



Title: Authorization to Execute a Contract for a Classification and Compensation Study

Resolution number: 23-010

Prepared by: Name: James Wisker
Phone: 952.641.4509
Jwisker@minnehahacreek.org

Recommended action: Authorize the Administrator to execute a contract to complete a human resources position classification and market compensation study.

Past Board action: [Res # 19-012](#) Adoption of MCWD Compensation Policy

Budget considerations: Fund name and code: Contracted Services 1-1002-4320
Fund budget: \$75,000
Expenditures to date: \$0
Requested amount of funding: not to exceed \$36,700

Background:

Between 2017 and 2018 the Minnehaha Creek Watershed District (MCWD) completed a significant strategic plan and reorganization to align the District's operations around a refocused vision, mission and strategy. As part of the reorganization, the District conducted a classification and compensation study which was accepted and implemented in December 2018.

To complement and follow this work, on January 10, 2019, the Board of Managers adopted a [compensation policy](#) to clearly articulate the Minnehaha Creek Watershed District's (MCWD) philosophy regarding employee compensation, and to outline how the organization would administer and maintain its compensation plan.

This compensation policy recognized that in striving for excellence, the District's most important assets are its people and was therefore designed to achieve the following goals:

- Support the recruitment and retention of talent necessary to achieve MCWD's mission
- Provide compensation that is competitive within the regional market
- Reflect MCWD's unique strategic priorities
- Provide internal equity through consistent evaluation of positions and pay
- Reward employees based on mission driven performance
- Maintain a pay plan that is clear and easy to communicate
- Comply with all laws and regulations

The policy delineates MCWD's compensation philosophy, placement for new hires, considerations for performance-based compensation, salary range penetration, and processes for reclassification of positions, and the annual maintenance of the MCWD pay plan through the annual budgeting process.

In addition, the policy recommends that a formal classification and compensation study be conducted every five years. 2023 marks the fifth year in administering the current pay plan, and therefore, consistent with policy, staff recommends that a study be completed to revalidate and baseline the salary ranges and grade assignments for positions.

2023 MCWD Classification and Compensation Study:

Background on MCWD SAFE System:

The 2018 Classification and Compensation Study was completed by Springsted Incorporated, now Baker Tilly. Baker Tilly uses a copyrighted job evaluation system, known as the Systematic Analysis and Factor Evaluation (SAFE®). This system was developed specifically to support the consistent and objective evaluation of public sector positions.

SAFE is a point based nine-factor evaluation system that determines the hierarchy of positions to ensure internal equity. The nine compensable factors measured by SAFE include: Education, Experience, Level of Work, Physical Demands, Human Relations, Supervision Exercised, Working Conditions, Independence Exercised, Impact on End Results.

Since MCWD implemented SAFE in 2018, it has continued to maintain it to ensure internal equity in position hierarchy and support the placement of positions within the District's pay plan. Given the past success, to ensure consistency, and to continue refining and improving the hierarchy of MCWD positions, staff recommends that the SAFE system continue to be used.

Scope of Work for 2023 MCWD Classification and Compensation System:

The following scope of work has been outlined to successfully undertake the 2023 MCWD Classification and Compensation Study:

1. Project Initiation and Data Collection
 - a. Meet with MCWD project team and gather all available data
 - i. Organizational charts, position descriptions, pay plan, etc.
2. Position Title and Description Review
 - a. Screen existing position titles and job descriptions to validate and ensure consistency
3. Position Evaluation and Classification Review
 - a. Use SAFE to review position evaluations and classification, making any necessary adjustments
4. Market Assessment of Compensation and Benefits
 - a. Complete a market survey of peer public and private organizations, and aggregate indices
5. Compensation Plan Development and Recommendations
 - a. Analyze options for an updated pay plan and formulate a recommended implementation plan
6. Final Report and Presentation
 - a. Synthesize methods, analysis, findings, recommendations and present to the MCWD Board

Recommendation:

At the January 26, 2023 MCWD Board Meeting, staff will seek authorization for the Administrator to execute a contract with Baker Tilly in an amount not to exceed \$36,700.

Given this represents the first classification and compensation study since 2018, staff recommend completing the 2023 classification and compensation study with Baker Tilly to continue refining the system and building organizational momentum.

