

City of Visalia

**CLASSIFICATION AND TOTAL
COMPENSATION STUDY
TECHNICAL PROPOSAL
RFP# 23-24-58**

July 31, 2025

Gallagher Benefit Services, Inc.

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

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July 31, 2025

Purchasing
City of Visalia
707 W. Acequia Avenue
Visalia, CA 93291

Thank you for the opportunity to respond to your Request for Proposals for a Classification and Total Compensation Study for the City of Visalia ("City") RFP# 23-24-58. We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, and other public agencies.

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our team's extra effort has resulted in close to *100% acceptance* of all our classification and compensation studies.

Gallagher ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Walnut Creek address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the City of Visalia.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



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Cost proposal has been provided under separate cover per the RFP instructions.



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A. General Information

Firm name: Gallagher Benefit Services, Inc.
Address: 2121 N. California Boulevard, Suite 350, Walnut Creek, CA 94596
Telephone: (510) 658-5633
Fax: (510) 652-5633
Email: georg_krammer@aig.com
Type of Organization: Type C Corporation
Completed forms have been provided in the Appendix.

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. We have offices all throughout California, the Western Region, as well as across the entire nation and serve clients in all 50 states.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments, working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Boards of Education, Merit Boards, and Joint Power Authorities.

The firm's areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; and organizational development/assessment studies.

Without exception, all our classification and compensation studies have successfully met all our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients (please see <https://koffassociates.com/our-clients/>) is indicative of our firm's reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. Gallagher has a reputation for being "hands on" with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments.

Gallagher relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence. We are very proud of the fact that in working with hundreds of public agency clients and completing hundreds of classification and/or compensation and other types of studies, we have only had a handful of formal appeals in our entire history.

Especially when it comes to compensation, we know we are dealing with people's livelihoods and we take that very seriously. We are human resources professionals by trade and at heart and always keep the human aspect at the forefront of our problem-solving methodologies.

Our guiding principle of assisting public agencies for the greater good of their people and the communities they serve has been the backbone of our culture of integrity and ethics. Our values of being public-spirited, resourceful, curious, and courageous help us succeed in being very client-centric, fully invested in our work and finding the best solutions for our clients, and in applying a synergistic approach to all of our projects.

About the Larger Gallagher

Value Proposition: The ability to deliver comprehensively structured human capital solutions to clients is Gallagher’s signature in the marketplace. At Gallagher, we want to know what makes your organization unique. We listen intently to learn about your culture and priorities and delve deeply into all the details that matter when balancing human capital needs with financial sustainability. This single-minded focus on excellence — characterized by innovation and creativity — is the driving force behind every Gallagher engagement.

Company History: Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still “growing strong” because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago’s largest insurance brokerage, Gallagher is now one of the world’s largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, we have operations in 33 countries and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants.

Since 1961, we’ve been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.



Company Culture and Philosophy: The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA.



Gallagher's approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients.

Gallagher's interactions with you will be straightforward and candid. By earning the trust of our clients, we've sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute's annual list of the World's Most Ethical Companies in 2012 — and has earned this recognition for twelve consecutive years, through 2023. This is a tremendous achievement: annually, less than 150 companies based in 24 countries and representing 57 industry categories received this honor. Gallagher is the only insurance broker to have ever been recognized (World's Most Ethical Release).

The high standards of conduct we've set for our external professional relationships are the same rules we follow internally. The Gallagher Way, a one-page document that outlines our 25 shared values, was written in 1984 but is just as culturally relevant today. It speaks to the value of relationships and several tenets set guidelines for ethical behavior. Gallagher combines innovative solutions, thoughtful advice, and honest business practices to minimize risk and help fuel your success.

Human Resource and Compensation Consulting Practice

Gallagher's Human Resources & Compensation Consulting practice, of which the former K&A team is now a part, empowers clients to attract talent, manage staff, develop leaders, and reward success—leveraging the power of Gallagher and wisdom of experience to produce an engaged and productive workforce. Tapping into expertise that spans the spectrum of human resources at every level, we can assemble flexible compensation and consulting solutions that improve efficiency and fiscal sustainability.

Our practice is a combination of some of the most respected names in human resources and compensation consulting. Bringing together experts from compensation, performance, search, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

With an experienced team of 205 consultants located in 14 offices across the United States and Canada, our services include:

- Classification and Compensation
- Employee Engagement
- Executive Compensation
- Organizational Development
- HR Management
- Search and Interim Placement
- Custom Salary and Benefit Surveys
- Governance Consulting

B. Proposed Project Approach

The City desires human resources assistance to conduct a comprehensive classification and total compensation study. The purpose of the study is to address changes in the organizational structure, reporting relationships, and staffing which may have affected the type, scope, level, and classification of work being performed by City employees. The City recognizes it is also critical to evaluate compensation to determine the City's competitiveness in the marketplace. The purpose of the study and analysis is to ensure appropriate classification and compensation for all employees with specific objectives to:

- Review and recommend updates to job descriptions.
- Update existing classification and compensation policies and practices as needed.
- Provide compensation commensurate with assigned duties.
- Ensure positions with similarity in complexity, responsibility, knowledge, skills, and abilities are classified together.
- Provide justifiable pay differential between individual classes (internal equity).
- Determine appropriate external comparison agencies.
- Maintain a competitive position with similarly situated comparable entities.
- Attract and retain qualified employees by ensuring compensation is competitive in the market.
- Offer recommendations as to how the City can better align its compensation system with industry best practices.

The objective is to utilize the information from both components of the study to facilitate a plan to address classification issues and improve compensation, which will increase the City's ability to retain a quality labor force.

The City has approximately 700 full-time allocated positions assigned to 198 job classifications with an average of 60 vacancies at any given time. There are five (5) represented (Miscellaneous Employees, Miscellaneous Managers and Supervisors, Police Officers Association, Police Supervisors and Managers, Fire Association) and two (2) unrepresented bargaining groups (Confidential, Department Heads).

PHASE I – CLASSIFICATION STUDY:

Milestone A: Project Kickoff Meetings, Orientations, and Initial Documentation Review

- Identify client project team, contract administrator, and reporting relationships.
- Orientation and briefing sessions with the study project team and other study stakeholders to explain methodology.
- Gather all pertinent documentation, including class descriptions, organizational charts, personnel policies, memoranda of understanding, budgets, position control information, previous classification studies, salary schedules, etc.
- Review and agree to a class description format, comparator agencies, benchmark classifications, and benefits to be collected.
- Design and discuss position description questionnaire (“PDQ”) with the project team in order to customize it to meet study objectives.
- Facilitate orientation meetings for all study participants and managers, and distribute the PDQ, begin the educational process that continues throughout the study, discuss the importance of employees’ involvement; elements that are not a part of the study will also be covered.

Milestone B. Collection and Review of PDQs and Employee/Supervisor/Manager Interviews

- At least a representative sample of employees in each of the classifications to be studied shall complete a PDQ; for multi-incumbent classifications we will accept group PDQs as well as individual PDQs, if employees so choose.
- Employees complete PDQs and their supervisor/manager will review, comment, and sign off on it. For any vacant positions, we ask that a supervisor complete a PDQ, assuming that the City will continue utilizing the classification.
- Gallagher will review and analyze PDQs in detail along with other documentation.
- Interviews will be scheduled with at least a representative sample of employees per classification, either individually if in a single-incumbent class, as a group if a multi-incumbent class, or individually if requested by the employee.
- Interviews will then be held with supervisory and management staff who will clarify their own responsibilities and/or confirm the information we have received in the interviews with their staff and/or provide additional clarifying information.
- The purpose of the interviews is to clarify and supplement the PDQ data and to respond to potential perception differences regarding roles, tasks, scope, and supervisory responsibilities.

Milestone C. Classification Concept, Preliminary Allocation, and Draft Class Description Development

- Gallagher's job evaluation will result in classification allocation recommendations that will be submitted to project team for review and approval.
- Utilize the "whole position" classification methodology, including education, experience, problem solving/ingenuity, attention/stress, independence of action/responsibility, contacts with others, supervision exercised, consequence of action/decisions, etc.
- A document will be submitted that will list broad class concepts and highlight where significant changes may be recommended, such as expanding or collapsing class series and/or separating or combining classifications assigned to different functional areas; number of classifications and classification levels, and career ladders; and updating established titling guidelines for the studied classifications for appropriate and consistent titling.
- Incumbent-specific allocation recommendation for each studied position will be prepared, specifying current and proposed classification title and impact of our recommendations (reclassification, title change, or no change).
- Meet with the project team, HR, management staff, and other stakeholders to review proposed recommendations.
- New and/or updated class descriptions will be developed for each proposed classification, updating purpose, position definitions, distinguishing characteristics, supervision received and exercised, typical job functions, knowledge, abilities, minimum qualifications, education and experience, and special requirements, including licensing and certifications.
- Determine exempt vs. non-exempt status in accordance with "white collar" exemptions under the Fair Labor Standards Act ("FLSA") and ensure compliance with the Americans with Disabilities Act ("ADA").

Milestone D. Facilitation of Draft Class Description Review, Finalization of Classification Plan, and Draft of Interim Report and Final Report

- Submit new/updated classification descriptions to Project Team for review and discussion to ensure that no factual information is overlooked and that the recommendations are fair and consistent.
- Next, submit draft copies of the classification allocation recommendations and new/updated class descriptions (if applicable) to other study stakeholders to provide comments and concerns regarding the recommendation and any modifications to the proposed class descriptions (if applicable).
- Allocation and/or class description changes will be made as required and the class specifications will be finalized and submitted for approval.
- Develop Final Report of the Classification Study for final review and comment.
- The Report will contain: classification methodology and process as well as all findings, analysis, and resulting recommendations for each studied position; recommended allocation list, classification title changes, job family and career ladder/career growth issues, reporting relationships, and other factors.
- Once we have received the City’s comments regarding the Final Report and have made any necessary changes, a Final Classification Report will be developed.

PHASE II – TOTAL COMPENSATION STUDY:

Milestone A. Determination of Survey Elements and Delivery of Market Survey

- Identify appropriate comparator agencies based on a number of evaluation criteria (such as type of organization, size of organization, number of employees, size of budgets, population served, cost of living, etc.); We understand per the RFP that the City has the following nine (9) comparators which we would be happy to review and provide recommendations as appropriate:
 - City of Tulare
 - City of Hanford
 - City of Fresno
 - City of Porterville
 - County of Kings
 - City of Bakersfield
 - County of Tulare
 - City of Clovis
 - County of Kern
- Confirm classifications to be studied based on an internal relationship analysis of all classifications. We typically survey up to 65% of classifications and internally align un-benchmarked classifications. Per the RFP we understand there are approximately 700 full-time employees allocated to 198 job classifications with an average of 60 vacancies. The approximate number of job classifications in each bargaining unit is:

Bargaining Unit	Number of Classifications
Group A	2
Group B	2
Group E	60
Group G	8
Group M	103
Confidential Group	14
Dept. Head Group	9
Total	198

- Identify and confirm benefits to be collected.
- Gallagher to conduct all the data collection and analysis to ensure validity of data and quality control.

