

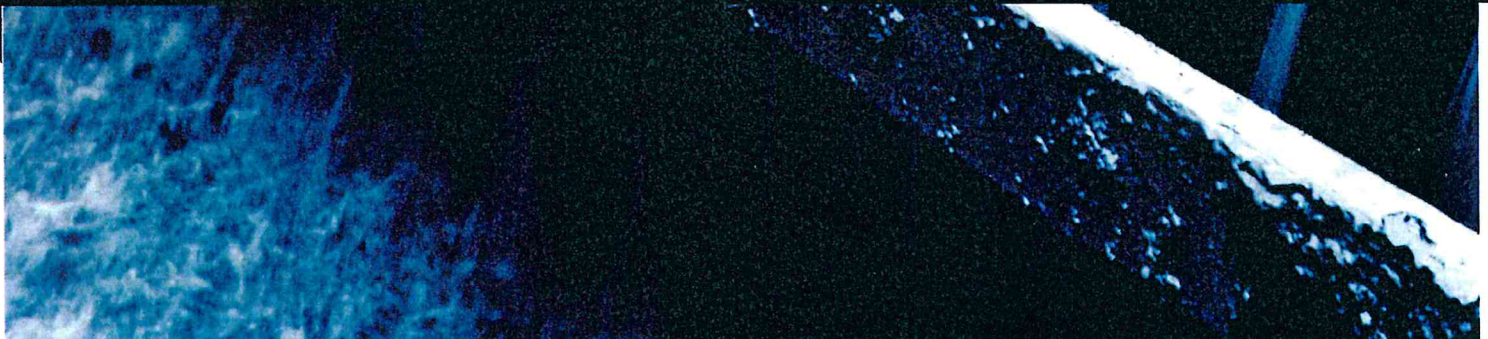


now joined with
Springsted and Umbaugh

Heart of the Valley Metropolitan Sewerage District

Review and Update of Wage,
Classification and Compensation Plan

April 5, 2019





now joined with
Springsted and Umbaugh

Baker Tilly Virchow Krause, LLP
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April 5, 2019

Mr. Brian Helminger, District Director
Heart of the Valley Metropolitan Sewerage District
Comp/Wage Review
801 Thilmany Road
Kaukauna, WI54130

Dear Mr. Helminger:

Thank you for the opportunity to submit this proposal for the Heart of the Valley Metropolitan Sewerage District's (i.e. the "District" or "HOVMSD") review. Baker Tilly Virchow Krause, LLP (Baker Tilly) is one of the largest independent public sector advisory firms in the United States. For more than sixty years we have collaborated with entities large and small on a variety of initiatives including classification and compensation studies, community surveys, organizational improvement projects, strategic planning sessions and performance evaluation systems.

In accordance with the Heart of the Valley Metropolitan Sewerage District's (i.e. the "District") request for proposals, Baker Tilly Virchow Krause, LLP (Baker Tilly) is pleased to submit our qualifications to conduct a review and update of wage, classification and compensation plan and other related services.

Our firm has assisted numerous jurisdictions throughout the United States in addressing human resources and compensation issues, as well as performing specialized management studies. We have created an extensive management consulting services practice that provides in-depth study and analysis on a variety of management topics. Baker Tilly has the staff, capabilities and experience required for the study HOVMSD has outlined.

Baker Tilly has extensive experience providing comparable services to public sector agencies in Wisconsin. Baker Tilly's proposed consulting team has a successful track record working with local government (and other public-sector organizations) in Wisconsin on their classification and compensation needs. In the past five years alone, Springsted has completed almost thirty projects in Wisconsin.

Included in this proposal are the qualifications of our firm, a detailed scope of services, our study methodology and a list of client references. The project time frame is also provided, along with the resumes of our consulting team.

Very truly yours,

BAKER TILLY VIRCHOW KRAUSE, LLP

TL Cox
Principal
P: 469.515.0646
Email: tl.cox@bakertilly.com

Julie Urell
Senior Manager
P: 651.223.3041
Email: julie.urell@bakertilly.com

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This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



a. Statement of project understanding

Baker Tilly has reviewed the Scope of Services Requested within the Heart of the Valley Metropolitan Sewerage District's Request for Proposal and will conduct a wage comparability study and analysis for HOVMSD's approximately 8 positions and 11 total employees. Baker Tilly will assist HOVMSD in a high-level review of job descriptions and analysis of the current classification and compensation systems; conduct a wage comparability market survey; and make recommendations for wage scale adjustments and/or improvements to the existing system.

The services to be provided by Baker Tilly include:

Baker Tilly will review the recently updated position descriptions facilitated by the client and make high level recommendations for change, considering compliance aspects and any options available to consolidate classes. Baker Tilly will also recommend any changes in employment status with respect to FLSA classification.

Baker Tilly will review the existing compensation plan and wage history both at HOVMSD and with key comparables in order to make recommendations for potential compensation changes relative to present employment market conditions. Baker Tilly shall provide and/or recommend employee classification changes and adjustments to existing pay ranges as necessary, based on its review.

Baker Tilly will be responsible for conducting timely appeals on classification assignments should an appeal be brought forward by HOVMSD staff. Appeals are priced separately under Additional Work.

At completion, Baker Tilly will present its final report and recommendations directly to the Commission during a regularly scheduled evening Commission meeting. We understand HOVMSD desires this project to be completed for implementation prior to its 2020 budget deliberations. (September 2019).

