

City of Joplin Missouri

Personnel Rules & Regulations Update

January 12, 2022

RFP NO. 2022-RFP-01

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Segal

Segal

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January 12, 2022

Michelle Ducre
Human Resources Director
City of Joplin
Human Resources Department
602 South Main Street
Joplin, MO 64801

Dear Ms. Ducre:

Segal is pleased to submit this proposal to the City of Joplin, Missouri to provide consulting services related to facilitating and performing an update of the City's Personnel Rules and Regulations to identify opportunities for improvement, and to provide recommendations for making modifications aligned with leading practices in Human Resources.

As you will note in our proposal, Segal has extensive experience assisting both public and private sector organizations in assessing their human capital needs including reviewing their processes, policies, systems, structures, and results, and in developing practical and meaningful HR strategies. Our work has been recognized nationally for our innovative and effective approaches that serve as a model for best practices in human resources.

We pride ourselves on our relentless and tireless work to understand our clients' issues and opportunities. Segal has provided health care consulting services to the City since 2010 covering medical, prescription drug, dental, vision, life and disability benefits. Over that time, we have been able to learn about the City, its employees, culture, and structure. To ensure that this experience is captured for this project, Kim Wixson, your current benefits consultant, will be a part of the team. We believe that this team dynamic will give us a "leg up" over others in this market who do not have this historical knowledge.

For all of these reasons, we believe that Segal has the requisite experience, skills, knowledge and expertise to serve as your strategic consulting partner, and we would be honored to have the opportunity to do so.

Best regards,

Jennifer Donnelly
Senior Vice President

Kimberly Wixson
Senior Vice President

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Company Profile

Provide the following information relative to your firm:

Firm name and business address, including telephone and facsimile numbers, and e-mail address.

The Segal Group, Inc.

333 West 34th Street, 3rd Floor, New York, NY 10001-2402

Jennifer Donnelly M 716.479.7808 jldonnelly@segalco.com

Year established (include former firm names and year established). Identify the country and state in which the firm was incorporated or adopted.

Segal was founded as the Martin E. Segal Company in 1939 in New York.

Provide the Firm's type of ownership and, if applicable, parent company or subsidiaries. Include dates of any corporate mergers and/or acquisitions, including all present and former subsidiaries with dates of any and all restructuring since the founding date. Also, provide any licensure in Missouri.

An independent, privately held consulting firm, Segal has been employee owned by its officers since 1978 and currently has 320 employee owners, with no shareholder owning more than 5% of the company. An 11-member Board of Directors sets policy and governs the organization. Implementation of policies, development of strategies and day-to-day operations are the responsibilities of the Chief Executive Officer.

Segal was founded as the Martin E. Segal Company in 1939, early in the development of employee benefit plans in American industry. From the beginning, Segal has been involved in developing health and retirement programs that meet the needs of employees and employers.

- In 1967, the Martin E. Segal Company became part of Wertheim & Co., and in 1978, it again became independent when it was repurchased by company management.
- In 2001, the firm acquired Marjorie Gross and Company, an award-winning firm specializing in communicating benefits and compensation information, as well as building strategies for effective employer communications.
- Early in 2002, the firm acquired Sibson Consulting, a human resources consulting firm dedicated to helping companies improve the return on human capital through talent strategies, effective organization practices, change management, rewards and compensation design, work/life programs and other solutions that help enhance employee performance.
- In 2006, the firm acquired Irwin Tepper Associates, Inc., a consulting firm that specializes in asset/liability analysis for employee benefit programs and other organizations.