- Collect job descriptions, organization charts, and other information from comparator agencies via website, in person, or by telephone.
- Compare job description to job description, not just job titles; ensure true matches of at least 70% using whole position analysis approach, including factors such as education, experience, problem solving, supervision exercised, etc.
- Schedule appointments with knowledgeable individuals at each comparator to answer specific questions.
- Ensure a very high validity rate and produce data that is substantiated before management, employee representation, as well as governing bodies.
- Enter data into spreadsheet format designed for ease of interpretation and use; present information in a format that will identify the comparator positions used for each class comparison.
- Calculate information based upon average and median figures, allowing the City to make informed compensation decisions.
- Collect and display benefit data in an easy-to-read format.
- Submit three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data.

Milestone B. Draft Compensation Findings/Stakeholder Review and Feedback

- Distribute draft findings to the City.
- After the City's preliminary review, meet with the project team and various stakeholders to clarify data, receive requests for reanalysis of certain comparators; and answer questions and address concerns.
- Provide an opportunity for the project team and other stakeholders to review and question any of our recommended benchmark comparator matches.
- If questions arise, conduct follow-up analysis to reconfirm original analysis and/or make corrections.

Milestone C. Development of Recommendations, Final Reports, and Presentations

- Determine internal equity and internal position hierarchy for both market-driven and non-benchmarked positions, based on the whole position analysis methodology.
- Make recommendations regarding vertical and horizontal salary relationships and differentials across the organization.
- Review and make recommendations regarding salary structure within which classifications are allocated, based upon the City's preferred compensation plan.
- Discuss draft recommendations with management prior to developing Interim Report.
- Complete Draft Report and submit to the City for review, comment, and recommendations, including detailed compensation findings and recommendations; proposed salary ranges, and implementation issues; and methodology for continued implementation and maintenance of recommendations.
- After the City's questions/concerns are addressed, create Final Compensation Report.
- Our proposal includes one initial overview (to approve any changes to the City's list of comparator agencies), one interim study session (to discuss the initial findings of the market salary study), and one final presentation to the Council, as needed.

EXPECTATIONS OF CITY SUPPORT:

In order to conduct this study in the most timely and cost-effective manner, we ask for support in the following areas:

- Timely provision of written documentation, such as current class specifications, union contracts, organizational charts, budget documents, salary schedules, past studies, etc.;
- Assistance in the notification and scheduling of initial kickoff and other meetings and the provision of adequate interview tools and resources;
- Assistance in the compilation of current descriptions with the PDQ; collecting and forwarding questionnaires; and in ensuring that materials are completed and returned in a timely manner; and
- Meeting agreed-upon timelines.

In terms of time commitment for City staff, we understand that the City hires an outside consultant to conduct and coordinate the entire effort. Therefore, it is our goal to reduce the time commitment of City staff as much as possible and to only request assistance in the coordination of some of the steps in the process, such as scheduling meetings, disseminating information, and in general, being a channel of communication between our firm and employees.

COMMUNICATION WITH THE CITY:

Our typical communication model includes at least weekly or biweekly written status updates, or virtual meetings, to keep the City informed on where we are during each phase of the project.

In addition, the study includes a significant number of meetings with the Study Project Team, human resources, management, employees, employee representation, and the Council, as desired. The meetings and “stakeholder touch-points” that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and foster a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of Gallagher’s studies.

POST-STUDY CONSULTATION AND SUPPORT:

We are committed to providing the City with the highest-quality product and service. Providing ongoing consultation and support after study completion is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should the City request any additional meetings and/or training after completion of the study and/or other specific, identifiable work efforts, such as single-position compensation reviews or conducting annual surveys, we would honor our composite hourly rate for actual hours worked. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our project fee for this project.

STAKEHOLDER ENGAGEMENT:

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in to the study throughout the entire process. Following are the major milestones at which we touch base

with Human Resources, employees, managers, employee representation, and other stakeholders, as appropriate:

- Initial study kick-off meetings with stakeholders;
- Stakeholder input regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected;
- City stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.

Time Requirements

Our professional experience is that compensation studies of this scope and for this size organization take approximately 10 months to complete, allowing for adequate PDQ completion, employee and supervisor interviews, classification concept and allocation development, class description development, compensation data collection and analysis, review steps by the City, the development of final reports, any appeals, and presentations.

We propose commencing the project in September 2025 and anticipate completion by June 2026. The following is a suggested timeline (which can be modified based on the City's needs):

MILESTONES	PHASE I: CLASSIFICATION STUDY	COMPLETION BY
A.	Project Kickoff Meetings, Orientations, and Initial Documentation Review	Weeks 1-3
B.	Collection and Review of PDQs and Employee/Supervisor/Manager Interviews	Weeks 8-12
C.	Classification Concept, Preliminary Allocation, and Draft Class Description Development	Weeks 13-24
D.	Facilitation of Draft Class Description Review, Finalization of Classification Plan, and Draft of Interim Report and Final Report	Weeks 25-30
MILESTONES	PHASE II: TOTAL COMPENSATION STUDY	COMPLETION BY
A.	Determination of Survey Elements and Market Survey Delivery	Weeks 20-32
B.	Draft Compensation Findings/Stakeholder Review and Feedback	Weeks 33-35
C.	Development of Recommendations, Final Reports, and Presentations	Weeks 36-40

Contractual Considerations

We will be pleased to sign the City's professional services agreement for a Compensation Study. We respectfully request that the City will allow for a period of negotiation of certain terms in the professional services contract related to liability, indemnity, insurance, and other terms. We have found that we have always come to an agreement with all our clients in the past and appreciate the City's flexibility in reviewing certain terms in a collaborative fashion between our legal counsels.

The following are terms we would like to review with the City if we are fortunate to be selected for this project:

- Gallagher is pleased to submit this proposal to the City. While this proposal is not meant to constitute a formal offer, acceptance, or contract, notwithstanding anything to the contrary contained in the proposal, Gallagher is submitting this proposal with the understanding the parties would negotiate and sign a contract containing terms and conditions that are mutually acceptable to both parties.
- Gallagher is not a federal contractor or subcontractor. Therefore, Gallagher cannot agree to federal contracting provisions contained within the RFP.
- Section 1 (PDF Page 10) - This section needs modified so that no prior approval of personnel is required from the City. Gallagher will provide notice of substitutions after they occur. Gallagher can agree to a reasonable time period to provide such notice and will use good faith efforts to ensure that the City is satisfied with any replacement personnel assigned.
- Section B (PDF Page 13) - Gallagher shall comply with all state and federal laws related to verification of work eligibility, as well as company processes related to background investigation.

All employees hired by the divisions of Arthur J. Gallagher & Co. consent to, and are subjected to a rigorous background investigation prior to beginning employment with the company. Background checks are facilitated by external providers and include: federal criminal (7 years, all districts as revealed by Social Security Number (SSN) trace); criminal felony & misdemeanor (7 years, all counties as revealed by SSN trace, education and employment addresses); verification of education (highest degree obtained); employment verifications (7 years history, up to ten previous employers); U.S. Government Prohibited Parties; SSN trace; and in some cases where appropriate based on responsibilities of the role, motor vehicle records or credit checks.

Gallagher also participates in the U.S. eVerify program in conjunction with processing of new hire I-9 Employment Eligibility Verification forms at the time of start date. Additionally, all active U.S. employees consent to ongoing background check procedures where applicable, including ongoing Prohibited Parties verification, which is performed on a monthly basis.

- Section E (Para 1) (PDF Page 14); Section XII (Point A-B) (PDF Pages 32-33) - Indemnification should be limited to grossly negligent acts and omissions, breaches of the contract, intentional misconduct, or violations of law.
- Section E (Para 1) (PDF Page 14); Section XII (Point A-B) (PDF Pages 32-33) - A limitation of liability of fees paid needs to be added to the indemnification provision.

- Section E Insurance (PDF Page 15); Section D (PDF Page 33) - Below are Gallagher's insurance representations based on AJG Risk Management policies. These are not changed on a client by client basis.

It is our practice to provide the coverage below in lieu of the City contract insurance language. We therefore propose to replace the insurance language in the RFP's sample agreement with coverage language provided by Gallagher as follows:

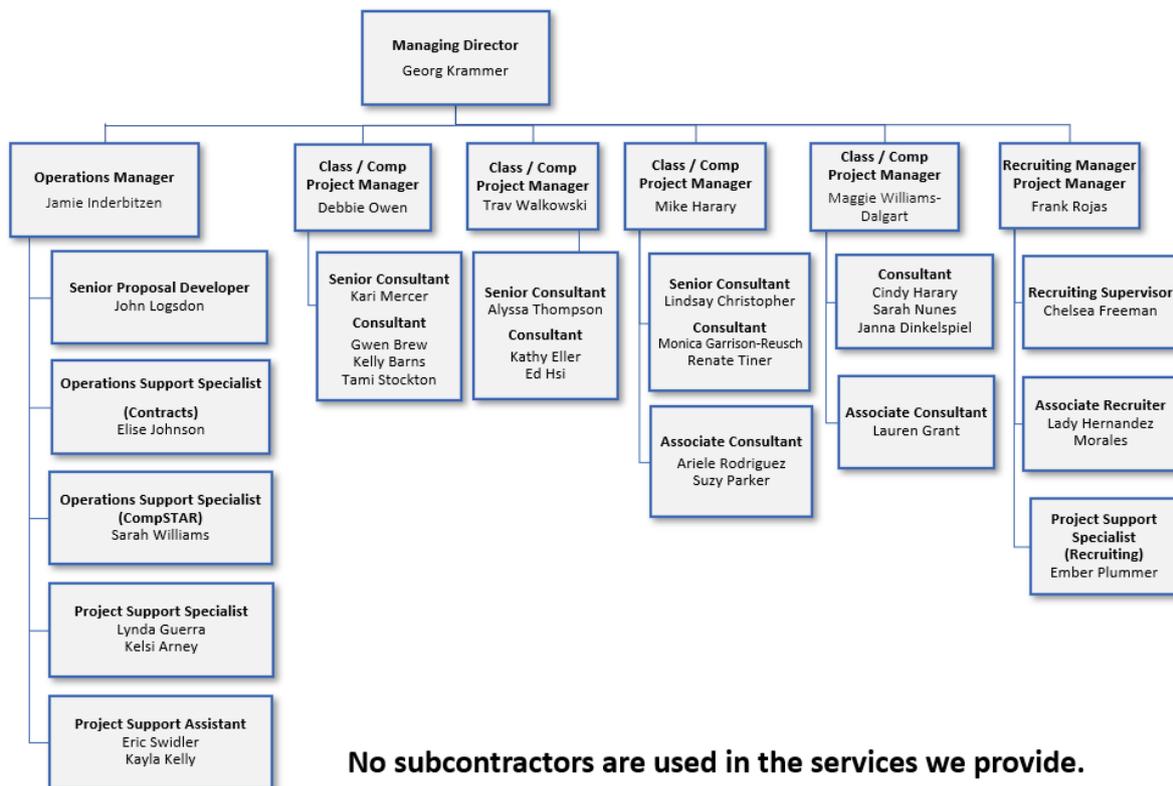
Gallagher shall at all times during the term of this Agreement and for a period of two (2) years thereafter, obtain and maintain in force the following minimum insurance coverages and limits at its own expense:

- Commercial General Liability (CGL) insurance on an ISO form number CG 00 01 (or equivalent) covering claims for bodily injury, death, personal injury, or property damage occurring or arising out of the performance of this Agreement, including coverage for premises, products, and completed operations, on an occurrence basis, with limits no less than \$2,000,000 per occurrence and \$4,000,000 in the aggregate;
- Workers Compensation insurance with statutory limits, as required by the state in which the work takes place, and Employer's Liability insurance with limits no less than \$1,000,000 per accident for bodily injury or disease. Insurer will be licensed to do business in the state in which the work takes place;
- Automobile Liability insurance on an ISO form number CA 00 01 covering all hired and non-owned automobiles with limit of \$1,000,000 per accident for bodily injury and property damage;
- Umbrella Liability insurance providing excess coverage over all limits and coverages with a limits no less than \$10,000,000 per occurrence or in the aggregate;
- Errors & Omissions Liability insurance, including extended reporting conditions of two (2) years with limits of no less than \$5,000,000 per claim, or \$10,000,000 in the aggregate;
- Cyber Liability, Technology Errors & Omissions, and Network Security & Privacy Liability insurance, including extended reporting conditions of two (2) years with limits no less than \$2,000,000 per claim and in the aggregate, inclusive of defense cost; and
- Crime insurance covering third-party crime and employee dishonesty with limits of no less than \$1,000,000 per claim and in the aggregate.

