

**GOVERNING BODY WORKSHOP AGENDA  
ROELAND PARK  
Roeland Park City Hall, 4600 W 51st Street  
Monday, February 6, 2023 6:00 PM**

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| <ul style="list-style-type: none"> <li>• Michael Poppa, Mayor</li> <li>• Trisha Brauer, Council Member</li> <li>• Benjamin Dickens, Council Member</li> <li>• Jan Faidley, Council Member</li> <li>• Jennifer Hill, Council Member</li> </ul> | <ul style="list-style-type: none"> <li>• Open, Council Member</li> <li>• Tom Madigan, Council Member</li> <li>• Kate Raglow, Council Member</li> <li>• Michael Rebne, Council Member</li> </ul> | <ul style="list-style-type: none"> <li>• Keith Moody, City Administrator</li> <li>• Erin Winn, Asst. Admin.</li> <li>• Kelley Nielsen, City Clerk</li> <li>• John Morris, Police Chief</li> <li>• Donnie Scharff, Public Works Director</li> </ul> |
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<b>Admin</b>	<b>Finance</b>	<b>Safety</b>	<b>Public Works</b>
Raglow	Rebne	Poppa	Brauer
Dickens	Hill	Madigan	Faidley

**I. APPROVAL OF MINUTES**

- A. Governing Body Workshop Meeting Minutes January 17, 2023

**II. DISCUSSION ITEMS:**

1. Racial Equity Framework – Revised 2021 Budget Objective (15 min)
2. Discuss Hiring a Firm to Complete a Wage and Benefits Survey (10 min)
3. 2022-23 Leaf Collection Program Report (5 min)
4. Discuss Regional Resource Sharing Resolution (5 min)
5. Executive Session - Attorney/Client Privilege I move that the Governing Body recess into executive session under the attorney/client privilege exception to the Open Meetings Act in order to discuss personnel matters, with the open meeting to resume in the council chamber at \_\_\_\_\_.
6. Discuss Limitations on 2024 Objectives (5 min)

**III. NON-ACTION ITEMS:**

**IV. ADJOURN**

**Welcome to this meeting of the Committee of the Whole of Roeland Park.  
Below are the Procedural Rules of the Committee**

*The governing body encourages citizen participation in local governance processes. To that end, and in compliance with the Kansas Open meetings Act (KSA 45-215), you are invited to participate in this meeting. The following rules have been established to facilitate the transaction of business during the meeting. Please take a moment to review these rules before the meeting begins.*

- A. **Audience Decorum.** Members of the audience shall not engage in disorderly or boisterous conduct, including but not limited to; the utterance of loud, obnoxious, threatening, or abusive language; clapping; cheering; whistling; stomping; or any other acts that disrupt, impede, or otherwise render the orderly conduct of the Committee of the Whole meeting unfeasible. Any member(s) of the audience engaging in such conduct shall, at the discretion of the City Council President (Chair) or a majority of the Council Members, be declared out of order and shall be subject to reprimand and/or removal from that meeting. **Please turn all cellular telephones and other noise-making devices off or to "silent mode" before the meeting begins.**
  
- B. **Public Comment Request to Speak Form.** The request form's purpose is to have a record for the City Clerk. Members of the public may address the Committee of the Whole during Public Comments and/or before consideration of any agenda item; however, no person shall address the Committee of the Whole without first being recognized by the Chair or Committee Chair. Any person wishing to speak at the beginning of an agenda topic, shall first complete a Request to Speak form and submit this form to the City Clerk before discussion begins on that topic.
  
- C. **Purpose.** The purpose of addressing the Committee of the Whole is to communicate formally with the governing body with a question or comment regarding matters that are on the Committee's agenda.
  
- D. **Speaker Decorum.** Each person addressing the Committee of the Whole, shall do so in an orderly, respectful, dignified manner and shall not engage in conduct or language that disturbs, or otherwise impedes the orderly conduct of the committee meeting. Any person, who so disrupts the meeting shall, at the discretion of the City Council President (Chair) or a majority of the Council Members, be declared out of order and shall be subject to reprimand and/or be subject to removal from that meeting.
  
- E. **Time Limit.** In the interest of fairness to other persons wishing to speak and to other individuals or groups having business before the Committee of the Whole, each speaker shall limit comments to two minutes per agenda item. If a large number of people wish to speak, this time may be shortened by the Chair so that the number of persons wishing to speak

may be accommodated within the time available.

- F. **Speak Only Once Per Agenda Item.** Second opportunities for the public to speak on the same issue will not be permitted unless mandated by state or local law. No speaker will be allowed to yield part or all of his/her time to another, and no speaker will be credited with time requested but not used by another.
  
- G. **Addressing the Committee of the Whole.** Comment and testimony are to be directed to the Chair. Dialogue between and inquiries from citizens and individual Committee Members, members of staff, or the seated audience is not permitted. Only one speaker shall have the floor at one time. Before addressing Committee speakers shall state their full name, address and/or resident/non-resident group affiliation, if any, before delivering any remarks.
  
- H. **Agendas and minutes** can be accessed at [www.roelandpark.org](http://www.roelandpark.org) or by contacting the City Clerk

***The governing body welcomes your participation and appreciates your cooperation. If you would like additional information about the Committee of the Whole or its proceedings, please contact the City Clerk at (913) 722.2600.***

**Item Number:** APPROVAL OF MINUTES- I.-A.  
**Committee** 2/6/2023  
**Meeting Date:**



**City of Roeland Park**  
Action Item Summary

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**Date:**  
**Submitted By:**  
**Committee/Department:**  
**Title:** Governing Body Workshop Meeting Minutes January 17, 2023  
**Item Type:**

**Recommendation:**

**Details:**

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

**ATTACHMENTS:**

Description	Type
▢ Governing Body Workshop Meeting Minutes January 17, 2023	Cover Memo

**GOVERNING BODY WORKSHOP MINUTES**  
**Roeland Park City Hall**  
**4600 W 51st Street, Roeland Park, KS 66205**  
**Tuesday, January 17, 2023, 6:00 P.M.**

- Michael Poppa, Mayor
- Trisha Brauer, Council Member
- Benjamin Dickens, Council Member
- Jan Faidley, Council Member
- Jennifer Hill, Council Member

- Tom Madigan, Council Member
- Michael Poppa, Council Member
- Kate Raglow, Council Member
- Michael Rebne, Council Member

- Keith Moody, City Administrator
- Erin Winn, Asst. Admin.
- Kelley Nielsen, City Clerk
- John Morris, Police Chief
- Donnie Scharff, Public Works Director

**Admin**  
Raglow  
Dickens

**Finance**  
Rebne  
Hill

**Safety**  
*Open*  
Madigan

**Public Works**  
Brauer  
Faidley

(Governing Body Workshop Called to Order at 6:56 p.m.)

**ROLL CALL**

CMBR Hill called the meeting to order. CMBRS Rebne and Brauer were absent. All other Governing Body were present with CMBR Raglow appearing virtually.

**I. MINUTES**

**1. Governing Body Workshop Meeting Minutes January 3, 2023**

The minutes were approved as submitted.

**II. DISCUSSION ITEMS**

**1. Change Gallery Director's Monthly Compensation and Job Duties**

At the last City Council meeting, the Arts Committee made a recommendation to increase the stipend for the director as well as to formalize the title of Gallery Director and define the position's job duties. Staff has incorporated that into the draft. City Administrator Moody provided options for the source of additional funding for the Gallery Director position as either coming directly from the Arts Committee's annual allocation or being added as a budget item.

Mayor Poppa said it was his understanding their discussion at the Council meeting was to not take the funds allocated to the Arts Committee.

CMBR Madigan agreed that it should be a budget item. He said to take a look around and it is very easy to see the hard work the director has already done. He suggested this become a line item for the 2024 budget.

Mayor Poppa said he would like to see the increase this year and then become part of their budget discussion. City Administrator Moody recommended amending the City code with the amount and express their intent to incorporate it as a budget line item.

CMBR Faidley said she would like to see the increase begin next month.

CMBR Hill expressed agreement for the amount being raised starting in February and to become a budget item.

Mayor Poppa said the language for the Arts Committee is they shall appoint or elect a chair and a vice-chair. Their request is to amend to have the co-chair structure and the flexibility it gives them. There was agreement to amend the language.

## **2. 4<sup>th</sup> Quarter Report from Public Safety**

Police Chief Morris reported it was a very busy 4<sup>th</sup> quarter. He said they saw a marked increase in theft. He also reviewed the number and types of calls the Police Department received. He also presented the statistics for accidents, arrests, and citations. He noted that 35.64 percent of their stops were for speeding following by infractions for insurance, registrations, and driver's licenses.

He said the SRO program at Bishop Miege is going well, and so is their K-9, Rango. Police Chief Morris said they will be down two officers and they are trying to do some recruiting. Also, at the time of the meeting there was no animal control or co-responder reports.

CMBR Faidley asked about the recent injury accident. Police Chief Morris said it was at Roe and Roe Lane, but it was not too serious, but the person did need to be transported by ambulance.

CMBR Faidley asked about term used in his report for racial profiling. Police Chief Morris said that is the correct specific term used for law enforcement and the way it is printed on their DigiTicket reports.

CMBR Faidley also noted there were 21 mental disorder incidents, but only three that involved the co-responder. Police Chief Morris said it depends on the type of call whether the co-responder is involved. He said that sometimes they make contact with a party after the event. CMBR Faidley also asked if they are available when needed, and Police Chief Morris said they absolutely are.

CMBR Hill asked out of 3 co-responder contacts involved, was the individual willing to speak with them. Police Chief Morris said they cannot force someone to speak with them.

CMBR Madigan also noted the spike in theft at Lowe's. He said they are going to go with power tools that cannot be activated until they are paid for. Police Chief Morris said Lowe's has a different philosophy and would like to see them take that approach. He said it is hard to enforce anything when they have a 100 percent hands-off policy. They are all trying to figure out a better way to deal with this issue.

## **3. 4<sup>th</sup> Quarter Report from Public Works**

Public Works Director Scharff reported that his staff hours invested over 10,000 hours in the 4<sup>th</sup> Quarter. He said they want to get their street maintenance statistics back up. He also showed the breakdown of how their hours were spent and also the parks maintenance areas.

For 2022, they had the large CARS Elledge Drive improvements project that is now complete. There was also the joint project with Fairway for the Buena Vista and 53<sup>rd</sup> Street sidewalk construction and

corresponding roadway improvements. Lastly, there was also the joint project with Mission for the Johnson Drive improvements.

The leaf program was completed on January 11<sup>th</sup>. Their web-based interactive map and third-party GPS tracking had its challenges. Public Works Director Scharff reviewed the statistics of the program and will bring final costs to the Governing Body at their February 6<sup>th</sup> meeting.

The Public Works staff also worked on maintaining the City's streetlights. R Park is 95 percent complete and includes the new traffic garden, playground structure, and a new tornado siren. They are currently waiting on the play surface.

Public Works Director Scharff also reviewed his department's objectives which included finding a new location, which they have. He also said that they are actively recruiting for maintenance staff. And also the Canterbury project was sent out for bid in January. There have been eight or nine inquiries, and they should be awarding the project in February. The project will also include installing of missing pieces of sidewalk. They are also working to obtain temporary construction easements.

CMBR Faidley asked if they have itemized the amount of salt that has been used. Public Works Director Scharff said he can't quantify how much they have used, but they do try to replenish their supply as soon as they use it.

CMBR Faidley also asked about what she terms as "winter" trash that is seen when the foliage has died back. She asked if there was any way to possibility coordinate a volunteer activity that would include their residents. She also asked if Public Works could do pickups in the medians and high traffic areas for safety reasons.

CMBR Hill said the Sustainability Committee is already on that issue. Public Works Director Scharff added that his department goes around every day emptying trash at the parks, City property, and other high traffic areas.

