

Korn Ferry Hay Group Proposal for Total Rewards Study

November 30, 2017





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Gayle Dykeman
Procurement Division
City of Gainesville
200 East University Avenue
Gainesville, Florida 32601

RE: Total Rewards Study

Dear Ms. Dykeman,

The purpose of this proposal is to outline the scope of work and consulting fees associated with the Total Rewards Study.

Our consulting approach is designed to produce compensation and benefits programs that are both competitive and effective. We believe that total reward programs must be designed to attract and retain the talent necessary to ensure an organization's growth and success. At the same time, compensation and other human resource programs must be aligned with an organization's unique business strategy, organization principles and underlying work culture to be effective.

KF/Hay Group looks forward to partnering with the City of Gainesville to design and recommend a compensation system that is aligned with your strategy and culture and competitive with the external market.

KFHG appreciates the opportunity to be of service to City of Gainesville. If you have any questions now or during our engagement, please call me at 202-955-5942 or by email at Myriam.Michaels@kornferry.com

Sincerely,

A handwritten signature in black ink, appearing to read 'Myriam Michaels'.

Korn Ferry Hay Group
Myriam Michaels



Section 1-Project Understanding & Methodology

Our understanding of your needs

Korn Ferry Hay Group (KF/Hay Group) is pleased to present our proposal for a Total Rewards Study. We understand the City of Gainesville is seeking the assistance of compensation professionals in completing a comprehensive review and analysis and making recommendations for a total rewards approach. The scope of this project will include approximately 2,075 regular employees in 670 classifications.

The following sections provide information on KF/Hay Group's proven ability to benchmark and create customized total reward programs that will support the City's unique values, work culture, and strategic goals. Job documentation, evaluation, and compensation analysis are KF/Hay Group's core competencies. Having worked with many organizations of comparable size facing similar challenges, we are confident that we can deliver a review that will shed a significant light on the competitiveness of your compensation program.

We are continually engaged by, and have extensive experience working in the public sector. We understand the types of people who work in such organizations, the challenges they face, and what it takes to gain consensus around important issues like job evaluation and compensation program design. We also balance our knowledge of the public sector with our extensive work in the private sector, so we will be able to bring that perspective to the City.

What sets KF/Hay Group apart is our ability to partner with our clients and develop innovative, yet practical solutions that will help them solve their business problems and achieve their goals.

We are confident that KF/Hay Group has the knowledge, experience, methodologies, competitive data and staying power necessary to help the City conduct a comprehensive review of its compensation practices.

Project Methodology

Synopsis

The primary goal of this project is to review and further enhance the City's current job structure and compensation plans. To address each item listed in the scope of services section of the City's RFP and to successfully deliver the desired results within your available budget, we propose the following approach.

Our Approach

In response to this RFP, the City is seeking a qualified firm to provide compensation consulting services to determine if the City's current salary and benefit plans are competitive with other jurisdictions and organizations. Specifically, the consultant will be required to:

- Develop and follow a work plan and communications plan for the project, which will include deliverables and milestones;
- Meet with the City to conduct project planning and data collection, discuss and identify concerns about the current compensation plan, report project results, milestones and progress, and obtain feedback about deliverables;



- Develop an all-inclusive total rewards philosophy customized for the City;
- Conduct a comprehensive review of the current system for external competitiveness;
- Review the current compensation plan and make recommendations on alternative compensation plans, modifications to market and processes and the effects of non-salary compensation and benefits;
- Conduct a review of current compensation policies and practices and make recommendations, as appropriate;
- Present trends in the marketplace that would impact certain critical positions;
- Prepare an implementation plan for recommended changes that considers the current economic climate and includes employee communications;
- Provide recommendations to allow the City's Human Resources team to maintain the strategy;
- Submit preliminary and final reports of our findings

Our Approach to Your Issues: Our approach is to collaborate closely with clients to ensure that our team and work plan are completely aligned with your interests and objectives. We have engaged in hundreds of new client relationships and have found that every client is unique with various preferences and work styles.

Step 1 - Planning and Communication

One of KF/Hay Group's views is that total compensation must be aligned and supportive of an organization's strategy, structure, and desired work culture to create high performance employment relationships. For this reason, we propose to meet with the City Leadership and the City's Project Team at the commencement of this engagement to understand the City's vision, values, objectives, and the current and desired work culture. Additionally, we will have the opportunity to discuss specific compensation and benefit policies and issues such as recruitment and retention, competition for labor, cost of labor, etc. We will also discuss the City's compensation philosophy and goals, as well as how potential changes in the City's human resources systems could affect the organization. At the initial planning meeting, we will:

- **Introduce Key Personnel.** Introduce the KF/Hay Group consulting team for this project and meet the City's team.
- **Agree on the Project Management Process.** KF/Hay Group will provide bi-weekly, written status updates to the City. We will review the draft work plan and communications plan at this meeting and collect feedback from the City.
- **Clarify the Scope of the Project.** Agree on the scope of the project, including defining the roles and responsibilities of the consultants and City' Project Steering Team; clarifying project expectations and anticipated outcomes; and determining the specific timetable of events, including timing of status meetings with the City.
- **Discuss Project Goals & Objectives.** To ensure that the City's expectations are met, we will fully discuss the purpose, goals and objectives of the compensation and benefits review project, identify key stakeholders and discuss communication strategies to ensure the success of this project. We will collect information on the current compensation and benefits programs, discuss challenges the City is currently facing with respect to these programs, identify concerns about the current programs and gather information on the City's current compensation and benefits philosophy.



In addition to the initial project planning meeting, we will meet with the City Leadership at project milestones to communicate results and receive feedback from them.

Step 2 - Data Collection and Evaluation

Pay must relate to some consistent basis for comparison purposes, even when the organizations being compared fulfill similar functions and have similar structures. It is well accepted that positions with the same job titles can vary significantly in job content, in the level of skills needed to perform the job, and in their impact on the organization. Therefore, KF/Hay Group focuses on the job documentation process (as opposed to "title matching") to ensure that differences in job content are fully considered in evaluating the various positions.