The manner in which we approach a project takes into consideration two key variables: *process credibility* and *outcome credibility*. Process credibility is the realization to all involved - in particular the staff - that the methodology used is credible, reasonable and fair to all concerned. In addition, the information and communication must be transparent, honest and timely. Outcome credibility is the realization that the information and data used to develop the findings and conclusions is comprehensive, complete and applied consistently and appropriately without bias or preference to any particular person, persons or individual agenda. If these two objectives are realized, the recommendations, outcomes and future implementation are based on a strong foundation. This distinction is unique in our business and is a contributing factor to the strength of the Baker Tilly team. In the context of these credibility objectives, HOVMSD can be assured Baker Tilly's findings will represent a thorough and complete understanding of all positions.

Statement of project understanding

Baker Tilly has been providing classification, compensation and benefits consulting services for approximately 25 years. During that time, we have developed significant and specialized expertise in performing classification and compensation studies consistent with the scope of services requested by the Heart of the Valley Metropolitan Sewerage District. Our clients range from those who have as few as five employees to those who have over 3,000 employees. We have completed hundreds of similar classification and compensation studies in the last five year period.

Baker Tilly works specifically for local government entities including sewerage districts, villages, cities, counties, towns, public agencies and some non-profit organizations. The project team for this study has significant experience working on similar projects throughout the United States. The lead consultant and Project Director for this study, Julie Urell, has been conducting comparable compensation studies for five years, leveraged by an HR leadership background spanning over 20 years. Julie and her colleagues bring practical, realistic and creative solutions to the challenges faced by public entities just like HOVMSD.

b. Firm information

About Baker Tilly

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country — and internationally. As a member of Baker Tilly International, the world's 10th largest accountancy and business advisory network, we are able to extend our reach through trusted relationships with firms located across the country and throughout the world.

Baker Tilly was founded in 1931 with one central objective: to use our industry specialization to help our clients improve their businesses. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client.

Key facts about Baker Tilly:

- Headquartered in Chicago and employing more than 1,400 throughout the Midwest
- Provides a wide range of accounting, tax, assurance and consulting services by more than 3,500 total staff members, including approximately 330 partners
- Ranked among the 15 largest accounting firms in the U.S.
- Serving clients with industry-focused teams

In early 2019, Baker Tilly expanded their public sector practice, joining with Springsted Incorporated (Springsted) and H.J. Umbaugh and Associates, Certified Public Accountants, LLP (Umbaugh). This combination has created one of the largest municipal advisory firms in the nation.

As an independent advisory firm, Springsted provided high quality, independent financial and management advisory services to public and non-profit organizations for more than 60 years. Springsted was one of the largest and longest established independent public sector advisory firms in the U.S. Springsted's staff has been advising their clients in organizational development for more than 30 years. The combination of Baker Tilly's and Springsted's compensation and benefits specialists has created a strong, experienced staff with direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.



Our Compensation Consulting team is focused on position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our Organizational Management focus ranges from executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

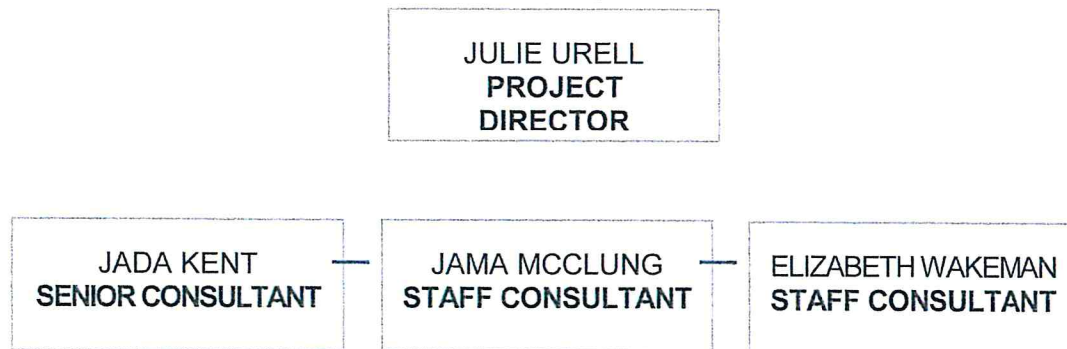
Project contact and location

Julie Urell, Project Director
380 Jackson Street, Suite 300
Saint Paul, MN 55101
Office: 651.223.3041
Fax: 651.223.3002
Email: julie.urell@bakertilly.com

The Baker Tilly project team is designed specifically for the Heart of the Valley Metropolitan Sewerage District. This project team represents experienced professionals who will be working on this project. Our service team is selected to meet four very specific objectives for the District: 1) It represents the staff who will be directly responsible for your projects; 2) It provides a range of expertise to cover the range of service requirements; 3) It provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) It represents the commitment to take personal and professional responsibility for the services and outcomes for the District of Heart of the Valley Metropolitan Sewerage District.

Organizational chart

Heart of the Valley Metropolitan Sewerage District



Team bios

Julie A. Urell, SPHR, SHRM-SCP

Project Director



Julie Urell has served in vice president, director and consulting human resources roles for human capital consulting, not-for-profit, affordable housing and global manufacturing organizations. In these capacities, she has direct application experience as well as tactical and strategic insight across a variety of human resources functions. Areas of interest and specialization include employment practices and benefit/retirement plan development and compliance, human resource systems optimization and deployment and classification and compensation systems. Julie holds a Master of Business Administration from the University of St. Thomas and a bachelor's degree in human resources management from the University of Iowa. She previously served as Board Director - Website Development for Leading Edge Human Resources Network (LEHRN), a regional HR information systems organization. She also is a certified Senior Professional, Human Resources with the Human Resource Certification Institute (HRCI) and is a Senior Certified Professional with the Society for Human Resource Management (SHRM).