City Administrator Moody wanted to stress that Public Works has two full-time positions that are vacant. They have worked with a permanent placement agency and have had no prospects to date. They have also reached out to Kansas City, Kansas Community College, Construction Technology Division. He said it is frustrating, but they are working to get recruits.

Regarding the new Public Works facility, they have received six Construction Manager At-Risk RFP responses. They will be interviewing three firms on Friday. They should have a recommendation and agreement for approval by the Governing Body at the February 6<sup>th</sup> meeting for the position.

#### **4. 4<sup>th</sup> Quarter 2022 Strategic Plan Progress Report**

City Administrator Moody reviewed the completed initiatives that they have been tracking since starting the Strategic Plan in 2017. In summary, the City has completed 164 initiatives since the plan was adopted. This equates to a \$27.1 million investment by the City.

CMBR Madigan said there is nothing listed under marketing. Several residents have approached CMBR Madigan wanting to know why Roeland Park does not have a t-shirt available. Mr. Madigan would like them to look at that. He said that would cover marketing and outreach.

City Administrator Moody said they purchased a t-shirt which was given out to during the leaf collection program for those who were participating. He said they do not have a large supply left, but said they can purchase additional shirts with their logo.

CMBR Faidley asked if there was a surplus to the Aquatics Center t-shirts. City Clerk Nielsen said that they are all gone.

CMBR Madigan said they should give t-shirts to their volunteers as they are ambassadors for the City. City Administrator Moody said they have provided shirts to committee members at one time, but they have not kept up with that.

CMBR Faidley said the report shows the multi-purpose trail in Nall Park as completed. She does not believe it should be considered complete given the drainage work done on the parking lot. City Administrator Moody said he will make sure that is on the list for Kansas Heavy.

CMBR Madigan also said that he has reached out to Urban Trails who refuses to respond after several attempts. He has even contacted Johnson County Parks and Recreation for assistance in reaching out to them, to no avail. City Administrator Moody said he would follow-up and asked for CMBR Madigan's contact information.

## **5. 4<sup>th</sup> Quarter 2022 Objectives Progress Report**

City Administrator Moody said they have been very productive. The summary provided dates back to 2017 which is the first year they had objectives. He noted there were 11 in 2022, and 2 remain incomplete. He also noted that the projects were completed at or under budget for 2022. The summaries for prior years are also included in the packet report.

CMBR Hill asked what year the Aldi staircase was categorized. City Administrator Moody said it was in 2022 and was bundled with the Cedar Street sidewalk, parking lot improvements at the Community Center when it became one capital project.

CMBR Faidley asked if they still anticipate the playground surface at R Park to come in under budget. City Administrator Moody said they have identified the cost separately from the rest of the playground equipment, but he did not have the number right at hand and would report back on that.

City Administrator Moody thanked the staff noting there was a lot of lift not only with the objectives, but they had a lot of very diverse capital projects occurring at the same time, which was certainly more than normal. He also thanked them for all the extra effort put in to bringing those objectives to fruition and for keeping the City moving forward. They want to continue to deliver to the residents what they voted on with the increased sales tax. They will continue doing that in 2023 with two large projects, the one at the Community Center and the other on Canterbury.

### **III. NON-ACTION ITEMS:**

*No items were presented.*

### **IV. ADJOURN**



CMBR Hill adjourned the meeting.

(Roeland Park Governing Body Workshop Adjourned at 7:45 p.m.)

**Item Number:** DISCUSSION ITEMS- II.-1.  
**Committee** 2/6/2023  
**Meeting Date:**



**City of Roeland Park**  
Action Item Summary

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**Date:** 8/31/2022  
**Submitted By:** Erin Winn  
**Committee/Department:** Administration  
**Title:** **Racial Equity Framework – Revised 2021 Budget Objective (15 min)**  
**Item Type:** Discussion

**Recommendation:**

**Staff is looking for direction on proposed implementation of a 2021 Budget Objective to conduct a quarterly racial equity and diversity assessment.**

**Details:**

**Direction after the 9/6 discussion:**

- 1. pull data about purchases over \$15,000 approved by Council on an annual basis**
- 2. explore how to integrate racial equity considerations into all decisions, regardless of dollar amount**

After the 9/6 discussion, staff was directed to pull data about large purchases made by the City on an annual basis. While compiling this data, it became clear that the majority of large purchases are tied to capital projects or budget objectives. Because these items require months of planning and forethought, introducing a racial equity analysis at the point of purchase doesn't seem the most effective way to integrate considerations of equity into major city processes.

In lieu of this, staff recommends including some of the racial equity impact guiding questions on the budget objective template. This will ensure that our annual programmatic development is done through a racial equity lens.

Additionally, to bring racial equity considerations to the forefront of all municipal decisions, staff recommends adding the question to the agenda form "what are the racial equity implications of this item?" The expectation would be that staff and council collaborate on this question when the item calls for it. The bank of questions on the attached equity impact analysis could be used to further

drive discussion when necessary.

### **9.6.22 Workshop**

In 2021, Council approved a budget objective to conduct a quarterly assessment of racial equity and diversity initiatives in the City. The original budget objective language contemplated an ad-hoc committee rating municipal actions according to a customized rubric.

Through participation in the pilot Racial Equity in Communities program, the City had access to technical assistance hours with experts from United Community Services and the KU Public Management Center. Over the last several months, there has been a coordinated effort between staff, members of the Racial Equity Committee and members of Council to draft an implementation of the 2021 budget objective that is both responsive to Roeland Park's context and likely to drive meaningful action on racial equity at the municipal level.

Attached to this agenda item are two documents that will help walk through a possible implementation of this objective:

**1. A Racial Equity Impact Analysis** - this is a checklist of questions that could be answered when discussing agenda items to help gauge the racial equity implications of a given decision. The threshold for which agenda items would be required to undergo this analysis is proposed at anything over \$15,000. The analysis includes a list of questions compiled by staff, thought partners through Racial Equity in Communities and the Racial Equity Committee. The list is not exhaustive, and it's also likely that not every question will be applicable to every agenda item. The intent is not to simply check every question off the list, but to develop a list of guiding reflection questions that will prompt discussion about racial equity implications.

**2. A Quarterly Racial Equity Assessment Protocol** - This is a draft agenda of a meeting to conduct a quarterly racial equity assessment protocol. The intent of this process is to gather a group of diverse stakeholders and get feedback on major City actions and decisions over the past quarter and ask the following questions:

- which actions helped advance racial equity in the City?
- which actions harmed racial equity in the City?

It's important to name that the intent of this assessment is not to shame, blame or criticize. Rather it's to acknowledge that there are always unforeseen and unintended consequences to actions and that it's incumbent upon City leadership to adopt of posture of humility and reflection in service of the greater good.

The agenda includes a facilitated discussion of a few City actions and would rely on a structured protocol to guide the time. Staff would recommend hiring an outside, neutral party to facilitate the process and introduce evidence-based discussion protocols. The \$2,000 included in the budget objective could be used for this purpose.

### **Considerations:**

**-Paradigm shift:** this won't be a one-time, quick fix conversation. It will be important to continue to name this as we work through agenda items and broaden our scope of what type of actions have racial equity implications. While staff would take the lead to determine which items are eligible for a racial equity impact analysis, it's unlikely that we would be able to provide answers to all of the questions. The goal should be to structure a collaborative process involving all stakeholders.

**-Participation:** How do we engage community members in the evaluation of City progress towards racial equity?

**-Resources:** How are we equipping our staff, elected officials and community members to answer these questions in a meaningful and data-driven way? What type of help do we need?

**-Frequency:** Should we consider conducting the assessment bi-annually instead of quarterly? Would this encourage more participation?

**-Threshold:** Is \$15,000 an appropriate trigger for the racial equity impact analysis?

**Next steps:**

- feedback on the two proposed components
- direction on timeline for implementation

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

**ATTACHMENTS:**

Description	Type
▣ Original budget objective language	Cover Memo
▣ Racial Equity Impact Analysis	Cover Memo
▣ Quarterly Racial Equity Assessment Protocol	Cover Memo

## Objectives:

### 1. Quarterly Diversity and Racial Equity Assessment

Justification:

Beginning with the passage of the NDO, which added protections in Roeland Park for LGBTQ-identified folks, we have established a commitment to diversity. The Diversity Proclamation, approved later, also reinforces our commitment to embracing and enhancing the diversity of our city.

The fourth paragraph of the Proclamation states: “*Roeland Park aspires to embrace a multi-cultural future and strives to be a model for other suburbs to emulate*”. That said, it is not always clear what actions contribute to building a more diverse or “multi-cultural” community. Additionally, diversity applies to gender, sexual orientation, age, and social class among other identities. Embracing all our residents’ identities is essential, but given our community was established to be racially segregated, it is also essential that we keep racial diversity in front of us. This is a way we can attempt to repair the harm caused by racial segregation, a legacy that continues even without explicit legal enforcement today. This gives us a chance to undo its ugly consequences and strengthen our community.

In fact, Roeland Park as a city is not only segregated from other more racially diverse municipalities, we are also a city segregated by race and income within our city boundaries. We cannot confront the more distant phenomenon without confronting the local one.

I am recommending discussion on this racial equity assessment for both substance and frequency. In my thinking now, holding these quarterly would not create an undue burden on our responsibilities to complete other tasks, but would not be so infrequent as to render it irrelevant or simply a celebration of accomplishments.

I am suggesting we establish an ad-hoc committee of elected officials and residents to collaborate with staff to compile a list of ongoing community projects. This list would then be matched up to a rubric personalized to Roeland Park and our racial equity goals. We would then decide if our actions have had a positive impact and demonstrate that we are either “embracing a multi-cultural future” or if these actions were not effective in furthering diversity and should therefore make some adjustments. The ad-hoc committee would report on the performance semi-annually.

Similar to the way we regularly check in on our progress toward the strategic plan, or the way we all have accountability measures in our careers, I envision this as clarifying a dimension of that accountability that we already feel responsibility for in other areas. Using these regularly scheduled assessments we can start to quantify our impact and ultimately create the future we want for all in our community.

I would like this to be placed on a workshop agenda as discussion so that together we can flesh out the details of this in a way we feel like we can all participate. The links below are to help illustrate my intention broadly, though it's understood we would want to make an assessment that fits for Roeland Park. Incidentally, King County, whose equity assessment is featured below, is also one of the researched resources for our proposed parental leave policy.

<https://www.stpaul.gov/departments/planning-economic-development/racial-equity-metrics>

<https://www.raceforward.org/practice/tools/racial-equity-impact-assessment-toolkit>

<https://kingcounty.gov/elected/executive/equity-social-justice/strategic-plan/equity-strategic-plan.aspx>

[https://library.municode.com/ks/roeland\\_park/codes/code\\_of\\_ordinances?nodeId=CHVBULIRE\\_ART12PRDIEMHOPUAC](https://library.municode.com/ks/roeland_park/codes/code_of_ordinances?nodeId=CHVBULIRE_ART12PRDIEMHOPUAC)

<https://statisticalatlas.com/place/Kansas/Roeland-Park/Race-and-Ethnicity>

Cost Estimate: \$2,000/year **Account 108.5214 City Council Contracted Services**

Completion Date: June 30, 2021 and December 31, 2021

Responsible Party: While this equity assessment still requires discussion and clarifying, it is clear there will be an impact on staff. Staff time will need to be spent helping the ad-hoc committee and governing body to evaluate whether policies have a disparate impact on different groups.

For example, a sidewalk proposed along Buena Vista may help one potentially wealthier part of our city at the expense of a poorer area of our city, (the northwest corner of Roeland Park, for example) that also needs a sidewalk for school access.

In this case the governing body would rely on staff to pull together some demographic information about the impacted areas and some comparative data about resources used by city block or tract. This will take time and money to collect this data.

Submitted By:

Michael Rebne



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## Racial Equity Impact Analysis for items > \$15,000

Racial equity: the condition(s) in which race does not factor into or determine one's life outcomes (socioeconomic, health, education, etc).

