoon	Technical Editor Coordinator	Technical Editor Coordinator	Communications	9	42,369	0	42,369	56,753	-2,011	54,742	74.7%	77.4%
Dona Bagdat	Utility Worker	Utility Worker	Facility Support	8	35,361	0	35,361	49,993	718	50,711	70.7%	69.7%
Anthony Derk	Utility Worker	Utility Worker	Facility Support	8	35,040	0	35,040	49,993	718	50,711	70.1%	69.1%
Parker Tanicomo	Vehicle Mechanic	Vehicle Mechanic	Facility Support	9	44,923	0	44,923	52,134	4,873	57,007	86.2%	78.8%
John Derk	Vice President, Development	Vice President, Development	Development	17	124,964	25,000	149,964	159,018	57,521	216,540	78.6%	69.3%
Dante Infernos	Vice President, Education	Vice President, Education	Education	15	100,876	20,000	120,876	111,687	37,551	149,238	90.3%	81.0%
Walter Shanahan	Visitor Services Attendant	Visitor Services Attendant	Operations	1	18,073	0	18,073	25,079	322	25,401	72.1%	71.2%
Michael Winslow	Visitor Services Attendant	Visitor Services Attendant	Operations	1	19,224	0	19,224	25,079	322	25,401	76.7%	75.7%
Janet Hudson	Visitor Services Supervisor	Visitor Services Supervisor	Operations	7	36,574	0	36,574	45,202	1,120	46,322	80.9%	79.0%
Ashley Giacomo	Web Technology Specialist	Web Technology Specialist	Information Technology	9	44,158	0	44,158	53,120	1,962	55,083	83.1%	80.2%
											82.7%	78.4%

ABC Co. Preliminary Compensation Study Results Exhibit 8 - Compression Worksheet Data Effective July 1, 2021	Planning Date:	1/1/2020	Total Actual Payroll:	Total	% of Payroll
	Performance Score Requirement:	3	Increase to Minimum:	3,853,514	
	Range Penetration Goal Multiple:	5.0%	Compression Adjustments:	100,013	2.60%
	Target Range Penetration Cutoff:	75.0%		291,992	7.58%
	Years for Implementation:	1			
	Minimum Increase:	1%			



Full Name	Proposed Job Title	Division	Years in Job as of 1/1/20	Annualized Salary	Proposed Grade	Proposed Range Minimum	Proposed Range Maximum	Current Range Penetration	Goal Range Penetration	Compression Increase Eligible?	Final Compression Increase (%)	Final Compression Increase (\$)	Final Actual Salary	Final Range Penetration (Annualized)
Michelle Ryan	Accounting Specialist	Finance	3.08	30,042	7	35,454	51,408	0.0%	15.0%	Eligible	8.0%	2,393	37,847	15.0%
Mary Grace Ellen	Administrative Assistant	Operations	19.42	35,085	6	32,606	45,648	19.0%	75.0%	Eligible	20.8%	7,302	42,387	75.0%
Isabella Smith	Archives Librarian	Education	28.92	43,629	9	44,076	63,910	0.0%	75.0%	Eligible	34.1%	14,876	58,952	75.0%
Austin Neville	Benefits Coordinator	Human Resources	3.42	46,863	8	39,354	57,063	42.4%		Not Eligible		0	46,863	42.4%
Derek Pumaman	Bibliographer	Education	4.50	40,842	8	39,354	57,063	8.4%	20.0%	Eligible	5.0%	2,053	42,895	20.0%
Harry Lancaster	Communications Specialist	Communications	6.33	41,614	10	48,378	72,567	0.0%	30.0%	Eligible	17.4%	7,257	55,634	30.0%
Erik Kartman	Content Managing Editor	Communications	4.83	50,825	10	48,378	72,567	10.1%	20.0%	Eligible	4.7%	2,391	53,216	20.0%
Jim Minestrone	Controller	Finance	9.92	115,200	16	107,269	166,267	13.4%	45.0%	Eligible	16.2%	18,618	133,818	45.0%
