



**SERS Retirement Board
Special Compensation Committee Meeting Agenda
July 27, 2021
8:30 A.M**

To Join Zoom Meeting:

<https://ohsers.zoom.us/j/92276788720?pwd=UGg1aFBJOVhuL2x1SmkveFh3L3ZTQT09>

Meeting ID: 922 7678 8720 **Password:** 183062

To join by phone, dial: (301) 715-8592 and enter the meeting ID: **922 7678 8720** and password: **183062** when prompted.

1. Roll Call
2. Approval of **June 17, 2021** Minutes (R)
3. Executive Session pursuant to R.C. 121.22 (G)(1) to discuss the employment of a public employee (R)
4. Compensation Study RFP Review
 - Mercer
 - CBIZ
 - Clemans, Nelson, and Associates
5. Adjournment (R)

SCHOOL EMPLOYEES RETIREMENT SYSTEM

COMPENSATION COMMITTEE

July 27, 2021

_____ **A.M.**

Roll Call:

Daniel Wilson	_____
Jeffrey DeLeone	_____
Hugh Garside	_____
James Haller	_____
Barbra Phillips	_____

Guests in Attendance:

**APPROVAL OF MINUTES OF THE COMPENSATION COMMITTEE MEETING HELD ON
JUNE 17, 2021**

_____ moved and _____ seconded the motion to approve the minutes of the Compensation Committee meeting held on June 17, 2021.

Upon roll call, the vote was as follows:

<u>ROLL CALL:</u>	<u>YEA</u>	<u>NAY</u>	<u>ABSTAIN</u>
Daniel Wilson	_____	_____	_____
Jeffrey DeLeone	_____	_____	_____
Hugh Garside	_____	_____	_____
James Haller	_____	_____	_____
Barbra Phillips	_____	_____	_____

School Employees Retirement System		COMPENSATION COMMITTEE MINUTES	
Preparer	Vatina Gray		Meeting Date: June 17, 2021
Committee Chair	Daniel Wilson	Committee roll call was as follows: Daniel Wilson, Jeffrey DeLeone, Hugh Garside, and James Haller Absent: Barbra Phillips Also in Attendance: Sam Peppers from the Ohio Attorney General's Office and SERS Staff: Richard Stensrud, Joe Marotta and Vatina Gray	
Agenda	<ol style="list-style-type: none"> 1. Roll Call 2. Approval of April 15, 2021, Minutes (R) 3. Executive Session pursuant to R.C. 121.22 (G)(1) to discuss the employment and compensation of a public employee (R) 4. Recess (R) 5. Compensation Study RFP Review 6. Adjournment 		
Discussion	<p>The SERS Compensation Committee meeting began in open session at 7:30 a.m.</p> <p><u>ROLL CALL</u> Committee roll call was as follows: Daniel Wilson, Jeffrey DeLeone, Hugh Garside, Barbra Phillips. and James Haller.</p> <p><u>APPROVAL OF MINUTES</u> Barbra Phillips moved and James Haller seconded the motion to approve the minutes of the Compensation Committee meeting held on April 17, 2021. Upon roll call, the vote was as follows: Yea: Daniel Wilson, Jeffrey DeLeone, Hugh Garside, James Haller, and Barbra Phillips. The motion carried.</p> <p><u>EXECUTIVE SESSION</u> Barbara Phillips moved and James Haller seconded the motion to convene in executive session to discuss the employment and compensation of a public employee. Upon roll call, the vote was as follows: Yea: Daniel Wilson, Jeffrey DeLeone, Hugh Garside, James Haller, and Barbra Phillips. The motion carried.</p> <p>The committee convened in executive session at 7:36 a.m.</p> <p>The committee returned to open session and recessed at 8:32 a.m. to reconvene after the regular board meeting to discuss the Compensation Study proposals/submissions.</p> <p><u>COMPENSATION STUDY RFP REVIEW</u></p> <p>The Compensation Committee reconvened in open session at 1:03 p.m. to discuss the proposals received for the upcoming Compensation and Classification Study. Chair Daniel Wilson introduced Joe Marotta, SERS Legal Counsel, who defined the parameters around discussing the RFP's and scoring the proposals.</p> <p>SERS provided a scoring sheet to record scores and comments from the committee members. The goal is to score the qualifications and capabilities of the vendors being considered.</p> <p>The committee agreed to move forward with 3 vendors: Mercer, CBIZ, and Clemans and Nelson. The selected vendors will be invited to provide in-person presentations and answer questions so the committee can assess their qualifications. The goal is</p>		

	<p>for the committee to be confident in party that will complete the study and confident in the results. SERS wants the committee to have confidence in the selection made.</p>		
	<p><u>ADJOURNMENT</u> Daniel Wilson moved to adjourn the meeting at 1:46 p.m.</p>		
	Action Items	Assigned Person	Due Date
Action Items			
Agenda for Next Meeting			

EXECUTIVE SESSION

_____ moved and _____ seconded the motion that the Committee convene in Executive Session pursuant to R.C. 121.22 (G)(1) to discuss the employment of a public employee.

IN EXECUTIVE SESSION AT _____ A.M./P.M.

<u>ROLL CALL:</u>	<u>YEA</u>	<u>NAY</u>	<u>ABSTAIN</u>
Daniel Wilson	_____	_____	_____
Jeffrey DeLeone	_____	_____	_____
Hugh Garside	_____	_____	_____
James Haller	_____	_____	_____
Barbra Phillips	_____	_____	_____

RETURN TO OPEN SESSION AT _____ A.M. / P.M.



School Employees Retirement System of Ohio

RFP Response-Employee Compensation and Classification Study

July 27, 2021








welcome to brighter

Agenda






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Our Mercer Team

Our team reflects various areas of expertise within Mercer that will enhance our consulting effectiveness for SERS

Project Role	Mercer Team		Project Responsibilities
Project Director	Josh Wilson		<ul style="list-style-type: none"> Responsible for ensuring client satisfaction with Mercer team and deliverables, project billing/budget and contractual arrangements Provide guidance, strategic advise, assist with interviews and design
Project Manager	Megan McKinnon		<ul style="list-style-type: none"> Provide overall project direction and guidance Serve as project manager, coordinating all project activities for SERS and Mercer project team members Lead market pricing and pay structure development Accountable for all deliverables
SME Advisors	Susan Lemke Kelly Henson Doug Fields	  	<ul style="list-style-type: none"> Expertise in Endowment and Foundations and Investment Management Pay Expertise in Investment Management Expertise in Change Management, Transformation and Communications
Data Director	Aimee Kudela		<ul style="list-style-type: none"> Responsible for Data Management, Survey Data and Analytics
Project Analyst	Alan Fountain		<ul style="list-style-type: none"> Conduct analyses Document results Maintain project plan