Policy/item: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### Guiding Questions:

1. What is the intended outcome of this item?
2. What larger goal does this item align with?
3. Where did the proposal originate?
4. Does this item benefit all racial groups?
5. Does this item leave out any racial groups?
6. What (if any) social determinants of health are impacted by this item\*?
7. What (if any) are the unintended economic and environmental impacts of this item?  
(pollution, development, etc)
8. Has the impacted community been involved?
9. What is the plan to communicate the program with all stakeholders?
10. Who has the opportunity to provide the service?

\*Social determinants of health are the conditions in the environment where people are born, live, learn, work, play, worship and age that affect a wide range of health and quality-of-life outcomes. Several social determinants of health that are particularly relevant to municipal government are:

- Safe and affordable housing
- Walkable neighborhoods
- Access to bike lanes
- Criminal justice system
- Access to recreational activities



## Quarterly Racial Equity Progress Assessment Meeting

**Goal:** to reflect quarterly on major City decisions and how they furthered or hindered racial equity

**Pre-work:** review summary of major City actions and decisions from Q2 2022

### Agenda

- I. Grounding in the Why – what are the conditions that create equity? What are the City’s goal around equity?
- II. Norm setting
- III. High level overview of decisions in the last quarter
- IV. Sorting activity: which decisions helped racial equity in our City and which decisions harmed racial equity in our City?
  - a. Allow for explanation and nuance
- V. Deep dive into 1-2 actions with guiding questions (use protocol facilitated by outside party)
- VI. Conclusion
  - a. What we learned
  - b. What it means
  - c. What we take forward
  - d. Celebrations

Item Number: DISCUSSION ITEMS- II.-2.  
Committee 2/6/2023  
Meeting Date:



**City of Roeland Park**  
Action Item Summary

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Date: 1/26/2023  
Submitted By: Keith Moody  
Committee/Department: Administrative Committee  
Title: **Discuss Hiring a Firm to Complete a Wage and Benefits Survey (10 min)**  
Item Type: Discussion

**Recommendation:**

**The Administrative Committee and Staff recommend consideration of hiring a firm with expertise in completing a wage and benefits survey.**

**Details:**

During the past 2 years a substantial number of local government entities have completed compensation studies and implemented significant wage and benefit changes. The Mid America Regional Council assisted with a quick survey of KC Metro Communities that have completed a compensation survey in the past 3 years, the results are attached.

Although Roeland Park has continued to complete an annual review and update to our pay scale, the frequency and magnitude of change occurring in our market area leads me to conclude that a professionally conducted survey is warranted. The Administrative Committee discussed the matter on 1/24/23 and feels the idea warrants further discussion at workshop.

For reference of what such a survey would entail I have attached proposals from firms that specialize in performing these services. Both have completed such surveys for communities in the KC metro during the past two years. The fees range from \$20k to \$30k. I do think it critical for the survey to look at total compensation (wages and benefits) so that the analysis is complete. Benefits can make up over 25% of total compensation and therefore it is essential to see how our benefits AND wages compare to our market (comparable communities). Having a firm that is an expert in conducting such surveys as well as having current experience with market trends/changes will ensure the process and implementation are accurate and professionally administered. Having an independent firm also avoids criticism of accuracy or bias were the survey to be conducted by staff.

A wage survey was completed in 2018 by Gallagher. That analysis did not look at benefits. If a survey were to be conducted, we would want to move forward with selecting a firm, so they have ample time to complete the process and deliver final recommendations by June of 2023. This would provide opportunity to reflect any changes planned for 2023 or 2024 with the budget approval process which generally occurs in July/August each year. This is not a budgeted expense in 2023. It is anticipated that the cost of the survey would be offset by the unspent wages from current vacancies.

We are looking for your feedback on if a survey should be pursued. If direction is to proceed, staff would secure at least one additional proposal and develop a recommendation for a firm with the Administrative Committee. Council would need to take action to approve a service agreement at a future meeting.

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

Additional Information

**KS and MO Agencies that McGrath has completed surveys for in 2021-22:**

- City of Clayton, MO
- City of Dodge City, KS
- City of Excelsior Springs, MO
- City of Garden City, KS
- City of Kirkwood, MO
- City of Lansing, KS
- City of Lawrence, KS
- City of McPherson, KS
- City of Merriam, KS
- City of North Kansas City, MO
- City of Pleasant Valley, MO
- City of Prairie Village, KS
- City of Richmond, MO
- City of Smithville, MO
- City of Topeka, KS
- Cowley County, KS
- Sedgwick County, KS

**ATTACHMENTS:**

Description	Type
<input type="checkbox"/> Summary Report for KC Metro Communities that Have Completed Compensation Survey Recently	Cover Memo
<input type="checkbox"/> Detail Report for KC Metro Communities that Have Completed Compensation Survey Recently	Cover Memo
<input type="checkbox"/> McGrath Compensation Survey Proposal	Cover Memo
<input type="checkbox"/> Gallagher Compensation Survey Proposal	Cover Memo

# Recent Compensation Studies in the Kansas City Region

39 Responses   03:25 Average time to complete   Closed Status

1. Has your organization scheduled or completed a professionally administered compensation study in the last three years?



2. What year did you complete the compensation study?



3. What was included in the scope of your study?



4. Does your organization utilize bonuses for recruitment?

● Yes	10
● No	13



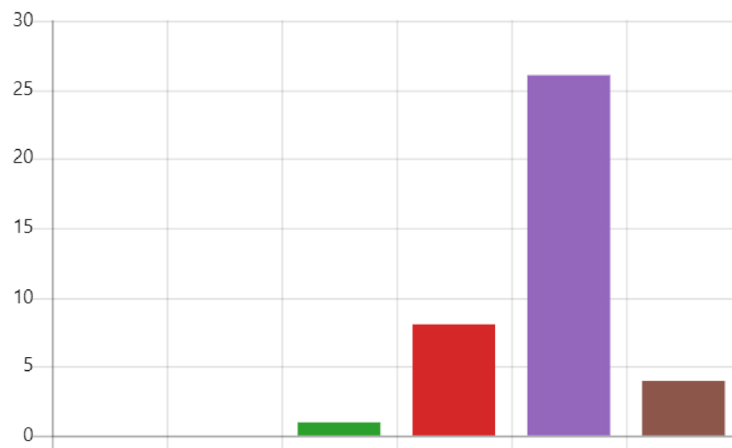
5. What type of bonus(es) do you offer? Check all that apply.

● Referral bonus	9
● Sign on bonus	7
● Retention bonus	6
● Other	2



6. How often does your organization complete a professionally administered compensation study?

● Yearly	0
● Every 2 years	0
● Every 3-4 years	1
● Every 5+ years	8
● As needed - no set schedule	26
● Never	4



Has your organization scheduled or completed a professionally administered compensation study in the last three years?	What year did you complete the compensation study?	What was included in the scope of your study?	Does your organization utilize bonuses for recruitment?	What type of bonus(es) do you offer? Check all that apply.	How often does your organization complete a professionally administered compensation study?	What is the name of your organization (city/county and state)?
Yes	2022	wages and benefits	Yes	Sign on bonus;Referral bonus;*Only for Police Officers at this time;	Every 5+ years	City of Lansing, KS
Yes	Began 2021, completed and implemented in 22	wages and benefits	No		As needed - no set schedule	City of Smithville, MO
Yes	2022	wages and benefits	No		As needed - no set schedule	Richmond/Ray/Missouri
No					Never	Kearney, MO
Yes	2022	wages only	No		Every 3-4 years	North Kansas City, MO
No					As needed - no set schedule	Bonner Springs, Kansas
Yes	Wrapping up currently	wages only	Yes	Referral bonus;Sign on bonus;Retention bonus;	As needed - no set schedule	City of Independence, Missouri (Jackson County)
No					Never	Leavenworth County, Kansas
Yes	2021	Wages and job description updates	No		As needed - no set schedule	Miami County, Kansas
Yes	2022	wages and benefits	Yes	Referral bonus;	As needed - no set schedule	City of Merriam
Yes	2021	wages and benefits	Yes	Referral bonus;Retention bonus;	As needed - no set schedule	Lenexa, Kansas
Yes	2022	wages only	No		Every 5+ years	City of Harrisonville, MO
No					As needed - no set schedule	Edwardsville, KS
No					As needed - no set schedule	City of Pleasant Hill, MO
Yes	Prior to 2021	wages and benefits	No		As needed - no set schedule	Jackson County
Yes	2021	wages and benefits	No		As needed - no set schedule	City of Tonganoxie, KS
No					As needed - no set schedule	Gladstone, Clay County, Missouri
Yes	2022	wages only	No		Every 5+ years	Douglas County, Lawrence, KS
Yes	Prior to 2021	wages only	No		As needed - no set schedule	Platte City
No					As needed - no set schedule	Roeland Park

Has your organization scheduled or completed a professionally administered compensation study in the last three years?	What year did you complete the compensation study?	What was included in the scope of your study?	Does your organization utilize bonuses for recruitment?	What type of bonus(es) do you offer? Check all that apply.	How often does your organization complete a professionally administered compensation study?	What is the name of your organization (city/county and state)?
Yes	the study was done in 2018 but the report wasn't made available until 2019	wages only	Yes	Sign on bonus;Referral bonus;	As needed - no set schedule	City of Lawrence, Kansas
No					As needed - no set schedule	City of Liberty; Clay County, MO
Yes	2021	wages and benefits	No		Every 5+ years	City of Parkville, Missouri
Yes	2022	wages and benefits	Yes	Referral bonus;Sign on bonus;Retention bonus;	As needed - no set schedule	City of Excelsior Springs
Yes	2021	wages only	No		Every 5+ years	City of Topeka (Topeka, Shawnee, Kansas)
Yes	2022	wages and benefits	Yes	Referral bonus;Retention bonus;	As needed - no set schedule	City of Grandview (Missouri)
No					As needed - no set schedule	City of Lake Quivira
No					Never	City of Lone Jack
Yes	Planned for 2023	wages and benefits	No		Every 5+ years	City of Mission Hills
Yes	Done late 2022; implementing in 2023	wages and benefits	Yes	Referral bonus;Sign on bonus;Retention bonus;	As needed - no set schedule	City of Raytown MO
No					Never	City of Buckner
Yes	2022	wages and benefits	No		As needed - no set schedule	City of Richmond/Ray County, Missouri
No					As needed - no set schedule	City of Oak Grove
Yes	2022	wages and benefits	Yes	Referral bonus;Sign on bonus;	Every 5+ years	City of Prairie Village
No					As needed - no set schedule	City of Lee's Summit
No					As needed - no set schedule	Unified Government of Wyandotte County/Kansas City, KS
No					As needed - no set schedule	City of Lawson
No					Every 5+ years	Westwood, KS
Yes	2022	wages and benefits	Yes	Sign on bonus;Retention bonus;	As needed - no set schedule	Johnson County, KS

23 out of 38 respondents have completed a compensation survey in the past 3 years.

10 of the 38 respondents employ bonuses for recruiting purposes.

Professional Proposal Prepared for  
**The City of Roeland Park, Kansas**



**Compensation and Benefits Study**

**Submitted By:  
McGrath Human Resources Group**

**Corporate Office  
PO Box 865  
Jamestown, TN 38556**

**Dr. Victoria McGrath, CEO  
victoriaphd@mcgrathconsulting.com  
815.728.9111**



**McGrath**  
HUMAN RESOURCES GROUP

**December 30, 2022**





December 30, 2022

Keith Moody  
City Administrator  
4600 W 51st Street  
Roeland Park, KS 66205

Dear Keith Moody:

Thank you for the opportunity to submit our qualifications to become your compensation business partner and perform a Compensation and Benefits Study for the City of Roeland Park, Kansas.