A. Collection of Position Documentation

Current job content data can be compiled from available City classification/job description documents. KF/Hay Group will assess whether the existing documents are complete so that the information gathered will be adequate for the purposes of job evaluation. KF/Hay Group consultants will require the information to contain work content, job accountabilities, key knowledge/skills/abilities and behaviors needed for competent performance; key activities performed; and the challenges of each job. In addition, KF/Hay Group will need the following information:

- Position list – a list of position titles, names of the incumbents in the positions and their current annual salary and bonus
- Other Documentation – such as budgetary information for supervisory personnel (the budget over which the personnel have control)

If current job descriptions do not exist, we recommend a data collection instrument (called the Job Content Questionnaire) that focuses on collecting job content information. The purpose of this instrument is to document each job at each level and capture the data needed for job evaluation purposes. A Job Content Questionnaire will have to be completed for each job that does not have a current job description. It is preferable to have incumbents in each of these positions, or their supervisors, complete the questionnaires based on what the position entails.

B. Measuring Job Content

As part of KF/Hay Group's quality assurance in assessing compensation, we propose the use of the Hay Guide Chart®- Profile Method of Job Evaluation as a basis for evaluating the content of the City's jobs. This job evaluation process provides a consistent and equally scaled method of job evaluation that is, unlike "title matching", capable of considering the uniqueness of certain jobs. This will only be utilized internally by the consultants in evaluating the City's positions and will not need to be adopted by the City.

The Hay Guide Chart®- Profile Method of Job Evaluation is widely recognized as the most advanced and effective way to determine equitable compensation. The Hay Method is used to establish consistent relationships, expressed in points, for jobs within and between organizations. The Hay Group Method is the most extensively used job evaluation system in the world; it is the standard against which all other measurement systems are compared.

Basic to the Hay process is a thorough understanding of the jobs acquired from reviewing job descriptions and interviewing staff. Using the Hay Group method, the content of each job is mainly studied within a



framework of three major factors and eight elements; point values are then assigned to each aspect of job content. The factors and their elements are:

- **Know-How** – Each job is studied for the depth of its technical knowledge requirements, for the leadership and/or managerial demands, and for the nature of human relations skills needed for the job.
- **Problem Solving** – The jobs are analyzed with respect to their problem-solving challenges and the procedural constraints involved in solving problems as part of the ongoing flow of work.
- **Accountability** – The job content is studied to determine overall responsibilities: The levels of freedom to act to fulfil job objectives, and the impact of these actions upon the organization as a whole.
- **Other Compensable Elements** – Such as Hazard, and Work Environment may also be used for some jobs.

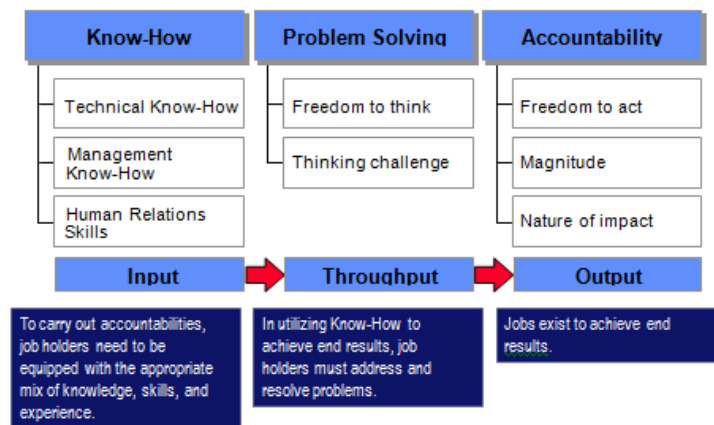


Figure 1. Hay Group Methodology. *Our job evaluation methodology is reflected in three matrices – Know-How, Problem Solving, and Accountability – used to define each factor and provide quantitative measures that form the basis for an evaluation.*

These factors are organized and described on Guide Charts as tools to evaluate and measure jobs logically and systematically. Throughout the evaluation process, only job content is considered, not the personal qualifications, performance, or the current salary of a position's incumbent. Jobs are evaluated as if staffed by qualified individuals whose performance is at a competent level.

The Hay Group Chart Method enables an organization to compare the internal relative value of its jobs as well as to compare its jobs to similar ones in size (in Hay Group point terms) across diverse organizations or different compensation surveys.

To successfully complete this step of the process, we propose to evaluate a sample benchmark of City jobs, we would recommend 120 benchmarks for this study.



Following completion of this milestone, we propose to review the preliminary evaluation results with the City Leadership. The purpose of this review exercise will be to discuss the rankings, receive feedback from the City and reconcile any issues.

Step 3 - “Best Practices” Briefing

We propose to prepare a written report and to present a briefing for the City Leadership and Union Representatives covering “best practices” in the public and private sectors (with focus on Florida labor economics) in the following areas:

- Job Analysis
- Job Documentation
- Job Evaluation Methodologies
- Compensation Survey Design and Methodology
- Compensation Plan Design

We will prepare a written report and a briefing by the KF/Hay Group team to the City Leadership covering “best practices” in the public and private sectors. During the briefing, we will allow time to discuss the best practices and gather feedback from the City Leadership on these practices.

Step 4 – Survey Data Collection and Analysis:

The objective of this step is to collect current labor market data from a set of comparator organizations (i.e., local organizations, etc.) and analyze and interpret the results of the findings. With this, KF/Hay Group will be able to develop recommended changes to the City’s pay structures, benefit plans and practices.

The decision as to which organizations, industry, or geographical area to use as comparators is highly influenced by the City’s strategy, desired work culture, and of course, more specifically, the labor market the City wants and/or needs to compete in to achieve its strategy.

We will compare the City’s jobs to regional data and local data. The targeted group will be discussed with the project team. We suggest using data from KF/Hay Group compensation databases KF/Hay Group as well as conducting a custom survey to gather pay data from identified surrounding counties and cities, and relevant organizations. We have a great deal of experience working with governments and public-sector entities and believe that sufficient data are available for most of the City positions. KF/Hay Group will work with the City team to define a comparator group of approximately thirty organizations and identify which roles to include in the survey (the 120 benchmark positions will be used in the survey).

In our discussion with the City team, we will review the desired comparator list against three key compensation policy questions. These are:

- What market/s?
- For what jobs?
- At what level?



In preparation for presenting this discussion, KF/Hay Group will also analyze current data you hold on such issues as:

- Aggregate labor turnover as well as turnover in specific occupational groupings;
- Recruiting practices;
- Reasons for termination; and
- Pay movement mechanisms.