People Issues Facing SERS and the Public Sector

TOPIC	ISSUES
 <p>Workplace Flexibility</p>	<ul style="list-style-type: none"> • How do we bounce back after the Pandemic? • What will the workplace of the future look like? • What will current and future employees expect/demand?
 <p>Diversity, Equality and Inclusion</p>	<ul style="list-style-type: none"> • Most organizations have good intentions, but results are not evident and change will take a long time • Myriad stakeholder groups demanding action
 <p>Well-Being, Including Mental Health</p>	<ul style="list-style-type: none"> • Employers play a critical role in ensuring that financial wellness programs offer resources and solutions unique to individuals • Physical well-being has always been the main focus, but renewed focus on mental well being
 <p>Recruiting and Pay</p>	<ul style="list-style-type: none"> • Skilled workers are in high demand • Supply and demand drives wages higher • Golden age of the employee?
 <p>Upskilling and Reskilling</p>	<ul style="list-style-type: none"> • Efficiencies created during the pandemic have made certain skills obsolete, and others in higher demand • With labor shortage, the build vs buy argument is being made by many organizations

Confirming Objectives



- ✓ **Review of compensation program/best practice review**



- ✓ **Compensation Analysis**

- Salary Comparison: Approximately 135 unique roles, 7 of which are investment specific
- Review of Incentive Plan