Developing and maintaining a competitive classification and compensation plan in today's current environment is extremely challenging, yet essential to attract, motivate, engage, and retain a qualified workforce. McGrath Human Resources Group understands the issues public sector entities are facing as our firm provides human resources consulting services primarily for the public sector, with emphasis on compensation, *including within the State of Kansas*. We offer a transparent, engaging, and collaborative approach to develop a compensation solution built specifically for each client, which aligns with your compensation philosophy and strategy to attract and retain competent professionals, conform to all legal requirements, and fit within the City's fiscal reality.

Detailed information regarding our firm, consulting team, scope of work, work plan, methodology and process, proposed work schedule, project fees, and other information are presented within this proposal. All conditions contained in the attached proposal are valid for a minimum of 90 days from December 28, 2023. I am the authorized individual to contractually bind the Firm.

As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask. We look forward to the opportunity to work with the City of Roeland Park and its employees on this important project.

Sincerely,

A handwritten signature in blue ink that reads "Victoria J. McGrath".

Victoria J. McGrath, Ph.D., CEO  
PO Box 865  
Jamestown, TN 38556  
[victoriaphd@mcgrathconsulting.com](mailto:victoriaphd@mcgrathconsulting.com)

815.728.9111 (office)  
931.214.2262 (direct)  
815.331.0215 (fax)

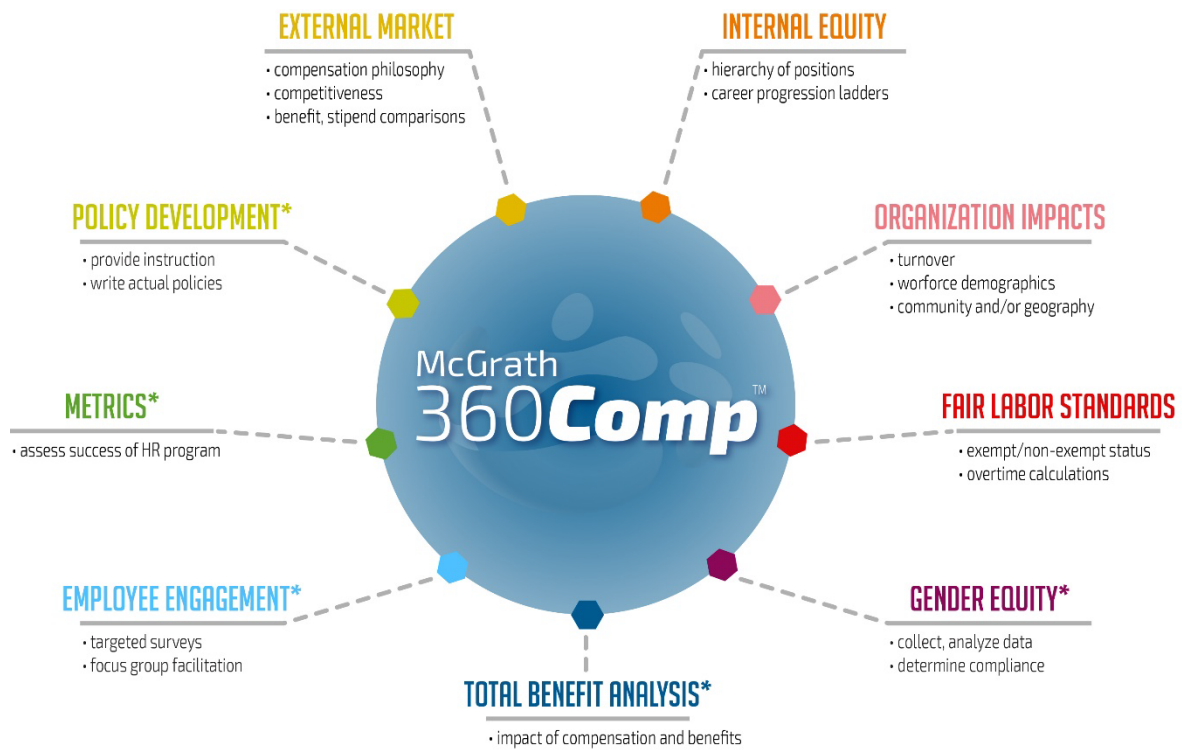


# Contents

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- Experience and Qualifications* .....4**
  - Consulting Team..... 6
  - References ..... 13
  - Public Sector Project History..... 15
- Project Approach and Methodology* .....17**
  - Proposed Approach..... 17
  - Methodology and Work Plan ..... 18
    - 1. Project Orientation ..... 18
    - 2. Project Initiation and Assessment.....18
    - 3. Compensation Philosophy ..... 19
    - 4. Classification Analysis (Job Analysis)..... 19
    - 5. Compensation Analysis..... 20
    - 6. Benefits and Rewards Analysis (Optional Add-on) ..... 21
    - 7. McGrath 360Comp™ Integration..... 21
    - 8. Systems Update and Review ..... 22
    - 9. Finalization ..... 22
    - 10. Presentation and Communication..... 23
    - 11. Ongoing Support and Training ..... 23
- Proposal Timeline* ..... 23**
  - Project Progress Communication ..... 24
- Cost Proposal* ..... 24**
  - Terms of Payment..... 24
  - Optional Services..... 25





\* **OPTIONAL**



## Experience and Qualifications

**McGrath Consulting Group, Inc.** was started in 2000, specializing in public sector consulting in the fields of human resource management and public safety (fire, EMS, police, and communications). Our Firm has over 20 professional consultants who are assigned to projects based upon their professional background and skillset they bring to each client.

**McGrath Human Resources Group** is the Human Resources Division overseen by Dr. Victoria McGrath. Since 2000, McGrath has conducted hundreds of comprehensive compensation and classification studies nationwide, including Kansas. **The Human Resources consulting team is comprised of experienced human resources practitioners from both the private sector and local city and county government in Kansas and have been part of this human resources consulting team between 8-22 years.**

Company Name	McGrath Human Resources Group
Parent Organization	McGrath Consulting Group, Inc.
Established	May 1, 2000
Years of Service	21
Type of Firm	Private Corporation
Company Mailing Address	P.O. Box 865 Jamestown, TN 38556
Responsible Party and Project Administrator	Dr. Victoria McGrath, Ph.D., SPHR CEO
Email Address	victoriaphd@mcgrathconsulting.com
Phone Number	(815) 728-9111
Fax Number	(815) 331-0215
Insurance	Erie Insurance: Auto, General Liability, and Workers Compensation Mount Vernon: Professional Liability Chubb: Cyber Security Liability
Office Locations	Chippewa Falls, WI Jamestown, TN Junction City, KS Strongsville, OH

We do not offer an off-the-shelf work product, but rather, we approach each client with the goal to understand your organization, culture, current and future needs, and fiscal reality to develop total compensation solutions that are developed uniquely for you, align with your compensation philosophy and strategy, while using a collaborative and transparent process.

Our Firm also provides related human resources consulting which includes but is not limited to benefit analysis, job description development, HR Audits, performance management program development, training, policy development, operational studies, and staffing studies. Our Human Resources team is also involved in organizational studies related to public safety.

### Why Choose McGrath Human Resources Group?

#### **We do not ask you to adapt to an off-the-shelf solution.**

- ❖ Even in municipalities that appear to be similar, each entity has unique qualities, culture and needs.



- ❖ We work hard to understand your goals, fiscal realities, and compensation history so we can offer practical and sustainable options for a compensation solution that addresses your needs while holding to best practices that maintain validity and compliance in the system.

**We specialize in and understand public employment and local municipalities.**

- ❖ We specialize in public sector consulting; thus, we are in a unique position to understand and work with your stakeholders to make a sound investment that will benefit the City.
- ❖ Our consulting team is comprised of individuals with previous local Kansas government city and county work experience.
- ❖ An investment in your employee's compensation plan is an investment in your community, and we recognize the investment you are making is with taxpayer dollars.

**Our long history brings a unique breadth of experience.**

- ❖ We have experience with the development of innovative or traditional approaches, with the knowledge of climates where those approaches usually succeed to help us tailor the best solutions for you.
- ❖ We wish to foster a partnership with our clients by pursuing a depth of understanding of your philosophy, culture, challenges, and successes so the synergy outcome provides a compensation system that makes sense philosophically and fiscally for your organization.

**We are successful.**

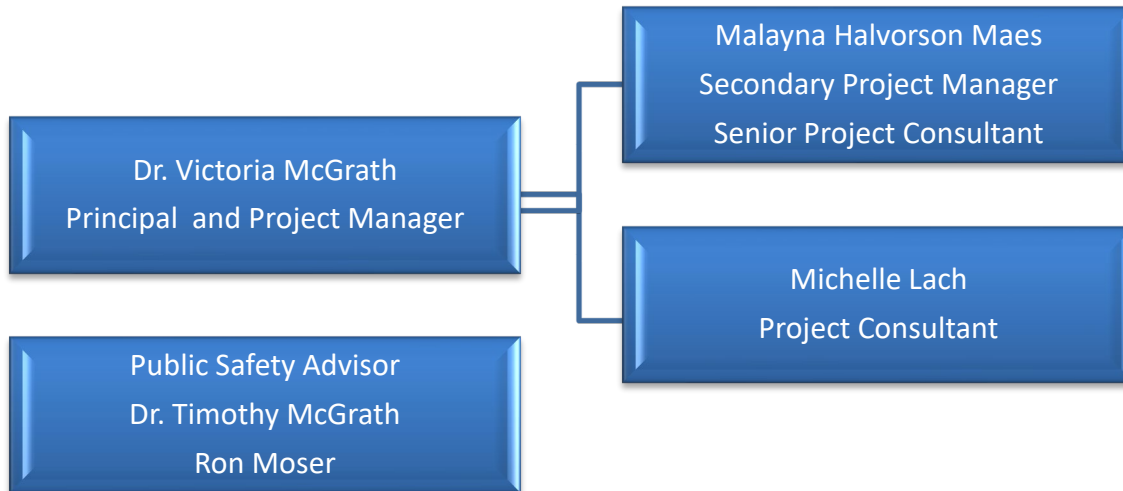
- ❖ In our 22<sup>nd</sup> year in business, with over 400 clients in 40 states, we are proud that 99% of our projects have been fully adopted and implemented.
- ❖ Our success stems from sound principles and best practices throughout our work and the relationships we build through collaboration and transparency with the project.



## Consulting Team

All consultants are McGrath consultants, and there is no subcontracting.

The Consultants were selected for this project based upon their areas of expertise, specialties, related project experience. We operate under the philosophy of total team involvement and each team member has experience in all facets of project work and will work together to meet the goals of your project. Further, we have the flexibility to involve other consultants with our organization to bring their unique perspective and expertise as needed. Primary members of the team for the City of Roeland Park and an overview of their project responsibilities are provided.



**Principal:** A principal of the company is actively involved in every project and is accountable for the project. This position will have authority over the contract and to bind the Firm.

**Project Manager:** This role has project oversight, will coordinate all work with the consulting team, will have direct routine communication with the City's project designee, and will be hands on in all aspects of the project's activities, leads the consulting team on targeted project activities, and performs duties of a project consultant. A secondary manager is also assigned as a backup to the project manager to coordinate the work of the consulting team.

**Project Consultant:** This role works on various project activities, which will include communication documents/tools, interviews, position questionnaire analysis, job description review, market data collection and analysis, pay plan review, compensation system development, costing, and drafting reports.

**Advisor:** This role has specific subject matter expertise that may be called upon for additional consultation for the consulting team for public safety positions, as needed.



**Victoria McGrath, Ph.D., SPHR**  
**Chief Executive Officer and Principal**

Dr. Victoria McGrath has an extensive background in the field of human resources, predominately in the public sector; but she also has a number of years in the private sector having worked in health care, banking, and education. She brings over 19 years as an HR practitioner in Wisconsin in all phases of human resources prior to her years as a consultant.