Jada Kent

Senior Consultant



Jada Kent is a Senior Consultant with a background in compensation and classification, organization management, executive recruitment and human resources management for the public sector. Previously, Jada served as a Project Manager for Springsted | Waters Executive Recruitment. Prior to joining Baker Tilly, she served as a Public Affairs Specialist for the U.S. Army and the Texas Air National Guard, respectively. Jada holds a Master of Public Administration and is in the process of completing a Certified Compensation Professional (CCP) certificate.

Jama McClung

Staff Consultant



Jama McClung joined the Human Capital Advisors Group supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Jama has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers. She attended Glenville State College and is currently completing course work towards a bachelor's degree in Business Administration.

Elizabeth Wakeman

Staff Consultant



Elizabeth Wakeman joined Baker Tilly's Human Capital Advisors Group in January 2018 as a Compensation Analyst. Her specialty focus is classification and compensation studies. Elizabeth has several years' experience in the private sector across a broad spectrum of organizations, including family-owned firms, third-party administrator firms and larger corporate organizations. She has held the titles of Benefits Administrator, Retirement Plan Administrator, and Payroll Specialist, and most recently, helped a private sector company create its first formal classification and compensation system. Elizabeth holds a bachelor's Degree in business administration from the University of Wisconsin – River Falls.

Full Project Team Resumes can be found in Appendix I.

Why Baker Tilly is ideally suited to serve Heart of the Valley Metropolitan Sewerage District

There are a number of factors that set Baker Tilly apart from other consulting firms performing studies such as the proposed engagement for the Heart of the Valley Metropolitan Sewerage District.

- Baker Tilly is a leader in human resources consulting on both national and local levels. The proposed Baker Tilly consulting team has extensive expertise providing advisory services to organizations similar in size and complexity to HOVMSD. We have completed more than 190 compensation-related projects in the most recent 3-5 year period.
- Baker Tilly is one of the leading providers of compensation services to the public sector, specifically local government. In the past five (5) years, Baker Tilly has completed classification and compensation studies for public sector organizations in twenty-one (21) states. Our consultants have an in-depth understanding of current market trends and practices, and will leverage this knowledge to help guide Heart of the Valley Metropolitan Sewerage District in this engagement. We will move beyond the traditional role of a "consultant" and instead become a trusted collaborator to HOVMSD, its leadership and employees.
- In recent years, Baker Tilly has been very successful expanding our classification and compensation services, demonstrating to Heart of the Valley Metropolitan Sewerage District our capability and capacity to perform this work. Our managed growth can be attributed to many things. First, our ability and willingness to customize each project to our client's individual needs and concerns. Second, our recommended methodology is consistent and quantifiable, meaning it can be used with confidence anywhere. And, third, the 50+ year reputation that Baker Tilly has maintained uniquely qualifies us to serve as a sounding board for HOVMSD and its leadership team, enabling us to provide sound guidance and actionable recommendations, both through our national consulting presence as well as our time on the front lines of public sector service delivery.
- Baker Tilly has successfully worked with Districts across the United States on their classification and compensation needs. Effectively providing human resources services to public entities requires an in-depth knowledge of HOVMSD operations and jobs. Baker Tilly has proven time and time again that we are the foremost provider of classification and compensation services to HOVMSD governments, as is demonstrated in this proposal.

- Baker Tilly's SaaS-based secure online PAQ process (reflects our progressive, entrepreneurial business approach to compensation studies, offers paperless efficiencies and creates a more streamlined study experience for our clients.

References

The following references are for projects that Julie Urell, proposed Project Director for the Heart of the Valley Metropolitan Sewerage District engagement, recently completed.

The following references will attest to Baker Tilly's ability to leverage our proven classification and compensation methodologies, tailor them to fit specific needs and concerns, and provide actionable implementation plans that consider the current and future situation of our clients.

City of Cambridge, Minnesota

Name	Linda Woulfe	Title	City Administrator
Phone	763-552-3260	Email	lwoulfe@ci.cambridge.mn.us
Services	Classification and Compensation Study		

Grant County, Minnesota

Name	Ashley Hokanson	Title	Human Resources Director
Phone	218-685-8323	Email	ashley.hokanson@co.grant.mn.us
Services	Employee Classification and Compensation Study & on-going HR Services		

Story County, Iowa

Name	Alissa Wignall	Title	Human Resources Director
Phone	515-382-7204	Email	awignall@storycountyowa.gov
Services	Market Update; Classification and Compensation Study		

City of Delavan, Wisconsin

Name	Denise Pieroni	Title	City Administrator
Phone	262-728-5585	Email	cityadmin@ci.delavan.wi.us
Services	Classification and Compensation Study		

City of La Crosse, Wisconsin

Name	Wendy Oestreich	Title	Director of Human Resources
Phone	608-789-7574	Email	oestreichw@cityoflacrosse.org
Services	Pay and Class Study		

Yellow Medicine County, Minnesota

Name	Ashley Soine	Title	Human Resources Coordinator
Phone	320-564-5841	Email	ashley.soine@co.ym.mn.gov
Services	Market survey & Pay Plan Update; on-going HR Services (nearing completion)		

There are a number of factors that set Baker Tilly apart from other consulting firms performing studies such as the proposed engagement for the Heart of the Valley Metropolitan Sewerage District.

Although we have included below a lengthy list of organizations for whom Baker Tilly has provided classification and compensation services, to simplify HOVMSD's evaluation process, we have augmented this list by including a brief narrative of select experience our staff provides, as well as a generalized list of outcomes consistent to our many custom compensation engagements.