Staff has assessed that Baker Tilly is uniquely qualified to conduct this work based on their unique knowledge of and work with MCWD's reorganization, their application of copyrighted SAFE system to classify MCWD positions, and their completion of the 2018 compensation study.

Future studies will be issued for competitive request for proposals. Meanwhile, MCWD has made inquiry to ensure Baker Tilly's proposal remains competitive within the marketplace.



RESOLUTION

Resolution: 23-010

Title: Authorization to Execute a Contract for a Classification and Compensation Study

WHEREAS, pursuant to resolution 19-012, the Minnehaha Creek Watershed Board of Managers has adopted a compensation policy, that acknowledges the organization’s people as its important assets and outlines its philosophy and processes related to employee compensation;

WHEREAS, among several goals, this compensation policy is designed to support the recruitment and retention of talent necessary to achieve MCWD’s mission and strategic priorities by:

- Providing for compensation that is competitive within the regional market
- Ensuring internal equity through the consistent evaluation of positions and pay
- Reward employees based on mission driven performance
- Maintain a pay plan that is clear and easy to communicate
- Comply with all laws and regulations

WHEREAS, MCWD’s compensation policy recommends that a study of position classification and market compensation be conducted every five years, and 2023 represents the fifth year since the last study was completed;

WHEREAS, MCWD uses a position evaluation system, known as the Systematic Analysis and Factor Evaluation (SAFE®), copyrighted by Springsted, now Baker Tilly, which supported MCWD’s 2018 reorganization and its subsequent classification and compensation study, which uses nine factors to determine the hierarchy of positions to ensure internal equity.

WHEREAS, the District Governance Policy #6: Executive Limitations, provides that the District Administrator may not contract for professional services in excess of \$25,000 without obtaining competitive quotes or bids;

WHEREAS, staff has assessed and recommends that Baker Tilly is uniquely qualified to conduct this work based on its in-depth knowledge of and work supporting MCWD’s reorganization, its application of the SAFE system to classify MCWD positions, and its completion of the 2018 study;

WHEREAS, staff have made inquiry to determine that Baker Tilly’s proposal remains competitive within the marketplace for human resources work related to compensation, and staff intends that future studies will undergo a formal request for proposals process;

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby authorizes the District Administrator, on advice of counsel, to enter into a contract with Baker Tilly to conduct a position classification and compensation study, in an amount not to exceed \$36,700.

Resolution Number 23-010 was moved by Manager _____, seconded by Manager _____.
 Motion to adopt the resolution ___ ayes, ___ nays, ___ abstentions. Date: 1/26/2023

 Secretary Date: _____

Scope of services

Delineated on the following pages is our methodology and proposed project scope for MCWD's Classification and Compensation Study. Baker Tilly's approach and project tools were developed by Certified Compensation Professionals on our team, and we take pride in our ability to provide your organization with sound results and recommendations which, if implemented, are fair and defensible.

Phase 1

Project initiation and data collection

Baker Tilly will begin by meeting with the District's project team to establish working relationships, finalize a work plan, and establish a project timeline. Next, Baker Tilly will collect documentation from the District, such as job descriptions, organization charts, pay plans, an employee census file, etc. Next, Baker Tilly will meet with the District's project team to establish working relationships, finalize a work plan and help ascertain major issues your organization seeks to address in your classification and compensation study.

Phase 2

Title Review

Over time, position titles may become inconsistent, inaccurate or even inflated. An appropriate job title should reflect the nature and level of work performed in that job. Baker Tilly will review the District's position titles and provide recommendations for adjustments, consolidations, and reclassifications as necessary. Title recommendations may also be made for the purpose of better aligning positions within job families and/or to establish or refine career ladders.

Standardizing formatting, spelling and use of abbreviations can significantly impact the administration of a classification system. These relatively minor adjustments can lead to easier recruiting and hiring as it takes the guessing out of searching through job postings. Additionally, standardizing job titles can help employees better understand their role within the organization as they come to better understand adjacent roles they interact with.