We will create a survey instrument to be used in gathering salary data and conduct the survey by providing submission kits to all solicited participants and ensuring the collection of quality data for use in developing a compensation program for this group of positions. We are open to discuss using other local surveys that the City's management recommends. Please note that the Hay Group methodology can be used to evaluate benchmark job descriptions in any other survey, thus providing the means for similar comparisons with non-Hay Group data.

Step 5 – Benefits Program Analysis

Benefits Comparisons - we will perform an assessment of the competitiveness of the City's benefits practices. Included in this assessment will be a benefits comparison of the current benefits program utilizing KF/Hay Group's proprietary benefits methodology. This methodology evaluates benefit plans in terms comparison to the benefits so that the complexities and variations among benefit practices are translated into uniform, quantitative evaluations. It allows us to create total comparisons by position level, and make benefits comparisons to the market on a cash equivalent basis. Combined with the cash compensation analysis, this will allow understanding of the competitiveness of each of its compensation and benefits investments. This understanding allows a strategic discussion around where the organization should be investing its compensation dollars – based on its market positioning, strategy and needs of the population - relative to where it is investing those dollars currently.

Step 6 – Compensation Program Analysis

In this step of the project, KF/Hay Group consultants will assess internal pay equity within the City and will provide the analysis of the competitiveness of the City's salaries and structure compared with the external marketplace.

Once all the benchmark jobs have been evaluated and all jobs have been slotted according to job content and salary and benefits data has been collected and assembled, we expect to conduct the following:

- **Salary Practice Analysis** – this analysis is geared toward detecting internal equity anomalies at the individual job level. It portrays a pattern of the City's actual pay practice. It allows KF/Hay Group to identify differences in pay patterns among positions. This serves as a valuable tool for management to ensure that internal pay distribution is and remains equitable. KF/Hay Group will use the current salary information provided by the City and the KF/Hay Group job evaluations for each position to analyze the equity of pay. The question which will be posed is: "Are jobs of similar size (job content and responsibilities) being paid similarly?" KF/Hay Group will prepare charts to illustrate the relationship between the evaluated level of the position and the incumbent's actual pay. KF/Hay Group will examine the pay relationships by employee groups to identify employees whose pay seems higher or lower than that of peers, seeking to understand the cause and meaning of such anomalies.



- **Salary Structure Analysis** – this is an analysis of work levels that allows for the design of a grade structure (or structures). Based on the job content evaluations, logical breakpoints between levels of work can be identified. A well thought out grade structure allows the City to efficiently manage its compensation system and create career ladders for certain jobs.
- **Market Competitiveness Analysis** – KF/Hay Group consultants will prepare competitive compensation comparisons for the City, based on the comparator organizations selected. Because job comparability is established through the assignment of job content points, not through imprecise "title matching" or qualitative judgments alone, the Hay Group methodology allows for direct pay comparisons of an organization's jobs to similar ones (in KF/Hay Group point terms) in selected surveys. KF/Hay Group will make direct comparisons between the City's current pay practice and the pay practices of other organizations and discuss the options with City Leadership. Based on this information and the results of our discussions, KF/Hay Group will develop and recommend salary ranges for each level of the grade structure(s). What the City will adopt, and implement will have to be based not only on pay philosophy, but also on affordability and statutory limitations.

Based on the various analyses conducted, we will provide a system that will include:

1. A job content evaluation methodology;
2. A base salary reward system; and,
3. Basic recommendations for pay administration, this will include:
 - a. Determining pay for new hires;
 - b. Managing salary increases and career progressions;
 - c. Classifying new or redesigned jobs;
 - d. Dealing with situations where individuals are compensated below salary range minimum, and/or above salary range maximum; and,
 - f. Maintaining and updating the salary ranges.

As with most organizations, the City must ensure its programs meet the basic objectives of any compensation program by:

- Ensuring the program recognizes the internal value of jobs. Best practices data from our research with the University of Loyola at Chicago and with Fortune magazine indicate that the world's most admired companies place an emphasis in their compensation programs on the contribution made to the organization by its employees. Valuing the internal worth of a job is a part of these efforts.
- Ensuring the compensation program is externally competitive with the appropriate market(s). Our research also indicates that companies want to ensure their total compensation program is well aligned with the market. The world's most admired companies want to ensure they do not pay too much, or too little, relative to the market. Paying too little can have a significant impact on an organization's ability to attract and retain quality employees. Paying too much in the market often simply adds fixed expenses to the organization that are not necessary.
- Ensuring the program can attract and retain the right people for the organization. The City needs to compete with other organizations to find talent as well as have programs that align internally with its current workforce. In response, the City must create a compensation program that provides employees fair and market-competitive compensation, ensuring that neither too much or too little is paid its employees.



Step 7 – Report Preparation & Presentation

KF/Hay Group will provide a preliminary oral presentation of our findings and recommendations accompanied by a draft written executive report to the City Leadership. The City will then have an opportunity to review the report and provide comments and suggestions for changes or additional required recommendations. One of the important recommendations of the report will be the suggested changes to the City pay plan that will be required either to improve internal equity or external competitiveness. KF/Hay Group will examine trade-offs between internal equity and external competitiveness so that improvements in one area will not significantly worsen the other. We will also take great care to fully explain these trade-offs so that City staff fully comprehends why a suggested change was the best compromise between internal and external fairness.

KF/Hay Group will develop a final report after meeting with the City to review and discuss comments on the draft report. The final report will include supporting documentation, and data bases which will include graphs and charts illustrating pay data and specific pay plan components.

Step 8 – Implementation & Communication

KF/Hay Group will work closely with the City on the implementation and communication of the compensation programs the City chooses to implement. We will begin by developing an implementation project plan which details the changes being made and a timeline for implementation of the changes. This project plan will also include development of a communications strategy and timeline.