- **Evaluating the appropriateness of (and potentially consolidating) job titles:** The assignment of job titles (including the potential for consolidation where warranted) is an integral part of each comprehensive classification and compensation study that Baker Tilly conducts.
- **Analyzing extensive total compensation survey data:** Baker Tilly has assigned to the HOVMSD project a consulting team with diverse public and private sector experience gathering and analyzing survey data. Working with a global SaaS information management and survey software company, as well as Baker Tilly analytical staff, Julie Urell has developed proprietary online business process efficiencies that are unique to compensation studies and enable a very favorable client experience.
- **Providing detailed implementation cost estimates:** Although discussed in greater detail below, Baker Tilly has the experience and capability to guide HOVMSD in the most effective implementation costing scenarios and to prepare highly complex financial models leveraging our staff's advanced-level Microsoft Excel skillset.
- **Presenting compensation results:** Baker Tilly's staff has broad experience interacting with employees at all levels in our client organizations. From executives primarily in office working environments to individual contributors in the field, we have successfully engaged employees to establish credibility in our methodology and results. Likewise, our staff has a distinct ability to present the results of compensation studies in such a way that elected officials from all walks of life can understand.

c. Project approach

Scope of services

Delineated on the following pages is the proposed project approach and study methodology. The scope of services, tasks and staffing necessary to complete this project successfully are discussed in subsequent sections of this proposal. The project approach was developed to include limited employee involvement and is subject to adjustment if it is determined that more employee involvement is necessary or desirable.

Project initiation data collection

The Baker Tilly Project Director will (virtually) meet with the designated District staff and appropriate officials to establish working relationships and to finalize a comprehensive work plan and timetable. All current classification and compensation data will be assembled and evaluated to determine the status of existing human resource management programs and to identify apparent challenges and opportunities.

The purposes of the meeting are to:

- Introduce the Project Director
- Discuss, in detail, the methodology to be used in conducting the study, the role of the consultant and the employees and the amount and type of employee participation
- Ascertain the major issues the District wants the study to address
- Review the project schedule and determine significant milestones
- Determine the frequency and content of status reports
- Discuss methods of communicating the status of the study to employees
- Discuss the expectations of the District for deliverables

Review of classifications and class descriptions

The consulting team will review lists of specific job titles as well as existing job descriptions in order to analyze the current classification structure and job description compliance with various state and federal laws. Consolidation of job classes will be considered as appropriate. The scope of this study does not include job evaluation.

A list will be prepared concerning the appropriate FLSA status of each job class.

Conduct a compensation survey

Baker Tilly will conduct a salary survey to compare District positions with analogous positions in other agencies and employers in the area labor market. External market comparisons for positions will be based on similar organizational structure, population, geographic location, job responsibilities, scope of authority, financial, socio-economic, growth, and other relevant factors. There may be different labor markets for different positions. Some positions may be recruited from the local area, while others may be recruited regionally and/or nationally. Baker Tilly will work with HOVMSD to determine the comparable agencies to be included in the survey and will work with the District to confirm all survey content prior to distribution. All HOVMSD positions will be surveyed.

Baker Tilly will use the data collected to recommend pay ranges for all job classifications for which market data exists; and will use available pay range data to develop recommended pay rates for each HOVMSD employee. Factors such as years of service, experience and more may be relevant to individual differences with the same job classification. Baker Tilly will work with HOVMSD to create a fair and equitable standard rationale that can be applied to staff range placement.

Executive summary

The executive summary will be a document that contains the following:

- Study methodology
- Discussion of the consulting team’s findings, conclusions and recommendations regarding wage, salary and compensation levels of the District in relation to comparable public entities
- Recommended salary ranges for each position included in the study, for which market data exists

Project timeline

Baker Tilly takes pride in meeting its time commitments. The schedule to commence this project coincides with Baker Tilly’s completion of other studies. This will ensure that the proposed staff members will be available to concentrate on this study. Baker Tilly is prepared to initiate the study within 3 weeks after receiving the official notice to proceed and will complete the study within 120 days of Project Initiation. A detailed project schedule is provided below.

There are factors that impact upon meeting the schedule that are beyond the consulting team’s control. The proposed time frame is contingent upon a timely decision, the receipt of requested data, and the timely receipt of feedback and comments on the submitted preliminary data.

Task	Month 1	Month 2	Month 3	Month 4
Project Initiation – Data Collection				
Prepare/Distribute Survey; Evaluate Survey Data				
Develop Executive Summary, Present to Commission				

d. Work plan | Level effort | Cost estimate

Professional fee

Baker Tilly will perform all the tasks delineated as described in this proposal for a professional fee not to exceed \$6,800. This fee includes approximately 11 employees who are classified in approximately 8 job classifications.

Project costs are itemized in the following schedule:

Process Step	Hours
<u>Completion of Project Initiation</u> Assumes: - One <i>virtual</i> (i.e. WebEx or similar technology) meeting with the Authority Project Liaison and appropriate leadership staff	1
<u>External Market Comparison – Wage & Salary Survey</u> Assumes: - Customized compensation survey with up to 11 benchmark job classes, to be distributed to a maximum of 15 comparable public and private sector peer employers - Subscription-based private sector data resource included (ERI) - Springsted will recommend modified placement of positions in HOVMSD's existing salary structures, or a recommended pay range per job class if there is no pay structure. Springsted will make recommendations for those positions where sufficient market data exists.	22
<u>Presentation of Study Findings and Executive Summary</u> Assumes: - One electronic executive summary with attachments - Includes compliance review and high-level recommendations for job description changes (if any) - One virtual meeting/presentation to the District Board of Commissioners	11
Total Not-To-Exceed Professional Hours Estimate	34

Out-of-pocket expenses

Baker Tilly would charge the Heart of the Valley Metropolitan Sewerage District, at cost, for actual out-of-pocket expenses. Out-of-pocket expenses include, but are not limited to, travel and sustenance, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing costs. Direct out-of-pocket expenses are not expected to exceed \$150 for the project.