- ✓ **Recommendations (changes, structures, etc.) and implementation support**

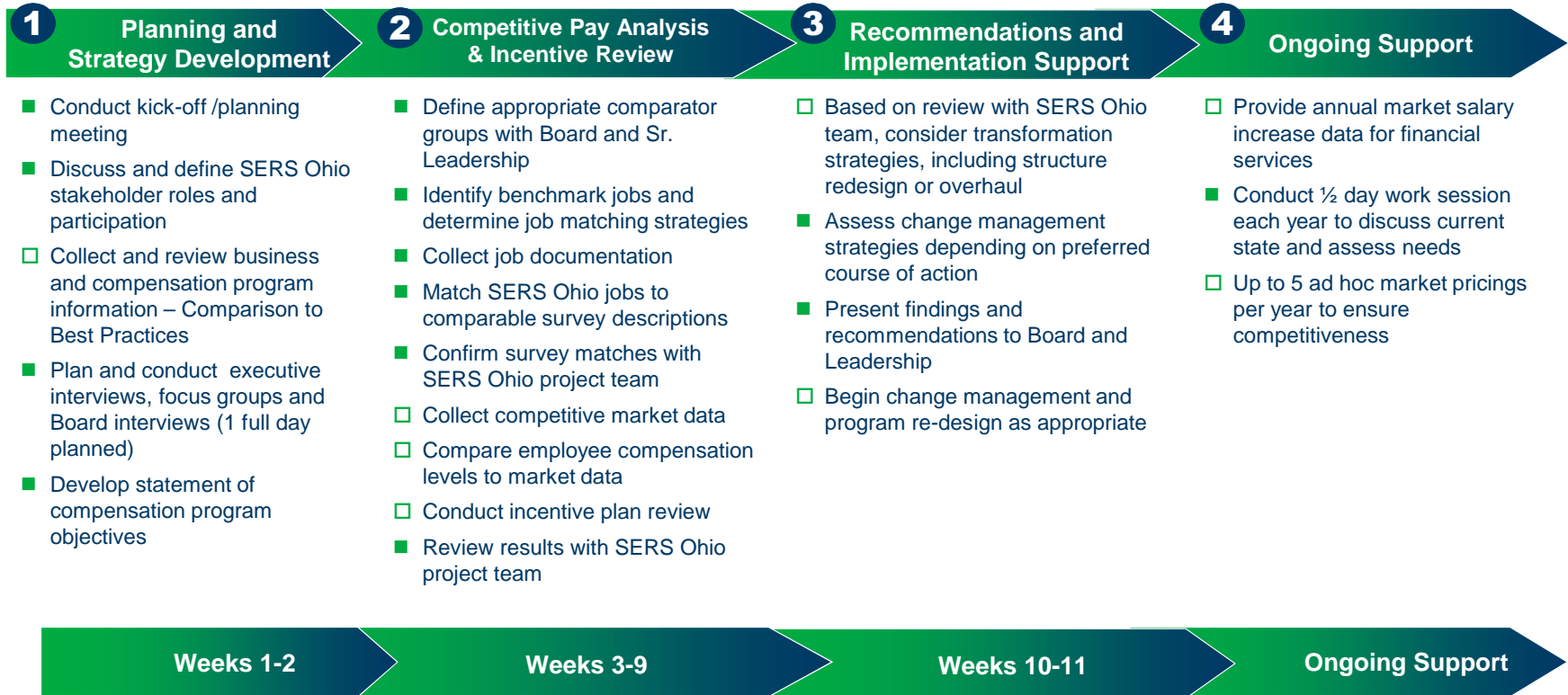


- ✓ **Post-study support and partnership**

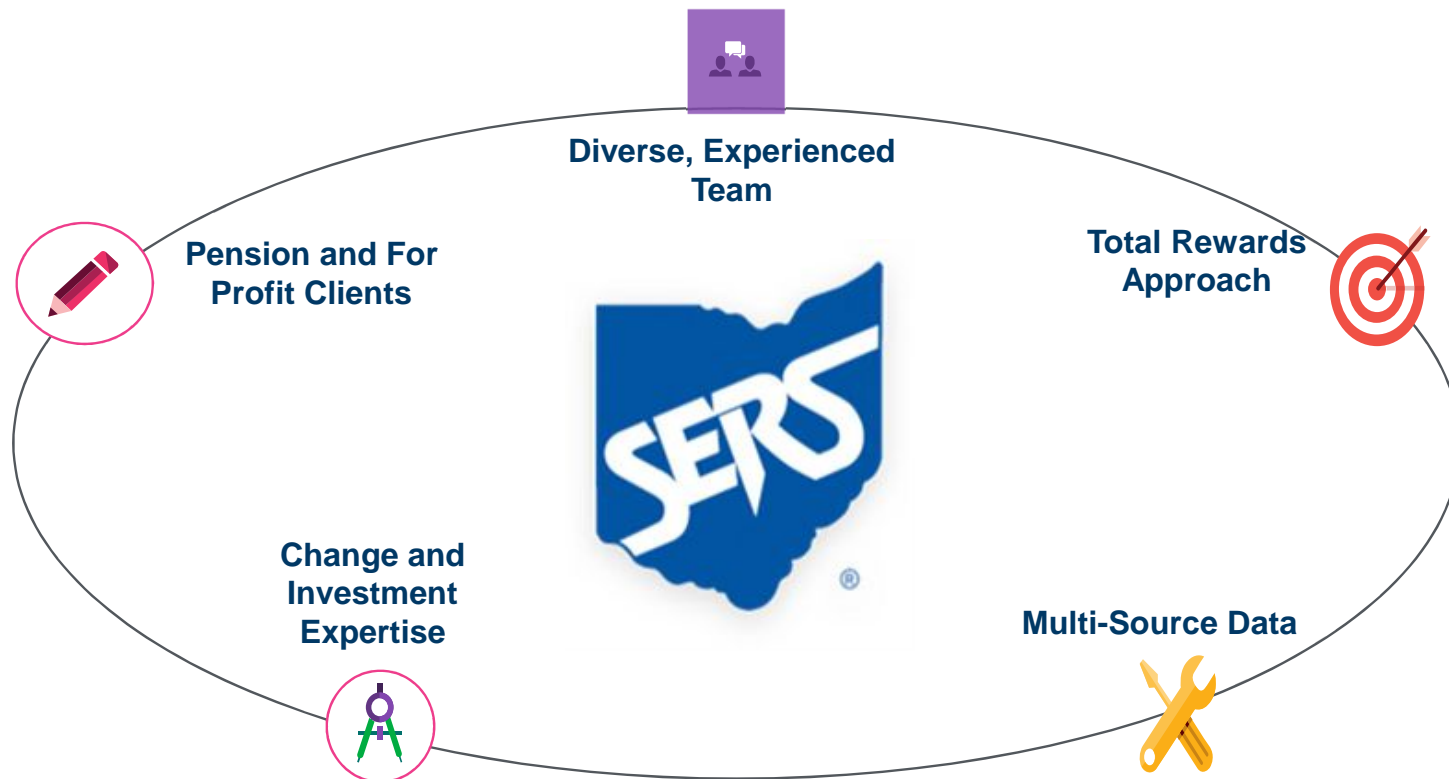
Our Approach

Preliminary responsibility:

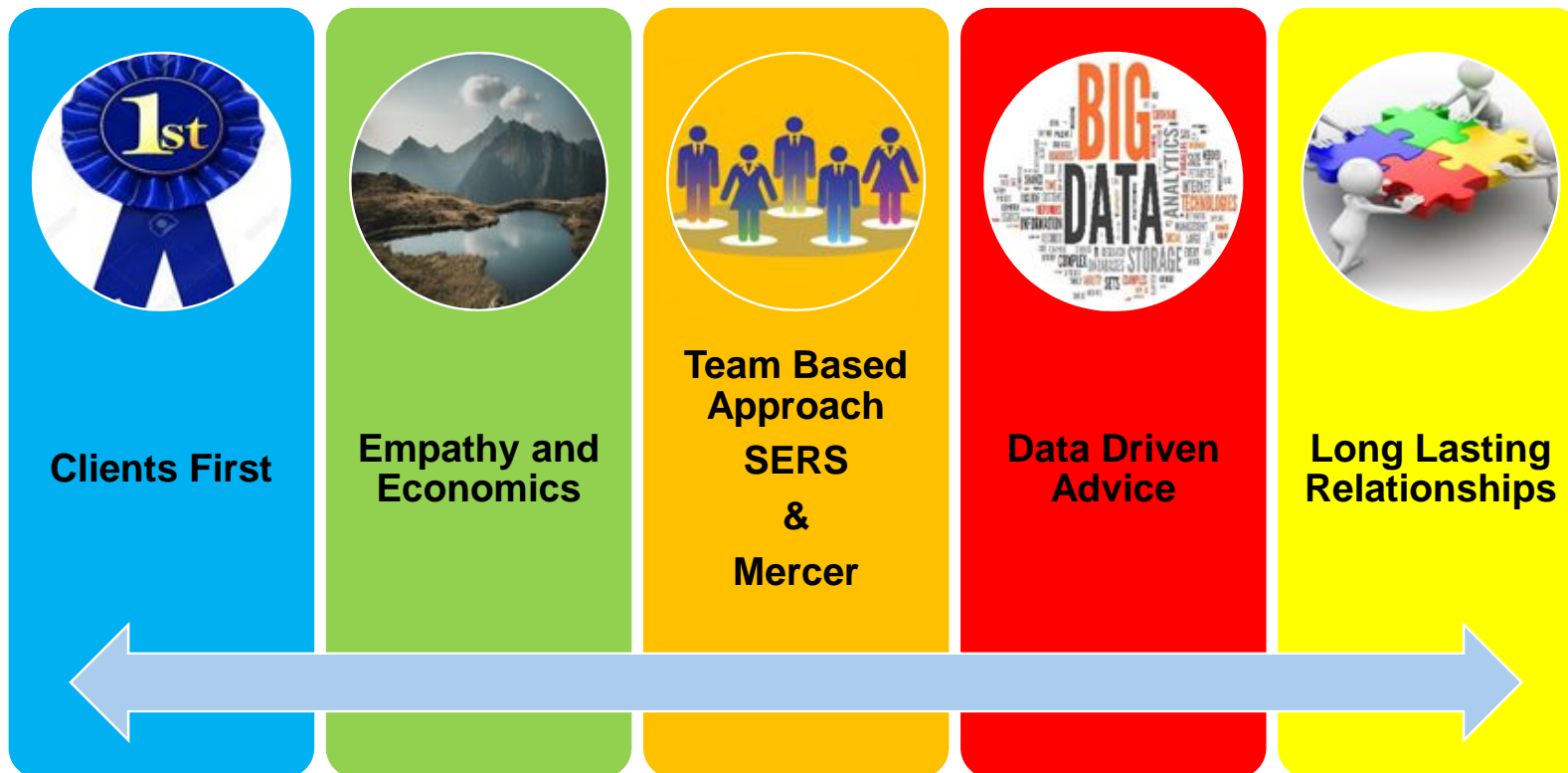
- Mercer
- Shared Tasks (Mercer & SERS Ohio)



Why Partner With Mercer?