All commercial insurance policies shall be written with insurers that have a minimum AM Best rating of no less than A-VI, and licensed to do business in the state of operation. Any cancelled or non-renewed policy will be replaced with no coverage gap, and a Certificate of Insurance evidencing the coverages set forth in this section shall be provided to Client upon request

C. Staff Qualifications and Related Experience

All members of our team have worked on multiple comprehensive total compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the City. Our team consists of 34 employees as shown in the following organizational chart.



KEY PERSONNEL

Our project team will be led by Co-Project Directors Georg Kramer (Managing Director) and Mike Harary (Project Manager). They will coordinate all of Gallagher’s efforts, attend all meetings with the City, and be responsible for all work products and deliverables.

CONSULTANTS

Alyssa Thompson (Senior Consultant), Lindsay Christopher (Senior Consultant), Kari Mercer (Senior Consultant), Monica Garrison-Reusch (Consultant), Sarah Nunes (Consultant), Janna Dinkelspiel (Consultant), Ed Hsi (Associate Consultant), Tami Stockton (Consultant), Lauren Grant (Associate Consultant), Kelly Barns (Consultant), Suzy Parker (Associate Consultant), Cindy Harary (Consultant) and Renate Tiner (Consultant) will conduct classification analysis and interviews with employees and management, compensation data collection and analysis, internal job analysis, and develop recommendations and implementation strategies.

WORKLOAD

We currently have a team of 25 HR consultants and five administrative support staff – resources that we are able to pool based on each project’s needs, to execute projects and to meet clients’ needs and expectations. Each time we are selected as the successful bidder on a project, we strategize to determine project timelines, deliverable deadlines, and the resources that are required to produce the deliverables as promised. We are poised to accommodate the City’s classification and compensation study and plan to devote the necessary resources for the successful execution of the project.

Biographies of the specific staff who will be assigned to this study can be found in the Appendix.

References

AGENCY & PROJECT	CONTACT
<p>City of San Leandro</p> <p>City-wide classification and total compensation study, completion in 2024. Compensation study, completed 2022.</p>	<p>Ms. Emily Hung Human Resources Director (510) 577-6076 835 East 14th Street San Leandro, CA 94577 EHung@sanleandro</p>
<p>City of Santa Rosa</p> <p>City-wide classification and total compensation study, completed 2024. Compensation Study, completed 2017. Classification and Organizational Studies for various departments from 2007 to 2013.</p>	<p>Ms. Golbou Ghassemieh Deputy Director HR (707)543-3070 100 Santa Rosa Avenue, Room 1 Santa Rosa, CA 95405 gghassemieh@srcity.org</p>
<p>City of Tracy</p> <p>City-wide classification and total compensation study, completed 2021.</p>	<p>Ms. JoAnn Weberg Human Resources Manager 333 Civic Center Plaza Tracy, CA 95376 (209)831-6158 Joann.weberg@cityoftracy.org</p>
<p>City of Palo Alto</p> <p>Ongoing Classification, Compensation and Recruitment work from 2009 through 2025. Classification Study, completed 2020. Various Compensation Studies from 2009 through 2018.</p>	<p>Ms. Tori Post Manager Employee and Labor Relations (650) 329-2319 250 Hamilton Ave. Palo Alto, CA 94301 Tori.post@cityofpaloalto.org</p>
<p>City of Newman</p> <p>Classification and Compensation Study completed, 2023. Total Compensation Study (23 classes), completed 2018.</p>	<p>Mr. Lewis Humphries Finance Director (209) 862-3725 938 Fresno St., 2nd Floor Newman, CA 95360 lhumphries@cityofnewman.com</p>



Gallagher

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D. Proposed Fee Structure and Schedules (under separate cover)

Cost proposal has been provided under separate cover per the RFP instructions.

E. Conflict of Interest

We are not aware of any financial, business or other relationship with the City or any member of the City staff that may have an impact on the outcome of the project. We do not have any current clients that would have a financial interest in the outcome of the requested project.



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Signature Page

Gallagher Benefit Services, Inc., formerly known as Koff & Associates, intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: GALLAGHER BENEFIT SERVICES, INC.,
State of California

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

July 31, 2025



Gallagher

Insurance | Risk Management | Consulting

Appendix

Project Team Biographies

Georg S. Krammer, M.B.A., S.P.H.R. **Managing Director**

Georg brings over 25 years of management-level human resources experience to Gallagher, formerly Koff & Associates (K&A), with an emphasis over the last 22 years in classification and compensation design, market salary studies, organizational effectiveness, performance management, and strategic advisory, in the public sector and local government agencies.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. He spent five years in the private sector where he served as an HR Manager and then HR Director before entering the public sector in his current consulting role. With his wide-ranging and deep experience as a classification and compensation expert, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contributions to Gallagher's variety of projects greatly complements our Human Resources and Recruitment Services team.

Georg has spearheaded several hundreds of classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California, and the Western Region, and has contributed to more than quadrupling the size of our practice as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003, served as its Chief Executive Officer from 2005 to 2021, was instrumental in K&A's joining Gallagher in 2021, and has been serving as Managing Director since then.

In the last few years, Georg has been the Project Director/Key Personnel for classification and/or compensation studies, organizational assessments, and other HR projects, at the following agencies:

- **Cities/Towns:** Amarillo (TX), Bellflower, Berkeley, Campbell, Chino, Coachella, Commerce, Concord, Corona, Cotati, El Monte, Gardena, Gilroy, Hayward, La Cañada Flintridge, Los Altos, Los Altos Hills, Menifee, Moutnain View, Newport Beach, Oakland, Ontario, Pasadena, Perris, Pleasant Hill, Pomona, Redwood City, Rohnert Park, San Bernardino, San Diego, San Jose, Santa Cruz, Santa Monica, Saratoga, Seal Beach, Seattle (WA), Sunnyvale, and Upland.
- **Counties:** Del Norte, Imperial, Monterey, Orange, Sacramento, San Diego, San Mateo, Siskiyou, Sonoma, and Tehama.
- **Courts:** Habeas Corpus Resource Center, Superior Courts of San Francisco, San Bernardino, Sonoma, and San Diego.
- **Education:** College of the Sequoias, Compton Community College District, Foothill-De Anza Community College District, Riverside Community College District, West Valley Mission Community College District, Rancho Santiago Community College District, San Diego Community College District, Southwestern College, Victor Valley Community College District, Yuba Community College District; Los



Angeles Unified School District, South San Francisco Unified School District; Contra Costa County Office of Education, El Dorado County Office of Education, San Mateo County Office of Education, and Stanislaus County Office of Education.

- **Special Districts:**

- Air Quality: Bay Area Air Quality Management District, Monterey Bay Air Resources District, and South Coast Air Quality Management District.
- Community Services, Parks, Recreation, and Open Space: Cosumnes CSD, Desert Recreation District, East Bay Regional Park District, Hayward Area Recreation and Park District, Helendale CSD, Jurupa CSD, Phelan-Pinon Hills CSD, Midpeninsula Regional Open Space District, Rosamond CSD, Truckee Donner Recreation & Park District, and Tualatin Hills Park & Recreation District (OR).
- Fire Protection: Alameda County Fire, Central Fire District of Santa Cruz, Fire Protection District of Southern Marin, Orange County Fire Authority, Novate Fire Protection District, and Sacramento Metropolitan Fire District.
- Housing/Economic Development: Housing Authority of County of San Bernardino, Housing Authority of County of Santa Barbara, Housing Authority of County of San Luis Obispo, , Santa Clara County Housing Authority, and San Diego Housing Commission.
- Library Districts: Altadena Library District, Banning Library District, and Buena Park Library District.
- Public Utilities: East Bay Municipal Utility District, North Tahoe Public Utility District, Redwood Coast Energy Authority, Sacramento Municipal Utilities District, and Southern California Public Power Authority.
- Transportation: Alameda County Transportation Commission, Contra Costa Transportation Authority, El Dorado County Transit Authority, Livermore Amador Valley Transit Authority, Long Beach Transit, Marin Transit District, Metropolitan Transportation Commission, Monterey-Salinas Transit District, Orange County Transportation Authority, Port of Long Beach, Port of Oakland, Port of San Diego, Port of Stockton, Riverside County Transportation Commission, Sacramento Area Council of Governments, San Bernardino County Transportation Authority, San Bernardino International Airport, San Francisco Bay Area Water Emergency Transportation Authority, San Mateo County Transit District, Santa Cruz Metropolitan Transit District, Sonoma-Marin Area Rail Transit, Western Riverside Council of Governments.
- Wastewater: California Association of Sanitation Agencies, Central Marin Sanitation Agency, Orange County Sanitation District, Reclamation District No. 1000, Sacramento Area Sewer District, and Tahoe Truckee Sanitation Agency.
- Water: Bay Area Water Supply & Conservation Agency, Beaumont Cherry Valley Water District, Central Coast Water Authority, Coachella Valley Water District, Coastside County Water District, Contra Costa Water District, Eastern Municipal Water District, Helix Water District, Irvine Ranch Water District, Mesa Water District, Metropolitan Water District of Southern California, Mission Springs Water District, Mojave Water Agency, Rainbow Municipal Water District, North Coast Water District, North Marin Water District, Rancho California Water District, Rincon del Diablo Municipal Water District, San Lorenzo Valley Water District, Santa Clara Valley Water District, Santa Clarita Valley Water Agency, Sonoma County Water Agency, State Water Contractors,

Western Municipal Water District, Yorba Linda Water District, and Yuba Water Agency.

- Other: Association of California Water Agencies, First 5 Alameda, League of California Cities, Natividad Medical Center, Orange County Employee Retirement System, Rural County Representatives of California.

Georg will be key personnel and serve as the Co-Project Director for this project; he will coordinate all of Gallagher's efforts, will attend all meetings, and will be responsible for all work products and deliverables.

Mike Harary, B.B.A., M.B.A.
Project Manager

Mike Harary possesses over 39 years of municipal HR management experience including serving as a Human Resources Director for two municipalities in Southern California. He has been involved in all aspects of Human Resources for the cities of La Mirada, Orange, Westminster, and Downey, including serving as Chief Labor Negotiator, managing recruitment and selection processes for all types of municipal government positions, handling employee benefits functions, responding to labor and employee relations issues, complying with labor laws, conducting personnel investigations, and managing a variety of general human resources functions. He has also served as a consultant with Koff and Associates/Gallagher since 2019 managing numerous classification and compensation studies for multiple cities, counties, and special districts throughout California.