Job Evaluation

Job evaluation is the process of comparing a job against other jobs within the organization to determine a relative value for each. Baker Tilly has a copyrighted job evaluation system known as the Systematic Analysis and Factor Evaluation (SAFE®) system which was developed specifically for the evaluation of public sector positions. SAFE is a point factor evaluation tool which means each compensable factor has a numerical value and the end result is a total score which is used to determine a hierarchy of jobs relative to internal equity. The nine compensable factors measured by the SAFE system include:

- | | | |
|------------------|--------------------------|---------------------------|
| 1. Education | 4. Physical demands | 7. Working conditions |
| 2. Experience | 5. Human relations | 8. Independence exercised |
| 3. Level of work | 6. Supervision exercised | 9. Impact on end results |

MCWD currently utilizes SAFE for evaluating positions and establishing grade assignments. Baker Tilly will maintain the District's existing SAFE framework and will make any adjustments to job evaluation designations, as necessary, based on existing job descriptions.

Phase 3

Market assessment

Baker Tilly will utilize the 10 public peer organization that were approved by the Board for from the study conducted in 2018. Those organizations are:

- Carver County
- City of Bloomington
- City of Edina
- City of Golden Valley
- City of St. Louis Park
- Hennepin County
- Scott County
- Three Rivers Park District

Additionally, Mississippi Watershed Management Organization was included in the 2018 study but will be replaced with aggregate results provided to the District for participation in a local market study which is comprised of data from local Watershed Districts.

Finally, Baker Tilly will incorporate data from the following 3 published survey sources which will represent the 'private sector' in the market data sample:

- Comp Analyst
- Bureau of Labor Statistics
- Economic Research Institute

Once the results of the market assessment have been compiled and analyzed for quality assurance, Baker Tilly will conduct a review of the results with the District's project team by providing a snapshot of the market results for benchmark positions, as well as a comparison to existing pay. Additional market scenarios demonstrating above and below the market will also be prepared to allow the District to select their desired position within the marketplace.

Sample Market Results

Department	Benchmark Position	# of Matches	Average Minimum	Average Midpoint	Average Maximum	% Range Spread
Administration	Town Manager	14	\$133,003.42	\$166,327.94	\$192,779.77	45%
Finance	Finance Manager	12	\$87,484.24	\$105,244.77	\$128,690.21	47%
Finance	Finance Office Clerk	12	\$43,750.82	\$52,916.05	\$62,081.29	42%
Multiple	Administrative Assistant	19	\$42,709.35	\$52,112.32	\$61,515.30	44%
Municipal Court	Municipal Court Clerk	12	\$51,559.54	\$63,222.89	\$76,148.08	48%
Personnel/Town Clerk	Senior Deputy Town Clerk	13	\$56,707.23	\$68,626.66	\$80,165.01	41%
Planning and Building	Building Official	15	\$82,170.77	\$101,907.19	\$114,654.55	40%
Police	Lieutenant	13	\$87,691.54	\$103,135.86	\$121,882.38	39%
Police	Police Officer	14	\$61,385.45	\$73,172.82	\$85,020.00	39%
Police	Sergeant	15	\$76,798.53	\$91,309.10	\$105,819.67	38%
Public Works	Equipment Operator	12	\$49,796.70	\$60,221.63	\$70,646.57	42%
Public Works	Facilities Assistant	18	\$44,470.32	\$54,913.53	\$64,697.56	45%
Public Works	Facilities Manager	18	\$78,592.35	\$95,755.79	\$114,117.09	45%
Public Works	Fleet Manager	14	\$75,596.40	\$94,616.97	\$111,316.90	47%
Public Works	Journeyman Mechanic	17	\$51,758.29	\$62,686.63	\$73,614.97	42%
Public Works	Street Operator	13	\$44,365.97	\$55,904.46	\$65,812.66	48%
Public Works	Streets Manager	15	\$75,199.78	\$91,965.53	\$106,197.62	41%
Transit	Custodian	12	\$34,809.15	\$42,461.03	\$50,112.90	44%