Working with Mercer



Wrap Up

- Mercer appreciates the opportunity to submit our RFP response and present in person
- We welcome any questions





SCHOOL EMPLOYEES RETIREMENT SYSTEM OF OHIO | JULY 27, 2021

Employee Compensation and Classification Study – Finalist Interview





Agenda

- CBIZ introduction
- Project approach
- **Answer your questions**



Your Team.

100+ offices
 4,800+ associates
 90,000+ clients



NYSE: CBZ

National Resources; Personal Service

- 10th** Largest Accounting Provider Nationally¹
- A Top 20** Largest Broker of U.S. Business²
- A Top 100** Retirement Plan Adviser³



Financial & Accounting

- Accounting & Tax
- Government Health Care Consulting
- Financial Advisory
- Valuation
- Litigation Support
- Risk & Advisory Services
- Tenant Advisory Services

Benefits & Insurance

- Benefits Consulting
- Payroll Services
- Human Capital Management
- Property & Casualty
- Retirement & Investment Solutions
- Talent & Compensation Solutions



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- CBIZServices
- BIZTipsVideos

¹Inside Public Accounting (IPA) - August 2020 ²Business Insurance magazine - July/August 2020 ³Rankings/recognition by unaffiliated rating services/publications should not be construed as a guarantee of a certain level of results if CBZ Retirement Plan Services (CBZ Financial Solutions, Inc. or CBZ Investment Advisory Services, LLC) is engaged, or continues to be engaged, to provide investment advisory services. The "PLANADVISER top 100 Retirement Plan Advisers" list is compiled from responses to the PLANADVISER Retirement Plan Adviser Survey. The list is drawn solely from a set of quantifiable variables and information in the survey is supplied by the advisers themselves.



62
 Workplace
 Awards
 in 2019



Commitment
 to Community
 including
 8 Million+
 Lbs. of Food
 Donated
 since 2009



CBIZ Talent & Compensation Solutions

- National CBIZ practice
- Team of compensation professionals serving clients from coast to coast
- Extensive experience working with public pension funds



Public Sector Client List

- *Chicago Teachers' Pension Fund*
- *City of Austin Police Retirement System*
- *City of El Paso Employees Retirement Trust*
- *Colorado Public Employees Retirement Association*
- *Denver Employees Retirement Plan*
- *Illinois Municipal Retirement Fund*
- *Kansas Public Employees Retirement System*
- *Maryland State Retirement and Pension System*
- *Missouri Local Government Employees Retirement System*
- *Missouri State Employees Retirement System*
- *MoDOT and Highway Patrol Employees' Retirement System*
- *Ohio Public Employees Deferred Compensation Program*
- *Public School and Education Employee Retirement Systems of Missouri*
- City of Columbia, Missouri
- City of Ottawa
- City of Shawnee, Kansas
- City of Austin Employees' Retirement System (COAERS)
- City of Cape Girardeau
- City of Overland Park
- City of St. Charles School District
- City of University City
- City of Blue Springs
- City of Bristol Tennessee
- City of Fenton
- City of O'Fallon
- City of Osage Beach
- City of Paducah
- City of Salisbury
- City of Wentzville
- City of Olathe
- Olathe Unified School District
- Southeast Louisiana Flood Protection Authority-East
- State of Missouri - Office of Administration
- American Bottoms
- Bvu Authority
- Liberty Public Schools
- Mount Pleasant Waterworks
- Special School District of St. Louis County
- Eau Claire Area School District
- Fort Wayne Housing Authority
- Harford County Public Library
- Housing Authority of St. Louis County
- Kirkwood School District
- Lehigh and Northampton Transportation Authority
- Little Blue Valley Sewer District
- Missouri Department of Conservation
- Perry County Missouri
- Missouri Western State University



Project Lead

JOE RICE

- Director, Compensation Consulting
- Manage and oversee all aspects of the projects and serve as the primary client contact
- 15 years compensation industry experience
 - Started “in house,” 2005
 - Consulting since 2015
- Board President at BWorks
 - Education/experiential learning non-profit



Service Team

- Ryan Blackwell: Project Manager
 - Manage day-to-day project steps
 - Manage consulting staff and quality control
- Ed Rataj: Managing Director, Compensation Consulting
 - Provide strategic oversight for the project



Project Approach



Phase 1: Planning & Data Collection

PLANNING DISCUSSION

- Opportunity for us to learn and hear views
- Philosophy
- Differentiation/segmentations
- Strengths/opportunities/challenges
- Culture
- Organization structure
- ***Provide draft philosophy document***





Phase 1: Planning & Data Collection

DATA COLLECTION AND RECONCILIATION

- Submit data request
- Employee census information
- Job descriptions
- Job analysis questionnaire (if needed)



Phase 2: Market Research

ESTABLISH BENCHMARKS



GEOGRAPHY

- Do you source talent primarily in the local market, or are there jobs for which you source regionally or nationally?



INDUSTRY

- Should the focus be exclusively your industry or should the broader labor market be considered?



SIZE

- How critical is size? For all positions?
- What are the metrics that matter: revenue, operating budget, employee headcount, etc.



Establish Benchmarks

- Alaska Permanent Fund Corporation
- Arizona State Retirement System
- Austin Fire Fighters Relief & Retirement Fund
- Austin Police Retirement System
- California State Teachers' Retirement System
- Charlotte Firefighters' Retirement System
- City of Austin Employees Retirement System
- City of El Paso Employees Retirement Trust
- City of San Jose Office of Retirement Services
- Denver Employees Retirement Plan
- El Paso Firemen & Policemen's Pension Fund
- Employees Retirement System of Texas
- Fire and Police Pension Association
- Fort Worth Employees' Retirement Fund
- Fresno County Employees' Retirement Association
- Houston Firefighters Relief and Retirement Fund
- Illinois Municipal Retirement Fund
- Iowa Public Employees' Retirement System
- Kansas Public Employees Retirement System
- Kern County Employees' Retirement Association
- Louisiana School Employees' Retirement System
- Maryland State Retirement and Pension System
- Missouri Local Government Employees Retirement System
- Missouri State Employees Retirement System
- Minnesota State Retirement System
- Minnesota Teachers Retirement Association
- MoDOT & Patrol Employees Retirement System
- Municipal Employees' Retirement System of Michigan
- Municipal Fire & Police Retirement System of Iowa
- Municipal Police Employees' Retirement System
- Nebraska Investment Council
- New Hampshire Retirement System
- New Jersey Division of Investment
- New Mexico Educational Retirement Board
- Public Employees Association of New Mexico
- Public Employees' Retirement System of Mississippi
- Public Schools Retirement System of Missouri (PSRS/PEERS)
- New York City Board Of Education Retirement System
- North Dakota Public Employees Retirement System
- Ohio Police and Fire Pension Fund
- Ohio Public Employees Deferred Compensation System
- Oklahoma Firefighters Pension and Retirement System
- Oklahoma Public Employees Retirement System
- Orange County Employees Retirement System
- Oregon Public Employee's Retirement System
- Park Employees' Annuity and Benefit Fund of Chicago
- Pennsylvania State Employees Retirement System (SERS)
- Public School Employees Retirement System
- Richmond Retirement System
- San Bernardino County Retirement Association
- School Employees Retirement System of Ohio
- Seattle City Employees' Retirement System
- South Carolina Retirement System Investment Commission
- State Board of Administration of Florida
- State Teachers Retirement System of Ohio
- State Universities Retirement System of Illinois
- Teachers Retirement System of Georgia
- Teachers Retirement System of Louisiana
- Teachers Retirement System of Oklahoma
- Teachers Retirement System of the State of Illinois
- Texas Permanent School Fund
- Utah Retirement System
- West Virginia Investment Management Board