Her professional experience includes the City of Brookfield, WI, which had over 500 employees, including five (5) labor unions; the Elmbrook School District, WI – the 2<sup>nd</sup> largest school district in Wisconsin, also with 5 labor unions; and Citicorp Banks. She has dealt with labor/employee relations; policy, procedure and labor compliance; benefits and compensation; recruitment and staff development. Dr. McGrath’s local government experience touched all local services including police/sheriff, fire, public works/highway, engineering, library, health department, administration, courts, jail, and more.

Dr. McGrath has provided management assistance to more than 200 local government clients on a variety of management issues. In addition to working with government, she has been a speaker for a number of professional organizations and worked with two (2) organizations in developing courses in human resource management to current and upcoming supervisors. Further, she is an adjunct professor – teaching in areas such as human resources, organizational development, management, and research – at Northwestern University (Master’s in Public Policy Administration Program).

Dr. McGrath’s doctoral dissertation dealt with Government as a Learning Organization. Her research dealt with government efficiency in providing services and how governmental services can become more effective.

**YEARS WITH FIRM: 22**

**EDUCATION**

- ◆ Ph.D. – Municipal Government as a Learning Organization, University of Wisconsin – Milwaukee, WI
- ◆ Master of Science – Management, Cardinal Stritch College, WI
- ◆ Bachelor of Science – Industrial Relations & Finance, University of Wisconsin – Milwaukee, WI

**PROFESSIONAL AFFILIATIONS**

- ◆ Society for Human Resources Management
- ◆ Illinois Public Employer Labor Relations Association
- ◆ National Public Employer Labor Relations Association
- ◆ International City/County Manager Association

**SAMPLE PROJECT EXPERIENCE**

<i>Barron County, WI</i>	<i>City of Kechi, KS</i>	<i>Marion County, KS</i>
<i>Bluffton Township Fire District, SC</i>	<i>City of Kirkwood, MO</i>	<i>Older People's Commission (OPC), MI</i>
<i>Burnett County, WI</i>	<i>City of Lake Geneva, WI</i>	<i>Patton Township, PA</i>
<i>CAS, Medicare Ambulance, OH</i>	<i>City of Lansing, KS</i>	<i>Portage County, WI</i>



<i>Centre Region of Government, PA</i>	<i>City of Lawrence, KS</i>	<i>Riley County Police Department, KS</i>
<i>Centre Region Solid Waste Authority, PA</i>	<i>City of Manhattan, KS</i>	<i>Riley County, KS</i>
<i>Chippewa County, WI</i>	<i>City of Mexico, MO</i>	<i>Rochester Avon Recreation Authority, MI</i>
<i>City of Alamosa, CO</i>	<i>City of New Berlin, WI</i>	<i>Somerset School District, WI</i>
<i>City of Alcoa, TN</i>	<i>City of Northfield, MN</i>	<i>South Lyons Township Sanitary District, IL</i>
<i>City of Arlington, WA</i>	<i>City of O’Fallon, IL</i>	<i>South Snohomish County F&amp;R Authority, WA</i>
<i>City of Ashland, WI</i>	<i>City of Oak Harbor, WA</i>	<i>Spring Benner Walker Joint Authority, PA</i>
<i>City of Aspen, CO</i>	<i>City of Oak Ridge, TN</i>	<i>St Croix County, WI</i>
<i>City of Beloit, WI</i>	<i>City of Paducah, KY</i>	<i>St Croix Indians, WI</i>
<i>City of Bloomington, MN</i>	<i>City of Park Ridge, IL</i>	<i>Sumner County, TN</i>
<i>City of Burlington, WA</i>	<i>City of Platte, MO</i>	<i>Town of Avon, IN</i>
<i>City of Carthage, MO</i>	<i>City of Rochester Hills, MI</i>	<i>Town of Berwyn Heights, MD</i>
<i>City of Chanhassen, MN</i>	<i>City of West Bend, WI</i>	<i>Town of Greeneville, TN</i>
<i>City of Clayton, MO</i>	<i>Dodge County, WI</i>	<i>Town of Riverdale Park, MD</i>
<i>City of Clearfield City, UT</i>	<i>Douglas County, WI</i>	<i>Town of Syracuse, IN</i>
<i>City of Countryside, IL</i>	<i>Eau Claire County, WI</i>	<i>Unified City of Yorkville, IL</i>
<i>City of Des Peres, MO</i>	<i>Everett Roehl Marshfield Public Library, WI</i>	<i>Utah County, UT</i>
<i>City of Dodge City, KS</i>	<i>Ferguson Township, PA</i>	<i>Vernon County, WI</i>
<i>City of Durango, CO</i>	<i>Fox River Water Reclamation District, IL</i>	<i>Village of Bedford Park, IL</i>
<i>City of Eau Claire, WI</i>	<i>Franklin School District, WI</i>	<i>Village of Cary, IL</i>
<i>City of Edwardsville, KS</i>	<i>Geary County, KS</i>	<i>Village of Glen Ellyn, IL</i>
<i>City of Fayetteville, NC</i>	<i>Greene County EMS, TN</i>	<i>Village of Lake in the Hills, IL</i>
<i>City of Flint, MI</i>	<i>Harris Township, PA</i>	<i>Village of Mount Pleasant, WI</i>
<i>City of Gallatin, TN</i>	<i>Kansas Sentencing Commission, KS</i>	<i>Village of North Aurora, IL</i>
<i>City of Hamilton, OH</i>	<i>Kent County, MI</i>	<i>Village of Oak Park, IL</i>
<i>City of Huntington, WV</i>	<i>Maine Township, IL</i>	<i>Village of Parkridge, IL</i>
<i>City of Huntsville, TX</i>	<i>Manhattan Library, KS</i>	<i>Village of Riverside, IL</i>





**Malayna Halvorson Maes**  
**Senior Consultant**

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a large county in northwestern Wisconsin. Thus, she has direct experience with the many challenges facing municipal employers.

During her time in county government, Ms. Maes advised the organization through the significant changes at the State level (referred to as Act-10) that resulted in a reduction from five (5) collective bargaining units to one (1) unit, due to reduced legal authority of organized labor in the public sector. As a change agent, she facilitated the development of significant policy changes for the organization. This included conducting a complete evaluation of the compensation system for the county which included implementation of a pay for performance evaluation system. This system was created through the work of a combined employee – manager committee and included the implementation of a performance management software system to streamline the 360-evaluation process. She brings a practical understanding to the development and implementation of complex compensation systems.

As a former Wisconsin Human Resources Director, she is knowledgeable of all facets of local government, including police, public works, engineering, health services, and more. She has been active in a number of professional organizations including SHRM, Chippewa Valley Society of Human Resource Management; WIPFLI Senior HR Forum; Wisconsin Association of County Personnel Directors, and the National Public Employer Labor Relations Association. In addition, she served on the WACPD training Committee, Chair of the Legislative Affairs Committee, a Board of Director member as well as a member of the Services Committee for WPELRA; thus, she takes an active role in defining the profession.

**YEARS WITH FIRM: 8**

**EDUCATION**

- ◆ Bachelor of Arts– Psychology, Luther College, Decorah, IA

**PROFESSIONAL AFFILIATIONS**

- ◆ Society for Human Resources Management
- ◆ National Public Employer Labor Relations Association
- ◆ World at Work, Total Rewards Association

**CERTIFICATION**

- ◆ Certified Compensation Professional (in process)

**SAMPLE PROJECT EXPERIENCE**

<i>Adams County, WI</i>	<i>City of Kirkwood, MO</i>	<i>Eau Claire County, WI</i>
<i>Barron County, WI</i>	<i>City of La Pine, OR</i>	<i>Everett Roehl Marshfield Public Library, WI</i>
<i>Burnett County, WI</i>	<i>City of Lawrence, KS</i>	<i>Kent County, MI</i>
<i>Chippewa County, WI</i>	<i>City of Marshfield, WI</i>	<i>Marathon County, WI</i>
<i>City of Alamosa, CO</i>	<i>City of Marysville, WA</i>	<i>Marion County, KS</i>
<i>City of Alcoa, TN</i>	<i>City of McPherson, KS</i>	<i>Monroe County, WI</i>



<i>City of Arlington, WA</i>	<i>City of Northfield, MN</i>	<i>Older People's Commission (OPC), MI</i>
<i>City of Bloomington, MN</i>	<i>City of Oak Harbor, WA</i>	<i>Portage County, WI</i>
<i>City of Burlington, WA</i>	<i>City of Oak Ridge, TN</i>	<i>Pueblo City-County Library District, CO</i>
<i>City of Clayton, MO</i>	<i>City of Pleasant Valley, MO</i>	<i>Riley County Police Department, KS</i>
<i>City of Columbus, KS</i>	<i>City of Park Ridge, IL</i>	<i>Riley County, KS</i>
<i>City of Crossville, TN</i>	<i>City of Smithville, MO</i>	<i>Rochester Avon Recreation Authority, MI</i>
<i>City of Denison, TX</i>	<i>City of Stayton, OR</i>	<i>Somerset School District, WI</i>
<i>City of Dodge City, KS</i>	<i>City of Watertown, SD</i>	<i>St Croix County, WI</i>
<i>City of Durango, CO</i>	<i>City of West Bend, WI</i>	<i>St Croix Indians, WI</i>
<i>City of Durant, OK</i>	<i>City of Woodstock, IL</i>	<i>Town of Berwyn Heights, MD</i>
<i>City of Eau Claire Library, WI</i>	<i>Codington County, SD</i>	<i>Town of Greeneville, TN</i>
<i>City of Eau Claire, WI</i>	<i>County of Delaware, PA</i>	<i>Town of Holly Springs, NC</i>
<i>City of Edwardsville, KS</i>	<i>Cypress Creek EMS, TX</i>	<i>Vernon County, WI</i>
<i>City of Excelsior Springs, MO</i>	<i>Daniel Boone Regional Library, MO</i>	<i>Village of Glen Ellyn, IL</i>
<i>City of Fayetteville, NC</i>	<i>Delaware County, PA</i>	<i>Village of Lake in the Hills, IL</i>
<i>City of Fulshear, TX</i>	<i>Dodge County, WI</i>	<i>Village of Mount Pleasant, WI</i>
<i>City of Gallatin, TN</i>	<i>Douglas County, WI</i>	<i>Village of Parkridge, IL</i>
<i>City of Garden City, KS</i>	<i>City of Rochester Hills, MI</i>	<i>Winnebago County, WI</i>
<i>City of Huber Heights, OH</i>	<i>City of Sherwood, OR</i>	<i>Wisconsin Employee Trust Funds, WI</i>



**Michelle Lach**  
**Project Consultant - Data**

Ms. Lach provides critical research and analytical skills to our compensation and benefits studies. Ms. Lach had nine (9) years of professional human resources experience prior to her time with the Firm. Her experience with the Firm includes the development of employee handbooks and job descriptions, but now works exclusively with compensation and benefit survey designs and execution, and market research. These critical responsibilities include obtaining, compiling, and analyzing complex data and other information for projects, and supporting the project manager as needed. She has been with the Firm for 17 years.