- In 2010, the firm acquired Aon Consulting's multiemployer defined benefit plan and related consulting business in the United States.
- In 2012, the firm's investment consulting affiliate acquired Rogerscasey, a global investment consulting firm. The combined entity was named Segal Rogerscasey.
- In 2013, the firm's Fiduciary Liability Insurance Practice was incorporated as the insurance brokerage subsidiary of The Segal Group, Inc., and named Segal Select Insurance Services, Inc. Segal Select works with plan sponsors to obtain a full range of fiduciary insurance and fidelity bond coverage as well as employment practices liability insurance and cyber liability coverage.
- In 2014, the firm acquired the Human Resources Consulting Division of Waters Consulting and combined it with Segal's Public Sector Compensation and Bargaining Practice. The combined entity became known as Segal Waters Consulting. It is now part of Segal's Compensation and Career Strategies practice and provides compensation and human resources consulting solutions.
- Also in 2014, the firm acquired a portion of the business of Moroni Fantin, an employee benefits consulting firm (which has now ceased operations) specializing in working with Michigan and national, mid-market, self-insured health plans as well as Excelcor, a partnership focused on providing human capital consulting to corporations, colleges and universities, and hospitals and medical centers.
- In 2017, the firm acquired Marco Consulting Group to expand our investment consulting services, and Segal Rogerscasey (the SEC-registered investment consulting member of The Segal Group) was renamed Segal Marco Advisors. The firm is a leading global investment solutions firm that provides innovative, client-driven consulting advice and discretionary solutions. It has been in operation for 50 years and is one of the largest U.S.-based investment consultants.
- In 2018, the firm acquired Touchstone Consulting Group, based in Worcester, MA, which provides retirement, health and welfare, actuarial and related employee benefit consulting services. Also in 2018, the firm acquired The Singer Group, a human resources and organizational development consulting firm based in the Baltimore area. Founded in 1983, The Singer Group provides compensation consulting, organizational design and development, performance management, workflow design and other human resources-related consulting services, for public and higher education library systems and not-for-profit organizations.
- In 2019, the firm acquired Benz Communications, an award-winning, industry-leading HR and employee benefits communications consulting firm. Founded in 2006, Benz Communications has been among the largest women-owned firms in the San Francisco Bay Area since 2012 and a five-time honoree on the Inc. 5000 list of fastest-growing, privately held companies. The name of our combined Communications practice is Segal Benz.
- In January 2020, Segal acquired LRWL Inc., a leader in public sector retirement systems implementation services. For over 25 years, LRWL has focused exclusively on supporting the public pension industry, with personalized options for both retirement and benefits administration. The LRWL team brings its business process, technology and pension system implementation experience to Segal's Administration, Technology and Consulting (ATC) practice.
- Our Missouri license number is F00524979.

Clarify the business address and telephone number of the office(s) at which the work is to be accomplished (if different than item #A). Also include the name, address, and telephone number of the project manager, if different than item A.

This project's Client Relationship Manager, Kimberly Wixson, is located in our Detroit Office: 3001 West Big Beaver Road, Suite 320, Troy, MI 48084-3104 | 248.530.6370

The project's Engagement Leader, Jennifer Donnelly, is located in our New York Office: 333 West 34th Street, 3rd Floor, New York, NY 10001-2402 | 716.479.7808

The Project Manager, Christopher Nickson, is located in our New York Office: 333 West 34th Street, 3rd Floor, New York, NY 10001-2402 | 716.512.4366

Organizational structure

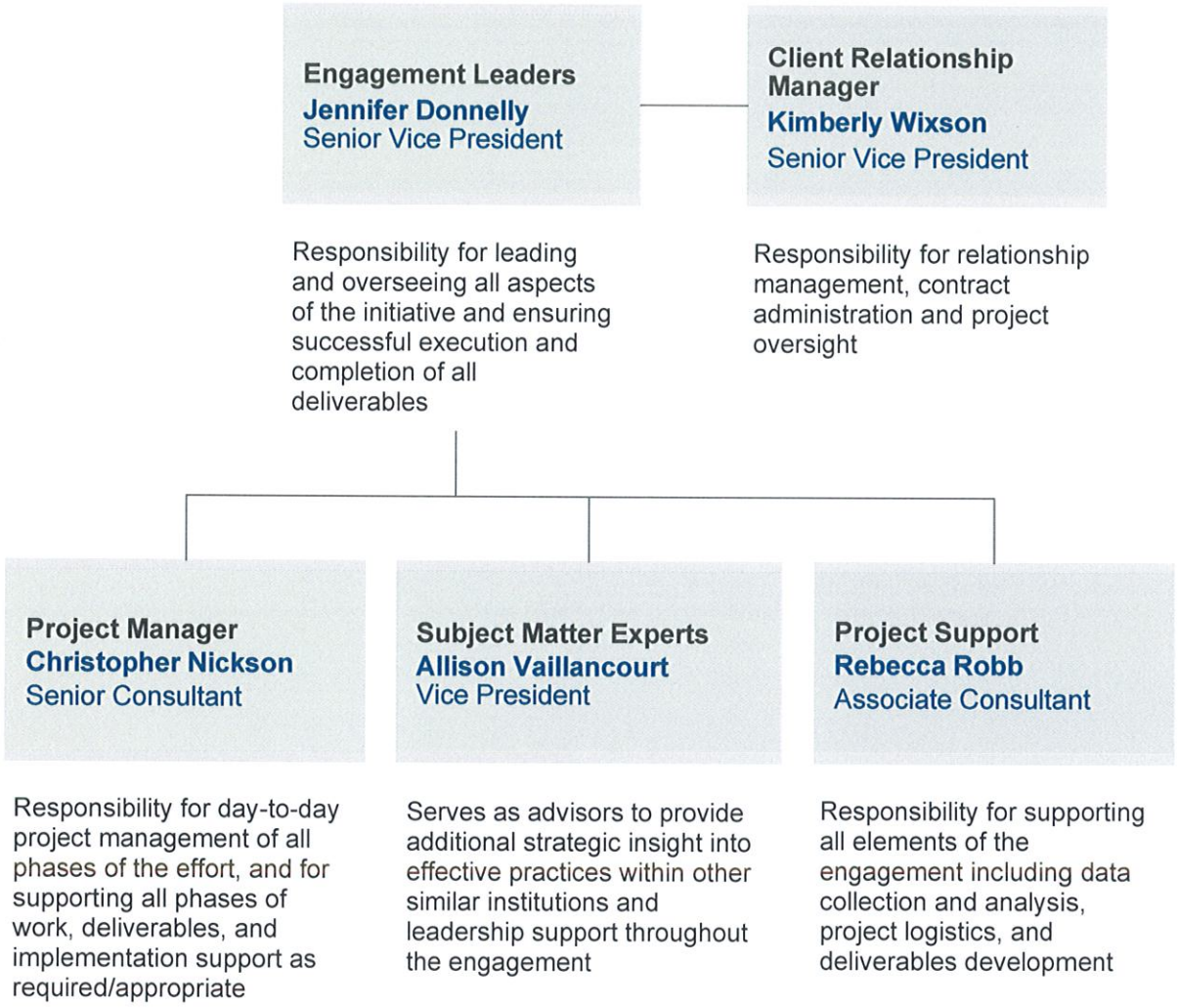
Describe your firm's organizational structure and discuss how you anticipate organizing your project team for this engagement.