Phase 2: Market Research

EVALUATE JOB DOCUMENTATION

- Review job documentation, format, data captured
- Job title changes
 - Collapse
 - Expand
 - Modify



Phase 2: Market Research

EXTERNAL MARKET ANALYSIS

- Published survey data
- CBIZ Pension Survey

ABC Co.
Preliminary Compensation Study Results
Exhibit 1 - Market Summary
Data Effective July 1, 2021

CBIZ Code	Annualized Average Base	Annualized Average Total Cash	Current Job Title	Market Base Salary			Proposed Pay Grade	Market Total Cash Compensation		
				25th	50th	75th		25th	50th	75th
100	30,042	30,042	Accounting Specialist	39,499	42,065	45,423	7	40,335	42,959	46,391
			Administrative Assistant	36,586	38,948	42,000				
			Coordinator	52,686	56,267	61,000				
			Coordinator	47,725	51,029	55,000				
			Communications Specialist	46,807	49,391	53,000				
			Marketing Specialist	55,205	58,783	63,000				
			Marketing Manager	59,230	62,242	66,000				
			Project Coordinator	110,399	126,941	148,000				
			Project Coordinator	50,246	54,336	59,000				
			Programming & Systems	120,153	133,767	152,000				
			Product Specialist	43,296	46,132	49,000				
			Supervisor	45,993	49,694	54,000				
				51,867	54,000	56,000				

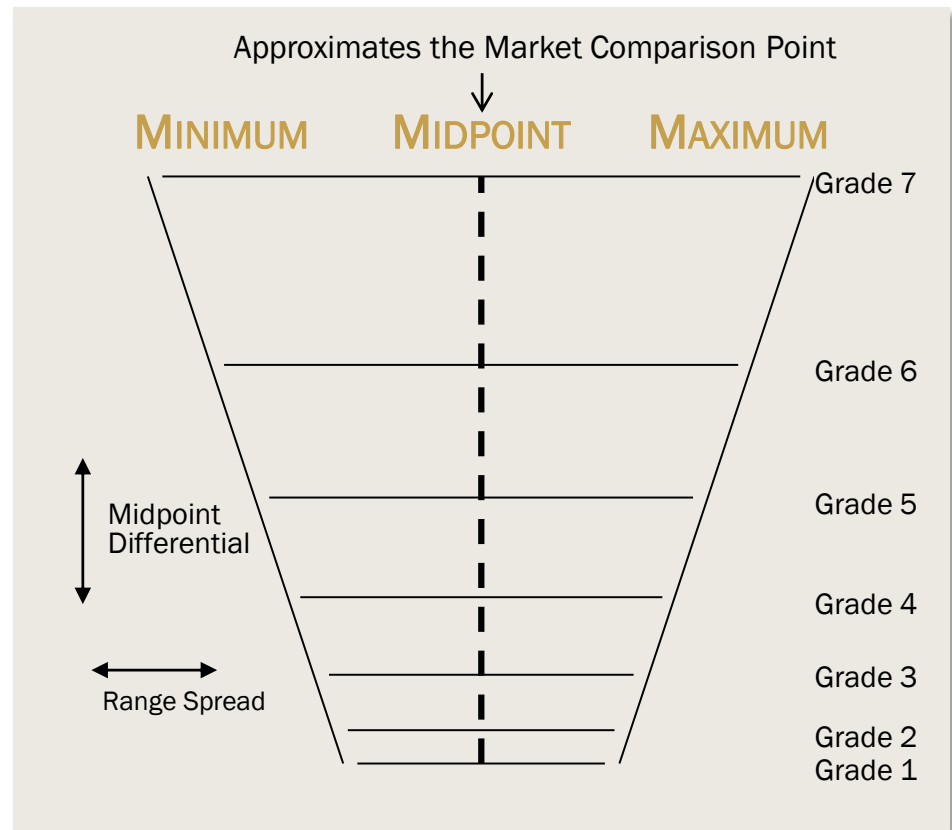




Phase 3: Program Design

DESIGN PAY STRUCTURE(S)

- Streamline compensation administration
- Evaluate current or propose new
- Evaluate one or multiple
 - i.e., separate investment structure