**YEARS WITH FIRM: 17**

**EDUCATION**

- ◆ Bachelor of Arts– Communication and Organizational Development  
Bowling Green State University, KY

**SAMPLE PROJECT EXPERIENCE**

<i>Barron County, WI</i>	<i>City of Lawrence, KS</i>	<i>Older People's Commission (OPC), MI</i>
<i>Bluffton Township Fire District, SC</i>	<i>City of Manhattan, KS</i>	<i>Patton Township, PA</i>
<i>Burnett County, WI</i>	<i>City of Marshfield, WI</i>	<i>Pitkin County, CO</i>
<i>Chippewa County, WI</i>	<i>City of Marysville, WA</i>	<i>Portage County, WI</i>
<i>City of Alamosa, CO</i>	<i>City of McPherson, KS</i>	<i>Pueblo City-County Library District, CO</i>
<i>City of Alcoa, TN</i>	<i>City of Northfield, MN</i>	<i>Riley County Police Department, KS</i>
<i>City of Arlington, WA</i>	<i>City of O'Fallon, IL</i>	<i>Riley County, KS</i>
<i>City of Ashland, WI</i>	<i>City of Oak Harbor, WA</i>	<i>Rochester Avon Recreation Authority, MI</i>
<i>City of Aspen, CO</i>	<i>City of Oak Ridge, TN</i>	<i>Somerset School District, WI</i>
<i>City of Bloomington, MN</i>	<i>City of Paducah, KY</i>	<i>St Croix County, WI</i>
<i>City of Burlington, WA</i>	<i>City of Park Ridge, IL</i>	<i>St Croix Indians, WI</i>
<i>City of Carthage, MO</i>	<i>City of Platte, MP</i>	<i>Sumner County, TN</i>
<i>City of Clayton, MO</i>	<i>City of Rochester Hills, MI</i>	<i>Town of Avon, IN</i>
<i>City of Clearfield City, UT</i>	<i>City of Salina, KS</i>	<i>Town of Greeneville, TN</i>
<i>City of Crossville, TN</i>	<i>City of Sheridan, WY</i>	<i>Utah County, UT</i>
<i>City of Denison, TX</i>	<i>City of Sherwood, OR</i>	<i>Vernon County, WI</i>
<i>City of Des Peres, MO</i>	<i>City of St Charles, MO</i>	<i>Village of Bedford Park, IL</i>
<i>City of Dodge City, KS</i>	<i>City of Stayton, OR</i>	<i>Village of Cary, IL</i>
<i>City of Durango, CO</i>	<i>City of Watertown, SD</i>	<i>Village of Lake in the Hills, IL</i>
<i>City of Durant, OK</i>	<i>City of Woodstock, IL</i>	<i>Village of Mount Pleasant, WI</i>
<i>City of Eau Claire Library, WI</i>	<i>Codington County, SD</i>	<i>Village of North Aurora, IL</i>
<i>City of Eau Claire, WI</i>	<i>Coffey County, KS</i>	<i>Village of Oak Park, IL</i>
<i>City of Edwardsville, KS</i>	<i>Cypress Creek EMS, TX</i>	<i>Village of Parkridge, IL</i>
<i>City of Fayetteville, NC</i>	<i>Dodge County, WI</i>	<i>Village of Riverside, IL</i>
<i>City of Fulshear, TX</i>	<i>Douglas County, WI</i>	<i>Village of South Elgin, IL</i>
<i>City of Gallatin, TN</i>	<i>Eau Claire County, WI</i>	<i>Village of Theresa, WI</i>



<i>City of Garden City, KS</i>	<i>Everett Roehl Marshfield Public Library, WI</i>	<i>Village of Vernon Hills, IL</i>
<i>City of Hamilton, OH</i>	<i>Geary County, KS</i>	<i>Village of West Milwaukee, WI</i>
<i>City of Huber Heights, OH</i>	<i>Greene County EMS, TN</i>	<i>Village of Wilmette, IL</i>
<i>City of Huntington, WV</i>	<i>Kent County, MI</i>	<i>Village of Winfield, IL</i>
<i>City of Kechi, KS</i>	<i>Maine Township, IL</i>	<i>Winnebago County, WI</i>
<i>City of Kirkwood, MO</i>	<i>Manhattan Library, KS</i>	<i>Wisconsin Employee Trust Funds, WI</i>

### **PUBLIC SAFETY ADVISOR**

McGrath Human Resources will partner with the parent company – McGrath Consulting Group in the areas of public safety, as needed.

- Dr. Tim McGrath has over 30 years of experience in fire, EMS, communications and emergency management and currently heads the Fire Division, performing operational studies throughout the United States. He served as Chief of fire departments in Gurnee, Illinois and Brookfield, Wisconsin. Dr. McGrath has been an independent consultant since 1997 and is a speaker well-known for his motivational presentations in the United States and internationally. He earned a doctorate in management, a dual master's degree in public administration and management, a bachelor's degree in industrial education, and an associate degree in fire science management.
- Ron Moser has over 30 years of experience in law enforcement serving six municipalities in three states. Serving as Chief for departments within a metropolitan area. Mr. Moser also served as Director of Emergency Management and Village Manager for Hanover Park, Illinois, a municipality of Cook County. He currently heads the law enforcement division performing operational studies throughout the United States. Mr. Moser has two master's degrees in Criminal Justice and Corrections and Law Enforcement Administration.



## References

McGrath Consulting is proud to list over 400 clients in 38 states. Below are a few compensation studies either within the region and/or are similar to your project ***Additional client names, projects and locations are viewable on our website at [www.mcgrathhumanresources.com](http://www.mcgrathhumanresources.com)*** and their contact information will be provided upon request.

Client Name	Description
City of Prairie Village, KS Contact: Cindy Volanti Title: Human Resources Manager Phone: 913-385-4664 Email: cvolanti@pvkansas.com	Conducted a comprehensive compensation and benefit study for all positions within the City. Worked with elected officials to establish an above average compensation philosophy.
City of Lansing, KS Contact: Beth Sanford Title: Finance Director Phone: 913-77-2487 Email: bsanford@lansingks.org	Conducted a compensation study for police position in 2021. Rehired in 2022 to conduct a compensation and benefits study for all other positions within the organization.
City of North Kansas City, MO Contact: Casey Campbell Title: Human Resources Manager Phone: 816-412-7809 Email: ccampbell@nkc.org	Comprehensive compensation and classification analysis was completed with development of new salary schedule for implementation in January 2023.
City of Merriam, KS Contact: Stephanie Thompson Title: Human Resources Manager Phone: 913-322-5502 Email: sthompson@merriam.org	Comprehensive compensation, classification, and benefits analysis was completed with development of new salary schedule for implementation in January 2023.
City of Smithville, MO Contact: Cynthia Wagner Title: City Administrator Phone: 816-532-3897 Email: cwagner@smithvillemo.org	Comprehensive compensation, classification, and benefits analysis was completed with development of new salary schedule for implementation in 2022.
City of Excelsior Springs, MO Contact: Molly McGovern Title: City Manager Phone: 816-630-0752 Email: mmcGovern@excelsiorsprings.gov	Comprehensive compensation, classification, and benefits analysis was completed with development of new salary schedule for non-union and union for implementation in 2022. Performance Management project scheduled for 2022.
City of West Bend, WI Contact: Michelle Hoey Title: HR Director Phone: 262-335-5107 Email: hoeym@ci.west-bend.wi.us	Comprehensive compensation schedule was developed in 2022.
Dodge County, WI Contact: Tonia Mindemann Title: Assistant Human Resources Director Phone: 920-386-3691 Email: tmindemann@co.dodge.wi.us	Comprehensive compensation schedule was developed with benefit recommendations for 250+ non-union job classifications, inclusive of a skilled nursing facility. Implementation in 2021 due to COVID delays. Project also



	included job description updates and performance evaluation process. Services ongoing.
Barron County, WI Contact: Rachel Richie Title: Human Resources Director Phone: 715-537-6825 Email: rachael.richie@co.barron.wi.us	Conducted Performance Evaluation training for supervisors in 2016. Rehired in 2017 to develop new compensation system for approximately 300 job titles. Rehired in 2019 to complete job description updates and develop point factoring process. Services ongoing.
Burnett County, WI Contact: Nathan Ehalt Title: County Administrator Phone: 715-349-2181 Email: nehalt@burnettcounty.org	Comprehensive compensation schedule was updated in 2019 based upon market updates and implemented new internal comparability indicators into existing Schedule. Adoption of updates occurred in 2020. Market update occurred in 2022. Services ongoing.
Village of Mount Pleasant, WI Contact: Maureen Murphy Title: Village Administrator Phone: 262-664-7838 Email: mmurphy@mtpleasant.wi.gov	Comprehensive compensation schedule was updated in 2019 based upon market updates and organizational restructuring resulting in significant position adjustments. Job Descriptions were also developed in 2019. Market update occurred in 2022. Services ongoing.
City of Northfield, MN Contact: Michelle Mahowald Title: Human Resources Director Phone: 507-645-3012 Email: michelle.mahowald@ci.northfield.mn.us	A comprehensive compensation schedule of union and non-union positions was developed into one (1) classification system, and job descriptions were updated. This Compensation system had to be compliant with the State of Minnesota's Pay Equity Act. <i>Northfield is in the Minneapolis-St. Paul metropolitan area.</i> A market update occurred in 2022.
City of Watertown, SD Contact: Kristen Bobzien Title: Finance Officer Phone: 605-753-3563 Email: kbobzien@watertownsd.us	Conducted comprehensive compensation analysis of all union and non-union positions within the City ~120 positions in 2019. Included the development of separate salary schedules for police, fire, AFSCME, and non-union – however, keeping internal equity and compression issues in line. Updated job descriptions in 2020. Services ongoing.
City of Crossville, TN Contact: Leah Crockett Title: Human Resources Manager Phone: 931-456-5681 Email: leahcrockett@crossvilletn.gov	Comprehensive compensation schedule for all City positions was developed in 2019.
City of Fulshear, TX Contact: Kristi Brashear Title: Human Resources Director Phone: 281.346.8875 Email: kbrashear@fulsheartexas.gov	Comprehensive compensation schedule for all City positions was developed in 2021.
City of Alamosa, CO Contact: Jolene Webb Title: Human Resources Manager Phone: 719-587-2029 Email: jwebb@ci.alamosa.co.us	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2021.



## Public Sector Project History

McGrath primarily works with public-sector organizations including counties, cities, villages, townships, districts, and even State agencies. The following is a portion of our prior government project experience, which highlights Kansas projects past and present and Missouri projects in the Kansas City region.

Barron County, WI	Clearfield City, UT
Bluffton Township Fire District, SC	Codington County, SD
Burnett County, WI	College Township, PA
Centre Region of Government, PA	County of Delaware, PA
Centre Region Solid Waste Authority, PA	Cowley County, KS
Chippewa County, WI	Cy Fair Volunteer Fire Department, TX
City of Alcoa, TN	Daniel Boone Regional Library, MO
City of Arlington, WA	Davison County, SD
City of Aspen, CO	Dodge County, WI
City of Beloit, WI	Douglas County, WI
City of Burlington, WA	Eau Claire County, WI
City of Carthage, MO	Everett Roehl Marshfield Public Library, WI
City of Chanhassen, MN	Ferguson Township, PA
City of Clayton, MO	Fox River Water Reclamation District, IL
City of Crossville, TN	Franklin School District, WI
City of Denison, TX	Geary County, KS
City of Dodge City, KS	Greene County EMS, TN
City of Duvall, WA	Harris Township, PA
City of Durango, CO	Harvey County, KS
City of Durant, OK	Kansas Sentencing Commission, KS
City of Eau Claire Library, WI	Kent County, MI
City of Eau Claire, WI	Manhattan Library, KS
City of Edwardsville, KS	Marathon County, WI
City of Excelsior Springs, MO	Marion County, KS
City of Fayetteville, NC	Monroe County, WI
City of Flint, MI	Older People's Commission, MI
City of Fulshear, TX	Patton Township, PA
City of Gallatin, TN	Pitkin County, CO
City of Garden City, KS	Portage County, WI
City of Hamilton, OH	Pueblo City-County Library District, CO
City of Huber Heights, OH	Reno County, KS
City of Huntington, WV	Riley County Police Department, KS
City of Huntsville, TX	Riley County, KS
City of Kechi, KS	Rochester Avon Recreation Authority, MI
City of Kirkwood, MO	Rock County, WI
City of La Crosse, WI	Sedgwick County, KS