Mike has a bachelor's degree in business administration emphasizing in Human Resources Management from California State University, Long Beach, and a Master of Business Administration, also from Cal State Long Beach. Some of the K&A classification and compensation projects Mike has worked on include but are not limited to:

- **Cities:** Bellflower, Chico, Chino, Coachella, Corona, Davis, Desert Hot Springs, Duarte, East Palo Alto, El Monte, Fullerton, Gardena, Gilroy, Glendora, Hemet, Imperial, Jackson, La Canada Flintridge, Lomita, Lompoc, Ontario, Phoenix (AZ), Pittsburg, Pomona, Rialto, Ridgecrest, Rohnert Park, San Bernardino, San Marino, Spokane (WA), Sunnyvale, Twentynine Palms, and Upland.
- **Special Districts:** Altadena Library District, Banning Library District, Big Bear Lake Department of Water & Power, Buena Park Library District, CalOptima Health, Camrosa Water District, Chino Basin Water Conservation District, Cucamonga Valley Water District, Delta Diablo Sanitation District, Garfield County Public Library District (CO), Greater Los Angeles County Vector Control District, Greater Vallejo Recreation District, Hi Desert Water District, Housing Authority of the City of Santa Barbara, Housing Authority of the County of Santa Barbara, Jurupa Community Services District, Las Vegas-Clark County Regional Library District (NV), Livermore Area Recreation and Park District, Los Angeles County Employees Retirement Agency, Mission Springs Water District, New Mexico Department of Transportation (NM), North Marin Water District, Orange County Water District, Port of San Diego, Rainbow Municipal Water District, Rincon Del Diablo Water District, Tri-City Mental Health Authority, Victor Valley College, Yorba Linda Water District, and Yuba Water Agency.

Mike will provide managerial project support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and

analysis, internal job analysis, development of recommendations, and implementation strategies.

Lindsay Christopher
Senior Consultant

Lindsay's professional qualifications include ten years of experience working in the public sector, mostly with Alameda County. In her role as Human Resources Analyst, she was responsible for classification and compensation projects, as well as recruitment and selection, in a Civil Service, merit-based, environment. Prior to joining Gallagher (formerly Koff & Associates), she worked at the East Bay Regional Park District, where she continued to focus on classification and compensation projects. Since joining K&A in 2019, Lindsay has worked on studies for the following:

- **Cities:** Gardena, Hemet, Milpitas, Tracy, Corona, Seattle, Napa, Dinuba, Town of Truckee, San Leandro, Pleasant Hill, San Jose, Upland, Phoenix, El Cerrito, Newman, Pomona, Santa Rosa, Elk Grove, Long Beach, Chino, American Canyon, Perris,
- **Counties:** Humboldt, Butte, Kings, San Diego, Contra Costa, Madera, Alpine, Imperial, San Mateo, Santa Barbara,
- **Special Districts:** Contra Costa County Employees' Retirement Association, Greater LA County Vector Control District, Orange County Sanitation District, Purissima Hills Water District, Marin Municipal Water District, Housing Authority of the City of Santa Barbara, Tri-City Mental Health Authority, Victor Valley College, Buena Park Library District, East Bay Regional Park District, Tualatin Hills Park and Recreation District, Valley Water, San Luis and Delta Mendota Water Authority, Desert Recreation District, Santa Clara Valley Water District, Regional Government Services, Compton Community College District, Port of Oakland, LA County Development Authority, Albuquerque Housing Authority, Metropolitan Transportation Commission, Bay Area Rapid Transit (BART), Riverside-Corona Resource Conservation District, Sonoma Resource Conservation District, LA County Unified School District, Superior Court of San Diego County, Zone 7 Water Agency, First 5 Contra Costa County, First 5 Alameda County, Tahoe-Truckee Sanitation Agency, Housing Authority of the County of San Mateo, West Valley-Mission Community College District, Midpeninsula Regional Open Space District, Stanislaus County Office of Education, Tahoe Resource Conservation District
- **Non Profits:** Fred Finch Youth & Family Services, Rural Community Assistance Corp.

A Bay Area native, Lindsay earned her B.A. degree in Sociology with a concentration in Criminology from San Jose State University. Lindsay will provide Senior H.R. Associate support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Alyssa Thompson, Ph. D.
Senior Consultant

Alyssa has over 25 years of human resources experience in classification and compensation analysis and development, performance management, affirmative action program development, and recruitment. Alyssa also has experience in designing and conducting quantitative and qualitative research studies.



Since joining K&A in 2007, Alyssa has led and worked on well over 300 classification, compensation, organizational assessment, and recruitment projects for cities, counties, and special districts, including but not limited to some of these more recent projects:

- **Cities and Towns:** Concord, Danville, El Cerrito, Hayward, Hillsborough, Los Altos Hills, Monterey, Napa, Newman, Oakland, Orange, Palm Desert, Piedmont, Redlands, Sacramento, San Diego, Santa Barbara, Santa Monica, Santa Rosa, Truckee, Vallejo, Yuba City
- **Counties:** Bernalillo (New Mexico), Butte, Humboldt, Orange, Placer, San Joaquin, San Mateo, Solano, Sonoma, Tehama, Tuolumne
- **Special Districts:**
 - Community Services District: Cosumnes CSD, Hayward Area Recreation and Park District, Heritage Ranch CSD, Rosmond Community Services District, Tualatin Hills Park & Recreation District (OR)
 - Fire and Police Protection: Sacramento Metropolitan Fire District
 - Housing/Economic Development: Housing Authority of the County of Alameda, Oakland Housing Authority, San Diego Housing Commission, Santa Clara County Housing Authority
 - Open Space: Midpeninsula Regional Open Space District
 - Public Utilities: East Bay Municipal Utility District, Northern California Power Agency
 - Transportation: Alameda County Transportation Commission, Coachella Valley Association of Governments, Contra Costa Transportation Authority, Livermore Amador Valley Transit Authority, Metropolitan Transportation Commission, Napa County Transportation Authority, Port of Long Beach, Riverside County Transportation Commission, San Bernardino County Transportation Authority, Santa Cruz Metropolitan Transit District, San Gabriel Valley Council of Governments, Sonoma County Transportation Authority, Western Riverside Council of Governments
 - Wastewater: Central Contra Costa Sanitary District, Central Marin Sanitation Agency, Los Angeles County Sanitation Districts, Orange County Sanitation District, Salinas Solid Waste Authority
 - Water: Alameda County Water District, Bay Area Water Supply & Conservation Agency, Coastside County Water District, Contra Costa Water District, Dublin San Ramon Services District, Irvine Water District, Metropolitan Water District of Southern California, Mid-Peninsula Water District, Santa Clara Valley Water District, Santa Clarita Valley Water Agency, South Coast Water District, Valley County Water District, Zone 7 Water Agency
- **Education:** Cabrillo College, Foothill-De Anza Community College District, Mount San Antonio College, West Valley Mission Community College District
- **Courts:** Habeas Corpus Resource Center, Superior Court of California-County of Orange

She earned a Bachelor's degree in Psychology with a minor in Sociology-Organizational Studies from the University of California, Davis, and a Ph.D. in Organizational Psychology from Alliant International University. Alyssa will provide consultant support throughout the effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Kari Mercer, SPHR
Senior Consultant

Kari has over 16 years of human resources experience serving on staff for private and public sector organizations in addition to serving in a consulting capacity. Her experience includes work in classification and compensation, labor relations, MOU administration, policy development and administration, recruitment and examination, and general human resources administration.

As a human resources consultant, Kari has specialized in managing and conducting a diverse range of classification and compensation studies for public sector agencies throughout California and agencies in Arizona, New Mexico, Texas, and Maryland. As a senior consultant, she provides subject matter expertise for the variety of project deliverables, guidance and leadership to project teams, and works closely with project managers and client stakeholder groups to ensure quality deliverables and successful project outcomes. Since joining Gallagher, Kari has worked on a wide variety of classification and compensation projects for the following agencies:

- **Cities/Towns:** Anaheim, Arroyo Grande, Atascadero, Belmont, Coronado, Elk Grove, Fowler, Hayward, Kingsburg, Long Beach, Madera, Manteca, Menifee, Merced, Milpitas, Newman, Newport Beach, Oakland, Perris, Phoenix, Pismo Beach, Pleasant Hill, Redwood City, Rocklin, San Pablo, Santa Clara, Saratoga, Seal Beach, Seaside, Tracy, Vallejo
- **Counties:** Del Norte, El Dorado, Fresno, Humboldt, Imperial, Kings, Madera, Merced, Monterey, Orange, San Joaquin, Santa Barbara
- **Special Districts:** Albuquerque Housing Authority, Central Fire District of Santa Cruz County, Clovis Unified School District, Coachella Valley Public Cemetery District, Cosumnes Community Services District, First 5 of Alameda County, Foothill-DeAnza Community College District, Housing Authority of the City of Santa Barbara, Housing Authority of the County of San Bernardino, Housing Authority of the County of San Mateo, Livermore Area Recreation and Park District, Mendocino Coast Recreation and Park District, Port of Oakland, Orange County Fire Authority, Redwood Coast Energy Authority, Sacramento Area Sewer District, San Mateo County Transit District, Santa Clara County Housing Authority, Sonoma County Transportation Authority, Superior Court of California-Kern County, Superior Court of California-Sonoma County, Sweetwater Authority, Travis Unified School District, Truckee Sanitary District, West Valley Mission Community College District, Valley County Water District

She earned her B.S. degree in Business Administration with an emphasis on Human Resources Management at California State University, Fresno. Kari is a certified Senior Professional in Human Resources (SPHR). Kari will provide subject matter expertise throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Monica Garrison-Reusch, B.A., M.B.A.
Consultant

Monica has over 20 years of human resource program experience, all of which have been spent serving as either a team member or project manager on projects working with public

sector agencies. Monica's primary professional focus has been on classification and compensation practices.

Over the years Monica has performed classification and compensation consulting services as either a team member or project manager on varied projects including large scale studies done for the Counties of Sacramento, San Diego, San Mateo. Monica's depth of experience allows her to provide a broad range of human resources services to public agencies. She specializes in compensation projects focusing on both base salary and total compensation analysis studies. Monica has also worked on project teams conducting classification studies and organizational analysis, including performing the full range of classification analysis and conducting in-depth survey and analysis of organizational structures and past organizational practices.

Since joining Gallagher (formerly Koff & Associates) in 2016, Monica has worked on studies for many agencies including the following clients:

- **Cities:** Cotati, Crescent City, Pleasant Hill, Pomona, Sacramento, Vallejo
- **Counties:** Alpine, El Dorado, Humboldt, Kings, Madera, Mendocino, Monterey, San Mateo, San Diego, Trinity
- **State:** California State Auditor's Office
- **Special Districts:** AC Transit, Cosumnes Community Services District, East Bay Municipal Utility District, Eastern Municipal Water District, El Dorado County Transit Authority, First 5 Contra Costa County, First 5 Santa Clara County, Hayward Area Recreation and Park District, Livermore Amador Valley Transit Authority, Los Angeles County Sanitation District, Mendocino Coast Rec and Park District, Mojave Water Agency, Montecito Water District, North Tahoe Public Utility District, Orange County Transportation Authority, Port of San Diego, Port of Stockton, Sacramento Municipal Utility District, Sonoma Marin Area Rail Transit District, State Water Contractors, Sunline Transit Agency, Trabuco Canyon Water District

She earned a master's in business administration at Golden Gate University and a Bachelor of Science in Business Administration from the University of Southern California. Monica will provide Consultant support for this project, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Sarah Nunes, M.A.
Senior H.R. Associate

Sarah's professional qualifications include over 19 years of public sector experience with the Human Resources Department of the City of San José. Starting at the analyst level and eventually rising to Division Manager, she gained experience in recruitment and selection, classification and compensation, and general human resources administration.