Segal's organizational structure is as follows:



This project's organizational structure is as follows:

The professional consulting team at Segal has the requisite experience, skills, knowledge, and expertise to effectively complete the services outlined in this proposal. The team below will lead all aspects of the engagement, and may utilize additional members of the Organizational Effectiveness team to support the work as appropriate. All members listed will be committed to the project if our firm is selected.


Engagement Leaders
Jennifer Donnelly
Senior Vice President
Client Relationship Manager
Kimberly Wixson
Senior Vice President
Responsibility for leading and overseeing all aspects of the initiative and ensuring successful execution and completion of all deliverables
Responsibility for relationship management, contract administration and project oversight
Project Manager
Christopher Nickson
Senior Consultant
Subject Matter Experts
Allison Vaillancourt
Vice President
Project Support
Rebecca Robb
Associate Consultant
Responsibility for day-to-day project management of all phases of the effort, and for supporting all phases of work, deliverables, and implementation support as required/appropriate
Serves as advisors to provide additional strategic insight into effective practices within other similar institutions and leadership support throughout the engagement
Responsibility for supporting all elements of the engagement including data collection and analysis, project logistics, and deliverables development

Key Staff Resumes

Provide a listing of key project team members who will be involved. Provide resumes for the project manager and other key managerial staff and technical information, which include work experience, education, and any work-related publications. The key people proposed for the project must actually participate. If, because of extenuating circumstances, a member must be replaced, the City must approve the new member.

Kimberly Wixson, GBA, CMS

Senior Vice President and Health Consultant, Detroit

Project Role: Client Relationship Manager

Ms. Wixson is a Senior Vice President and Health Consultant in Segal's Detroit office. She has over 25 years of experience in underwriting, actuarial, sales, client service and project management disciplines. Ms. Wixson advises public sector and corporate clients in medical, dental, life and disability plan design for active employees and retirees. She also performs competitive bidding and advises clients on matters related to the Affordable Care Act and other compliance issues.

Ms. Wixson uses her financial background to provide input into the development of benefit budgets, negotiate renewal rates and review financial reporting. Her extensive knowledge of carrier operations and eligibility/enrollment systems make her a valuable asset to the successful implementation of client projects.

Prior to joining Segal, Ms. Wixson was a Principal at Moroni Fantin, an employee benefits consulting firm that worked with Michigan and national, mid-market, self-insured health plans. Her responsibilities included the day-to-day management of existing clients and the support for new business sales. Ms. Wixson also provided financial and claims analysis for Moroni Fantin's self-insured clients which included renewal development, budget setting, monthly forecasting and large claims analysis. The Segal Group acquired a portion of the business of Moroni Fantin in January 2014 (Moroni Fantin has ceased operations).