City of Lansing, KS	Somerset School District, WI
City of La Pine, OR	South Lyons Township Sanitary District, IL
City of Lake Geneva, WI	South Snohomish County Fire & Rescue Authority, WA
City of Lawrence, KS	Spring Benner Walker Joint Authority, PA
City of Marshfield, WI	St. Croix County, WI
City of Marysville, WA	Sumner County, TN
City of McPherson, KS	Tooele County, UT
City of Merriam, KS	Town of Avon, IN
City of Mexico, MO	Town of Blacksburg, VA
City of New Berlin, WI	Town of Delavan, IL
City of Northfield, MN	Town of Greeneville, TN
City of North Kansas City, MO	Town of Holly Springs, NC
City of Oak Harbor, WA	Town of Riverdale Park, MD
City of Oak Ridge, TN	Town of Syracuse, IN
City of Paducah, KY	Utah County, UT
City of Park Ridge, IL	Vernon County, WI
City of Platte, MO	Village of Cary, IL
City of Pleasant Valley, MO	Village of Glen Ellyn, IL
City of Richmond, MO	Village of Lake in the Hills, IL
City of Rochester Hills, MI	Village of Mount Pleasant, WI
City of Salina, KS	Village of North Aurora, IL
City of Sheridan, WY	Village of Oak Park, IL
City of Sherwood, OR	Village of Parkridge, IL
City of Smithville, MO	Village of Riverside, IL
City of St. Charles, MO	Village of South Elgin, IL
City of Stayton, OR	Village of Theresa, WI
City of Topeka, KS	Village of Vernon Hills, IL
City of Watertown, SD	Village of Wilmette, IL
City of West Bend, WI	Village of Winfield, IL
City of Woodstock, IL	Winnebago County, WI





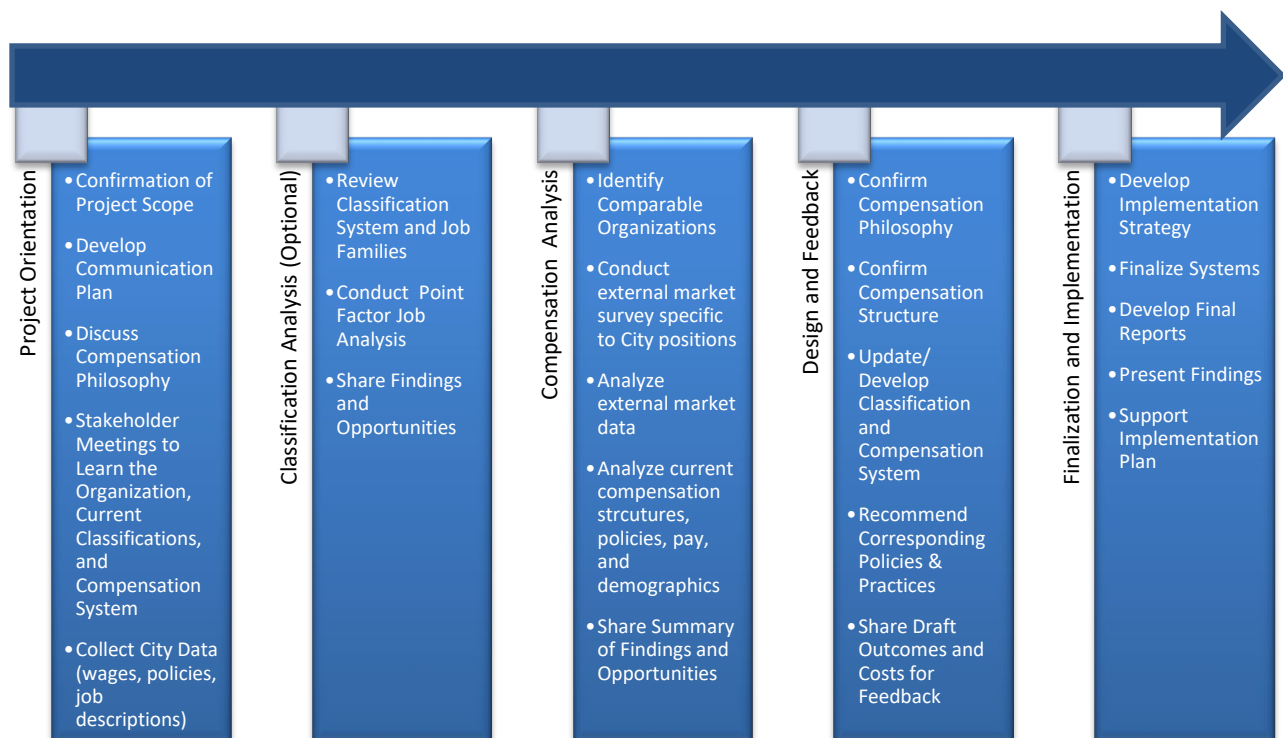
# Project Approach and Methodology

## Proposed Approach

In any governmental organization, salaries and benefits are typically the largest budget item. An investment in your employee’s compensation plan is an investment in your community, and we recognize the investment you are making is with tax dollars. We also understand a competitive compensation system is an important element for the City’s ability to hire, cultivate, and retain employees who provide service and value to all City stakeholders, regardless of the organization’s size.

**Similarly, internal equity, proper classification, career opportunities and addressing of any compression issues serves to enhance the employee’s feeling of value and willingness to actively engage in their work for the organization.** Therefore, it is important for the City to have a system that promotes the active engagement of employees, is non-discriminatory, is legally defensible, is efficient to manage, and can accommodate organizational growth and change. Thus, we tailor our services to meet the needs and unique structure and culture of the City.

Our methodology and approach are characterized by a systematic, logical series of tasks aimed at assuring thoroughness, consistency, and objectivity. After conducting a needs assessment with the City, confirming the City’s compensation philosophy with City leaders, and analyzing the current System in place, our Firm utilizes Best Practices throughout the process, which includes salary data and job content data from multiple City sources and its mutually identified comparables. Data analysis is then utilized to put this information into a meaningful summary format which is shared with the City. A visual summary of the project plan is provided. A detailed methodology and work plan follows.



## Methodology and Work Plan

We tailor our projects to meet the needs and unique structure and culture of your organization, with the principles of collaboration, communication and transparency in mind while developing a sound work plan with identified deliverables. The proposal steps can be discussed and adjusted to meet the projects needs for the City.

### 1. Project Orientation

- ❖ Communicate with the City’s project designee to:
  - Provide a list of documents and data needed to begin the project.
  - Discuss project expectations and milestones.
  - Begin developing a communication plan.
  - Schedule initial meetings.

*Our philosophy is to tailor each project to meet the needs, unique structure, and culture of your organization, with the principles of collaboration, communication and transparency in mind while developing a sound work plan with identified deliverables.*

We develop a communication plan at the onset of the project so the Firm can provide routine updates on progress as well as discuss any issues that may result in a delay or a challenge within the project. Our Project Manager coordinates meetings, data sharing, and ensures the work plan is progressing according to the designed work plan so the deliverables are met within the scope and timeline of the project.

### 2. Project Initiation and Assessment

The consultants will conduct the first visit to meet with City leaders, Compensation Project Team, and all Department Directors/Managers to:

- ❖ Explore your organization’s current compensation system, compensation philosophy and strategy.
- ❖ Gain an understanding of the goals, values and structure of the overall organization.
- ❖ Gather information for each individual department including any unique responsibilities associated with positions, strengths and weaknesses of the current system, or issues with recruitment/retention.
- ❖ Identify future needs.
- ❖ Review provided documents and data.
- ❖ Finalize project communication expectations and strategies, project timeline, and identifiable milestones.

*Our philosophy is to have direct conversations with management and administration to identify challenges and concerns with the current system and future needs; so we may develop comprehensive recommendations to best address those needs.*

Other Introductory communications are recommended:

- ❖ Conduct introductory meetings with elected officials to discuss elements of compensation philosophy and expectations.
- ❖ Introductory employee communications and/or meetings to explain the process of a compensation study, introduce the consulting team, expected assistance, describe the general outcome of the Study, and other related topics as desired by the City. This can be done in-person or virtually.

*Communication with elected officials and/or employees during the project allows engagement and offers factual information.*



### 3. Compensation Philosophy

From first site visit, the consulting team will identify:

- ❖ The strengths of the current compensation system.
- ❖ Areas that need to be addressed or are concerns to the current programs.
- ❖ Current compensation program success and challenges.
- ❖ Other characteristics about the City which may impact compensation.

*It is our belief that identifying and establishing a compensation philosophy allows for the development of strategic recommendations, such as placement in the market.*

An analysis of this data as well as external data collection will be the basis of confirming the compensation philosophy that will guide the design and complexity of the City's compensation program. A consistent philosophy is a strong existing foundation for the City.

### 4. Classification Analysis (Job Analysis)

A **job analysis** objectively evaluates the duties, responsibilities, tasks, and authority level of each City position and identifies hierarchy, career progression opportunities, **and internal equity**.

*Our philosophy is that job analysis is critical not only for internal equity, but also the establishment of a standardized classification system which will be used to establish pay equity between positions.*

The job analysis would include completion of a Position Questionnaire (PQ), which is a standardized tool used to analyze each position on identified factors. The **McGrath 360Comp™** PQ has been developed **specifically for use in public sector** organizations. This Questionnaire is recommended to be completed on all job titles for purposes of:

- ❖ Expounding upon information provided in job descriptions.
- ❖ Evaluating position responsibilities regarding necessary competencies, experience, education, finances, judgement, decision-making and other expectations which provide value to the City.
- ❖ Clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Updating and aligning classification changes.
- ❖ Identifying career progression opportunities.

The **McGrath 360Comp™** point factor process used to complete the job analysis goes beyond the typical "Knowledge, Skills and Abilities" (KSA's) and explores factors that are unique to public sector positions including the following aspects of a job:

- ❖ Records, Reports and Programs
- ❖ Impact of Decisions and Consequents of Errors
- ❖ Contact with Others (both inside and outside the organization)
- ❖ Equipment, Machines and Tools
- ❖ Budget, Financial, and Cash Handling
- ❖ Education, Experience, Licensure/Certifications
- ❖ Complexity and Judgment
- ❖ Confidential Data
- ❖ Stress (degree of mental or emotional fatigue or stress inherent to the job)
- ❖ Technology
- ❖ Leadership and Supervisory Responsibilities
- ❖ Work Environment and Physical Requirements



**Supervisory Review/Verification.** Each incumbent’s supervisor or Department Head will be given time to review the completed PQ for content and accuracy, and to comment in a designated area of the document. They will sign off on their review prior to submission to the Consultants. If needed, the consulting team may speak with Department Heads, Supervisors, and Human Resources for additional position clarification.

From this process, the current classification system will be updated, as needed.

## 5. Compensation Analysis

A Compensation analysis determines the organization’s relative position in the comparable labor market. This analysis allows City leaders to understand the organization’s compensation as a whole and by position, allowing them to make sound compensation decisions. Compensation Analysis will consist of the following:

*A market survey is developed specific to the City’s positions. We believe that collecting fresh market data establishes a more accurate look of the current market. We do not utilize third-party market surveys unless requested or discussed with the client in advance.*

- ❖ ***The City and consulting team will cooperatively identify Comparable Organizations, both public (and private, if desired), as the labor market.*** The City will have input into the list and must approve the list of comparables prior to starting the external market survey.
- ❖ McGrath consultants will prepare and conduct a tailored compensation survey specific to the City’s positions to ***collect external market data*** in real-time.
- ❖ The consultants will ***analyze salary data***. The market survey collects minimum, midpoint, maximum, and incumbent salary information for each benchmark position; and other data points as needed. A statistical analysis is conducted on each dataset to ensure consistent and objective analysis. The outcome is then calculated into a ratio between the market and the City to measure the City’s alignment against the market.
- ❖ The consultants will examine the status of your current compensation systems including ***structural analysis, special pay analysis, compression analysis, and incumbent pay analysis*** to give guidance to the consultants for compensation and implementation recommendations and will also provide information to the City regarding overtime, promotional and retention opportunities, internal equity, and how multiple pay plans (including plans excluded from the Study) are working together.
- ❖ The consultants will ***review your compensation-related policies*** for compliance and best practices. We will make recommendations for policy updates or considerations that impact the City.