In establishing the communication strategy, we will pay attention to:

- Understanding what constitutes effective communication within your community (e.g., is there a specific language; who are the most credible messengers, what are the most effective vehicles) and whether new vehicles would have greater impact;
- Developing an understanding of the different audiences who need to know about the project and its progress – this will allow for the development of targeted communications so that differentiated groups will receive only the information that is critical for them in a manner that is appropriate for them;
- Identifying the key communication points during the life cycle of the development each phase of the project and the critical messages that need to be communicated at these points. For example, the content of initial messages is more likely to concentrate on why we are doing what we are doing and “what’s in it for you” messages, while later communications are likely to focus more intensively on what is happening, the progress we are making and what will happen next;
- Identifying the communication vehicles that will have maximum impact in terms of conveying the message – those vehicles to which receivers will pay attention and take note. We will typically look for opportunities to communicate using multiple vehicles and touch points, leveraging existing communication vehicles that are effective, while developing project-specific communications, as required; and,
- Ensuring leaders understand the importance of demonstrating their support for the initiative and gaining their buy-in throughout the project.

During any project, we will use the communication strategy to guide our actions, develop the content for major communications and implement the overall communication plan.



Korn Ferry Hay Group sees the communication of compensation and benefits programs as critical to the success of these programs. Korn Ferry Hay Group will work with the City to develop appropriate communication materials to explain the selected program changes to implement managers and employees. We propose to meet with the City Leadership at the completion of this phase of the project to review the results and receive feedback from the Committee.

As proposed in Step 3 of our work plan, KF/Hay Group will provide a briefing for the City Leadership covering “best practices” in the public and private sectors for both regional and local labor market. KF/Hay Group conducts annual salary surveys and research on market and economic conditions across the United States and within each state.



Section 2- Project Timeline

Estimated project timeline

We have included below an estimated timeline for the 3 months of activities related to the proposed services starting January 2018. After learning more through a process of discovery and planning in the Project Planning Meeting, we will modify the project schedule to include works and any additional detailed subtasks, as needed, to ensure that it meets your specific needs.

Week	1	2	3	4	5	6	7	8	9	10	11	12
Project planning meeting and other meetings/check-ins throughout the project.	█		█		█			█			█	
Receive requested data from the City.	█	█										
Compensation and Benefits Market Analysis and Internal Equity Comparison		█	█	█	█	█	█	█				
Present Findings to Project Team, Discuss Options, Costing Analysis and Impact									█	█		
Revise Analysis Findings from Project Team Discussion, Finalize Recommendations											█	█
Final Report and Recommendations Presented	█	█	█	█	█	█	█	█	█	█	█	█
Communication and Implementation Planning	Throughput the Project											

We will conduct regularly scheduled calls/meetings at the City's convenience (likely bi-weekly to start, then adjusting as needed) to scope out work and timelines, monitor progress, discuss upcoming compliance items, timeline and other administrative items. Documentation of the various tasks, will be delivered to the City in advance of these calls and then updated after the calls/meetings.

Our experience has been that utilizing this type of working document/log serves as a good tool to keep all parties on track and accountable and ensure deadlines are adhere to.



Section 3 - References

Korn Ferry Hay Group does business with thousands of clients on six continents, including half the Forbes Global 100 firms and Interbrand Best Global Brands, and two thirds of the Fortune 100 firms. Our clients trust us to carefully protect their confidential information, including their identity and specifics of our engagements. Many of our client contracts specifically prohibit Korn Ferry Hay Group's use of the client's name in any advertising or marketing, or contain confidentiality clauses prohibiting disclosure of the client's name to any third party. Clients allow Korn Ferry Hay Group to use and provide testimonials and references as limited exceptions to these confidentiality obligations.

We have extensive experience working with government organizations—approximately 60% of our clients are public-sector entities.

County of Alameda

Years performed: 2009–present

Location: Oakland, California

Project description

Korn Ferry Hay Group has provided core health and welfare consulting services to the County of Alameda since 2009. Our current contract was recently extended through 2019. County of Alameda has more than 9,500 employees and retirees and approximately 27,000 members. Our services include, in part, preparing RFPs and rate renewals and analyzing responses, negotiating bids and renewals, determining premium equivalents for self-insured plans, providing advice and cost estimates for plan design changes, advising on compliance with the Patient Protection and Affordable Care Act (PPACA), advising on compliance with other federal and state legislation and regulations, providing market trend updates, providing technical (non-legal) review of insurer contracts, providing actuarial analyses, calculating implicit subsidy related to early retirees, reviewing and making recommendations relating to performance guarantees, and designing employee enrollment guides.

Client contact: Ava Lavender, Benefits Manager

Address: 1405 Lakeside Drive
Oakland, CA 94612

Phone: (510) 891-8971



San Antonio Water Systems

Years performed: 2014–present

Location: San Antonio, Texas

Project description

Korn Ferry Hay Group began providing core consulting services to San Antonio Water System (SAWS) in 2014. SAWS has more than 2,600 employees and retirees and approximately 5,700 members. Our services include, in part, claims analysis and premium rate development, plan design strategy, and options for budgeting, medical and prescription drug claims audits, market trends and benchmarking, design and negotiation of wellness program provisions, assistance with employee communications materials, preparation of RFPs and proposal evaluations, negotiation of vendor contracts and renewals, advice on compliance with PPACA and other federal and state legislation and regulations, GASB actuarial valuations, and technical (not legal) review of insurer contracts.

Client contact: Flor Garcia, Manager, Compensation and Benefit

Address: 2800 US Hwy 281 North
San Antonio, TX

Phone: (210) 233-3165

American Physiological Society

Years performed: 2000–present

Location: Bethesda, Maryland

Project description

Korn Ferry Hay Group has worked with American Physiological Society for over seventeen years and created the classification and grade structure for the organization. In 2015, we conducted an update to the compensation system by researching and benchmarking APS using a comprehensive market survey approach and providing recommendations for pay increases for exempt, non-exempt and executive staff.

Client contact: Martin Frank, Ph.D., Executive Director

Address: 9650 Rockville Pike
Bethesda, MD
20814-3991

Phone: (301) 634-7118

City of Lynchburg

Years performed: 2017–present

Location: Lynchburg, Virginia

Project description

Korn Ferry Hay Group began consulting in 2017 on the City's compensation plans for its entire employee populations. City of Lynchburg has more than 2,500 employees and over 500 job classifications. Our services have included, in part, providing technical advice and assistance on job descriptions, classification standards, pay practices, salary range structures, FLSA compliance and communication to employees.