Additional work

Should the Heart of the Valley Metropolitan Sewerage District request and authorize additional work, we would invoice HOVMSD's at an agreed upon fee or our standard hourly fees. In addition, we would charge, at cost, for any related out-of-pocket expenses.

Title	Hourly ate
Principal & Senior Officer	\$260
Senior Professional Staff	\$215
Professional Staff	\$160
HR Analyst/Project Coordinator	\$100
Associates	\$75

Additional work would include work outside the scope of services as agreed to including, but not limited to:

- Additional position descriptions/job classes
- Client and employee requested job class interviews/audits or appeals
- Job analysis or evaluation
- On-site meetings
- Additional reports
- Work related to a special request

Appendix I: Project team resumes

Julie A. Urell
SPHR, SHRM-SCP

As a Senior Manager with the Human Capital Advisors Group, Julie provides project leadership, and consultancy in a number of services including compliance and policy, organizational management and compensation and classification plans. Her experience creates additional opportunities to assist clients in areas such as employee relations, complex investigations, Affirmative Action/EEO compliance, benefit plan design and HR technology efficiencies. Working with a global SaaS information management and survey software company, as well as Baker Tilly analytical staff, she has developed proprietary online business process efficiencies that are unique to compensation studies and enable a very favorable client experience. Prior to joining Baker Tilly, Julie directed human resources service delivery and diversity compliance for a 6,000-unit affordable housing provider, and has provided compliance and policy consulting services in the global corporate sector.

Since joining Baker Tilly in 2012, Julie has provided project and consulting services for clients in Minnesota, Kansas, Wisconsin, Illinois, New Jersey, North Carolina, North Dakota, Virginia and Missouri.

Education

University of St. Thomas, Saint Paul, Minnesota
Master of Business Administration

University of Iowa, Iowa City, Iowa
Bachelor of Business Administration - Management Sciences, Industrial Relations and Human Resources

Presentations

- Performance Management: Inspiring Winners"

Professional Affiliations

- Society for Human Resource Management
- Human Resource Certification Institute
- Board of Directors, Leading Edge Human Resources Network – affiliate of the International Association for Human Resource Information Management
- International Public Management Association in Human Resources (IPMA)

Professional Certifications

- Senior Professional, Human Resources - HRCI
- Senior Certified Professional - SHRM

Jada Kent
Senior Consultant

Ms. Kent is a Senior Consultant in Baker Tilly's Human Capital Advisors group where she specializes in classification and compensation services. In this role, she partners with clients to develop quality compensation solutions by providing project leadership and analysis support to lead consultants.

Ms. Kent joined Baker Tilly in 2015 as an intern, providing project coordination and administrative support to the Springsted | Waters Executive Recruitment function, eventually taking on the role of Project Manager for the Dallas office. After many successful recruitments and organization management studies, Ms. Kent transferred to the Classification and Compensation division.

Prior to joining Baker Tilly, Ms. Kent served as an active duty Public Affairs Specialist for the U.S. Army. In this role, she was assigned as a journalist / photojournalist for the base newspaper and online media sources. Afterwards, Ms. Kent continued her military service as a Public Affairs Specialist for the Texas Air National Guard while she continued her education.

Education

University of Texas at Dallas
Master of Public Administration

University of North Texas
Bachelor of Arts in U.S. History/Political Science

Professional Certifications

- Certified Compensation Professional (CCP) – in progress

Jama McClung
Staff Consultant

Jama McClung joined Baker Tilly's Human Capital Advisors group in 2010 supporting Mid-Atlantic executive recruitment work. Her specialty focus is classification and compensation studies, performance evaluations and benefits review. Jama has performed prior consulting support work as a Capital Project Assistant for healthcare IT financial system conversions and IT infrastructure upgrades and has served as a Public Finance Assistant supporting senior living and healthcare public finance bankers.

Education

She attended Glenville State College and is currently completing course work towards a bachelor's degree in Business Administration.

Elizabeth Wakeman
Staff Consultant

Elizabeth Wakeman is a Staff Consultant within Baker Tilly's Human Capital Advisors Group. She has a background in private sector Human Resources administration. Prior to joining Baker Tilly, Elizabeth held various positions administering employee benefits, retirement plans, payroll, and compensation analysis where she assisted in market pricing jobs and salary structure development.

Education

University of Wisconsin, River Falls, Wisconsin
Bachelor of Science in Business Administration

Appendix II: Previous client list

Following is a partial list of Baker Tilly's previous Human Capital studies.