Since joining Koff & Associates in 2017, Sarah has worked on Classification and Compensation studies for the following agencies:

- **Cities/Counties/Towns:** Alameda, Alpine Co., American Canyon, Antioch, Calistoga, Campbell, Concord, El Cerrito, Elk Grove, Foster City, Kings Co., Los Altos, Laguna Beach, Los Gatos, Madera Co., Milpitas, Monte Sereno, Newport



Beach, Palo Alto, Perris, Piedmont, Phoenix, Pleasant Hill, Rio Dell, San Diego, San José, San Mateo, San Mateo Co., Santa Cruz, Saratoga, Seattle, Tualatin

- **Special Districts:** Central Fire Protection District of Santa Cruz, First 5 Alameda, Housing Authority of the County of Alameda, League of California Cities, Local Agency Formation Commissions of Santa Clara and Sonoma County, Merced County Office of Education, Metropolitan Transportation Commission, Napa Sanitation District, Ojai Valley Sanitary District, Orange County Fire Authority, Orange County Sanitation District, San Francisco Bay Area Water Emergency Transportation Authority (“WETA”), San Mateo County Office of Education, San Mateo Transit District, Santa Clara Valley Open Space Authority, Santa Clara Valley Water District, Stanislaus County Office of Education, Transportation Authority of Marin, West Valley Sanitation District

Sarah earned her B.A. degree in Anthropology from Beloit College, in Wisconsin, and was awarded her M.A. in Anthropology from California State University, in Chico. Sarah will provide H.R. Associate support for this project, including classification analysis, interviews with employees and management, comparator analysis, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Janna Dinkelspiel Consultant

Janna Dinkelspiel came to Gallagher in August 2022 with over 15 years’ experience in private and public sector human resources. Most recently Janna was a Senior Employee Relations Analyst in a municipality where she gained well rounded experience in recruitment and retention, employee relations, labor relations, policy development, performance management, training and development and classification and compensation. Since joining Gallagher, Janna has worked on the following studies:

- **Classification Study:** City of Brentwood, City of Menifee, City of Imperial, County of Madera, County of Kings, Western Contra Costa County Transit Authority, City of Santa Rosa, Orange County Employees Retirement System, Superior Court of San Diego, Irvine Ranch Water District, Elk Grove, City of Fillmore, City of Malibu, Superior Court of San Francisco, County of Sonoma, Santa Clarita Valley Water Agency, Stanislaus County Office of Education.
- **Compensation Study:** City of Brentwood, West County Wastewater, City of Fillmore, City of Seattle IT, City of Bakersfield, Mid-Peninsula Open Space District, City of Leavenworth, City of Perris, San Bernardino County Transit Authority, City of San Leandro, Santa Clarita Water Agency, Yorba Linda Water District, Rosamond Community Services District, County of San Diego.

Janna has a degree in Business Administration from the University of Washington and holds a Senior Professional Human Resources Certificate from HRCI. In January 2023, Janna obtained a Compensation Metrics & Cash Compensation Programs Certification from Career Learning.

Tami Stockton Consultant

Tami came to Gallagher in June 2025 with over 18 years’ experience in public sector human resources within the utility industry. Most recently Tami was a Senior Compensation and

Classification Analyst in a municipality where she gained well rounded experience in job analysis, classification and compensation.

Tami's education and experience include:

- Master's Degree in Organizational Leadership with an emphasis in Human Resources. Tami has held her PHR certification from HRCI since 2015.
- 15+ years of public service internal compensation and classification work including but not limited to classification studies, compensation studies, salary schedule maintenance, compliance with CalPERS PERL and pay for performance program administration.

Edward Hsi
Associate Consultant

Edward Hsi has over 5 years of public-sector human resources experience including over 4 years within classification and compensation prior to joining Gallagher, formerly Koff and Associates. His experience included analytical human resources work for the California Public Utilities Commission and Glendale Community College. At Glendale Community College Edward worked as a Classification and Compensation Analyst where he managed, coordinated, and participated in its District-wide classification study. He was also responsible for other classification and compensation-related projects, activities, and functions including but not limited to job analysis, reclassification, and classification specification development.

Edward joined Gallagher, formerly Koff and Associates, in November 2022 and has since collaborated on a variety of projects and studies for various cities, counties, and municipalities and special district clients. He provides Human Resources Associate support throughout his assigned project roles which includes classification analysis and recommendations, employee and management interviews, classification specification development, and compensation/benefits data collection, analysis, and/or recommendations.

Edward earned his B.A. degree in Psychology at the University of California, Riverside and his M.S. degree in Industrial/Organizational Psychology at San Jose State University which has given him additional theoretical insight in developing related recommendations and strategies.

Lauren Grant
Associate Consultant

Lauren's professional qualifications include over nine (9) years of experience in public sector classification, compensation, talent management, and talent acquisition. She has led classification and compensation activities for Oregon's largest post-secondary institution and was responsible for recruitment, selection, classification, and compensation for Oregon's largest housing authority and affordable housing provider. Lauren joined Koff & Associates/Gallagher in April 2023.

Prior to public service, Lauren worked as an HR generalist in the hospitality industry and provided HR support to local nonprofit organizations. She also brings experience in HR analytics and organizational development, as well as labor and employee relations, communications, and engagement.

Lauren earned her B.S. degree with majors in Human Resources Management, Management & Leadership, and Psychology from Portland State University, where she graduated summa cum laude. She holds certifications in strategic workforce planning, people analytics for HR, and competency modeling, in addition to her SHRM professional certification.

Kelly Barns Consultant

Kelly Barns brings over 20 years of experience in a variety of leadership and technical public-sector human resources and risk management roles, from Analyst to, Risk Manager to, Assistant Director and Director of Human Resources in municipal government. While a well-rounded practitioner, with broad and deep knowledge and experience in talent acquisition, labor relations, classification and compensation, policy and contract development, performance management, employee engagement, Leaves and ADA administration and management, training and development, legal compliance, business strategy and change management, workplace investigations, health and safety, workers' compensation, employee benefits, liability administration and management, and universal Human Resources and Risk Management administration. Kelly joined Koff & Associates in March 2022 and has had the privilege to work with and support special projects and studies for several cities, counties, and various municipalities and special district clients. Client's that Kelly has provided project support for are the following:

- **Cities/Towns:** Brentwood, San Leandro, Elk Grove, Santa Rosa, Lodi, Livermore, Pleasanton, Fillmore, Ontario, Emeryville, Upland, Santa Cruz, Rohnert Park, Cathedral, and Phoenix.
- **Counties:** Kings, Alameda, Madera, San Diego, Sonoma, and Imperial.
- **Education:** Yuba Community College District and Mount Diablo Unified School District.
- **Special Districts:** San Mateo Transit, Sunline Transit Agency, Sonoma-Marín Area Rail Transit, Long Beach Transit, and North Central Regional Transit District, Port of San Diego, Fred Finch Youth and Family Services, Metro Parks Tacoma, Coachella Valley Water District, and Rosamund Community Services District.

Kelly has a degree in Business Administration and Management, is a Human Resources Certified Professional through International Public Management Association of Human Resources (IPMA-CP) and has a Senior Professional Human Resources Certificate (SPHR). Kelly has had the opportunity to serve on committees and boards, focused on a variety of human resources, risk management, and business strategy affairs and goals.

Kelly provides Human Resources Associate support throughout each project role, primarily consisting of project and technical support in, classification analysis, job classification crosswalks, classification concepts and plans, interviews with employees and management, compensation data collection and analysis, internal job analysis, and development of recommendations. Kelly has a passion for engaging, collaborating with, and supporting clients, strengthening employee relations and community partnerships. Kelly has been dedicated to helping organizations and leaders navigate through change and define and implement their Human Resources strategies; in addition to promoting a culture of continuous opportunity and helping people to be inspired to innovate and make an impact on an organization's most valuable asset, it's people.

**Renate Tiner, B.Sc.
Consultant**

Renate's professional qualifications include five years of both non-profit and private sector Human Resources experience before joining Gallagher. Starting in Human Resources administration and rising into Human Resources management, she gained experience in full-cycle recruitment, orientation and on-boarding, Health and Safety, Worker's Compensation, licensing and accreditation, policy development, and general Human Resources administration. Renate has a total of 13 years' experience.

Since joining Koff & Associates in 2017, Renate has worked on Classification and Compensation Studies for the following agencies:

- **Cities and Counties:** Bellflower, Chino, Concord, Cupertino, El Cerrito, El Monte, Hillsborough, Los Altos, Malibu, Mountain View, Mt. Shasta, Oceanside, Perris, Piedmont, Pomona, Rohnert Park, San Diego, Sausalito, West Sacramento, Calistoga, Foster City, Pittsburg, Perris, Santa Cruz, Seattle, Town of Truckee, Hayward, Rio Dell, Yuba City, County of Alpine, County of Butte, County of Kings, County of Madera, and County of San Mateo.
- **Special Districts:** Alameda County Transportation Commission, Antelope Valley-East Kern Water Agency, Bay Area Rapid Transit, Bay Area Water Supply and Conservation Agency, Buena Park Library District, Coachella Valley Water District, Coastside County Water District, Contra Costa County Office of Education, Delta Diablo Sanitary District, Dublin-San Ramon Services District, Eastern Municipal Water District, Elsinore Valley Municipal Water District, First 5 Alameda County, Foothill-De Anza Community College District, Foothill Municipal Water District, Greater Vallejo Recreation District, Groveland Community Services District, Habeas Corpus Resource Center, Jurupa Community Services District, Long Beach Transit, Los Angeles County Employees Retirement Association, Los Angeles Unified School District, Metropolitan Transportation Commission, Midpeninsula Regional Open Space District, Monterey Peninsula Regional Open Space District, North Marin Water District, Orange County Sanitation District, Orange County Transportation Authority, Port of Long Beach, Port of Stockton, Rainbow Municipal Water District, Rincon del Diablo Water District, Riverside Community College District, San Luis & Delta Mendota Water Authority, San Mateo County Office of Education, Santa Clara Valley Open Space Authority, South Tahoe Public Utility District, Superior Court of San Joaquin County, Superior Court of San Diego County, Tahoe Transportation District, Triunfo Water & Sanitation District, Truckee Donner Public Utility District, and Yuba Water Agency.

Renate earned her B.Sc. degree in Psychology from the University of Northern British Columbia, in Prince George BC, Canada. She was a Canadian Human Resource Professional (CHRP) Candidate before moving to the United States.

She will provide H.R. Consultant support throughout this effort, including analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Suzy Parker
Associate Consultant

Suzy Parker brings over seven years of experience in various public sector roles, ranging from Programmatic Case Management to Human Resource Analyst, and most recently, as the Classification & Compensation Manager at the Oregon Department of Human Services. She is highly skilled in classification and compensation, labor management, policy and contract development, position management, performance management, employee engagement, and training and development. Suzy joined Gallagher (formerly Koff and Associates) in September 2023.