Client contact: Heather Brown, Director, Human Resources

Phone: (434) 455-4213



Section 4 - Additional Firm Experience

Korn Ferry Hay Group assists local, regional, and state authorities throughout country with a wide variety of Human Resource issues. This work provides us with knowledge and understanding of the challenges faced by these levels of governmental entities.

Korn Ferry Hay Group is a leader in the development and management of human resources, compensation, and benefits. Our consultants help clients help themselves by providing systematic methods and innovative ideas from the objective viewpoint of an outside authority. We assist clients in a variety of human resources areas including the following:

- **Compensation Design:** Establishing classification, job evaluation, compensation and benefits programs and policies that are economically sound, internally equitable, externally competitive, and motivating to employees. Reward programs may include team-based pay, pay for competencies, pay for quality, broad banding, small group incentives, and gainsharing, as well as more traditional merit increase and salary administration programs as appropriate for the organization.
- **Organization Effectiveness:** Organizing jobs, people and resources to increase efficiency and meet the demands of emerging technologies and the changing marketplace. KF/Hay Group helps clients to ensure that strategies and objectives are reflected in the organizational structure; communicated effectively throughout the organization; embraced by management; and supported by the organization's internal culture through programs that are flexible enough to adapt to change.
- **Performance Management:** Introducing methods to analyze and measure both organization and individual performance including the results achieved, as well as how the results were achieved and how closely those results tie into the organization's overall strategy and objectives.

By retaining Korn Ferry Hay Group, the City will have at its disposal one of the world's largest human resources management consulting firms. One of the key advantages of retaining Korn Ferry Hay Group is that the City will not be dependent on one consultant or any sub-contractors. While it is our intention to resource this project primarily out of our East Coast Region offices, we will utilize whatever resources are appropriate to ensure that the City gets the high value-added expertise and deliverables that it should expect from a consulting firm with the name recognition and reputation of Korn Ferry Hay Group.

Paying less than the going rate could damage your ability to recruit and retain the best. Paying too much could create unnecessary costs. Reward is a vital weapon in the war for talent. With KF/Hay Group's world-leading reward databases, you can benchmark what you pay your people, and what you offer potential new hires, against the market –locally and by sector.

Our market pricing service provides accurate data on what the market is paying for a particular job or group of jobs. This enables us to identify any gaps between your remuneration programs and the market. We can do this in a number of ways to best meet your needs. You can use our reward database, and incorporate third-party surveys as required. And if you need data for a unique role or from a specific group of peers or competitors, we can carry out a custom compensation and/or benefits survey on your behalf. This gives you the opportunity to collect relevant pay data as well as ask questions about the reward policies and practices other organizations use.

The benefits our competitive reward offering doesn't just help attract and retain key talent. It also has a direct impact on financial performance, in a number of ways: Workforce costs are optimized – as you don't



pay too much or too little, you maximize the return in your investment in people. Recruitment costs decrease – our research shows it costs about 12 months’ salary to replace a professional-level employee. This increases employee engagement – helping to reduce staff turnover and therefore recruitment costs. The return on your investment Employment costs can account for up to 80 percent of a business’ total expenditure. So, controlling these costs will significantly improve profitability: just a quarter percent reduction in an annual payroll of \$80 million would add \$200,000 to the bottom line.

We believe that designing the “right” compensation program isn’t necessarily doing what “market practices” would suggest. While the market offers an important benchmark, we feel that what’s right for the market isn’t necessarily what’s right for the City. Our approach is tailored to you, in context of who you are, your culture, jobs, performance, and people. The “right” program is the one that best meets the needs of the organization and its stakeholders.

The tools we have at our disposal give our clients more precision in understanding what their compensation program is really worth. From our ability to make better matches in the market by looking beyond titles, to understanding what other state and city governments compensation plans are really worth, to using our benefits methodologies to understand how the benefit programs stack up on an “apples to apples” basis, we provide our clients with better information about their pro



Section 5 - Project Team

Project team roles and responsibilities

Accordingly, it is our opinion that the consultants with whom you partner must have a strong reputation in the public and private sectors for completion of such studies. Korn Ferry Hay Group has extensive experience working with a wide range of public sector entities throughout the US. In the past twenty years Myriam Michaels, who will lead the City project team, has worked with many public-sector organizations on comprehensive compensation studies, similar to the project requested by the City.

KF/Hay Group Team Organization

It is our philosophy—and typically our clients' preference—that we provide a team of highly experienced consultants. Our proposed project staffing reflects this philosophy and approach. KF/Hay Group's roles are to provide the project direction, the compensation philosophy and HR strategy expertise and guidance, and executive-level facilitation skills to enable important decisions to be made in a timely manner. The roles of our team will be clearly defined and articulated during the project-planning step.

The primary consultant and senior team members are listed below. Our project team consists of consultants from multiple practices to work collaboratively with City of Gainesville. KF/Hay Group's Project Management Team for City of Gainesville will collaborate purposefully behind the scenes to ensure a seamless project execution. The information below describes each team member's roles and responsibilities.

Because of our extensive research base and experience with other organizations facing similar needs as yours, we bring an exceptionally high level of expertise to this project. KF/Hay Group's proposed consulting team will be available on day one of the contract and dedicated to work on this engagement. We are committed to maintaining the proposed team composition throughout the project to ensure its timely success.

KF/Hay Group prefers to take a collaborative project management approach, when possible, and work together with our clients as much as possible. This allows us to learn even more about our client organization, but also allows us to transfer as much of our knowledge as possible to our clients so that they can become as self-sufficient in maintaining the developed programs as they want to be.

This collaborative approach also tends to facilitate better communications between us and the client and allows the combined team to identify and resolve project issues much quicker.

Because of KF/Hay Group's size, we are confident that we will have adequate staff coverage for this project. While we plan to use staff that is based in DC, many of the team members are nearby in Charlotte and Atlanta and we have many other consultants we can call on, if needed – both in our Southeast Region and around the US.

Our service philosophy includes responsiveness. We strive to respond to any calls or e-mails within the same day, if possible, but always within 24 hours. To that end, we always want our clients to have more than one KF/Hay Group point-of-contact in case you can't reach our Project Manager. In addition, we want all of our project consultants to know everything about what's going on in the project, so they can answer any question that is posed.