Phase 3: Program Design

REVIEW INVESTMENT INCENTIVE COMPENSATION PLAN

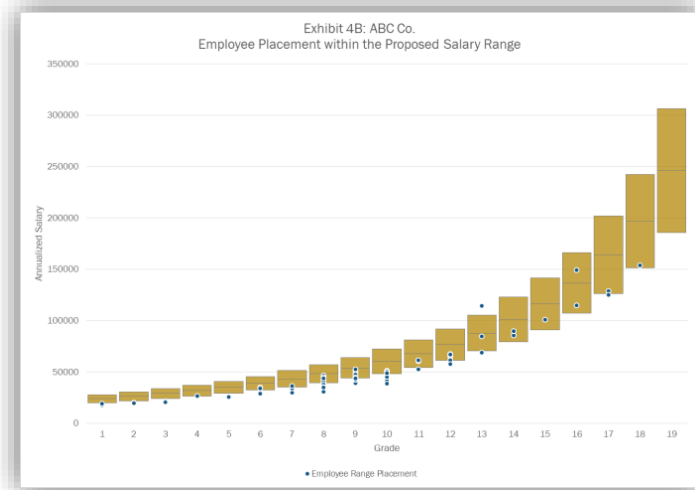
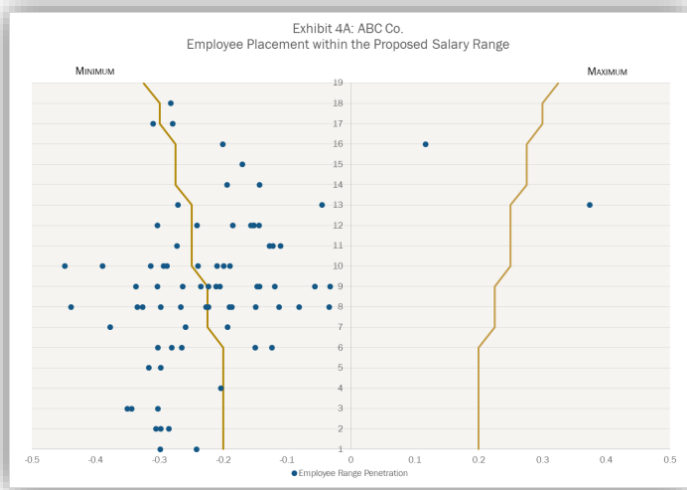
- Review in context of the market analysis, including
 - Evaluation of target incentive levels
 - Base salary
 - Total cash compensation comparisons.
- Review and comment on plan design details
 - Frequency/timing of payouts
 - Number of metrics
 - Performance levels



Phase 3: Program Design

IMPLEMENTATION ANALYSIS

- Calculate implementation costs
- Evaluate for below minimum or above maximum
- Trends, overall compa-ratio
- Compression analysis: Employee to supervisor and peer to peer





Phase 3: Program Design

RESULTS

- Meet with SERS Board of Trustees and Senior Leadership:
 - Market pricing results
 - Pay structure design
 - Internal equity of each job
 - Review the implementation cost analysis
- Provide copies of project report and supporting exhibits
- Discuss and determine the optimal implementation strategy that considers cost, culture, timeline, and other issues



Phase 3: Program Design

BOARD OF TRUSTEES PRESENTATION

- Discuss the appropriate level of detail to share with the Board
 - Project scope
 - Project steps/Methodology
 - Findings and recommendations
- Answer questions



Phase 4: Ongoing Administration

SALARY ADMINISTRATION GUIDE

- Topics may include:
 - annual compensation planning
 - pay increase recommendations
 - education and certification pay
 - hiring pay
 - promotions
 - demotions



Phase 4: Ongoing Administration

PROGRAM TRAINING

- Address any questions
- Discuss employee communications and pay transparency options
- Review annual processes: structure adjustments and salary reviews
- Salary administration guide



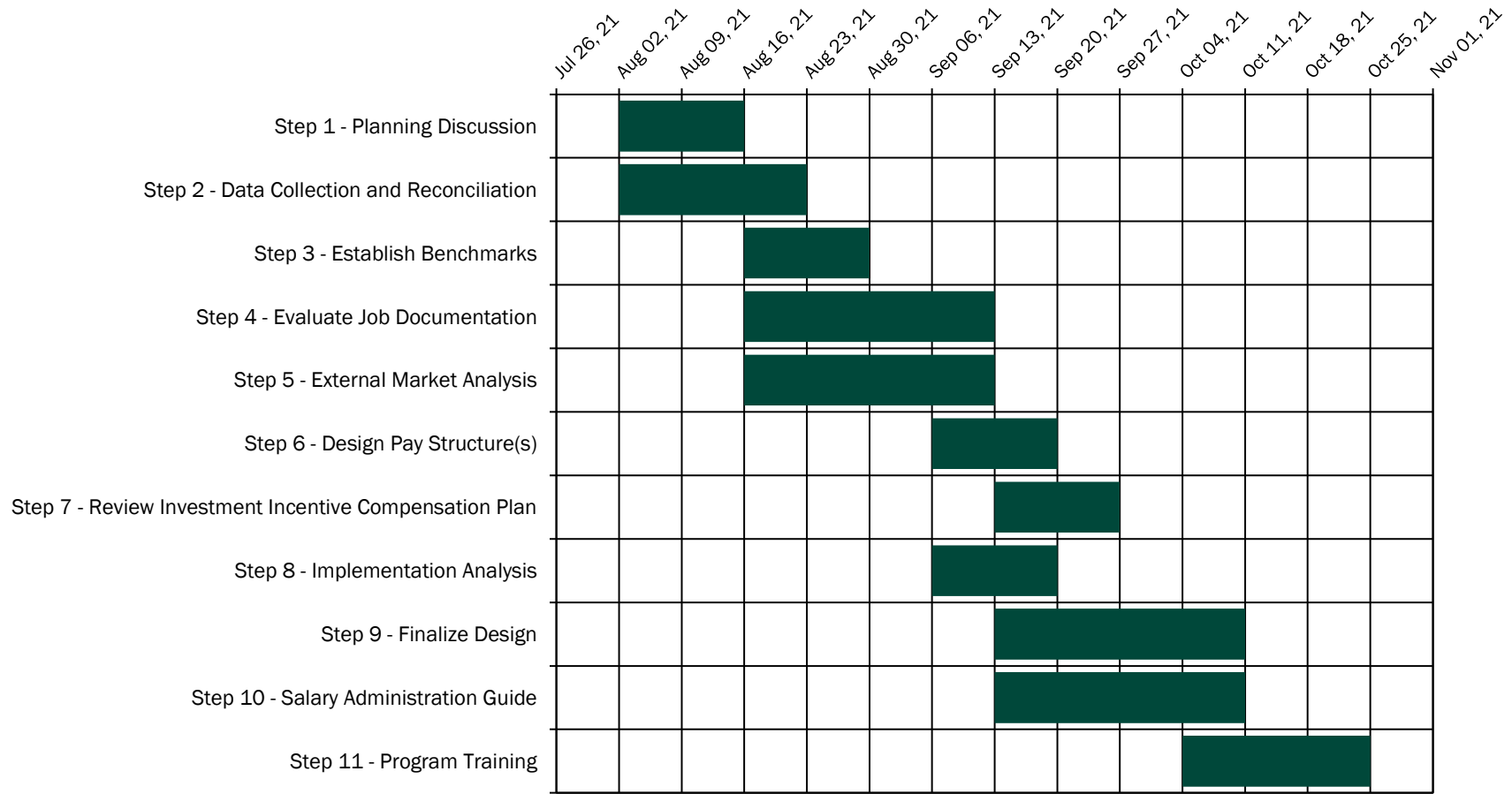
Phase 4: Ongoing Administration

ANNUAL SALARY PLANNING LETTER

- Provide letter for next five years
 - Salary increase budgets
 - Structure adjustment trends