Since joining Gallagher, Suzy has worked on the following studies:

- **Classification Study**: City of Sunnyvale, Port of San Diego, Imperial County, Jurupa Community Services District, City of Perris, City of Ontario, Zone 7 Water Agency, City of Pomona, City of Elk Grove, City of Chino, City of Pasadena, and Santa Cruz Metropolitan Transit District.
- **Compensation Study**: Imperial County, City of Lompoc, City of Pomona, Jurupa Community Services District, Triunfo Water and Sanitation District, Superior Court of California, County of San Bernardino, Triunfo Water and Sanitation District, Tahoe-Truckee Sanitation Agency, Santa Cruz Metropolitan Transit District, City of San Diego, and City of El Cerrito.

Suzy holds both a bachelor's and a master's degree in business administration and holds a SHRM-CP Certificate. In her current role, Suzy provides Human Resources Associate support across multiple projects, focusing on classification analysis, conducting interviews with employees and management, collecting and analyzing compensation data, performing internal job analyses, and developing recommendations. Suzy is passionate about engaging with clients, building partnerships within communities, and fostering collaboration.

Cindy Harary, B.A.
Consultant

Cindy's professional qualifications include over 38 years of experience in the Human Resources field, primarily in classification and compensation. She spent the first 11 years in the public sector working for the City of Whittier, California, where she started out in their Public Works Department before moving to the Human Resources Department. She gained experience in classification and compensation, recruitment and selection, employee training and development, labor relations, and general human resources administration.

For the next 16 years, Cindy worked as a Human Resources Consultant for a consulting firm where she specialized in conducting classification and compensation studies for multiple public sector agencies including cities, counties, and special districts as well as several private sector clients. Some of the Orange County Cities she worked on in partnership with other consultants at that firm were: Cities of Brea, Laguna Beach, Lake Forest, La Palma, Los Alamitos, Placentia, San Clemente, Stanton and Tustin. In Los Angeles County, her work includes the Cities of Corona, Downey, El Monte, Manhattan Beach, and Upland. Finally, in San Bernardino County she has worked on the City of Rancho Cucamonga.

Since joining Gallagher (formerly Koff and Associates) in 2015, Cindy has worked on Classification and/or Compensation studies for:



- **Air Quality Districts:** Monterey Bay Air Resources District, South Coast Air Quality Management District
- **Cities/Towns:** Anaheim, Big Bear Lake, Campbell, Carmel, Cathedral City, Commerce, Corona, Danville, Davis, El Cerrito, Fullerton, Hanford, Indian Wells, Laguna Niguel, Long Beach, Los Altos, Manteca, Menifee, Murrieta, National City, Oceanside, San Diego, Santa Ana, Santa Barbara, Santa Monica, Seal Beach, Tracy, Tustin, Yucca Valley
- **Courts:** Superior Court of California-San Bernardino County
- **Counties:** Butte, Kings, Madera, Orange, San Diego
- **Education:** Compton College, Merced County Office of Education, Rancho Santiago Community College District, San Mateo County Office of Education, Southwestern Community College District, Weaver Union School District, Yuba Community College District
- **Housing Authorities:** Alameda Housing Authority, Albuquerque Housing Authority (New Mexico), Housing Authority of Alameda County, Housing Authority County of San Bernardino, Housing Authority for the County of Santa Barbara, Los Angeles County Development Authority, San Diego Housing Commission
- **Library Districts:** Altadena Library District
- **Ports:** Port of Hueneme, Port of Oakland, Port of Stockton
- **Sanitation/Waste Management Districts:** Central Marin Sanitation Agency, Humboldt Waste Management Authority, Monterey Regional Waste Management District, Orange County Sanitation District, Oro Loma Sanitary District
- **Transportation:** Central Contra Costa County Transit, Marin Transit, Riverside County Transportation Commission, San Bernardino County Transportation Agency, Santa Cruz Metro Transit District
- **Wastewater Districts:** Encina Wastewater Authority, Monterey Regional Waste Management District
- **Water Districts:** Bay Area Water Supply and Conservation Agency, Chino Basin Water Conservation District, Coachella Valley Water District, Eastern Municipal Water District, Marina Coast Water, Mojave Water Agency, Monte Vista Water District, North Coast County Water District, Rincon del Diablo Municipal Water District, Sammamish Plateau Water (Washington), Santa Clarita Valley Water Agency, Sweetwater Authority, Trabuco Canyon Water District, Vallecitos Water District, Western Municipal Water District
- **Special Districts:** Cosumnes Community Services District, First 5 Alameda, Inland Empire Utilities Agency, North Tahoe Public Utility District, Orange County Fire Authority, Orange County Mosquito and Vector Control District, Water Replenishment District of Southern California.

Cindy earned her B.A. degree in Broadcast Journalism at California State University, Long Beach. Cindy will provide Human Resources Consultant support throughout this effort, including classification analysis, interviews with employees and management, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



Gallagher

Insurance | Risk Management | Consulting

Required Forms

- Addendum No. 1 (signed)
- Non-Collusion Affidavit
- Workers' Compensation Insurance Compliance
- Equal Employment Opportunity Compliance Certificate
- Disclosure Forms
- American's with Disabilities Act Compliance Certificate
- Drug-Free Workplace Certification
- Iran Contracting Act Certification



City of Visalia Purchasing Division
707 W. Acequia Avenue
Visalia, CA 93291 (559)713-4334
purchasing@visalia.city

CITY OF VISALIA, CA
REQUEST FOR PROPOSALS
RFB-23-24-58

**PROFESSIONAL SERVICES TO CONDUCT A
COMPREHENSIVE CLASSIFICATION AND TOTAL COMPENSATION STUDY**

ADDENDUM NO. 1

Issued: July 11, 2025

Submittals Due: **Thursday, July 31, 2025 @ 2:00pm**

Addendum is being issued to provide responses to questions that have been submitted regarding this project. This addendum becomes part of the RFB-23-24-58 proposal document and must be signed and submitted with proposal.

ITEM 1: QUESTIONS/RESPONSES

- 1. Can the City provide an allocation report showing the positions being studied and the number of employees in each group?

Response: Employee bargaining units, unrepresented groups and # of classifications per group can be found on Page 2 of the RFP.

- 2. Does the City have a budget for the study? Can you share that with us?

Response: Yes, the budget is \$250,000.

- 3. Is the City comfortable with the study being conducted virtually with no on-site visits?

Response: Meetings can be conducted virtually except for presentations made to City Council. Consultant will need to attend those in person.

END OF ADDENDUM NO. 1

/s/ Purchasing Division
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: Gallagher Benefit Services, Inc. Date: July 15, 2025

By: *[Signature]*
Bidder's Signature



CITY OF VISALIA, CA
REQUEST FOR PROPOSALS
RFB-23-24-58

**PROFESSIONAL SERVICES TO CONDUCT A
COMPREHENSIVE CLASSIFICATION AND TOTAL COMPENSATION STUDY**

ADDENDUM NO. 2

Issued: July 23, 2025

Submittals Due: **Thursday, July 31, 2025 @ 2:00pm**

Addendum No. 2 is being issued to provide responses to questions that have been submitted regarding this project. This addendum becomes part of the RFB-23-24-58 proposal document and must be signed and submitted with proposal.

ITEM 1: QUESTIONS/RESPONSES

1. Would the agency please indicate the number of single incumbent positions vs multiple incumbent positions included in this study?

Response: Approximately 85 single incumbent positions.

2. How many supervisors/managers will be included in this study?

Response: All supervisors/managers will be included for the classification piece of the study, which is approximately 68 classifications.

3. How many benchmark classifications are expected to be part of the study? CPS HR recommends 60% of the classifications included in the study be benchmarks. Is the City agreeable to this?

Response: The City would like the consultant to provide 1) A quote for the recommended benchmark percentage of the classifications to be included and 2) A quote for all classifications.

4. How many pay grades are in the agency's salary structure?

Response: The City has a monthly minimum and monthly maximum pay grade. The City's most current Citywide Classification by Monthly Salary chart can be found here for additional information: <https://www.visalia.city/civicax/filebank/blobload.aspx?BlobID=58165>

5. Is an internal equity analysis (at the individual employee level) part of the scope of this study?

Response: Yes.

6. Under scope of services, 5th bullet, the consultant is to "recommend benchmark classes"? What are benchmark classes? The 6th bullet seems to cover new benchmarks so we need clarification on the word "classes".

Response: "Benchmark classes" refers to a group of job classifications that share similar characteristics and are used for comparing the agencies' compensation practices against comparable agencies. The word "classes" is short for classifications.

7. Along with compensation and benefits services, are you also seeking pay differentials (shifts, premium pay, hardship pay)?

Response: This is a total compensation study, which includes all forms of compensation and benefits.

8. How many management positions are there?

Response: Approximately 68.

9. Are any of your positions bonused? Likewise, if not bonused, would you like recommendations on variable pay options?

Response: The positions are not bonused and recommended variable pay options are not desired. The City would like recommendations on adjustments to pay and benefit categories that might be necessary to remain competitive with comparable agencies.

10. 198 job classifications for 700 positions, seems a bit narrow. Are you including levels of positions as separate (e.g. Senior, III, assistant xx)?

Response: Yes

END OF ADDENDUM NO. 2

/s/ Purchasing Division
(559) 713-4334

RESPONDENT to sign and submit with PROPOSAL

Firm: Gallagher Benefit Services, Inc. Date: July 23, 2025

By: 
Bidder's Signature

Submit with Proposal

NON-COLLUSION AFFIDAVIT

(Title 23 United States Code Section 112 and Public Contract Code Section 7106)

In accordance with Title 23 United States Code section 112 and Public Contract Code 7106 the bidder declares that bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the bid is genuine and not collusive or sham; the bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid, and has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or that anyone shall refrain from bidding; that the bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder, or to secure any advantage against the public body awarding the contract of anyone interested in the proposed contract; that all statements contained in the bid are true; and, further, that the bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, or paid, and will not pay, any fee to any corporation, partnership, company association, organization, bid depository, or to any member or agent thereof to effectuate a collusive or sham bid.



Signature

July 15, 2025

Date

Note: The above Non-collusion Affidavit is part of the Bid/Proposal.
Bidders are cautioned that making a false certification may subject the certifier to criminal prosecution.

Submit with Proposal

WORKERS' COMPENSATION INSURANCE COMPLIANCE
(CALIF. LABOR CODE § 3700)

To Accompany Bid Form

STATE OF CALIFORNIA)
) ss
CITY OF VISALIA)

I am aware of the provisions of Section 3700 of the Labor Code which requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and I will comply with such provisions before commencing the performance of the work under this contract.

Company: Gallagher Benefit Services, Inc.