Sample Market Comparison

Department	Position Title	Current Midpoint	95% of Market + / (-) Mkt	Average Midpoint + / (-) Mkt	105% of Market + / (-) Mkt
Administration	Town Manager		\$158,011.54	\$166,327.94	\$174,644.34
Finance	Finance Manager	\$ 87,140.65	\$99,982.54 ▲14.7%	\$105,244.77 ▲20.8%	\$110,507.01 ▲26.8%
Finance	Finance Office Clerk	\$ 50,797.97	\$50,270.25 ▼(1.0%)	\$52,916.05 ▲4.2%	\$55,561.86 ▲9.4%
Multiple	Administrative Assistant	\$ 58,840.00	\$49,506.71 ▼(15.9%)	\$52,112.32 ▼(11.4%)	\$54,717.94 ▼(7.0%)
Municipal Court	Municipal Court Clerk	\$ 61,818.78	\$60,061.75 ▼(2.8%)	\$63,222.89 ▲2.3%	\$66,384.04 ▲7.4%
Personnel/Town Clerk	Senior Deputy Town Clerk	\$ 75,141.11	\$65,195.32 ▼(13.2%)	\$68,626.66 ▼(8.7%)	\$72,057.99 ▼(4.1%)
Planning and Building	Building Official	\$106,046.14	\$96,811.83 ▼(8.7%)	\$101,907.19 ▼(3.9%)	\$107,002.55 ▲0.9%
Police	Lieutenant	\$106,046.14	\$97,979.06 ▼(7.6%)	\$103,135.86 ▼(2.7%)	\$108,292.65 ▲2.1%
Police	Police Officer	\$ 75,141.11	\$69,514.18 ▼(7.5%)	\$73,172.82 ▼(2.6%)	\$76,831.46 ▲2.2%
Police	Sergeant	\$ 91,552.14	\$86,743.65 ▼(5.3%)	\$91,309.10 ▼(0.3%)	\$95,874.56 ▲4.7%
Public Works	Equipment Operator	\$ 53,337.87	\$57,210.55 ▲7.3%	\$60,221.63 ▲12.9%	\$63,232.71 ▲18.6%
Public Works	Facilities Assistant	\$ 53,337.87	\$52,167.85 ▼(2.2%)	\$54,913.53 ▲3.0%	\$57,659.20 ▲8.1%
Public Works	Facilities Manager	\$ 85,015.27	\$90,968.00 ▲7.0%	\$95,755.79 ▲12.6%	\$100,543.58 ▲18.3%
Public Works	Fleet Manager	\$ 87,140.65	\$89,886.12 ▲3.2%	\$94,616.97 ▲8.6%	\$99,347.81 ▲14.0%
Public Works	Journeyman Mechanic	\$ 71,562.96	\$59,552.30 ▼(16.8%)	\$62,686.63 ▼(12.4%)	\$65,820.96 ▼(8.0%)
Public Works	Street Operator	\$ 50,797.97	\$53,109.24 ▲4.5%	\$55,904.46 ▲10.1%	\$58,699.68 ▲15.6%
Public Works	Streets Manager	\$ 87,140.65	\$87,367.25 ▲0.3%	\$91,965.53 ▲5.5%	\$96,563.80 ▲10.8%
Transit	Custodian	\$ 43,881.19	\$40,337.97 ▼(8.1%)	\$42,461.03 ▼(3.2%)	\$44,584.08 ▲1.6%
			AVERAGE ▼(3.9%)	AVERAGE ▲1.2%	AVERAGE ▲6.3%

Benefits Comparison

In addition to base pay, Baker Tilly’s custom market survey will collect data on peer pay plans, pay policies and practices, health insurance, retirement and paid time off, and other supplemental benefits and pay differentials provided. Benefits results will be compiled and compared to your organization’s fringe benefit offerings and will be included in the final report.