As with most professional services firms, we hold our clients' data and information confidentially and will never share it with others unless the client has agreed to it. Likewise, we have the highest ethical and legal standards that we adhere to and will notify our client of any potential issues as soon as we are aware of them. Our proposed team biographies are listed below.



Project Advisor and Project Manager: Myriam Michaels

Myriam will oversee the engagement and attend all key meetings as needed. She will be responsible for client satisfaction, communications and the planning, scheduling and overseeing KF/Hay Group consultants assigned to the project. Myriam has over 20 years of consulting experience in the non-profit, public and private sectors. Her key areas of expertise are executive compensation, market research, job evaluation using point factor methodologies, performance management, compensation and benefits studies, survey research, organizational culture and attitude surveys, classification audits, customized market surveys and complex analytical studies. Myriam also has considerable experience in job family modeling and competency modeling and strategy execution.



Project Advisor and Client Relationship Manager: Bill Reigel

Mr. Reigel has been with Korn Ferry Hay Group since 1990. His principal roles are to develop business, manage client relationships, oversee projects, and provide technical expertise. Mr. Reigel consults in several human resource practices, including all levels of compensation – executive to hourly, pay structure and design, incentive design, organizational analysis, performance management and job analysis and evaluation. He has worked with a wide variety of both for-profit and not-for-profit organizations, including local, state and federal entities.



Project Consultant: Shareen Jolly

Shareen will oversee KF/Hay Group's job leveling and salary structure analysis as well as lending her expertise in our benchmarking efforts. Shareen has more than 5 years of human resources consulting experience in both the private and public sectors. Her areas of expertise include reward design, reward strategies, and performance management, work valuation, executive reward, performance measurement and incentive plan design as well as, the governance and tax nuances of not for profit executive remuneration.



Project Consultant: Darlene Wright

Ms. Wright has over twenty years of corporate HR experience with a strong focus in the total rewards space. Prior to coming to Korn Ferry Hay Group, she worked as a VP of Total Rewards for a large global paper company. Her areas of expertise include total rewards program design, strategy and implementation. Additionally, Ms. Wright has led HR RFP projects, HRIS/payroll evaluations, HR system implementations and due diligence efforts for acquisitions.



Project Consultant: Jean-Paul (JP) Purdy

Mr. Purdy works with clients on a wide-range of health and welfare topics, including custom network plan design, implementation, budgeting, compliance and regulatory requirements (including health care reform), health improvement strategies, benchmarking, and requests for proposals. Mr. Purdy works with senior management and HR on strategic opportunities to optimize employee benefit offerings. His leadership helps in formulating sound strategies for clients around optimal plan design through custom networks, engaging employees in their own well-being, reducing plan costs and maintaining regulatory compliance.



Section 6 - Summary

Our experience is that compensation program design is a balancing act. We understand the importance of incorporating an organization's mission, vision, and values into the analysis and design of employee compensation and benefits. Talented employees at organizations such as the City have high quality employment alternatives. Competitive compensation programs are important to retaining those desirable staff so that the organization can fulfill its mission. Our goal is to balance the need to use the organization's resources wisely with the organization's desire to retain exceptional talent.

We believe that compensation should be aligned throughout the City to be most effective. By handling compensation review projects at all levels of the organization, Korn Ferry Hay Group can partner with the City to help ensure that its compensation is appropriately aligned with its strategy, internally equitable and externally competitive and makes the best use of City resources.

Korn Ferry Hay Group consultants have significant resources to draw upon to complete the City project. In addition to the significant personal experience of project team members with compensation and state and local government organizations, the City receives the benefit of Korn Ferry Hay Group's worldwide network.

We appreciate the opportunity you have provided us to submit our credentials to assist the City in reviewing, analyzing and updating its Human Resource programs and look forward to partnering on this very important endeavor.

DRUG-FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Korn Ferry Hay Group does:
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for the drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.



Bidder's Signature
November 29, 2017

Date

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check one:

- Living Wage Ordinance does not apply
(check all that apply)
- Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

PROPOSAL RESPONSE FORM – SIGNATURE PAGE

(submit this form with your proposal)

TO: City of Gainesville, Florida
200 East University Avenue
Gainesville, Florida 32601

PROJECT: Total Rewards Study

RFP/RFQ#: HRDX-180040-GD

RFP/RFQ DUE DATE: November 30, 2017

Proposer’s Legal Name: Korn Ferry Hay Group

Proposer’s Alias/DBA:

Proposer’s Address: 1700 K St. NW. Washington DC 20006

PROPOSER’S REPRESENTATIVE (to be contacted for additional information on this proposal)

Name: Myriam Michaels Telephone Number 202-955-5940

Date: November 28, 2017 Fax Number 703-761-7023

Email address Myriam.Michaels@kornferry.com

ADDENDA

The Proposer hereby acknowledges receipt of Addenda No.’s 1, _____, _____, _____, to these Specifications.

TAXES

The Proposer agrees that any applicable Federal, State and Local sales and use taxes, which are to be paid by City of Gainesville, are included in the stated bid prices. Since often the City of Gainesville is exempt from taxes for equipment, materials and services, it is the responsibility of the Contractor to determine whether sales taxes are applicable. The Contractor is liable for any applicable taxes which are not included in the stated bid prices.

LOCAL PREFERENCE (check one)

Local Preference requested: YES NO

A copy of your Business tax receipt and Zoning Compliance Permit should be submitted with your bid if a local preference is requested.

QUALIFIED LOCAL SMALL AND/OR DISABLED VETERAN BUSINESS STATUS (check one)

Is your business qualified as a Local Small Business in accordance with the City of Gainesville Small Business Procurement Program? (Refer to Definitions) YES NO

Is your business qualified as a Local Service-Disabled Veteran Business in accordance with the City of Gainesville Small and Service-Disabled Veteran Business Procurement Program? (Refer to Definitions)
 YES No

SERVICE-DISABLED VETERANS' BUSINESS (check one)

Is your business certified as a service-disabled veterans' business? YES NO

LIVING WAGE COMPLIANCE

See Living Wage Decision Tree (Exhibit C hereto)

Check One:

- Living Wage Ordinance does not apply (check all that apply)
 - Not a covered service
 - Contract does not exceed \$100,000
 - Not a for-profit individual, business entity, corporation, partnership, limited liability company, joint venture, or similar business, who or which employees 50 or more persons, but not including employees of any subsidiaries, affiliates or parent businesses.
 - Located within the City of Gainesville enterprise zone.
- Living Wage Ordinance applies and the completed Certification of Compliance with Living Wage is included with this bid.