Business Address: 2121 N. California Boulevard, Suite
350 Walnut Creek, CA 94596

Signature: 

Name of Signing Official: Georg Krammer

Title of Signing Official: Managing Director

Date: July 15, 2025

Company Seal (if any):

Submit with Proposal

EQUAL EMPLOYMENT OPPORTUNITY COMPLIANCE CERTIFICATE

(EXECUTIVE ORDER 11246)

Equal Opportunity Clause

Unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Executive Orders 10925, 11114 or Section 204 of Executive Order 11246 of September 24, 1965, during the performance of each contract with the City of Visalia, the BIDDER agrees as follows:

1. The BIDDER will not discriminate against any employee or applicant for employment because of race, color, religion, gender, national origin or political affiliation. The BIDDER will take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to their race, color, religion, gender, national origin or political affiliation. Such action shall include, but not be limited to, the following: employment upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. The BIDDER agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this nondiscrimination clause.
2. The BIDDER will, in all solicitations or advertisements for employees, placed by or on behalf of the BIDDER, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, national origin or political affiliation.
3. The BIDDER will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding, a notice to be provided by the agency contracting officer, advising the labor union or the workers' representative of the BIDDER's commitments under Section 202 of Executive Order 11246 of September 24, 1965, and shall post copies of the notice on conspicuous places available to employees and applicants for employment.
4. The BIDDER will comply with all provisions of Executive Order 11246 of September 24, 1965, and the rules, regulations and relevancy orders of the Secretary of Labor.
5. The BIDDER will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by the rules, regulations and relevant orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records and accounts by the contracting agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations and orders.
6. In the event of the BIDDER's non-compliance with the non-discrimination clauses of this subcontract or with any of such rules, regulations or orders, this subcontract may be canceled, terminated or suspended, in whole, or in part and the BIDDER may be declared ineligible for further government contracts in accordance with the procedures authorized in accordance with Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation or order of the Secretary of Labor, or otherwise provided by law.
7. The BIDDER will include the provisions of Paragraphs (1) through (7) in every subcontract or purchase order unless exempted by rules, regulations or orders of the Secretary of Labor issued pursuant to Section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each SUBBIDDER or vendor. The BIDDER will take such action with respect to any subcontract or purchase order as the contracting agency may direct as a means of enforcing such provisions including sanctions for non-compliance. Provided, however, that in the event the BIDDER becomes involved in, or is threatened with litigation with a SUBBIDDER or vendor as a result of such direction by the contracting agency, the BIDDER may request the United States to enter into such litigation to protect the interest of the United States.

Company: Gallagher Benefit Services, Inc.

Business Address: 2121 N. California Boulevard, Suite 350, Walnut Creek, CA 94596

Signature:  Date: July 15, 2025

Name & Title of Signing Official: Georg Krammer, Managing Director Company Seal (if any):

DISCLOSURE FORMS

The following disclosure and statement apply to the Bidder/Proposer/Contractor/Consultant/ Vendor/Supplier or Company:

1. submitting a bid or proposal in response to a solicitation by City of Visalia; or
2. as Awardee of a contract/purchase order which is subject to approval by the Visalia City Council.

OWNERSHIP DISCLOSURE

Gallagher Benefit Services, Inc.

Name of Bidder/Proposer/Contractor/Consultant/Vendor/Supplier or Company

2121 N. California Boulevard, Suite 350, Walnut Creek, CA 94596

Address

List the names of all principals, partners, and/or trustees. For corporations, provide names of officers, directors and all stockholders owning more than 10% equity interest in corporation:

Gallagher Benefit Services, Inc. is 100% owned by Arthur J. Gallagher (U.S.) LLC; Arthur J. Gallagher (U.S.) LLC is 100% owned by Arthur J. Gallagher & Co.; Arthur J. Gallagher & Co. is a publicly traded company with two shareholders owning more than a 10% interest. The Vanguard Group: 11.6% and BlackRock, Inc.: 7.8%.

CALIFORNIA LEVINE ACT STATEMENT

California Government Code Section 84308, also know as the "Levine Act," can prohibit members of the Visalia City Council from participating in any action related to a contract if he or she receives any political contributions totaling more than \$250 within the previous twelve (12) months, and for twelve (12) months following the date a final decision concerning the contract has been made, from the person or company awarded the contract. The Levine Act also requires disclosure of such contribution(s) by a party to be awarded a specific contract.

The following website contains a list of current Visalia City Council Members, https://www.visalia.city/government/city_council/default.asp. You are responsible for reviewing the names of Visalia City Council Members prior to making the following disclosure:

1. Have you or your company, or any agent on behalf of you or your company, made any political contributions of more than \$250 to a Visalia City Council Member in the twelve (12) months preceding the date of the submission of your proposals or the anticipated date of any City Council action related to this contract?

YES: _____ NO: X . If yes, please identify the City Council Member(s) and date(s) of contribution in the space below:

<u>Council Member(s) Name</u>	<u>Date of Contribution(s)</u>
_____	_____

Answering YES, does not preclude the City of Visalia from awarding a contract to your firm or from taking any subsequent action related to the contract. It does, however, preclude the identified Visalia City Council Member(s) from participating in any actions related to this contract.

NOTICE: The disclosure duty under state law continues for twelve (12) months after the award. If the above information regarding contributions changes during this time after the award, then the awardee is required to update this disclosure form.

Gallagher Benefit Services, Inc.

Print or Type Name of Bidder/Proposer/Contractor/Consultant/Supplier/Vendor/Company

Georg Krammer

Georg Krammer, Managing Director

Signature of Company Authorized Individual

Print or Type Name of Authorized Individual

AMERICANS WITH DISABILITIES ACT COMPLIANCE CERTIFICATE

By submission of a bid, the BIDDER certifies it will comply with the Americans with Disabilities Act, 42 U.S.C., 12101 et. seq., and will maintain compliance throughout the life of this Contract. By commencing performance of the Contract work, the selected BIDDER certifies to the Americans with Disabilities Act compliance.

Company: Gallagher Benefit Services, Inc.

Business Address: 2121 N. California Boulevard, Suite 350, Walnut Creek, CA 94596

Signature: 

Name of Signing Official: Georg Krammer

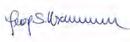
Title of Signing Official: Managing Director

Date: July 15, 2025

Company Seal (if any):

DRUG-FREE WORKPLACE CERTIFICATION

I, the official named below, hereby swear that I am duly authorized legally to bind the contractor or grant recipient to the certification described below. I am fully aware that this certification, executed on the date below, is made under penalty of perjury under the laws of the State of California.

CONTRACTOR/BIDDER FIRM NAME Gallagher Benefit Services, Inc.	FEDERAL ID NUMBER 36-4291971
BY (Authorized Signature) 	DATE EXECUTED July 15, 2025
PRINTED NAME OF PERSON SIGNING Georg Krammer	TELEPHONE NUMBER (Include Area Code) (510) 658-5633
TITLE OF PERSON SIGNING Managing Director	
CONTRACTOR/BIDDER FIRM'S MAILING ADDRESS 2121 N. California Boulevard, Suite 350, Walnut Creek, CA 94596	

The contractor or grant recipient named above hereby certifies compliance with Government Code Section 8355 in matters relating to providing a drug-free workplace. The above-named contractor or grant recipient will:

1. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations, as required by Government Code Section 8355(a).
2. Establish a Drug-Free Awareness Program as required by Government Code Section 8355(b), to inform employees about all of the following:
 - (a) The dangers of drug abuse in the workplace,
 - (b) The person's or organization's policy of maintaining a drug-free workplace,
 - (c) Any available counseling, rehabilitation and employee assistance programs, and
 - (d) Penalties that may be imposed upon employees for drug abuse violations.
3. Provide as required by Government Code Section 8355©, that every employee who works on the proposed contract or grant:
 - (a) Will receive a copy of the company's drug-free workplace policy statement, and
 - (b) Will agree to abide by the terms of the company's statement as a condition of employment on the contract or grant.
4. At the election of the contractor or grantee, from and after the "Date Executed" and until _____ (NOT TO EXCEED 36 MONTHS), the state will regard this certificate as valid for all contracts or grants entered into between the contractor or grantee and this state agency without requiring the contractor or grantee to provide a new and individual certificate for each contract or grant. If the contractor or grantee elects to fill in the blank date, then the terms and conditions of this certificate shall have the same force, meaning effect and enforceability as if a certificate were separately, specifically, and individually provided for each contract or grant between the contractor or grantee and this state agency.

IRAN CONTRACTING ACT CERTIFICATION
(Public Contract Code Section 2200 et seq.)

As required by California Public Contract Code Section 2204, the Contractor certifies subject to penalty for perjury that the option checked below relating to the Contractor's status in regard to the Iran Contracting Act of 2010 (Public Contract Code Section 2200 et seq.) is true and correct:

- The Contractor is not:
 - (1) Identified on the current list of persons and entities engaged in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203; or
 - (2) A financial institution that extends, for 45 days or more, credit in the amount of \$20,000,000 or more to any other person or entity identified on the current list of persons and entities engaging in investment activities in Iran prepared by the California Department of General Services in accordance with subdivision (b) of Public Contract Code Section 2203, if that person or entity uses or will use the credit to provide goods or services in the energy sector in Iran.
- The City has exempted the Contractor from the requirements of the Iran Contracting Act of 2010 after making a public finding that, absent the exemption, the City will be unable to obtain the goods and/or services to be provided pursuant to the Contract.
- The amount of the Contract payable to the Contractor for the Project does not exceed \$1,000,00 over the life of the contract (up to 5 years).

Signature:  Printed Name: Georg Krammer
Title: Managing Director Agency Name: Gallagher Benefit Services, Inc.
Date: July 15, 2025

Note: In accordance with Public Contract Code Section 2205, false certification of this form shall be reported to the California Attorney General and may result in civil penalties equal to the greater of \$250,000 or twice the Contract amount, termination of the Contract and/or eligibility to bid on contracts for three years.



Gallagher

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City of Visalia

**CLASSIFICATION AND TOTAL
COMPENSATION STUDY COST
PROPOSAL RFP# 23-24-58**

July 31, 2025

Gallagher Benefit Services, Inc.

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2121 N. California Boulevard, Suite 350
Walnut Creek, CA 94596

georg_krammer@ajg.com

Tel: 510.658.5633

Fax: 510.652.5633



Gallagher

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Insurance | Risk Management | Consulting

July 31, 2025

Purchasing
City of Visalia
707 W. Acequia Avenue
Visalia, CA 93291

Thank you for the opportunity to respond to your Request for Proposals for a Classification and Total Compensation Study for the City of Visalia ("City") RFP# 23-24-58. We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, and other public agencies.

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our team's extra effort has resulted in close to *100% acceptance* of all our classification and compensation studies.

Gallagher ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Walnut Creek address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the City of Visalia.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting



Proposed Fee Structure and Schedules

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, etc.) results in significantly greater buy-in throughout the process.

In fact, our firm has only had a handful of formal appeals to any of our studies in over 40 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Our goal is to conduct each study the right way the first time. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our clients always provide feedback that our process is professional, comprehensive, understandable, timely, and inclusive.

Pricing is invoiced on a unit costs.