List of Relevant Projects: 2015 – Present						
Year	Client	State	Project	Contact	Phone	Email
2015	Amherst	VA	Pay & Class Study	Hobbs, Jack	540-948-7500	jhobbs@madisonco.virginia.gov
2015	Appomattox River Water Auth	VA	Comp Study	Wichser, Robert	804-590-1145	rwichser@arwava.org
2015	Cass Lake	MN	Comp Study	Uhrinak, Sue	218-335-2238	casslake@midconetwork.com
2015	Chesap Bay Bridge Tunnel Dist Comm	VA	Salary Update Study	Holland, Jeffrey	757-331-2960	jholland@cbbt.com
2015	Clarkfield	MN	Class & Comp Study			
2015	Coweta County	GA	Class & Comp Study	Fouts, Michael	770-254-2601	mfouts@coweta.ga.us
2015	Dinwiddie County	VA	Comp Study	Spain, Crystal	804-469-4500	cspain@dinwiddieva.us
2015	Emporia	VA	Comp & Class Study	Thrower, Brian	434-634-3332	bthrower@ci.emporia.va.us
2015	Franklin County	VA	External Comp Study	Barnes, Patricia	540-483-6667	pat.barnes@franklincountyva.org
2015	Harris County	GA	Class & Comp Study	Lange, J. Harry	706-628-7700	langeci@mchsi.com
2015	Independent School District No. 206	MN	Salary Study	Peterson, Trevor	320-762-2141	tpeterson@alexandria.k12.mn.us
2015	Kannapolis	NC	Class & Comp Study	Cline, Tina	704-920-4302	tcline@kannapolisnc.gov
2015	La Crosse Public Library	WI	Class & Comp Study	Krieg-Sigman, Kelly	608-789-7123	kelly@lacrosselibrary.org
2015	Lake Geneva	WI	Comp Study	Winkler, Daniel	262-248-2311	lgwater@genevaonline.com
2015	Lake Worth	FL	Class & Comp Study	English, Germaine	561-586-1632	genglish@lakeworth.org
2015	Le Sueur	MN	Comp Study	Doud, Zachary	507-593-8315	aem@cityoflesueur.com
2015	Lee County	NC	External Comp Study	McGehee, Joyce	919-718-4615	jmcgehee@leecountync.gov
2015	Little Falls	MN	Class Study	Kasella, Lori	320-616-5500	lkasella@cityoflittlefalls.com
2015	Luray	VA	Comp Study	Hoke, Charles	540-743-5511	cmhoke@townofluray.com
2015	Maple Lake	MN	Class & Comp Study	Yager, Lee Ann	320-963-3611	LYager@ci.maple-lake.mn.us
2015	Maryville	TN	Class & Comp Study	Best, Teresa	865-981-1307	Tabest@maryville-tn.gov
2015	Monroe	NC	Class & Comp Study	Chestnut Reed, Debra	704-282-4540	dreed@monroenc.org
2015	Mukwonago	WI	Comp Study	Weidl, John	262-363-6420	jweidl@villageofmukwonago.com
2015	New Ulm	MN	Comp Study	Zeidler, Carl	507-359-8233	carl.zeidler@ci.new-ulm.mn.us
2015	Newnan	GA	Comp & Class Study	Phillips, Cleatus	770-254-2358	cphillips@cityofnewnan.org
2015	Newport	MN	Class & Comp Study	Hill, Deb	612-556-4600	dhill@newportmn.com
2015	NC Assn of County Commissioners	NC	Comp & Class Study	Floyd, Elizabeth	919-715-2893	elizabeth.floyd@ncacc.org
2015	Orange Water & Sewer Auth	NC	Comp Study	Glasgow, Stephanie	919-537-4223	sglasgow@owasa.org
2015	Otsego	MN	Class & Comp Study	Johnson, Lori	763-441-4414	ljohnson@ci.otsego.mn.us
2016	Altavista	VA	Class & Comp Study	Witt, Daniel	434-369-5001	dnwitt@altavistava.gov
2016	Ankeny	IA	Class & Comp Study	Gean, Dawn	515-965-6408	dgean@ankenyiowa.gov
2016	Belle Plaine	MN	Comp Plan	Meyer, Dawn	952-873-5553	dmeyer@ci.belleplaine.mn.us
2016	Bertie County	NC	Comp Study	Fornes, Carolyn	252-794-6120	carolyn.fornes@ncmail.net