NOTE: If Contractor has stated Living Wage Ordinance does not apply and it is later determined Living Wage Ordinance does apply, Contractor will be required to comply with the provision of the City of Gainesville's living wage requirements, as applicable, without any adjustment to the bid price.

SIGNATURE ACKNOWLEDGES THAT: (check one)

- Proposal is in full compliance with the Specifications.
- Proposal is in full compliance with specifications except as specifically stated and attached hereto.

Signature also acknowledges that Proposer has read the current City of Gainesville Debarment/Suspension/Termination Procedures and agrees that the provisions thereof shall apply to this RFP.

ATTEST:

(CORPORATE SEAL)

PROPOSER:



Signature _____
By: _____
Title: _____

Signature _____
By: Myriam Michaels
Title: Senior Principal

ADDENDUM NO. 1



Date: November 17, 2017

Bid Date: November 30, 2017
at 3:00 P.M. (Local Time)

Bid Name Total Rewards Study

Bid No.: HRDX-180040-GD

NOTE: This Addendum has been issued only to the holders of record of the specifications.

The original Specifications remain in full force and effect except as revised by the following changes which shall take precedence over anything to the contrary:

1. Any questions shall be submitted in writing to the City of Gainesville Purchasing Division by 3:00 p.m. (local time), November 16, 2017. Questions may be submitted as follows:
Email: dykemangb@cityofgainesville.org
or
Faxed (352) 334-3163
Attention: Gayle Dykeman
2. Please find attached:
 - a) Copy of the black out period information (Financial Procedures Manual Section 41-423 Prohibition of lobbying in procurement matters) distributed during mandatory pre-bid meeting.

The following are answers/clarifications to questions received prior to the deadline for questions (11/16/2017):

3. Question: What have been past Human Resources projects by the City of Gainesville in the last two years?
Answer: None
4. Question: What other consultant companies have done prior work for the City of Gainesville?
 - a) Compensation – Milliman, Wachovia, Evergreen Solutions, Cody & Associates, Dr. Lopez
 - b) Benefits - Gallagher Benefits Group, Lockton Companies, Siver Risk Management
 - c) Other HR consulting/talent strategy – Mycoff, Fry and Prouse; Mercer Group; N2Growth; Colin Baenziger; Springsted and Waters.Answer: Provided above
5. Question: Do you have a defined employee value proposition (EVP) and employer brand? If yes, what is your EVP statement and employer brand tag line?
Answer: City doesn't have a defined employee value propositions. Below are some recent employer brand tag lines that are used by Talent Acquisition staff:
Come enjoy the Gainesville way of life!
The City of Gainesville is seeking a dynamic and experienced individual who is innovative and forward thinking who will embrace the organization's citizen-centered vision. The community,

its elected leaders, and executive leadership team have embraced this vision.

Embracing change is the Gainesville way of life!

Come join our team as we shift the culture from “No to Yes,” “from reactive to proactive,” “from policy-oriented to services-oriented,” and “from silos to teams.”

6. Question: Has an inventory of programs for Compensation, Benefits and Work/Life Effectiveness been completed within the last two years? If so, can you share with us?
Answer: No
7. Question: Is there a budget set for the total Rewards Study?
Answer: Yes
8. Question: May we receive a copy of the prior rewards studies you had conducted in 2006 and 2008?
a) What were the fees associated for the study?
Answer: Copies are attached separately in DemandStar.
a) Fees associated with these studies are in archives and staff feels that these fees are not relevant to today's pricing.
9. Question: Do you currently have updated job descriptions and organizational charts?
Answer: Job descriptions are available on the City of Gainesville's website <https://www.governmentjobs.com/careers/gainesville/classspecs>. Please note staff is aware of inaccurate salary ranges in the job descriptions. Staff is working with NeoGov to correct as quickly as possible. Organizational charts are not available.
10. Question: What jobs or employee segments are considered critical with the City of Gainesville?
Answer: The following jobs have long standing recruitment issues: Engineers, Information Technology, Electric Line Workers, Building Inspectors, Plans Examiners, Mosquito Control Services Technicians
11. Question: Is there a rewards philosophy in place for the city of Gainesville? Can it be shared?
Answer: The City of Gainesville's Compensation Philosophy is to have a total compensation and benefit system that attracts and retains a diverse group of highly qualified individuals and motivates employees to achieve short-term and long-term organizational objectives. This is accomplished by providing, in consideration of budgetary constraints, total compensation (including benefits) that is competitive with the market median for the appropriate labor markets for each type of job classification and is linked to performance.
12. Question: How many benefits plans (health, disability, life and retirement) are currently in place for each subgroup/department/employee segment?
Answer: The City offers one health plan, three dental choices, Short-term Disability, both a Group Life and voluntary life option, vision, and a legal product, these are available to each employee group. The individual and overall benefit program can be viewed at:
<http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/YourBenefits.aspx>

The City manages two defined benefit retirement plans, one for the non-public safety employees and one for sworn public safety employees. It also has a defined contribution plan (401a) available to professional and management employees upon approval of the appropriate Charter Officer.

13. Question: Can you share your 2017 benefits booklet?
Answer: <http://www.cityofgainesville.org/Portals/0/risk/Benefits/2017%20Benefit%20Booklet.pdf>
14. Question: Are there materials for total rewards communications related to the project to be translated? If so, how many/what languages?
Answer: No
15. Question: Does the City have an online portal that employees use to learn more about their benefits?
Answer: Yes, employees can access their benefits through Employee Self-Service and on the City's employee intranet, they can view presentations, FAQ's and videos related to their benefits programs
16. Question: What other firms have been invited to participate in the RFP?
Answer: The list of plan holder firms for this RFP can be viewed at Demandstar.com.
17. Question: Who is expected to be on the City of Gainesville's project team?
Answer: Equal Opportunity Director, Human Resources Director, and Risk Management Director
18. Question: In the description of approach to the work, this statement is unclear: "Description of how you will deal with different Total Rewards systems, driven by market or internal equity and how you will measure the market and apply that information." Can you define this statement to better understand what is expected?
Answer: This is intentionally left vague as staff is relying on the subject matter experts to define their unique approach to the work.
19. Question: Is there any reason for having the work completed within 90 days of the contract award?
Answer: Yes, the FY19 budget planning process begins in March 2018 and the consultant will present recommendations in April/May 2018.
20. Question: Upon completing the Total Rewards Study project, when are you targeting commencement of communications and to implement changes?
a. When do you expect to complete communication activities requiring consultant support?
Answer: Communications has begun and will continue throughout the process until fully implemented.
a. Consultant's support will be considered complete after presentation to City Commission with a summary of the consultant's report and proposed implementation plan.