Prior to Moroni Fantin, Ms. Wixson was with Blue Cross Blue Shield of Michigan (BCBSM) where she worked with major national corporations. She was a critical part of the BCBSM sales team who generated over $900 million in new revenue and 400,000 new members. In this role, she was responsible for both the sale and implementation of new clients, which included Comerica, Inc., Kellogg Company, Daimler Trucks North America LLC and Valassis Communications. Ms. Wixson began her career as a rating specialist in the actuarial and underwriting area and was responsible for developing and executing financial strategies in support of all national new business proposals, including illustrative rate calculations, cost estimate simulations and administrative fee development.

Ms. Wixson holds a BA in Mathematics from Wayne State University and a MBA in Health Care Management from the University of Phoenix. She has also earned the Group Benefits Associate (GBA) She has also earned the Group Benefits Associate (GBA) and Compensation Management Specialist (CMS) designations through the International Foundation of Employee Benefit Plans.

Jennifer L. Donnelly, JD

Senior Vice President, Organizational Effectiveness

Ms. Donnelly is a Senior Vice President in Segal's Organizational Effectiveness practice with over 20 years of experience. In addition to her consulting background, Ms. Donnelly has served as an employment attorney and a human resources executive in the public sector. Her expertise includes HR and organizational transformation, cultural assessment and improvement, organizational design, organizational effectiveness, strategic planning, employee and labor relations, change management, and in designing strategies and tactics to improve organizational quality and efficiency. She has led comprehensive organizational assessment and transformation initiatives for a broad range of public sector clients, corporations, and academic institutions. Ms. Donnelly also spent over twelve years with the State University of New York at Buffalo, a complex public civil service organization with over 10,000 employees, serving as the Associate Vice President of Human Resources, Director of Employee and Labor Relations, and as a Senior Advisor to the President. During this time, Ms. Donnelly developed innovative and effective HR programs and services that serve as a national model for best practices for all of higher education. Her work has included the following:

- Recipient of several national, regional and local awards for organizational transformation and redesign
- Leader of strategic and organizational transformation initiatives for a diverse range of clients including: the City of New York, the City of Detroit, the US Library of Congress, the US Customs and Border Protection, the National Oceanic and Atmospheric Administration (NOAA), Virginia Tech, Montgomery College, the State University of New York (SUNY), Texas Christian University (TCU), the University of Louisville, the University of Utah, the City College of New York (CUNY), the University of Alaska system, the University of Texas San Antonio Health Sciences Center, Syracuse University, Carnival Cruise Lines, Molson Coors Beer, Lactalis American Group, Cable and Wireless Communications, Maine Health System, Tufts Medical Center, Kentucky One Health, James Graham Brown Cancer Center
- Led a comprehensive HR transformation and redesign effort that resulted in awards from the College University and Professional Association-HR (CUPA-HR) National and Eastern Region awards for Excellence in Human Resources (out of over 1,600 universities nationwide and 465 institutions regionally) for development of innovative and effective HR programs and services that serve as a model for best practices for all of higher education
- Led transformation efforts that resulted in national recognition and ranking as an employer of choice and recognition as a 100 Best Company in America by Working Mother Magazine

Ms. Donnelly received a Bachelor of Arts in Political Science from the State University of New York at Brockport, and a Juris Doctor from the University at Buffalo School of Law. She is a member of the New York State Bar Association. Ms. Donnelly is also a member of the Board of Directors for the US Olympic Bobsled and Skeleton team, serving as chair of the Compensation and Nominating Committees, and liaison for the Judicial and Ethics Committees.

Ms. Donnelly speaks nationally at industry events and conferences on a variety of topics including HR assessment, HR Transformation, organizational performance, and culture and engagement strategies.

Allison M. Vaillancourt, PhD, SPHR, SHRM-SCP
Vice President, Organizational Effectiveness

Allison Vaillancourt is a Vice President in Segal's Organizational Effectiveness practice. She is a nationally recognized expert in organizational strategy and human resources with more than 30 years of experience working in large, complex organizations in the public, nonprofit, and private sectors. Prior to joining Segal, Dr. Vaillancourt was Vice President for Business Affairs & Human Resources and an award-winning faculty member at the University of Arizona, where she had human resources and institutional equity oversight for more than 15,000 employees.

She brings to her engagements:

- Success in enhancing diversity, equity, and inclusion in multiple organizations and experience as a National Science Foundation-funded researcher in the area of unconscious bias
- Award-winning leadership development programming for diverse organizations
- Extensive expertise in organizational culture and design, academic medicine, strategic planning, change strategy, administrative and HR transformation efforts, strategic risk management, community relations and crisis management
- An assets-based approach to organizational consulting, preferring to build what is working rather than focus

Dr. Vaillancourt earned a PhD in Public Administration from the University of Colorado Graduate School of Public Affairs and MA in Public Policy and Administration and BA in Political Science from the University of Wisconsin. She holds multiple human resources and executive coaching certifications as well.