Project Schedule



Annual Salary Planning provided for five years at no additional charge



QUESTIONS

SCHOOL EMPLOYEES RETIREMENT SYSTEM OF OHIO

Employee
Compensation and
Classification Study

Project Overview

July 27, 2021



F R Q V X O W D Q W V W R P D Q D J H P H Q W

Akron | Cincinnati | Columbus | Lima

www.clemansnelson.com

1.800.282.0787



About Us

- Founded in 1976; employee-owned
- Four (4) offices: Akron, Cincinnati, Columbus (Dublin), and Lima
- Currently: 26 employees total (20 professional staff)
- Management consulting firm, focused on providing human resources and labor relations services, primarily to public sector clients



Compensation & Classification Studies

- ▶ In last five (5) years, we have completed more than 70 studies on behalf of our clients
 - ▶ Counties
 - ▶ Cities
 - ▶ Housing Authorities
 - ▶ Regional Planning Commissions
 - ▶ Townships
 - ▶ Villages



Primary Project Team Members

➤ **Brian D. Butcher**

President / CEO

➤ **Andrew A. Esposito**

Manager of Client Development / Shareholder

➤ **Heidi L. Miller, SHRM-CP**

Account Manager / Shareholder

➤ **PJ Winegardner**

Project Manager / IT Manager



Project Team Leader

► **Heidi L. Miller, SHRM-CP**

Account Manager / Shareholder

In the last five (5) years, Heidi has worked on more than 25 compensation studies; notable clients include:

- MORPC
- City of Columbus
- Columbus State Community College
- Union Co BOC
- Lake Co BOC
- Franklin Co Auditor



Project Team Leader

➤ **PJ Winegardner**

Project Manager / IT Manager

PJ has worked on more than 35 compensation studies in the last five (5) years; notable clients include:

- MORPC
- Columbus Metropolitan Housing Authority
- Greene Co BOC
- Medina Co BOC
- City of Pickerington
- Franklin Co Auditor



Our Process

- Step One – Gather and review Client Documents
- Step Two – Initial Client Meeting(s)
 - Identify concerns with current plan structure
 - Client goals: market position?
 - Confirm timeline (projected timeline: 18 weeks)
 - Identify
 - Benchmark Positions
 - Survey Participants



Our Process

- ▶ We pride ourselves on maintaining open communication lines with the client throughout the process, via a combination of:
 - ▶ Meetings (both in-person and virtual)
 - ▶ Phone Calls
 - ▶ Emails

- ▶ On average, we communicate with our clients once per week throughout the process, depending on the project phase and client needs



Our Process

- ▶ Step Three – Market Survey (External Equity Analysis)
 - ▶ Who do we survey?
 - ▶ Comparable employers
 - ▶ Each respondent is asked to provide wage ranges, as well as current wage rates, for each classification / position being surveyed
 - ▶ Also asked to provide benefit information (such as health insurance, tuition reimbursement, longevity, pension pickup, etc.)



Our Process

- ▶ Step Four – Internal Equity Analysis
 - ▶ Based on review of compensable factors
 - ▶ Our proprietary model is based on 9-10 factors
 - ▶ Can use existing system client has in place, if desired
 - ▶ Consultant will ensure internal pay equity is consistent with job classification and pay grade assignment
 - ▶ Consultant will analyze for any wage compression issues (both vertical and horizontal)
 - ▶ Review analysis and recommendations with client
 - ▶ If client wishes, we will also meet with department heads to review their department's overall analysis

	FACTORS	WEIGHT	NUMBER OF DEGREES	POINTS AVAILABLE	1	2	3	4	5
1.	Education	15%	5	150	35	65	105	127	150
2.	Experience	13%	4	130	31	62	93	130	—
3.	Supervision Exercised	13%	5	130	0	31	62	93	130
4.	Communications (Internal / External Relations)	13%	4	130	31	62	93	130	—
5.	Responsibility for Assets/Consequence of Errors	11%	4	110	10	45	80	110	—
6.	Independence of Work/Discretion	10%	4	100	10	40	70	100	—
7.	Responsibility for Policies and Procedures	10%	5	100	8	30	52	75	100
8.	Work Environment	3.5%	4	35	4	15	25	35	—
9.	Health and Safety	3.5%	4	35	4	15	25	35	—
10.	Responsibility for Accurate Records/Reports	8%	4	80	8	30	52	80	—



Step Four - Internal Equity (Point Factor) Analysis



Our Process

- ▶ Step Five – Develop Compensation Plan & Pay Schedule
 - ▶ Rely upon both external and internal equity analysis, and relevant indices (CPI, SSI, ECI)
 - ▶ Develop recommendations on pay grade assignments, overall wage scale and pay grade ranges
 - ▶ Using current employee data, develop projected implementation cost model(s)
 - ▶ Perform gender equity analysis



Our Process

- ▶ Step Six – Preliminary Report / Review Results
 - ▶ Consultant will present preliminary reports to client for review and approval including:
 - ▶ Wage Survey Results
 - ▶ Internal Equity Results
 - ▶ Recommendations including wage scales and pay grade assignments
 - ▶ Projected implementation costs
 - ▶ Compensation Plan administration manual



Sample Reports

Survey Results - Overall

Mid-Ohio Regional Planning Commission										
Summary of Data with Current MORPC Wage Ranges - TOTAL WAGE COMPARISON										
Position	MORPC		Survey Average				Variance (%)			
	Minimum	Maximum	Actual MIN	Actual MAX	Living Wage MIN	Living Wage MAX	Actual	Living Wage	Actual	Living Wage
Chief of Staff / Director of Operations	\$91,000	\$149,000	\$110,262	\$150,637	\$104,439	\$144,267	82.53%	142.67%	98.91%	103.28%
Director, Energy & Air Quality	\$79,410	\$127,029	---	\$80,124	---	\$80,124	n/a	n/a	158.54%	158.54%
Director, Transportation Systems & Funding	\$79,410	\$127,029	\$99,509	\$161,091	\$95,670	\$155,639	79.80%	132.78%	78.86%	81.62%
Director, Planning & Environment	\$79,410	\$127,029	\$92,027	\$147,113	\$88,164	\$141,598	86.29%	144.08%	86.35%	89.71%
Director, Regional Data & Mapping	\$79,410	\$127,029	\$86,097	\$138,048	\$81,905	\$131,577	92.23%	155.09%	92.02%	96.54%
Director, Public & Government Affairs	\$79,410	\$127,029	\$82,139	\$129,593	\$77,964	\$124,194	96.68%	162.93%	98.02%	102.28%
Director of IT	New Position		\$87,514	\$139,724	\$83,829	\$134,030	n/a			