List of Relevant Projects: 2015 – Present						
Year	Client	State	Project	Contact	Phone	Email
2016	Blacksburg	VA	Comp Study	Gill, Elaine	540-961-1130	egill@blacksburg.gov
2016	Branson	MO	Class & Comp Study	Rouch, Jamie	417-337-8553	jrouch@bransonmo.gov
2016	Cabarrus County	NC	Comp Study	Covington, Lundee	704-920-2875	LLCovington@cabarruscounty.us
2016	Cannon Falls	MN	Class & Comp Study	Johnson, Ron	507-263-3954	rjohnson@cannonfallsmn.gov
2016	Chapel Hill	NC	Class & Comp Study	Russell, Frances	919-968-2700	frussell@townofchapelhill.org
2016	Cleveland Co Water	NC	Pay & Class Study	Cornwell, Brad	704-538-9033	brad.cornwell@clevelandcountywater.com
2016	Cologne	MN	Comp Study	Dickson, Jesse	952-466-2064	jessed@colognemn.com
2016	Crosslake	MN	Class & Comp Study	Nelson, Charlene	218-692-2688	ctycrslk@crosslake.net
2016	DART	TX	Comp Services	Franco, Tina	214-749-3278	tfranco@dart.org
2016	Daniel Boone Reg Library	MO	Class & Comp Study	Henry, Melanie	573-443-3161	mhenry@dbri.org
2016	Dare County	NC	Class & Comp Study	Reilly, Elizabeth	252-475-5000	ereilly@darenc.com
2016	Eagan	MN	Class & Comp Study	Peterson, Lori	651-675-5000	lpeterson@cityofeagan.com
2016	Eastern Shore of VA 911 Comm	VA	Comp Update	Flournoy, Jeffrey	757-710-6880	jflournoy@esva911.org
2016	El Paso	TX	Class & Comp Study	Lujan, Claudia	915-212-1241	LujanCA@elpasotexas.gov
2016	Gastonia	NC	Class & Comp Study	Smith, Judy	704-866-6786	judys@cityofgastonia.com
2016	Grant County	MN	Class & Comp Study	Hokanson, Ashley	218-685-8323	ashley.hokanson@co.grant.mn.us
2016	Greenville Housing Auth	NC	Class & Comp Study	Williams, Wayman	252-329-4004	williamsa@ghanc.net
2016	Hibbing HRA	MN	Class & Comp Study	Prescott, Jackie	218-263-3661	Jackie@hibbinghra.org
2016	Hoboken Housing Auth	NJ	Comp Study	Recko, Marc	201-239-2142	Mrecko@myhhanj.com
2016	Kenosha Joint Services	WI	Wage & Comp Study	Genthner, Tom	262-605-5010	twg327@kenoshajs.org
2016	Lake Zurich	IL	Class & Comp Study	Gibson, Doug	847-438-4151	doug.gibson@lakezurich.org
2016	Lawrence Public Library	KS	SAFE Database	Allen, Brad	785-843-3833	ballen@lawrencepubliclibrary.org
2016	League of WI Municipalities	WI	Market Survey	Deschane, Jerry	608-267-2380	jdeschane@lwm-info.org
2016	Louisa Co Public Schools	VA	Comp Study	Straley, J.	540-894-5115	stralejd@lcps.k12.va.us
2016	Manassas	VA	Class & Comp Consult	Hicks, Darla	703-257-8248	dhicks@ci.manassas.va.us
2016	Moorhead PHA	MN	Salary Study	Roe, Sally	218-299-5458	sally.roe@ci.moorhead.mn.us
2016	Newport News RHA	VA	Comp Study	Wingate, LaSandra	757-928-2628	lwingate@nnrha.org
2016	Nisswa	MN	Class & Comp Study	Max, Jenny	218-963-4444	jmax@ci.nisswa.mn.us
2017	Aitkin	MN	Class & Comp Study	Ryan, Kathleen	218-927-2527	cityclerk@ci.aitkin.mn.us
2017	Appalachian Reg Library	NC	Class & Comp	Blackburn, Jane	336-846-2041	jblackburn@arlibrary.org
2017	Bath County Public Schools	VA	Pay & Class	Rider, Justin	540-839-2722	justinr@bath.k12.va.us
2017	Baudette	MN	Market Survey	Rennemo, Tina	218-634-1850	tinar@ci.baudette.mn.us
2017	Baxter	MN	Comp Study	Heitke, Gordon	218-454-5100	gordon.heitke@ci.baxter.mn.us
2017	Cabarrus County	NC	Class & Comp Study	Covington, Lundee	704-920-2875	LLCovington@cabarruscounty.us
2017	Cabarrus Health Alliance	NC	Comp Benefit Study	Shoe, Erin	704-920-1000	erin.shoe@cabarrushealth.org

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Year	Client	State	Project	Contact	Phone	Email
2017	Caroline County	VA	Pay & Class Study	Partin, Alan	804-633-3499	apartin@co.caroline.va.us
2017	Chapel Hill	NC	Comp Study & FLSA Rev	Stewart, Steve	919-968-2888	sstewart@townofchapelhill.org
2017	Chincoteague	VA	Comp Study	Hipple, Karen	757-336-6519	karen@chincoteague-va.gov
2017	Cleveland County	NC	Comp & Benes Study	Mauney, Allison	704-484-4935	allison.mauney@clevelandcounty.com
2017	Craven County	NC	Comp Study	Parker, Amber	252-636-6602	aparker@cravencountync.gov
2017	Dunn County	WI	Market Survey	Olson, Joann	715-232-2429	jolson@co.dunn.wi.us
2017	FL Municipal Power Agency	FL	Comp Study	Adams, Sharon	407-355-7767	Sharon.adams@fmpa.com
2017	Fort Wayne City Utilities	IN	Class and Comp	Salge, Karen	260-427-1234	karen.salge@cityoffortwayne.org
2017	Harnett County	NC	Comp Study	Haney, Brian	910-814-6892	bhaney@harnett.org
2017	Harrisburg	PA	Class & Comp Study	DeBrunner, Charles	717-255-3070	cdebrunner@cityofhbg.com
2017	Hopewell	VA	Class & Comp Consult	Coles, Renia	804-541-2203	rcoles@hopewellva.gov
2017	Independent School District No. 13	MN	Job Desc/Pointing Agree	Bennett, Lindsey	763-528-4514	bennettl@colheights.k12.mn.us
2017	Le Sueur County	MN	Market Survey		507-357-8517	cwesterhouse@co.le-sueur.mn.us
2017	Lee's Summit	MO	Comp & Benefit Study	Edwards, Nick	816-969-1015	Nick.Edwards@cityofls.net
2017	Lufkin	TX	Comp Study	Ivy, Rodney	936-634-8881	rivy@cityoflufkin.com
2017	Meeker McLeod Sibley CHS	MN	Class & Comp Study	Freidrichs, Allie	507-766-3531	allie.freidrichs@co.mcleod.mn.us
2017	Mendota Heights	MN	Class & Comp Study	Jacobson, Cheryl	651-255-1153	cherylj@mendota-heights.com
2017	Middlesex County	VA	Comp & Class Study	Jones, Marcia	804-758-4330	mj@co.middlesex.va.us
2017	New Brighton	MN	Market Survey		612-638-2041	dean.lotter@newbrightonmn.gov
2017	New Hope	MN	Market Survey	Johnson, Rich	763-531-5115	rjohnson@ci.new-hope.mn.us
2017	North Mankato	MN	Anal of Comp Syst Struct	Harrenstein, John	507-625-4141	johnharrenstein@northmankato.com
2017	Osseo	MN	Class & Comp Study	Grams, Riley	763-425-3861	rgrams@ci.osseo.mn.us
2018	Battle Creek	MI	Comp Study	Huff, Christine	269-966-3390	chuff@battlecreekmi.gov
2018	Bemidji	MN	Comp Study	Eischens, Ron	218-759-3568	roneischens@ci.bemidji.mn.us
2018	Blue Springs	MO	Pay Plan Design	Heiman, Sue	816-228-0190	hr@bluespringsgov.com
2018	Bonner Springs	KS	Comp and Class Study	Pederson, Sean	913-422-7028	spederson@bonnersprings.org
2018	Broad River Water Auth	NC	Class and Comp Study	Hunnicut, Maria	828-286-0640	mhunnicut@ncbrwa.com
2018	Burnsville	MN	Class and Comp Study	Hansen, Jill	952-895-4471	jill.hansen@ci.burnsville.mn.us
2018	Carver	MN	Comp Study	Mareck, Brent	952-448-8737	bmareck@cityofcarver.com
2018	Cleveland County	NC	SAFE Database	Mauney, Allison	704-484-4935	allison.mauney@clevelandcounty.com
2018	Cloquet	MN	Comp Plan Update	Barclay, James	218-879-3347	jbarclay@ci.cloquet.mn.us
2018	Craven Co Schools	NC	Online PAQ & Job Desc	Patrick, Ervin	252-514-6367	ervin.patrick@cravenk12.org
2018	Craven Co Schools	NC	Comp Study			
2018	DART	TX	Comp Study	Oliver, Jesse	214-749-3278	joliver@dart.org
2018	Dayton	VA	Class and Comp Study	Daly, Jeff		