21. Question: Are you anticipating the vendor will conduct an external total rewards survey (including base pay, benefits such as medical, retirement, and paid leave, work/life programs, and pay practices) of your comparators?
Answer: Yes
22. Question: Do you have a predetermined list of comparators that you want to include in the survey? If so, please share.
Answer: No
23. Question: Do you want both public and private market data considered?
Answer: Yes
24. Question: The RFP references the City's Compensation (Total Rewards) Philosophy. Please share your stated philosophy.
Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.
25. Question: The RFP indicates that the City requests a final report 90 days after the engagement. Is there any flexibility in your timeline?
Answer: No
26. Question: Is there a budget for the study?
Answer: Yes
27. Question: What challenges are they currently experiencing related to compensation; what business issues are they trying to solve?
Answer: Employee Engagement, Living Wage, Compression, Outdated Salary Structures, effectiveness of Progression through Training programs, Hard to Fill positions
28. Question: What is the compensation/Total Rewards philosophy?
Answer: See question #11 for the City's Compensation Philosophy. Currently the City does not have a Total Rewards Philosophy.
29. Question: In addition to providing benchmarking data around compensation for their roles, do you want an analysis of current incumbent data relative to the market (i.e. market 50th percentile)?
Answer: Yes
30. Question: How is compensation administered internally? Do you have training needs we should consider?
Answer: Administered through the Division of Classification and Compensation. Training for managers on compensation is currently not offered and would be an advantage.
31. Question: Do you have an existing salary structure that needs to be updated or is the intent to have one built?
Answer: Depends on the findings of the study and the consultant's recommendation

32. Question: Do you offer any incentive plans?
Answer: No
33. Question: Are job descriptions and organizational charts up to date?
Answer: See question #9
34. Question: Do you have title redundancies and if so, would you like the consultant to address this in our proposal?
Answer: Yes, yes
35. Question: Are you aware of any leveling issues? If yes, what are these issues?
Answer: Yes, between positions that have oversight over the entire organization (e.g., General Government and Gainesville Regional Utilities) versus positions that have similar lines of business for a single segment of the organization.
36. Question: Do you purchase salary surveys?
Answer: No
37. Question: What tools, if any, do you subscribe to as it relates to the management of compensation?
a. Are you interested in any compensation management tools?
Answer: Yes, Economic Research Institute for salary for jobs and geographic salary variances.
a. Yes
38. Question: How have total rewards historically been communicated to employees? Has the approach been effective? What gaps exist?
Answer: No, total rewards system doesn't currently exist.
39. Question: Do different job classifications have different benefit offerings, or do all benefit eligible employees receive the same benefit offering?
a. For example, do police have different medical benefits than firefighters or office personnel?
Answer: Other than retirement plan differences already discussed, the benefits offering are the same.
a. No differences for medical benefits.
40. Question: Please provide the number of plan offerings by benefit type:
- a. Medical/Rx - 1
 - b. Dental - 3
 - c. Vision - 1
 - d. Life Insurance – 2 on group and one voluntary supplemental program
 - e. Short-term Disability – Paid leave and 1 disability vendor, employee selects the specifics
 - f. Long-term Disability – City's defined benefit plans offers disability retirement benefits, employer paid

Answer: See above and answer from Question #12

- 41. Question. Are the Medical/Rx plans fully-insured or self-insured?
 - a. Is the Rx benefit carved out (i.e. with a separate PBM) or is it with the Medical vendor?
Answer: Self-funded with third-party administrator and specific stop-loss provisions
 - a. Included in overall health benefit using Florida Blue PBM.

- 42. Question. Are the Dental plans fully-insured or self-insured?
Answer: Fully-insured

- 43. Question. What type of retirement plan(s) do you have in place?
Answer: General Pension, Police & Fire Pension; and 401(a) for designated employees.
Summary plan descriptions can be found at:
<http://www.cityofgainesville.org/RiskManagementDepartment/EmployeeCentral/RetirementPlanning.aspx>

ACKNOWLEDGMENT: Each Proposer shall acknowledge receipt of this Addendum No. 1 by his or her signature below, **and a copy of this Addendum to be returned with proposal.**

CERTIFICATION BY PROPOSER

The undersigned acknowledges receipt of this Addendum No. 1 and the Proposal submitted is in accordance with information, instructions, and stipulations set forth herein.

PROPOSER: KORN FERRY HAY GROUP
BY: Morgan Nichols
DATE: Nov 29, 2017

CITY OF _____ FINANCIAL SERVICES
GAINESVILLE PROCEDURES MANUAL

41-423 Prohibition of lobbying in procurement matters

Except as expressly set forth in Resolution 060732, Section 10, during the black out period as defined herein no person may lobby, on behalf of a competing party in a particular procurement process, City Officials or employees except the purchasing division, the purchasing designated staff contact. Violation of this provision shall result in disqualification of the party on whose behalf the lobbying occurred.

Black out period means the period between the issue date which allows for immediate submittals to the City of Gainesville Purchasing Department for an invitation for bid or the request for proposal, or qualifications, or information, or the invitation to negotiate, as applicable, and the time the City Officials and Employee awards the contract.

Lobbying means when any natural person for compensation, seeks to influence the governmental decision making, to encourage the passage, defeat, or modification of any proposal, recommendation or decision by City Officials and Employees, except as authorized by procurement documents.

About Korn Ferry

Korn Ferry is the preeminent global people and organizational advisory firm. We help leaders, organizations, and societies succeed by releasing the full power and potential of people.

Our nearly 7,000 colleagues deliver services through our Executive Search, Hay Group, and Futurestep divisions.

Visit kornferry.com for more information.



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