



Circuit Rider Management Group
427 West College Street
Granville, Ohio 43023
Telephone 740-587-2812
Fax 740-587-0092
Email dplunkett@nextek.net

April 29, 2004

Steve Lutz, City Manager
City of Powell
47 Hall Street
Powell, Ohio 43065-8357

Dear Steve:

Circuit Rider Management Group (CRMG) is pleased to respond to the City of Powell's Request for Proposal for development of a position classification system and an employee performance appraisal system for its non-unionized hourly and salaried employees. Our understanding is that the project will involve a system covering nineteen municipal positions with twenty-two incumbents.

CRMG believes that the Position Appraisal Method (PAM), originally developed by Public Administration Service, is the best vehicle for internal equity examination of the twenty-two Powell positions to be included in the project. CRMG associates are comfortable with and skilled in the use of the PAM approach to position classification. It is our understanding that Powell's current compensation schedule is to be part of the examination as well and that the study is intended to ascertain the proper placement of the examined positions within that schedule. External market equity by job classification can best be determined by a survey of comparable (public) employers throughout central Ohio. As discussed, we also recommend that a performance appraisal system be adopted to tie employee pay and advancement to job performance.

In order to achieve the purposes of the request, Circuit Rider Management Group proposes to perform the **POSITION CLASSIFICATION PROJECT** as follows:

Phase I: POSITION FUNCTION INVENTORY

- 1.1 Inventory Current Position Descriptions - review job functions, man-hours, and responsibilities as currently described in existing position descriptions for the positions to be studied; review current position classification tree.
- 1.2 Interview Position Incumbents - CRMG associates will interview each position incumbent on the job to ascertain current job functions as related to the current position description; catalogue and describe functions, man-hours and duties required to complete tasks required of covered positions.

- 1.3 Interview Front Line Supervisors and Departmental Managers - CRMG associates will interview front line supervisors and department managers to determine current job functions and requirements, comparing the supervisory perceptions with those of the position incumbents; catalogue and describe position functions, man-hours and duties.

Phase II: ASSESS CURRENT POSITION FUNCTIONS

- 2.1 Assess And Evaluate Current Activity Logs - review department and function records and reports to determine tasks involved, seasonal or cyclical variation and level of service performance for each covered position as appropriate.
- 2.2 Conduct Desk Audit By Person By Function - position incumbents will be asked to complete logs describing job elements in fifteen minute increments throughout randomly selected typical work days.
- 2.3 Collect, Catalogue and Analyze Desk Audit Logs - review desk audit information, analyzing for seasonal or cyclical variations and comparing with position descriptions and stated tasks/functions.

Phase III: REPORT CLASSIFICATION REVIEW RESULTS

- 3.1 Recommend Position Classification Placements As Appropriate - Based on results of phases I and II, recommend position classification adjustments and maintenance of current status where warranted.
- 3.2 Meet With Position Incumbents Who Wish To Appeal Or Discuss The Review Or Recommendations - Schedule times and locations at the work sites to discuss with employees CRMG's study or findings and recommendations resulting from the review.
- 3.3 Prepare Interim Report To City - write, submit and present to the City of Powell the results of the classification review and recommendations derived therefrom.

Phase IV: COMPENSATION SURVEY

- 4.1 Determine Elements To Be Included In The Compensation Survey - meet with City Manager and staff to decide survey components, structure, format, number and type of comparable employers to be included in the compensation survey segment of the project.

- 4.2 **Prepare Compensation Survey Draft For City Manager Review Prior To Mailing** - write, submit and present draft salary survey to the City of Powell prior to distribution.
- 4.3 **Distribute Compensation Survey** - mail compensation surveys to comparable employer group(s).
- 4.4 **Follow-up Survey Returns** - telephone surveyed employers to encourage/stimulate participation in the study.
- 4.5 **Gather And Analyze Survey Results** - determine market norms by position - averages, minimums, maximums.
- 4.6 **Prepare Interim Report To City** - write, submit and present to the City of Powell the results of the survey and recommendations derived therefrom.

Phase V: PERFORMANCE APPRAISAL

- 5.A. **Develop an Employee Performance Appraisal System** - CRMG will develop and recommend an employee performance appraisal system based on "best practices" and existing municipal and private sector models for use in conjunction with Powell's employee compensation schedule.
- 5.B. **Review Appraisal System with City Manager, Staff** - review format, reporting criteria and usage keyed to Powell's employee compensation schedule.