Jared Allen	Development Coordinator	Development	7.08	40,621	9	44,076	63,910	0.0%	35.0%	Eligible	17.1%	6,942	51,018	35.0%
Josie Dudley	Director, Planning & Systems	Development	3.08	149,287	16	107,269	166,267	71.2%		Not Eligible		0	149,287	71.2%
Brian Nguyen	Early Childhood Specialist	Education	8.00	39,255	8	39,354	57,063	0.0%	40.0%	Eligible	18.0%	7,084	46,437	40.0%
Ashley Tombrillo	Education Supervisor	Education	6.83	42,330	8	39,354	57,063	16.8%	30.0%	Eligible	5.5%	2,336	44,666	30.0%
Jerome Seinfeld	Electrician	Facility Support	4.67	51,490	9	44,076	63,910	37.4%		Not Eligible		0	51,490	37.4%
Derek Bearman	Facilities Engineer	Facility Support	24.42	114,334	13	70,411	105,616	100.0%		Not Eligible		0	114,334	100.0%
Jonathan McNeill	Facility Support Attendant	Facility Support	3.08	19,893	2	22,069	30,897	0.0%	15.0%	Eligible	6.7%	1,324	23,394	15.0%
Cameron Alvarez	Facility Support Attendant	Facility Support	7.75	20,185	2	22,069	30,897	0.0%	35.0%	Eligible	15.3%	3,090	25,159	35.0%
Yael Harvard	Fundraising Operations Assistant	Finance	3.42	26,590	4	26,704	37,386	0.0%	15.0%	Eligible	6.0%	1,602	28,306	15.0%
Tim Weber	GIS Specialist	Information Technology	4.25	36,459	8	39,354	57,063	0.0%	20.0%	Eligible	9.7%	3,542	42,895	20.0%
Myra Geranamo	Grants & Contract Administrator	Finance	3.83	60,792	11	54,183	81,275	24.4%		Not Eligible		0	60,792	24.4%
Carter Thompson	Graphic Designer	Communications	8.42	39,427	8	39,354	57,063	0.4%	40.0%	Eligible	17.8%	7,010	46,437	40.0%
Remington Munez	HR Generalist	Human Resources	2.33	46,512	10	48,378	72,567	0.0%	10.0%	Eligible	5.2%	2,419	50,797	10.0%
Vanessa Daniels	Imaging Lab Coordinator	Information Technology	3.50	30,473	6	32,606	45,648	0.0%	15.0%	Eligible	6.4%	1,956	34,562	15.0%
Ellen Brooks	Institutional Relations Coordinator	Operations	3.67	29,963	6	32,606	45,648	0.0%	15.0%	Eligible	6.5%	1,956	34,562	15.0%
DeMarcus Green	Instructor	Education	4.92	30,952	8	39,354	57,063	0.0%	20.0%	Eligible	11.4%	3,542	42,895	20.0%
Laura Childish	Interpretation Assistant	Operations	6.08	20,781	3	24,276	33,987	0.0%	30.0%	Eligible	14.0%	2,913	27,190	30.0%
Derek Hippoman	Interpretation Attendant	Operations	7.42	21,775	3	24,276	33,987	0.0%	35.0%	Eligible	15.6%	3,399	27,675	35.0%
Mao Yunzhe	Interpretation Specialist	Operations	3.17	26,487	5	29,374	41,124	0.0%	15.0%	Eligible	6.7%	1,762	31,137	15.0%
Ginerva Klie	IT Administrative Specialist	Information Technology	5.33	34,221	6	32,606	45,648	12.4%	25.0%	Eligible	4.8%	1,646	35,866	25.0%
Rebecca Eaves	Leadership Giving Coordinator	Finance	3.17	40,698	8	39,354	57,063	7.6%	15.0%	Eligible	3.2%	1,312	42,010	15.0%
Jordan Michael	Major Gifts Officer	Finance	30.17	61,082	11	54,183	81,275	25.5%	75.0%	Eligible	22.0%	13,420	74,502	75.0%
Lyla Schmidt	Manager, Admissions & Retail	Operations	4.92	44,688	9	44,076	63,910	3.1%	20.0%	Eligible	7.5%	3,355	48,043	20.0%
Derk McGerk	Manager, Compensation & Benefits	Human Resources	2.42	85,773	14	79,385	123,047	14.6%		Not Eligible		0	85,773	14.6%