Survey Results – Position

Mid-Ohio Regional Planning Commission									
OPERATIONS									
Chief of Staff / Director of Operations									
Minimum and Maximum Wage Rate									
TIER I									
The chart below represents responding jurisdictions that currently have established minimum and maximum wage rates for the above-captioned position.									
Jurisdiction	Minimum	Maximum	Title (if different)	Min - COLA Adjusted	Max - COLA Adjusted	Min - LW Adjusted	Max - LW Adjusted	COLA	Living Wage
Mid America Regional Council	\$130,148.00	\$208,242.00	Director - Finance & Administration	\$135,064.58	\$216,108.72	\$129,800.24	\$207,685.58	69.09	14.97
Denver Regional Council of Governments	\$137,112.00	\$205,632.00	Administrative Officer	\$119,018.53	\$178,496.54	\$115,785.19	\$173,647.38	82.60	17.68
Houston/Galveston Area Council of Governments	\$127,355.00	\$203,767.00	Chief Operations Officer	\$121,105.48	\$193,767.82	\$130,233.57	\$208,372.69	75.40	14.60
Delaware Valley Regional Planning Commission	\$86,694.00	\$140,820.00	Director of Operations - Administrative Analyst VI	\$71,985.64	\$116,928.71	\$79,164.61	\$128,589.76	86.35	16.35
Southeast Michigan Council of Governments	\$70,000.00	\$111,000.00	Director of Internal Support	\$65,004.53	\$103,078.62	\$67,209.00	\$106,574.28	77.21	15.55
Ground Level Solutions ¹	---	\$95,000.00	Chief Operations Officer	---	\$95,000.00	---	\$95,000.00	71.70	14.93
Impact Community Action ¹	---	\$90,000.00	Chief Operating Officer	---	\$90,000.00	---	\$90,000.00	71.70	14.93
Atlanta Regional Council of Governments	n/a - did not provide			---	---	---	---	76.09	15.30
Indianapolis MPO	n/a - did not provide			---	---	---	---	76.13	15.07
Ohio Kentucky & Indiana Regional Council of Governments	n/a - did not provide		Executive Director or CEO	---	---	---	---	70.71	14.68
Southwestern Pennsylvania Commission	n/a - did not provide			---	---	---	---	82.96	15.05
MORPC	\$91,000.00	\$149,000.00						71.70	14.93
TOTAL WAGE COMPARISON									
	Minimum	Maximum		Min-COLA	Max - COLA	Min - LW	Max - LW		
Average	\$110,261.80	\$150,637.29		\$102,435.75	\$141,911.49	\$104,438.52	\$144,267.10		
Variance (%) to Avg.	82.53%	98.91%		88.84%	105.00%	87.13%	103.28%		



Our Process

- ▶ Step Seven – Finalize Compensation Plan
 - ▶ Consultant will finalize project documents and present client with final reports, and Executive Summary providing overview of process, results, and recommendations
 - ▶ Consultant will also provide training to key personnel with respect to compensation plan implementation and ongoing administration

Project Bid

Work Description	Estimated # of Hours	Estimated Cost Not to Exceed
<ul style="list-style-type: none"> • External Equity Analysis (Compensation Study) • Internal Equity Analysis (Point Factoring or Grading) • Review of Current Wage Rate Structure • Recommendations for Compensation Plan Structure, with Implementation Cost Analysis • Training on Compensation Plan Administration • Presentation of Results 	186 - 298	\$29,760 - \$47,680
Plus: Mileage	\$250	

Clemans Nelson bills only for hours worked, providing detailed entries for billing purposes with respect to actual work performed.



Our References

- ▶ We are proud of the work we have performed for our clients, and invite you to contact any of the references listed in our initial proposal submission.
- ▶ We are happy to provide additional references as well. Thank you!



F R Q V X O W D Q W V W R P D Q D J H P H Q W

Compensation and Classification Study RFP Evaluation Performed by the Compensation Committee

Round 1 Proposal Evaluation

June 17, 2021

Evaluation Criteria

- Vendor's experience
- Soundness of the approach and quality of the work plan
- Expertise and experience of the vendor's team assigned to SERS
- Cost

Committee's Observations

CBIZ

- Cleveland, Ohio office
- Impressed with other public pension plan assignments
- Team assigned to SERS has good credentials
- offers customized retirement system benchmarks
- 3 months to complete
- Competitive fees

Clemans, Nelson & Associates

- Based in Columbus, Ohio
- Will take 4 to 5 months to complete assignment
- Local public sector experience
- Competitive fees

ERA

- Local firm that has relationship with SERS
- No public pension plan experience
- Some public sector experience
- Salary benchmarking is unclear
- Workplan is light on details

Mercer

- Well-established firm
- One team member is located in Ohio
- Extensive public sector experience as well as in the private sector
- Large and experienced team assigned to SERS
- 3 months to complete
- Fees are significantly higher than the other firms

Richardson

- Local firm but no experience with large public sector entities other than Columbus Public Schools

Compensation and Classification Study RFP Evaluation Performed by the Compensation Committee

- Only one employee so key person risk
- 8-month time frame is too long to complete assignment
- Lack of customized benchmarks

Segal

- Large firm, but not much experience with Ohio or public pension plans
- Proposal only includes benchmarking 70 positions
- 5 months to complete
- Fees could end up being higher than quoted due to so few benchmarked positions included in fee proposal

Committee Recommendation

Based on the evaluation of the proposals submitted, the Committee requests onsite presentations from CBIZ, Clemans, Nelson & Associates, and Mercer.

Compensation and Classification Study RFP Evaluation Performed by the Compensation Committee

Round 2 Proposal and Presentation Evaluation - July 27, 2021

Evaluation Criteria

- Relevant experience of Vendor and assigned team
- Benchmarks that are appropriate to our work and staff responsibilities including Investment personnel
- Soundness of the approach and quality of the work plan
- Presentation
- Ability to meet timelines and deliverables
- Cost

Committee's Observations

CBIZ

Clemans, Nelson & Associates

Mercer

Committee Recommendation

ADJOURNMENT

_____ moved that the Compensation Committee adjourn to meet on _____
or the next compensation committee meeting.

The meeting adjourned at _____ a.m.

Daniel Wilson, Compensation Committee Chair