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to City offices will occur. Should the City desire onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

MILESTONES	PHASE I: CLASSIFICATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$8,800	Invoice #1: 25% of Project Fee upon Contract Execution = \$38,280
A.	Project Kickoff Meetings, Orientations, and Initial Documentation Review	\$2,200	Invoice #2: upon completion of Class Interviews = \$84,040
B.	Collection and Review of PDQs and Employee/Supervisor/Manager Interviews	\$106,700	
C.	Classification Concept, Preliminary Allocation, and Draft Class Description Development	\$127,600	Upon Completion of Developing 50% of Draft Class Descriptions: Invoice #3 = \$84,040 Upon Completion of Developing 100% of

			Draft Class Descriptions: Invoice #4 = \$84,040
D.	Facilitation of Draft Class Description Review, Finalization of Classification Plan, and Draft of Interim Report and Final Report	\$45,100	
Total Fee for Phase I - Classification Study		\$290,400	\$290,400

MILESTONES	PHASE II: COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
A.	Determination of Survey Elements and Market Survey Delivery (this assumes up to 9 comparators, up to 90 benchmark classifications, and total compensation including benefits)	\$61,600	Upon Completion of 50% of Market Survey: Invoice #5 = \$30,800 Upon Completion of 100% of Market Survey: Invoice #6 = \$30,800
B.	Draft Compensation Findings/Stakeholder Review and Feedback	\$14,300	
C.	Development of Recommendations, Final Reports, and Presentations	\$16,500	Remaining Project Fee: Invoice #7 = \$30,800
Total Fee for Phase II: Compensation Study		\$92,400	\$92,400
Expenses are included in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage</i>			
TOTAL PROJECT COST		\$382,800	\$382,800

Our cost proposal does not include time to support the City during any labor negotiations that may follow this study. If we are needed for this work, our composite hourly rate will apply and we will charge on a time-and-materials basis.

For any additional services or ongoing requests the following rates will apply:

Gallagher Rate Sheet - 2025

For projects with an estimated budget of \$10,000 or less, the following is our rate schedule:

- \$290 per hour for Managing Director
- \$250 per hour for Project Manager
- \$240 per hour for Senior Consultant
- \$220 per hour for Consultant
- \$210 per hour for Associate Consultant
- \$195 per hour for Support Specialist
- \$125 per hour for Support Assistant
- \$110 per hour for Office Assistant

For projects with an estimated budget of more than \$10,000, our composite hourly rate of \$220/hour will apply.

3-Year Composite Rate Table:

Composite Rate	Year 1	Year 2	Year 3
	\$220	\$235	\$250

3-Year Hourly Rate Table by Classification:

Role	Year 1	Year 2	Year 3
Managing Director	\$290	\$310	\$330
Project Manager	\$250	\$265	\$280
Senior Consultant	\$240	\$255	\$270
Consultant	\$220	\$235	\$250
Associate Consultant	\$210	\$220	\$230
Support Specialist	\$195	\$205	\$215
Support Assistant	\$125	\$135	\$145
Office Assistant	\$110	\$120	\$130

** We reserve the right to increase our hourly rates on an annual basis based on our regular rate adjustment schedule.*



Insurance | Risk Management | Consulting

Signature Page

Gallagher Benefit Services, Inc., formerly known as Koff & Associates, intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: GALLAGHER BENEFIT SERVICES, INC.,
State of California

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

July 31, 2025



Gallagher

Insurance | Risk Management | Consulting

City of Visalia

**CLASSIFICATION AND TOTAL
COMPENSATION STUDY
UPDATED COST PROPOSAL
RFP# 23-24-58**

October 27, 2025

Gallagher Benefit Services, Inc.

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2121 N. California Boulevard, Suite 350
Walnut Creek, CA 94596

georg_krammer@ajg.com

Tel: 510.658.5633

Fax: 510.652.5633



Gallagher

Insurance | Risk Management | Consulting



Insurance | Risk Management | Consulting

October 27, 2025

Purchasing
City of Visalia
707 W. Acequia Avenue
Visalia, CA 93291

Thank you for the opportunity to respond to your Request for Proposals for a Classification and Total Compensation Study for the City of Visalia ("City") RFP# 23-24-58. We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, and other public agencies.

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Gallagher ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Walnut Creek address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the City of Visalia.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

Proposed Fee Structure and Schedules

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, etc.) results in significantly greater buy-in throughout the process.

In fact, our firm has only had a handful of formal appeals to any of our studies in over 40 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Our goal is to conduct each study the right way the first time. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our clients always provide feedback that our process is professional, comprehensive, understandable, timely, and inclusive.

Pricing is invoiced on a unit costs.

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that all meetings and presentations will be conducted virtually/remotely and no onsite travel to City offices will occur. Should the City desire onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

MILESTONES	COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$4,400	Invoice #1: 25% of Project Fee for Compensation Study upon Contract Execution = \$24,200
A.	Determination of Survey Elements and Market Survey Delivery (this assumes up to 9 comparators, up to 90 benchmark classifications, and total compensation including benefits)	\$61,600	Upon Completion of 50% of Market Survey: Invoice #2 = \$24,200 Upon Completion of 100% of Market Survey: Invoice #3 = \$24,200
B.	Draft Compensation Findings/Stakeholder Review and Feedback	\$14,300	
C.	Development of Recommendations, Final Reports, and Presentations	\$16,500	Remaining Project Fee for

			Compensation Study: Invoice #4 = \$24,200
Total Fee for Compensation Study		\$96,800	\$96,800

MILESTONES		CLASSIFICATION STUDY	AMOUNT	BILLING STRUCTURE
Ongoing Project Status Meetings throughout the Study			\$4,400	Invoice #1: 25% of Project Fee For Classification Study upon Starting the Classification Study = \$71,500
A.	Project Kickoff Meetings, Orientations, and Initial Documentation Review		\$2,200	
B.	Collection and Review of PDQs and Employee/Supervisor/Manager Interviews		\$106,700	Invoice #2: upon completion of Class Interviews = \$71,500
C.	Classification Concept, Preliminary Allocation, and Draft Class Description Development		\$127,600	Upon Completion of Developing 100% of Draft Class Descriptions: Invoice #3 = \$71,500
D.	Facilitation of Draft Class Description Review, Finalization of Classification Plan, and Draft of Interim Report and Final Report		\$45,100	Remaining Project Fee for Classification Study: Invoice #4 = \$71,500
Total Fee for Classification Study			\$286,000	\$286,000
Expenses are included in the project fee			N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage</i>				
TOTAL PROJECT COST			\$382,800	\$382,800

Our cost proposal does not include time to support the City during any labor negotiations that may follow this study. If we are needed for this work, our composite hourly rate will apply and we will charge on a time-and-materials basis.

For any additional services or ongoing requests the following rates will apply:

Gallagher Rate Sheet - 2025

For projects with an estimated budget of \$10,000 or less, the following is our rate schedule:

- \$290 per hour for Managing Director
- \$250 per hour for Project Manager
- \$240 per hour for Senior Consultant
- \$220 per hour for Consultant
- \$210 per hour for Associate Consultant
- \$195 per hour for Support Specialist
- \$125 per hour for Support Assistant
- \$110 per hour for Office Assistant

For projects with an estimated budget of more than \$10,000, our composite hourly rate of

\$220/hour will apply.

3-Year Composite Rate Table:

Composite Rate	Year 1	Year 2	Year 3
	\$220	\$235	\$250

3-Year Hourly Rate Table by Classification:

Role	Year 1	Year 2	Year 3
Managing Director	\$290	\$310	\$330
Project Manager	\$250	\$265	\$280
Senior Consultant	\$240	\$255	\$270
Consultant	\$220	\$235	\$250
Associate Consultant	\$210	\$220	\$230
Support Specialist	\$195	\$205	\$215
Support Assistant	\$125	\$135	\$145
Office Assistant	\$110	\$120	\$130

** We reserve the right to increase our hourly rates on an annual basis based on our regular rate adjustment schedule.*



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Signature Page

Gallagher Benefit Services, Inc., formerly known as Koff & Associates, intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: GALLAGHER BENEFIT SERVICES, INC.,
State of California

A handwritten signature in blue ink that reads 'Georg S. Krammer'.

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

October 27, 2025



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City of Visalia

**CLASSIFICATION AND TOTAL
COMPENSATION STUDY
UPDATED COST PROPOSAL
RFP# 23-24-58**

December 17, 2025

Gallagher Benefit Services, Inc.

GEORG S. KRAMMER

Managing Director, Compensation and Rewards Consulting

2121 N. California Boulevard, Suite 350
Walnut Creek, CA 94596

georg_krammer@ajg.com

Tel: 510.658.5633

Fax: 510.652.5633



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December 17, 2025

Purchasing
City of Visalia
707 W. Acequia Avenue
Visalia, CA 93291

Thank you for the opportunity to respond to your Request for Proposals for a Classification and Total Compensation Study for the City of Visalia ("City") RFP# 23-24-58. We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, special districts, joint-powers associations, and other public agencies.

Gallagher's ("Gallagher") Public Sector Human Resources and Recruitment Services Practice was formerly known as Koff & Associates and consists of an experienced team of consultants that has been providing predominantly classification, compensation, and recruiting services to cities, counties, special districts, courts, educational institutions, and other public agencies for over 40 years. Our team has achieved a reputation for working successfully with management, employees, employee representation, and governing bodies. We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our team's extra effort has resulted in close to *100% acceptance* of all our classification and compensation studies.

Gallagher ensures that each of our projects is given the appropriate resources and attention, resulting in a high level of quality control, excellent communication between clients and our office, commitment to meeting timelines and budgets, and a consistently high-caliber work product.

As a Managing Director of Gallagher, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Walnut Creek address and the phone number listed on the cover page. My email is georg_krammer@ajg.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity to provide professional services to the City of Visalia.

Sincerely,

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

Proposed Fee Structure and Schedules

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with employees (orientations and briefings, meetings with employees via personal interviews, sharing of compensation survey data, etc.) results in significantly greater buy-in throughout the process.

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Pricing is invoiced on a unit costs.

Due to a shift in our industry to conducting studies virtually and our own efforts to be as green a business as possible (which our public agency clients always appreciate), our cost proposal assumes that the majority meetings and presentations will be conducted virtually/remotely. However, the project fee as shown below will include two onsite City Council presentations, one at the beginning and one at the end of the study. Should the City desire additional onsite meetings, we will be happy to provide our per diem cost for onsite meetings based on travel time and market rate travel cost at the time.

MILESTONES	COMPENSATION STUDY	AMOUNT	BILLING STRUCTURE
	Ongoing Project Status Meetings throughout the Study	\$4,400	Invoice #1: 25% of Project Fee for Compensation Study upon Contract Execution = \$26,400
A.	Determination of Survey Elements and Market Survey Delivery (this assumes up to 9 comparators, up to 100 benchmark classifications, and total compensation including benefits)	\$68,200	Upon Completion of 50% of Market Survey: Invoice #2 = \$26,400 Upon Completion of 100% of Market Survey: Invoice #3 = \$26,400
B.	Draft Compensation Findings/Stakeholder Review and Feedback	\$16,500	

C.	Development of Recommendations, Final Reports, and Presentations	\$16,500	Remaining Project Fee for Compensation Study: Invoice #4 = \$26,400
Total Fee for Compensation Study		\$105,600	\$105,600

MILESTONES	CLASSIFICATION STUDY	AMOUNT	BILLING STRUCTURE
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D.	Facilitation of Draft Class Description Review, Finalization of Classification Plan, and Draft of Interim Report and Final Report	\$45,100	Remaining Project Fee for Classification Study: Invoice #4 = \$71,500
Total Fee for Classification Study		\$286,000	\$286,000
Expenses are included in the project fee		N/A	N/A
<i>Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage</i>			
TOTAL PROJECT COST		\$391,600	\$391,600

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Signature Page

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By: GALLAGHER BENEFIT SERVICES, INC.,
State of California

A handwritten signature in blue ink that reads 'Georg S. Krammer'.

Georg S. Krammer
Managing Director, Compensation and Rewards Consulting

December 17, 2025



Gallagher

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