Chin Ho Kelly	Manager, Construction Administration	Facility Support	3.17	65,191	12	61,227	91,840	13.0%	15.0%	Eligible	1.0%	652	65,843	15.1%
Alsaice Toussaint	Manager, Corporate Relations	Operations	2.42	52,938	11	54,183	81,275	0.0%	10.0%	Eligible	5.1%	2,709	56,892	10.0%
Phillip Jennings	Manager, Facility Support	Facility Support	2.42	67,691	12	61,227	91,840	21.1%		Not Eligible		0	67,691	21.1%
Rodrick Davis	Manager, Interpretation	Operations	5.50	47,496	9	44,076	63,910	17.2%	25.0%	Eligible	3.2%	1,539	49,035	25.0%
Harrison Barnes	Manager, Library Archives	Education	3.75	61,723	11	54,183	81,275	27.8%		Not Eligible		0	61,723	27.8%
Yunglee Thule	Manager, Public Programs	Operations	23.58	46,267	10	48,378	72,567	0.0%	75.0%	Eligible	39.2%	18,142	66,519	75.0%
Derek Lionman	Manager, Visitor Services	Operations	3.25	48,740	9	44,076	63,910	23.5%		Not Eligible		0	48,740	23.5%
Yasuhiro Dorito	Manager, Visitor Services	Information Technology	2.75	39,145	9	44,076	63,910	0.0%	10.0%	Eligible	5.1%	1,983	46,059	10.0%
Matafione Rodrigo	Manager, Volunteer Program	Operations	3.17	45,280	10	48,378	72,567	0.0%	15.0%	Eligible	8.0%	2,903	41,605	15.0%
Bernadette Alvarez	Membership Coordinator	Operations	6.25	34,246	7	35,454	51,408	0.0%	30.0%	Eligible	14.0%	3,350	28,168	30.0%

Planning Date:	1/1/2020
Performance Score Requirement:	3
Range Penetration Goal Multiple:	5.0%
Target Range Penetration Cutoff:	75.0%
Years for Implementation:	1
Minimum Increase:	1%

	Total	% of Payroll
Total Actual Payroll:	3,853,514	
Increase to Minimum:	100,013	2.60%
Compression Adjustments:	291,992	7.58%



Full Name	Proposed Job Title	Division	Years in Job as of 1/1/20	Annualized Salary	Proposed Grade	Proposed Range Minimum	Proposed Range Maximum	Current Range Penetration	Goal Range Penetration	Compression Increase Eligible?	Final Compression Increase (%)	Final Compression Increase (\$)	Final Actual Salary	Final Range Penetration (Annualized)
Alberto Molina	Network Administration Analyst	Information Technology	2.67	68,919	13	70,411	105,616	0.0%	10.0%	Eligible	5.1%	3,521	73,932	10.0%
Joe Solomon	PC Support Specialist	Information Technology	3.17	37,705	8	39,354	57,063	0.0%	15.0%	Eligible	7.0%	2,656	42,010	15.0%
Uderlo Mucaciolo	Press Coordinator	Communications	2.50	38,760	10	48,378	72,567	0.0%	10.0%	Eligible	6.2%	2,419	50,797	10.0%
Donny Lighto	Press Managing Editor	Communications	6.42	51,276	10	48,378	72,567	12.0%	30.0%	Eligible	8.5%	4,359	55,634	30.0%
Curtis Young	Project Manager, Education	Education	3.00	47,654	9	44,076	63,910	18.0%		Not Eligible		0	47,654	18.0%
Sansa Starch	Public Information Officer	Communications	8.00	50,311	10	48,378	72,567	8.0%	40.0%	Eligible	15.4%	7,742	58,053	40.0%
Jerry Garcia	Research Operations Assistant	Operations	8.50	29,251	6	32,606	45,648	0.0%	40.0%	Eligible	17.8%	2,608	18,911	40.0%
Umberto Rio	Security Officer	Facility Support	5.75	25,943	5	29,374	41,124	0.0%	25.0%	Eligible	11.3%	2,937	32,312	25.0%
Wushee Zorina	Security Supervisor	Facility Support	3.08	45,021	8	39,354	57,063	32.0%		Not Eligible		0	45,021	32.0%