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Year	Client	State	Project	Contact	Phone	Email
2018	DeSoto	TX	Class and Comp Study	Shields, Kathleen	972-230-9639	kshields@desototexas.gov
2018	Dinwiddie Co Schools	VA	Review of Comp Study	Fleming, Christie	804-469-4190	CFleming@dcpsnet.org
2018	Elko New Market	MN	Pay Equity Report	Nagel, Mark	952-461-2711	mnagel@ci.enm.mn.us
2018	Eudora	KS	Class and Comp Study	Schmeck, Pamela	785-542-2153	pschmeck@cityofeudoraks.gov
2018	Grain Valley	MO	Class, Comp, Benes Study	Holland, Khalilah	816-847-6290	kholland@cityofgrainvalley.org
2018	Harris County HA	TX	Salary/Wage Study	Clark, Vivian	713-669-4549	vivian.clark@hchatexas.org
2018	HA of the City of Durham	NC	Salary Compar Study	Newman, Barbara	919-683-1551	bnewman@dha-nc.org
2018	Ingleside	TX	Class & Comp Study	Sampson, Kimberly	361-776-2517	ksampson@inglesidetxt.gov
2018	Interm School District No. 917	MN	Job Descr Updates	Roush, Nicolle	651-423-8227	nicolle.roush@isd917.org
2018	Johnson County	IA	Comp and Class Study	Shramek, Lora	319-356-6003	lshramek@co.johnson.ia.us
2018	Lakeville	MN	Class & Comp Study	Joosten, Cindi	952-985-4491	cjoosten@lakevillemn.gov
2018	Laurinburg	NC	Class & Comp Study	Galloway, Betty	910-291-1739	bgalloway@laurinburg.org
2018	Leavenworth	KS	Comp Study	Preisinger, Mark	913-775-2822	mpreisinger@firstcity.org
2018	Mansfield	CT	Class & Comp Study	Kennedy, Derrik	860-429-3336	TownMngr@mansfieldct.org
2018	Minnehaha Creek Watershed Dist	MN	Class and Comp	Wisker, James		
2018	Minnehaha Creek Watershed Dist	MN	Class and Comp Study	Mandt, David	952-471-0590	DMandt@minnehahacreek.org
2018	Minnehaha Creek Watershed Dist	MN	Pay Equity Report	Mandt, David	952-471-0590	DMandt@minnehahacreek.org
2018	Minnnetonka	MN	Class & Comp Study	Branstrom, Jason	952-939-8214	jbranstrom@eminnetonka.com
2018	Northwest Reg Library	NC	Class & Comp Study	Sherif, Joan	336-835-5535	jsherif@nwrl.org
2019	Gastonia	NC	Class & Comp Study	Smith, Judy	704-866-6786	judys@cityofgastonia.com
Current	Adams County	WI	Class & Comp Study	Waltemath, Michelle	608-339-4577	
Current	AppalCART	NC	Class & Comp Study	David, Quint		
Current	Bellingham	WA	Comp Market Study	Sullivan, Ameleah		
Current	Brooklyn Center	MN	Comp Study	Wick, Kelli	763-469-3302	kwick@ci.brooklyn-center.mn.us
Current	Capital Region Water	PA	Class & Comp Study	McKillip, Karen	888-510-0606	
Current	Circle Pines	MN	Comp & Class Study	Antonen, Patrick	763-231-2605	pantonen@ci.circle-pines.mn.us
Current	Dallas Housing Auth	TX	Comp Study	Suttice, Marvin		marvin.suttice@dhantx.com
Current	Fillmore Soil & Water Cons Dist	MN	Class & Comp Study			
Current	Gatesville	TX	Class & Comp Study	Parry, III, William	254-865-8951	william.parry@ci.gatesville.tx.us
Current	IA League of Cities, Des Moines	IA	Comp Study	Kemp, Alan	515-244-7282	
Current	King Co Housing Authority	WA		Harlan, Tonya		
Current	Local Govt Info Systems	MN	Comp & Benefit Study	Garris, Mike	763-543-2600	mgarris@logis.org
Current	Montgomery	MN	Class & Comp Study	Heck, Brian	507.364.8888	bheck@cityofmontgomerymn.com
Current	Morehead City	NC	Class & Comp Study	Nixon, Susan	252-726-6848	susan.nixon@moreheadcitync.org

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