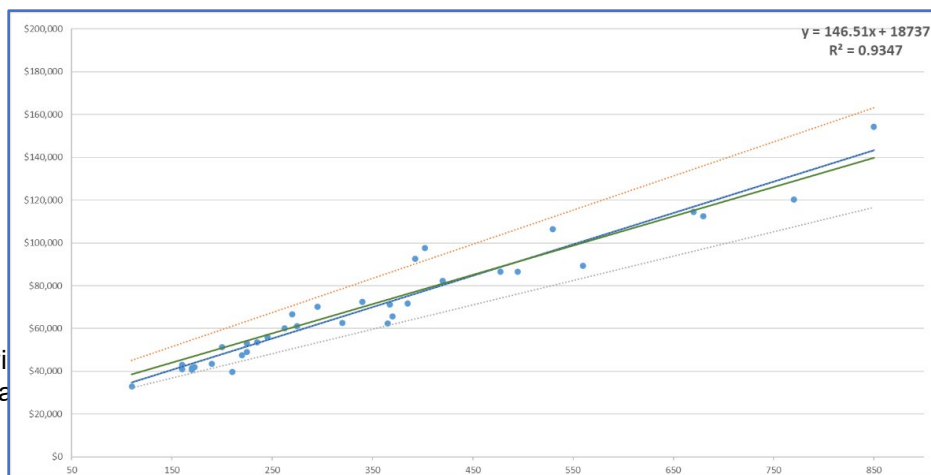
Phase 4

Pay plan development

Baker Tilly will facilitate discussions with the District’s project team regarding pay plan design preferences and an approach for classifying positions to the pay plans. These include decisions about pay plan type (open range or step plan), number of grades or steps, range spreads, midpoint differentials, etc.

To that end, Baker Tilly will develop a new pay structure which will assist the District’ in achieving its compensation philosophy and business needs. Per MN Local Government Pay Equity requirements, positions will be classified to the new pay structure with consideration to total job evaluation scores. A regression analysis will be prepared to test the relationship between internal and external data results.

Sample regression analysis



Baker Tilly will recommend a

may back.

Implementation and costing analysis

Baker Tilly will develop 3 scenarios for MCWD to consider in its adoption and implementation of the proposed pay plan(s), which will include a cost analysis for each scenario. Implementation scenarios can be tailored, for an additional fee, to account for unique pay policies or circumstances that may exist within MCWD. We can also prepare a multiyear implementation scenario if necessary. Otherwise, our standard scenarios include:

- Moving employees to the minimum of their proposed pay range if their existing salary is below the proposed minimum
- Providing an organization-wide adjustment, usually 2%
- Providing an adjustment (usually 0.5%) per years in position. This scenario helps combat pay compression issues that may have developed over time

Pay policy review

Changes to your classification and compensation system may impact existing pay policies and practices. Therefore, we will work with the District's project team to identify impacted policies and make recommendations for adjustments and/or additions. These may include the following scenarios:

- Compensation Philosophy. What does the District believe about how its employees should be compensated? We will help you define and articulate the District philosophy through pay policies.
- Hiring, promotion, reclassification. establishing guidelines for which employee can be paid above the starting minimum for the pay range
- Supplemental pay. pay for special skills or competencies greater than the minimum requirements, shift differentials, on-call or call-back pay, etc.
- Pay adjustments. language describing how and when increases and pay structure adjustments will take place

Phase 5

Project completion and communication

A final report will be prepared explaining the methodology followed, the results produced and recommendations to MCWD based on those results. We will proudly stand behind the results of your study through implementation to include a presentation to the District's leadership and/or elected officials.

Finally, Baker Tilly will provide training to human resources staff that will be responsible for administering and maintaining the new classification and compensation system into the future. Instruction manuals and refresher training for using the SAFE job evaluation system will also be provided, if needed.

Project Deliverables

- PDF report of the aggregate market results
- PDF report comparing existing midpoints to the market average midpoint
- PDF report and excel document of pay plan with grade assignments
- PDF report and excel document of implementation scenarios and results
- PDF of final report
- PDF report of the aggregate benefits results with comparison to the MCWD's offerings

Project Timeline

Project Phase	Jan	Feb	Mar	Apr	May
Phase 1 – Project Initiation					
Phase 2 – Position Review					
Phase 3 – Market Assessment					
Phase 4 – Pay Plan Development					
Phase 5 – Project Completion					

Please note that there are factors impacting the project schedule which are beyond the consulting team’s control, such as holidays that impact office closures; significant HR operations as benefit enrollment, payroll, and budget cycles; as well as client availability to review results and approve the direction of the project.

MCWD’s Responsibility

Data collection. Baker Tilly will prepare a detailed data request outlining what is necessary to perform these services. Data will be requested in a format compatible with Baker Tilly’s computer system and project tools (being Microsoft Excel and Word). Upon receipt of the data, Baker Tilly will examine it for missing information and consistency.

Salary and benefits data. Baker Tilly’s ability to provide fair and defensible recommendations about pay and benefits is contingent upon the availability of that data. Baker Tilly may request the District’s project team or leadership to contribute to outreach efforts to collect necessary data from public peer organizations and keep the project on schedule.