A prolific writer and speaker, Dr. Vaillancourt has been invited to speak to more than 250 audiences in the last decade, and she is one of the *Chronicle of Higher Education's* most popular columnists.

With more than 250 national presentations in the last decade, a sample of her invited presentations include:

- "The Best Leaders Believe in Candor," American Association of Colleges of Pharmacy, April 2020.

"...and HR Did Nothing: Navigating in a Gotcha Culture," Arizona HR Executive Summit and Retreat, February 2020

- "Navigating Organizational Politics," American Association of Medical Colleges, December, 2019.
- "Just Get It Done, HR: Thriving in Today's Mine Field of Compliance Challenges," College and University Professional Association for Human Resources, October 2019
- "You Can Master Organizational Politics," New York-Presbyterian Hospital Leadership Symposium, September 2019

Christopher S. Nickson, JD
Sr. Consultant, New York, NY

Mr. Nickson is a Senior Consultant in our Organizational Effectiveness practice. Prior to joining Segal, Mr. Nickson was a Senior Strategy Consultant with Excelcor, a nationally-recognized higher education consulting firm. In addition to his consulting background, Mr. Nickson is a highly-experienced attorney, with nearly two decades of experience in private practice, including as a law firm partner and litigator specializing in labor and employment law, employment discrimination, and human resources. He has significant teaching experience as an adjunct faculty member since 2003 at several higher education institutions, including as an adjunct instructor teaching business law and ethics at the State University of New York at Buffalo (SUNY-Buffalo) in their PMBA and EMBA programs. Mr. Nickson's consulting experiences include the following:

- Supported Sponsored Programs transformation efforts at the University of Louisville
- Extensive experience and expertise in organizational design, process redesign, organizational effectiveness, and building high performing cultures
- Broad based experience and knowledge in change management strategies and practices and in creating sustainable organizational transformation
- Supported several organizational assessments and transformation initiatives within higher education
- Multi-year recipient of SuperLawyer designation for Upstate New York
- In addition to his law degree, Mr. Nickson received his MBA from SUNY-Buffalo, and his undergraduate degree in Industrial and Labor Relations at Cornell University
- Mr. Nickson has also served on several not-for-profit Boards of Directors, both as a board member and an officer, and led a full-scale strategic planning initiative for one of those boards

Rebecca Robb

Associate, Organizational Effectiveness, New York, NY

Ms. Robb is an Associate in Segal's Organizational Effectiveness practice in New York. She partners with organizations to help redesign operations, structures, programs, and delivery models to ensure better alignment with the organization's broader strategic priorities, objectives, values, and mission. She specializes in assessing, designing, and restructuring organizational strategies, structures and systems, processes, human capital programs, and workplace culture. Ms. Robb serves clients in a variety of industries including non-profit, higher education, government, healthcare, and corporate.

Examples of her recent work include:

- Conducted a Human Resources Assessment at a large public university in which she assessed current structures, staffing and leadership, competency levels and gaps, policies, processes, technology, culture, and overall service delivery. She assisted in developing recommendations to enhance and transform the overall HR function and service delivery at the university
- Project managed the design of Voluntary Separation Incentive Plans (VSIP) and financial costing models for a range of colleges and universities that projected operating costs reductions and return on investment scenarios
- Facilitated a comprehensive Human Resources Transformation and Redesign initiative for a large, public higher education institution. Ms. Robb helped to redesign HR's service delivery model, structure, processes, communications, and key roles. She also developed detailed roadmaps to ensure a successful implementation of the new model
- Assisted a large private university in evaluating current graduate education programs based on set program indicators and designed analytical models and tools to inform redesign strategies and investments relative to graduate education
- Supported the redesign of an Academic Advising function and Office of Disability Services for a large private institution by facilitating stakeholder committee meetings, providing best practice research and recommendations, and evaluating cost-benefit scenarios for each potential service delivery model
- Performed qualitative and quantitative data analysis on survey data and created dynamic models to inform decisions related to compensation, organizational structures, and academic programs

Ms. Robb earned a Bachelor of Science in Industrial and Labor Relations with minors in Business and Law & Society from Cornell University.

Experience & Qualifications

Set forth your experience and qualifications as they relate to the proposed project in terms of technical scope, tasks involved, deliverable products, and other elements of the work as they relate to the evaluation criteria and all requirements of this RFP. The Proposal should provide all information which the Consultant considers pertinent to its qualifications for performing the work called for by the RFP.