VI: REPORT TO CITY

CRMG will prepare and submit to the City of Powell a report of its findings and recommendations resulting from the POSITION CLASSIFICATION PROJECT.

Project Schedule

Circuit Rider Management Group proposes to perform these services over a period of approximately four months from the date of agreement, to be completed by October 1, 2004. After refining the elements with the City of Powell, a definitive project timeline will be submitted for review & approval by the city; a preliminary project timeline is attached. The timeline describes the incremental elements necessary to complete all aspects of the study. CRMG's intent is to perform the project and submit recommendations in a timely fashion, devoting the necessary attention and focus to the issues examined in order to provide effective recommendations.

CRMG was founded in December, 1997, by Douglas Plunkett. Mr. Plunkett, CRMG Principal, has enjoyed a long and successful career in public administration, serving as Granville Village Manager from 1980 to 1997, and holding a variety of state and municipal leadership positions from 1974 to 1980 in Massachusetts. He has a Master's degree in Public Administration from Suffolk University in Boston, Massachusetts, and a Bachelor of Science degree from the University of Massachusetts. Throughout his public administration career, Mr. Plunkett has been responsible for initiating and administering local government staff classification and compensation plans.

Mr. Plunkett will perform the elements of Powell's POSITION CLASSIFICATION PROJECT, augmented by CRMG support staff as necessary. Circuit Rider Management Group will need to meet with you and perhaps members of your staff to project and mutually agree upon the actual timeline for performance of these services. We anticipate a period of four months from the date of agreement to be necessary for completion of all aspects of the study. CRMG will perform the study and make recommendations in a timely fashion, devoting the necessary attention and focus to the issues examined in order to provide effective recommendations.

CRMG has a significant experience record with projects of this type. A partial experience record with references included is as follows:

EXPERIENCE RECORD

City of Oberlin
85 South Main Street
Oberlin, Ohio 44074
contact: City Manager Robert DiSpirito
440-775-7206

Payroll Classification Project

City of Pataskala
196 East Broad Street
Pataskala, Ohio 43062-9401
contact: City Administrator Reagan Parsons
740-964-2416

Compensation Study

Village of New Concord
2 West Main Street
P.O. Box 10
New Concord, Ohio 43762
contact: Village Administrator John Huey
740-826-7671

Personnel study, policy development
for Police, Fire personnel
Compensation study

EXPERIENCE RECORD (continued)

City of Westerville
21 South State Street
Westerville, Ohio 43081-9990
contact: Assistant City Manager Michael Wasylik
614-890-8542

Classification review

AGREEMENT

CRMG proposes to perform the services specified on pages 1 - 4 of this proposal during the period of engagement for a lump sum fee of Sixteen-Thousand-Two-Hundred-Fourteen Dollars (\$16,214.00). All consultant fees and out of pocket expenses are included in this amount. The severable parts of this project are Phases I, II and III as one segment, at a unit price of Ten-Thousand-One-Hundred-Sixty-Four Dollars (\$10,164.00); Phase IV as a segment, at a unit price of Three-Thousand-Seven-Hundred-Fifty-One Dollars (\$3,751.00), and; Phase V as a segment, at a unit price of Two-Thousand-Two-Hundred-Ninety-Nine Dollars (\$2,299.00).

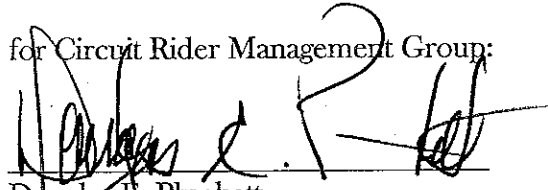
CRMG will submit monthly progress reports to the city of Powell during the project period. The billing cycle will coincide with the monthly report, on a net thirty (30) day basis. The City of Powell will provide all physical space necessary for conduct of the interview process, including meeting space for work sessions, and will handle scheduling of Powell personnel for any meetings.

Please indicate Powell's acceptance of this proposal by affixing your signature or that of your authorized designee hereto and returning to CRMG. Initial meetings have begun and additional meetings will be scheduled upon agreement.

for the City of Powell:

Stephen A. Lutz
City Manager
Date: _____

for Circuit Rider Management Group:



Douglas B. Plunkett
Principal
Date: April 29, 2004