Review of and feedback on preliminary results. We understand that your commitment to providing uninterrupted support and services to the community must come first and that the District’s project team may not be as available as expected to review and approve information when provided. Baker Tilly is familiar with the ebb and flow of local government operations and will be flexible in coordinating with the District’s to keep the project on track as much as possible.

Project Fee

Baker Tilly will perform all tasks as described in this proposal for MCWD for a fixed professional fee of \$34,200. This fee is based upon conducting a classification and compensation update for approximately 30 positions.

Baker Tilly will invoice the District monthly based on project hours incurred.

COSTING BREAKDOWN	PRICE
Project initiation. Planning meetings with the District’s project team and data requests.	\$3,000
Position review. Utilizing existing job evaluation scores, Baker Tilly will review and make adjustments, as necessary, based on existing job descriptions.	\$2,900
Market assessment. Custom market survey distributed to 10 public peer organizations requesting base pay information on 30 positions (100%). Published data from Bureau of Labor Statistics, Comp Analyst and Economic Research Institute will also be included.	\$11,400
Benefits comparison. Includes collection of pay plan, pay policies, paid time off, health insurance, retirement, total compensation, top administrator or elected official benefits	\$3,200

and other pay and benefits programs information from public peer organizations to compare against the District’s offerings.	
Pay Plan Development. Development of a new pay plan or adjustment to existing pay plan with position grade assignments. <u>Remote</u> review of grade assignments with the District’s project team and/or leadership group. Implementation costing analysis across three scenarios will be prepared.	\$4,800
Project Completion. Final report and <u>in-person</u> presentation of results to elected officials, senior leadership and employees. Delivery of all project documentation and training with HR staff to maintain the new system.	\$7,400
Pay policy review and recommendations	\$1,500
TOTAL	\$34,200

Out-of-pocket expenses

Baker Tilly would charge the District for actual out-of-pocket expenses which may include, but are not limited to, travel and sustenance, overnight or messenger deliveries, conference calling beyond our internal capabilities, photocopying and mailing costs. Expenses are not expected to exceed \$2,500 for the project and includes 1 onsite visit from the consulting team, if desired.

Additional work

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

- Additional peer organizations
- Additional benchmark positions
- Additional pay structures
- Additional implementation scenarios
- Additional reports
- Work related to a special request

Should the District authorize additional work, we would invoice at our standard hourly fees.

STANDARD HOURLY RATES	
Staff level	Hourly rate
Principal, partner, managing director	\$330
Director, senior manager	\$320
Manager	\$265
Senior associate	\$210
Associate	\$190

Aligning key engagement team members with your goals

Your proposed project team includes experienced professionals who:

- Provide a range of expertise to cover the range of service requirements
- Provide input from a geographic, industry and subject matter standpoint
- Provide a national perspective of experience and institutional knowledge to achieve your objectives
- Represent the commitment to take personal and professional responsibility for your project

ENGAGEMENT TEAM FOR MCWD'S CLASS & COMP STUDY

Engagement leadership



Kate Crowley – Managing Principal

4807 Innovate Lane, Madison, WI 53718
+1 (608) 240 6718 | kate.crowley@bakertilly.com

Kate leads Baker Tilly's public sector advisory practice and has spent her career serving local governments. She oversees a diverse and talented team of organizational workforce, economic development and process improvement consultants.



Jada Kent, CCP, Senior Manager

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0514 | jada.kent@bakertilly.com

Jada is a senior manager with Baker Tilly's public sector advisory practice and has a background in human capital consulting, including classification and compensation, organizational assessments and executive recruitment. Jada serves as the practice leader over the compensation consulting team and has been with the firm since 2015. She earned a Master of Public Administration from the University of Texas at Dallas, is a member of the North Texas Compensation Association (NTCA) and is a Certified Compensation Professional (CCP).