Experience and Qualifications

The Segal Company, established in 1939, is a leading strategy, organizational effectiveness, and human resources consulting firm, with approximately 1,000 employees in our offices throughout the U.S. and Canada. We are the only large, privately held firm in our industry, and are a U.S. Registered Firm. We continue to be 100% owned by our employees, with no shareholder owning more than 5% in common stock.

Early in 2002, Segal acquired Sibson Consulting, a human resources consulting firm dedicated to helping companies improve the return on human capital through talent strategies, effective organization practices, change management, rewards and compensation design, work/life programs and other solutions that help enhance employee performance.

Segal historically has operated under a family of brands, including Sibson Consulting, Segal Select Insurance, Segal Waters, and Segal Consulting. We are now operating under one name — Segal.

Of all of our service offerings, organizational assessments and transformations make up our most frequent engagements. Our established methodology allows our team to not only identify strengths and opportunities, but to also understand the strategic and operational drivers behind any challenges to ensure that recommendations take into account institutional culture, business and organizational strategies, and financial circumstances.

Our Organizational Effectiveness Service offerings are listed below.

Strategies to address future opportunities and challenges
Strategic planning
Workforce planning
Succession planning
Organizational transformation
Cost reduction strategies
Merger and acquisition strategies

Building individual & team competencies
Learning and development strategies
Professional development strategies and initiatives
Performance management
Competency assessment and development
Coaching and mentoring

Creating cultures of excellence
Great place to work initiatives
Recognition programs
Employee value proposition
Diversity, inclusion and equity programs and strategies



Uncovering barriers to high performance
Organizational assessment
Operational assessment
Cultural assessment
Engagement surveys and assessment

Enhancing organizational performance
Process redesign
Organization redesign
Operational improvement initiatives
Policy review and redesign

Ensuring organizational capacity
Organizational structure and staffing reviews
Recruiting strategies, processes and tools
Retention programs

Successful implementation and execution
Program management.
Project management
Change management
Training design and delivery

Select Public Sector Clients

Federal Government
Administrative Office of the U.S. Courts
U.S. Office of Personnel Management

States Governments and Agencies
Alabama
Alaska
Arizona
Colorado
District of Columbia
Georgia Merit System
Iowa
Maine Judiciary
Maryland Dept of Budget & Management
Maryland Dept of Mental Health
Maryland Judiciary
Massachusetts Dept of Transportation
Massachusetts Treasurer & Receiver
Minnesota Judiciary
New Jersey Judiciary
North Carolina Education Lottery
Ohio Supreme Court
Oregon State Lottery
Rhode Island
Vermont Judiciary
Washington

Counties
Anderson County (SC)
Arlington County (VA)
Barry County (MI)
Bexar County (TX)
Boulder County (CO)
City/County of Denver (CO)
Coconino County (AZ)
Deschutes County (OR)
Fairfax County (VA)
Frederick County (MD)
Harris County Appraisal District (TX)
Isabella County (MI)
Jackson County (TX)
Johnson County (TX)
Laramie County (WY)
Laramie County Library System (WY)
Las Vegas – Clark County Library
Lexington County (SC)
Los Alamos County (NM)
Loudoun County (VA)
McKinley County (NM)
Minnehaha County (SD)
Mohave County (AZ)
Oakland County (MI)
Pinal County (AZ)
Prince George's County (MD)
Prince William County (VA)
Santa Barbara County (CA)
Smith County (TX)
Spotsylvania County (VA)
Stafford County (VA)

Municipalities
City of Albuquerque (NM)
City of Asheville (NC)
City of Aurora (CO)
City of Austin (TX)
City of Avondale (AZ)
City of Baltimore (MD)
City of Boston (MA)
City of Bowie (MD)
City of Bristol (CT)
City of Bryan (TX)
City of Cape Coral (FL)
City of Carlsbad (CA)
City of Carrollton (TX)
City of Chandler (AZ)
City of College Station (TX)
City of Fort Lauderdale (FL)
City of Fort Worth (TX)
City of Glendale (AZ)
City of Goleta (CA)
City of Goodyear (AZ)
City of Grand Rapids (MI)
City of Greenville (NC)
City of Henderson (NV)
City of Houston (TX)
City of Knoxville (TN)
City of Lansing (MI)
City of Las Vegas (NV)
City of League City (TX)
City of Livermore (CA)
City of Manassas (VA)
City of Maricopa (AZ)
City of Middletown (CT)
City of New Bedford (MA)
City of Norfolk (VA)
City of North Kansas City (MO)
City of Olathe (KS)
City of Palo Alto (CA)
City of Phoenix (AZ)
City of Pittsburgh (PA)
City of Prescott (AZ)
City of Raleigh (NC)
City of Salem (VA)
City of San Diego (CA)
City of San Marcos (CA)
City of San Marcos (TX)
City of Santa Cruz (CA)
City of Seattle (WA)
City of Sedona (AZ)
City of Sioux Falls (SD)
City of Surprise (AZ)
City of Wilmington (DE)
Terrebonne Parish (LA)
Town of Acton (MA)
Town of Buckeye (AZ)