Bala Alsamdan	Senior Database Analyst	Information Technology	2.33	67,195	12	61,227	91,840	19.5%		Not Eligible		0	67,195	19.5%
Lewis Lisaman	Senior Facility Support Attendant	Facility Support	18.83	20,627	3	24,276	33,987	0.0%	75.0%	Eligible	35.3%	7,283	31,559	75.0%
Giorgio Constanza	Senior HVAC Technician	Facility Support	2.42	52,543	9	44,076	63,910	42.7%		Not Eligible		0	52,543	42.7%
Sergei Ibrahim	Senior Manager, Education	Education	2.33	66,915	12	61,227	91,840	18.6%		Not Eligible		0	66,915	18.6%
Jon Snocone	Senior Manager, Events	Operations	3.17	61,750	12	61,227	91,840	1.7%	15.0%	Eligible	6.6%	4,069	65,819	15.0%
Wendy Smith	Senior Manager, Events	Operations	2.42	57,964	12	61,227	91,840	0.0%	10.0%	Eligible	5.3%	3,061	64,288	10.0%
Shelby Granturismo	Senior Manager, Human Resources	Human Resources	2.75	89,826	14	79,385	123,047	23.9%		Not Eligible		0	89,826	23.9%
Michaelangelo Pietran	Senior Programmer Analyst	Information Technology	2.42	84,819	13	70,411	105,616	40.9%		Not Eligible		0	84,819	40.9%
Yves Casa Bonita	Senior Technical Support Specialist	Information Technology	4.58	48,873	10	48,378	72,567	2.0%	20.0%	Eligible	8.9%	4,343	53,216	20.0%
Derek Wolfman	Chief Financial Officer	Operations	2.83	154,104	18	151,497	242,395	2.9%	10.0%	Eligible	4.2%	6,482	160,586	10.0%
Anton Phillipe	Senior Vice President, Operations	Operations	8.25	128,852	17	126,247	201,996	3.4%	40.0%	Eligible	21.5%	27,694	156,547	40.0%
Laura Gambino	Senior Visitor Services Attendant	Operations	6.92	19,744	2	22,069	30,897	0.0%	30.0%	Eligible	13.4%	2,648	24,718	30.0%
Elizabeth Jennings	Senior Web Programmer Analyst	Information Technology	5.08	67,195	12	61,227	91,840	19.5%	25.0%	Eligible	2.5%	1,685	68,880	25.0%
Raymundo Long	Student Programs Supervisor	Operations	3.08	43,773	8	39,354	57,063	25.0%		Not Eligible		0	43,773	25.0%
Won Chu Yoon	Technical Editor Coordinator	Communications	24.17	42,369	9	44,076	63,910	0.0%	75.0%	Eligible	35.1%	14,876	58,952	75.0%
Dona Bagdat	Utility Worker	Facility Support	2.58	35,361	8	39,354	57,063	0.0%	10.0%	Eligible	5.0%	1,771	41,124	10.0%
Anthony Derk	Utility Worker	Facility Support	5.00	35,040	8	39,354	57,063	0.0%	25.0%	Eligible	12.6%	4,427	43,781	25.0%
Parker Tanicomo	Vehicle Mechanic	Facility Support	4.50	44,923	9	44,076	63,910	4.3%	20.0%	Eligible	6.9%	3,119	48,043	20.0%
John Derk	Vice President, Development	Development	4.83	124,964	17	126,247	201,996	0.0%	20.0%	Eligible	12.1%	15,150	141,397	20.0%
Dante Infernos	Vice President, Education	Education	2.33	100,876	15	91,293	141,504	19.1%		Not Eligible		0	100,876	19.1%
Walter Shanahan	Visitor Services Attendant	Operations	2.42	18,073	1	20,063	28,088	0.0%	10.0%	Eligible	4.4%	803	20,866	10.0%
Michael Winslow	Visitor Services Attendant	Operations	13.83	19,224	1	20,063	28,088	0.0%	65.0%	Eligible	27.1%	5,216	25,280	65.0%
Janet Hudson	Visitor Services Supervisor	Operations	2.92	36,574	7	35,454	51,408	7.0%	10.0%	Eligible	1.3%	475	37,049	10.0%
Ashley Giacomo	Web Technology Specialist	Information Technology	6.58	44,158	9	44,076	63,910	0.4%	30.0%	Eligible	13.3%	5,869	50,026	30.0%