Compensation Professionals



Laura Linehan, Senior Consultant

30 East Seventh St, Suite 3025, St. Paul MN 55101
+1 (651) 223 3004 | laura.linehan@bakertilly.com

Laura is a Senior Consultant with a background in local government and human resources management. With 10 years of progressive experience in local government, she has worked for counties and municipalities in Minnesota and Illinois. Most recently, she served as the Assistant Administrator/Director of Human Resources for a northern Illinois municipality where she managed a number of areas, including human resources, communications, parks and recreation, and special projects. Laura has a Master of Public Administration from Northern Illinois University, is a certified Professional in Human Resources (PHR), is a Certified Compensation Analyst (CCA), and currently working towards a Certified Labor Relations Professional designation.



Diana Muriithi, Senior Consultant

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0174 | diana.muriithi@bakertilly.com

Diana is a senior consultant with a background in not-for-profit and local government organizations. Prior to joining Baker Tilly, Diana served most recently as the senior budget analyst for a North Dallas city. She served in various accounting, finance/budget and compensation roles. Diana has a Master of Public Administration from the University of Texas at Dallas and recently completed a Compensation Studies Certificate from Cornell University.

ENGAGEMENT TEAM FOR MCWD'S CLASS & COMP STUDY



Samuel Oviedo, Analyst

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0361 | samuel.oviedo@bakertilly.com

Samuel is an analyst with a background in marketing, journalist and local government support. Prior to joining Baker Tilly, he served as an outreach specialist, administrative assistant and human resources assistant within the Planning, Code Compliance, and Parks & Recreation departments for the City of Dallas. Additionally, Samuel has served as a marketing manager responsible for developing and maintaining media content. Samuel has a bachelor's in journalism from the University of North Texas.



Thomas Patton, Analyst

4601 DTC Boulevard, Suite 810, Denver, CO 80237
+1 (651) 223 3033 | thomas.patton@bakertilly.com

Thomas is an analyst with a background in human resources management and human resources development. He assists the team with data collection and job description writing. His focus is coordinating the data collection process and ensuring the team gathers quality information for the success of the project. In addition, he assists the team by crafting high-quality job descriptions that accurately reflect the essence of the position being analyzed. Prior to Thomas's current role, he supported the team as an administrative assistant. Thomas earned a Bachelor of Science in human resources development from the University of Minnesota — Twin Cities.



Lexi Scholten, Senior Consultant

225 S Sixth Street, Suite 2300, Minneapolis, MN 55402
+1 (612) 876-4573 | lexi.scholten@bakertilly.com

Lexi is a senior consultant whose background consists of municipality and county experience. She has more than six years' experience in Minnesota local government administration and human resources management. Prior to joining Baker Tilly, she served as the central services/human resources director for a county in southern Minnesota. Her focus areas and core functions included administering, developing, and implementing all county personnel functions, acting as delegated authority for union contract relations, and coordinating all compensation functions. Lexi earned a Bachelor of Science degree in management with a focus in human resources from Minnesota State University, Mankato.



Sarah Towne, Senior Consultant

8626 N Himes Avenue, Tampa, FL 33614
+1 (813) 252 1433 | sarah.towne@bakertilly.com

Sarah is a senior consultant with a background in higher education, local government, and human resources management. Prior to joining Baker Tilly, Sarah served as an adjunct faculty and course coordinator for the online MPA program at the University of North Carolina's School of Government. She is a member of the Southeastern Conference for Public Administration and served on the board of the Section for Personnel Administration and Labor Relations (SPALR) for the American Society of Public Administration (ASPA). She earned a Master of Public Administration and

ENGAGEMENT TEAM FOR MCWD'S CLASS & COMP STUDY

graduate certificate in Women's Studies from Appalachian State University. Sarah is a Certified Compensation Analyst (CCA).



Brenda Turner, CCP, Manager

2500 Dallas Parkway, Suite 300, Plano, TX 75093
+1 (972) 748 0522; | brenda.turner@bakertilly.com

Brenda is a human capital manager with a background serving in compensation and human resources. Prior to joining Baker Tilly, Brenda served most recently as the senior director of global compensation for a global technology company. She has also served in varying compensation, finance and accounting roles in the hospitality, travel and technology industries. Brenda is a Certified Compensation Professional (CCP) through World at Work and is also a member of the Society for Human Resource Management (SHRM). She earned a Master of Business Administration from the University of Texas.

MCWD WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

All engagement team members are committed to the District's success. Their state and local government experience and service expertise translate into tangible results for the District.