Transportation Systems
Alaska Railroad Corporation
Columbus Regional Airport Authority
Denton County Transp. Authority (TX)
Denver Regional Transit District (CO)
Golden Gate Bridge and Highway Transportation District (CA)
Hillsborough Area Regional Transit (FL)
Indianapolis Public Transit (IN)
Jacksonville Transp. Authority (FL)
Lincoln Airport Authority (NE)
Maryland Transit Administration
Massachusetts Bay Transportation Authority
Massachusetts Department of Transportation
Metropolitan Nashville Airport Auth. (TN)
National Railway Labor Commission
New Jersey Turnpike Authority
Orange County Transp. Authority (CA)
Port of Houston Authority (TX)
Raleigh-Durham Airport Authority (NC)
San Francisco Bay Area Rapid Transit (CA)
San Mateo County Transit (CA)
Southern California Regional Rail Authority
Valley Metro/RPTA (AZ)
Victor Valley Transit Authority (CA)

Utilities and Water Authorities
Birmingham Water Works Board (AL)
Castaic Lake Water Authority (CA)
Central Arizona Project (AZ)
City of Austin - Austin Energy (TX)
Coachella Valley Water District (CA)
Colorado Springs Utilities
Columbus Water Works (GA)
Denver Water (CO)
Des Moines Water Works (IA)
Easton Utilities Commission (MD)
Great Lakes Water Authority (MI)
Guadalupe-Blanco River Authority (TX)
Loudoun Water (VA)
Metropolitan District Commission (CT)
Navajo Tribal Utility Authority (AZ)
New Braunfels Utilities (TX)
Orange County Public Utilities (FL)
Raleigh Public Utilities District (NC)
Texas Municipal Power Authority
Toho Water Authority (FL)
Upper Occoquan Service Authority (VA)

Other Public Authorities
Cuyahoga Library District (OH)
Illinois Teachers Retirement System
Northern California UFCW
Northern Virginia Regional Park Authority

Methodology & Approach

Our review will consist of qualitative and quantitative data gathering, as well as a detailed assessment of individual policies to conduct a gap analysis and provide recommendations for modifications and changes. Personnel Rules and Regulations should be aligned with best practices and support the strategic priorities of the organization while remaining compliant with city ordinances, State, and Federal laws. In addition, Segal will prepare the City for the future by establishing a governance structure for any future policy creation, updates, and maintenance.

Policy Assessment

Specifically, Segal will:

- Conduct approximately 15-20 interviews with key stakeholders to identify Personnel Rules and Regulations objectives and gaps, as well as strategic goals relative to the personnel policy environment (i.e., current documented and undocumented employment policies and practices)
- Complete an inventory of essential personnel policies and practices, including common, undocumented practices that may be considered or applied as if they were formal policies
- Conduct a thorough review of the content of core personnel rules and regulations, and evaluate the documents for clarity, consistency, relevance to stated goals, quality, and effectiveness
- Provide best practice knowledge, guidance, and examples in policy and governance approaches, structures, practices, and content, including from other Missouri municipalities
- Assess the quality and effectiveness of current policies/governing documents against best practices
- Identify inconsistencies and gaps in policy enforcement and compliance for legal counsel's review
- Identify potential risks relative to employment policies and practices and their application, for legal counsel's review
- Identify policies and practices in need of revision and updating, for legal counsel's review
- Assess effectiveness of current communication, training, and education relative to policies and procedures, and identify future training needs
- Identify and evaluate common, undocumented policies or practices that should either become formal policies or be discontinued
- Identify missing elements or components of the policies/governing documents
- Identify administrative policies that should not be included in the Personnel Rules and Regulations
- Identify internal and external historical or cultural factors impacting effective administration and enforcement of policies

Policy Recommendations

Segal will meet with key stakeholders in at least ten onsite meetings to review and discuss the current and proposed policies. This could include the City Council, City Manager, Department Directors, the Employee Work Group, or various employee groups.

In addition, Segal will schedule 3-5 meetings with the Employee Work Group to finalize recommended modifications to policies. During these meetings, our team will work collaboratively with the City to establish a governance process for any future policy creation, updates, and maintenance. This will allow the City to evaluate and maintain policies on a consistent basis.

The Segal team will compile a recommended final updated Personnel Rules and Regulations Manual that will be presented to the Personnel Board and City Council for adoption. We will also provide a summary of proposed changes by section.

Deliverables and Outcomes

Deliverables and outcomes from the assessment will include:

- A detailed set of annotated Personnel Rules and Regulations, with comments
- A set of recommendations for improving the quality and effectiveness of Personnel Rules and Regulations, including recommendations for content, that are aligned to best practices
- Recommendations for addressing policy gaps and areas where there are compliance challenges with policies and practices, for review by legal counsel
- Targeted approaches to address policy and practice areas that should be modified or eliminated
- A policy governance structure for maintaining, updating, and editing policies and practices across the organization in the future, with the following goals:
  - Creating new policies (including review processes)
  - Maintaining policies
  - Measuring utilization, compliance, and effectiveness of policies (and exceptions)
  - Communicating new and changed policies
- Training and education needs relative to policy administration
- Technology system(s) or tools required to facilitate policy implementation, administration, training, and updates
- Communication approaches, strategies, and protocols to support policy plans and strategies
- An implementation plan to roll out policy changes
- A comprehensive final report which includes:
  - A summary of the findings, observations, issues, risks, challenges, and barriers uncovered as a result of the HR policy and practice assessment
  - A list of miscellaneous or tangential issues related to policy and practice compliance

- Identification of emerging issues, opportunities, and / or threats facing the City that could potentially impact the delivery of HR services and compliance with HR policies
- A documented set of recommendations to improve the overall quality, effectiveness, and efficiency of policy compliance
- Detailed recommendations for policy changes, revisions, creation, and sunsetting in a recommended final updated Personnel Rules and Regulations Manual
- A high-level communications plan to guide the process by which to inform stakeholders of the initiative and subsequently the findings and recommendations
- A policy revision implementation plan to guide the transition
- An executive summary and presentation for City Council

References

Each Consultant must furnish a minimum of three (3) references. References should be listed for similar type work as requested in this RFP. Each reference must identify and describe the project worked on and specify the originating and final project manager for the party providing the reference. References may or may not be reviewed or contacted, at the sole discretion of the City.

The Internet Society

HR Policy Assessment

Sandy Spector
Chief Financial Officer and Senior Vice President, Business Operations
The Internet Society
11710 Plaza America Drive, Suite 400
Reston, VA 20190
spector@isoc.org
(703) 439-2767

Carnival Cruise Line

HR Assessment, Transformation (including Policy Review and Revision Initiative)

David Klein
Director Human Resources
Spirit Airlines (Formerly at Carnival Cruise Line)
2800 Executive Way
Miramar, Florida 33025
David.Klein@Spirit.com
(954) 3641-1178

Covenant Health

HR Policy Assessment

Timothy Juergensen
Vice President, Chief Employee Experience Officer
Covenant Health
100 Ames Pond Rd. Suite 102
Tewksbury, MA 01876
Office (978) 312-4346
Cell: (317) 809-8355
tjuergensen@covh.org

Timeline

Each consultant must furnish a timeline to complete the scope of work outlined in this RFP

Project Phase	30 days	60 days	90 days
Policy Assessment			
Policy Recommendations			

Proposed Fees

Each Consultant will list a cost for all of the services included in the Minimum Scope of Services. An hourly rate at which the City would be billed for any services that the City might request outside the scope of the items listed in this RFP.

Segal will provide professional services and perform the work necessary to complete the assignments and deliverables in the agreed upon timeframes. At all times, Segal and its employees will adhere to Western Michigan University rules, regulations and policies, and maintain the highest levels of integrity and professionalism.

Services	Projected Timeframe	Proposed Fees (Not To Exceed)
Policy Assessment	30-60 Days	$35,000
Policy Recommendations	45-60 Days	$40,000
Total Proposed Fees*		**$75,000**
Travel	**Reimbursed for actual travel expenses consistent with City of Joplin MO policy**	

*Segal's pricing and costs are based on the onsite requirements outlined in the RFP, but we believe this project can successfully be completed virtually and can reduce the total cost if services can be performed all or partially remote.

The proposed fees outlined in this proposal will be paid in three equal installments: an initial one-third of the fee will be paid upon the commencement of services, a second one-third of the fee will be paid at an appropriate point approximately halfway through the engagement, and the final one-third of the fee will be paid upon the completion of services. Fees for services rendered and for travel expenses will be included on an invoice and submitted to the appropriate office for processing. Such invoices will be processed and paid within thirty days of receipt.

Segal Hourly Rates

Consultant Title	Hourly Rate
Associate	$200
Associate Consultant	$250
Consultant	$375
Senior Consultant	$500
Senior Vice President	$620