The consultants will also gather and analyze external and internal demographic data and workforce metrics to define:

- Employee’s tenure within the organization as well as tenure in current position.
- Turnover rate for the organization.
- Local geographic and economic factors impacting the attraction and retention of employees.

*Understanding your employee demographics and external challenges allows for the development of strategic recommendations.*

The outcome of this portion of the project is very important because it identifies current trends and future predictors. This information guides the consulting team in developing strategy options and recommendations for the City’s current and future needs.

## 6. Benefits and Rewards Analysis (Optional Add-on)

When data is received through the benefits and Rewards survey to the identified labor market, the Consultants will analyze the findings and identify any trends and/or areas of concern regarding the City as compared with the Market. The analysis includes the option of:

- ❖ A **Benefits and Reward Analysis** identifies the City’s position in the market for the offering of insurance, retirement, paid leave, holiday, and other benefits and rewards identified in a Total Rewards Inventory conducted with the City.
- ❖ A **Total Compensation Analysis** calculates the monetary value.

*Wages alone do not make up total compensation. A review of benefits in conjunction with wages allows the organization to see the total compensation picture.*

## 7. McGrath 360Comp™ Integration

Upon completion of the compensation analysis and job analysis, etc. the consultants will engage the City to:

- ❖ Confirm the recommended compensation philosophy.
- ❖ Discuss the data obtained and share summary findings and trends found in the analysis as it compares to the current Compensation System.
- ❖ Discuss the tie between the compensation system, performance, and tenure, and provide recommendations to strengthen the City’s desired compensation model.

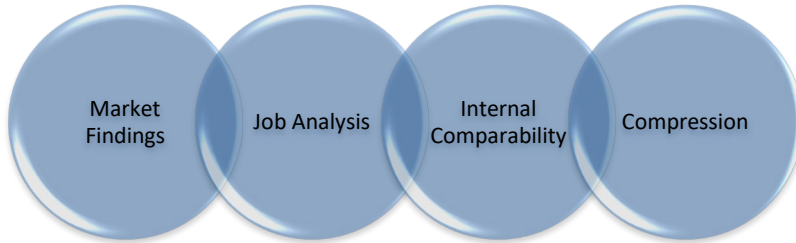
*Our philosophy is to help the City understand the full picture between the job analysis, compensation analysis, and summary market findings, which allows the City and consulting team to have a meaningful dialogue to confirm the desired place in the market, desired compensation system model, and other compensation solutions identified.*

Upon completion of the analysis phases, providing the oversight committees with a project update would also be appropriate.



## 8. Systems Update and Review

The Compensation System(s) will be updated with the following information:



*Allowing City leaders and department directors the opportunity to review our recommendations in advance of finalization provides an opportunity for dialogue and sound quality control.*

The consultants will develop a **detailed fiscal impact** of the Compensation System(s) and will present implementation strategy options that fit the fiscal needs, culture, and compensation strategy of the City. While some entities can fully implement the compensation system immediately, some clients have utilized a phased approach. We will work with the City to assure that any phased approach fits with best practices and your fiscal realities.

Once the System is updated, the consultants will meet with appropriate City personnel to **review the draft Compensation System(s)**. This visit will include meetings with the City's project designee and each Department Director to review placements to identify any concerns prior to finalization. This provides an opportunity to discuss any concerns in placement in the current system and/or ensure proper placement if the System(s) are redesigned.

## 9. Finalization

A **Compensation Policy/Procedure Manual** will be developed for Administration/Human Resources. This report details:

- a. Study methodology and summary findings.
- b. Recommended compensation structure modifications.
- c. Recommended position title, classification specification or career progression changes.
- d. Fiscal impact and implementation strategies.
- e. Policies and procedure modifications or to adopt to administer and maintain the system in-house going forward.

*The City will receive the Compensation and Classification documents and cost estimates in editable format for the City to maintain/integrate.*

An **Executive Summary Report** for governing body and public distribution will also be provided as appropriate.

These reports will first be provided to City Administration in draft form to allow for feedback before the reports are placed into final form and provided electronically.



## 10. Presentation and Communication

The Study includes a ***presentation to the City Council and employees.***

*We stand behind our methodology and process, and recommendations. We are available to present findings.*

The consulting team will also be available to introduce the recommendations to employee groups to the depth, and in the manner, you prefer and offer suggestions and recommendations on how to best communicate this information. We prepare correspondence and notices tailored to our client, whether for written, verbal or electronic presentation.

## 11. Ongoing Support and Training

McGrath Human Resources Consultants will continue to work with your organization to ***support implementation*** of the compensation system at no additional cost.

*We will continue to assist the City through implementation and beyond.*

The City may also consider its future needs as follows:

- ❖ McGrath Human Resources believes in providing our clients with the tools to be able to manage their Compensation System independently, if the client desires.
- ❖ Alternatively, some clients prefer that McGrath Human Resources set current and future pay grade placements, position changes, and job description development rather than completing that in-house. This can be done for a nominal fee depending upon the time involved in the placement.

## Proposal Timeline

The timeliness of the market data collection is heavily dependent upon the workload and staffing of the comparable organizations we are asking to participate, so additional time is built into the schedule for better survey participation/timely responses to capture current data. We are prepared to start the project in March 2023, and planning meetings can be scheduled in February.

We recommend the following schedule:

Activity	Month 1				Month 2				Month 3				Month 4				Month 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Task 1 - Project orientation/planning</b>																				
<b>Task 2 and 3- Project Kickoff meetings with identified stakeholders for information meetings</b>																				
<b>Task 4 –Position Questionnaire distribution/ collection and Job Analysis</b>																				
<b>Task 5 and 6- Market Data collection and analysis; and internal analysis</b>																				
<b>Task 7 - Review Findings with City</b>																				
<b>Task 8 – Develop/Update Compensation and Classification Systems</b>																				



Activity	Month 1				Month 2				Month 3				Month 4				Month 5			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Task 8 - Review Recommendations and Cost with City</b>																				
<b>Task 9 -Finalize changes. Provide Draft Reports for City review. Finalize Reports.</b>																				
<b>Task 10 - Presentations</b>																				

This timeline will be adjusted based on the agreed upon Project Initiation date. There are factors that impact this schedule that may be out of the control of the consultants. The proposed time frame is contingent upon timely receipt of data from the City, timely participation from external comparable organizations; and timely receipt of information and/or feedback from the City. This is monitored by the consulting team and communicated with the City on an ongoing basis.

### Project Progress Communication

Since we work closely with our clients, open communication and collaboration between the consulting team and project designee is critical for the project to be most successful. Because of that, we will develop a communication plan at the onset of the project so the Firm can provide routine updates on progress as well as discuss any issues that may result in a delay or a challenge within the project. Our designated project manager coordinates meetings, data sharing, and ensures the work plan is progressing according to the designed work plan so the deliverables are met within the scope and timeline of the project.

### Cost Proposal

McGrath Human Resources does not identify, or bill based on the number of hours needed to complete a project, as the Firm will work the project based on the scope of work. Instead, McGrath sets project fees based on the total project, which ensures the project comes in at the budgeted amount. Therefore, the fees listed below include all consulting professional fees, and administrative costs, excluding travel.

Compensation Study	\$23,897
Benefits Add-on	\$ 4,500
Travel - Not to exceed based upon actual expenses*	\$ 3,000
<b>Project Not to Exceed Amount</b>	<b>\$</b>

\*Travel: In-person site visits may not be needed nor desired. Travel expenses will be billed only if incurred and based on actual expenses, not to exceed the price listed. This would be limited to airfare, mileage/car rental, hotel and dinner for the consulting team. All in person site visits will be determined with the City in advance and based upon the needs of the project.

### Terms of Payment

Payment will be made in three (3) installments (\$27,897):  
 \$ 5,000 upon completion of the signed contract;  
 \$ 15,897 upon submission of the draft report; and  
 \$ 7,000 plus actual travel (not to exceed \$3,000) upon submission of the final report.





All invoices are due within 30 days of receipt. Proposal cost is good for a minimum of 90 days from December 30, 2022. Dr. Victoria McGrath is the individual with the authority to negotiate and contractually bind McGrath Human Resources in any type of negotiations and contracts.

### **Optional Services**

In most compensation studies, there are areas that must be addressed that are not planned for. In the 22 years McGrath Consulting Group, Inc., has been in business, it has never increased the agreed upon price and will address these areas. In the event the work is so beyond the scope of the original project, the Consultant will work with the City to either bill the service at an hourly rate, plus travel fees; or determine a fixed price. However, no work will begin until an agreement with the City has been approved.





**Gallagher**

# City of Roeland Park

MARKET ANALYSIS  
& COMPENSATION STUDY

**DECEMBER 2022**

WELCOME TO  
ROELAND PARK

**MR. ERIK SMETANA**

*PRINCIPAL CONSULTANT*

ERIK\_HENRYSMETANA@AJG.COM | 314.494.4849

**GALLAGHER**

HR & COMPENSATION CONSULTING

*PUBLIC SECTOR & HIGHER ED PRACTICE*





December 13, 2022

Mr. Keith Moody  
City Administrator  
Roeland Park, Kansas

Dear Mr. Moody:

We appreciate the opportunity to present this proposal regarding the services that Gallagher's Public Sector & Higher Education consulting practice is able to offer the City of Roeland Park, Kansas (the City). It is our understanding that the City is seeking a consultant for the purpose of conducting a comprehensive compensation & benchmarking study covering the staff employed by the City.

Based on this understanding we have prepared said proposal which describes our practice's capabilities, experience, and approach to the project.

We believe we will provide the City with the most experientially and demographically diverse project team of any consulting practice in the country, which enhances the solutions and recommendations we will provide on this engagement. The questions and perspectives provided by our team ensure we anticipate the many issues the City may face throughout this project, as well as the ongoing management of associated frameworks, programs, and structures.

We appreciate the opportunity to submit this proposal and look forward to the possibility of assisting the City in conducting this study.

Sincerely,

A handwritten signature in blue ink that reads 'Erik Smetana'.

Erik Smetana  
*Principal Consultant*

Gallagher Benefit Services > HR & Compensation Consulting > Public Sector & Higher Ed

# Table of Contents

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Statement of Scope	03
Executive Summary	04
Key Personnel & Project Staff	06
Offeror History	09
References	10
Approach	11
Project Timeline	15
Cost Proposal	16

# Statement of Scope

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The goals of this project are similar to those of many other projects we have successfully performed for hundreds of non-profit and public sector organizations throughout the country. Our extensive experience includes developing and communicating a compensation philosophy, designing and implementing market-aligned pay structures, and developing job evaluation methods to maintain internal equity. We conduct benchmark analyses, including conducting custom tailored salary surveys, and recommend appropriate administrative and procedural guidelines to maintain the compensation system. We ensure that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

The scope of the engagement is to conduct a compensation and benchmarking study representative of the staff and roles currently in the employ of the City. Gallagher will work with the City to develop a project plan and timeline that supports the scope of services described the City below.

## **Compensation & Benchmarking Study**

### **Market Analysis**

- Conduct a full market analysis of the City's current full-time and part-time jobs.
- Identify and use relevant markets for use in conducting comparative analysis.
- The analysis will include an appropriate number of benchmark positions, sufficient to represent the City's workforce, in this instance this is likely to include all titles currently utilized by the City.
- Analysis will include review of market data, collection of custom data as appropriate, development of costing models and pay structures, as well as analysis of current staff to the market.

### **Salary Structure Redesign**

- Develop a new salary structure that is reflective of appropriate talent market.
- Make recommendations for slotting existing positions into the newly developed salary structure.
- Identify cost impact of implementing the new structure—i.e. adjustments to range minimum, smoothing compression and equity adjustments.

*In order to appropriately address these objectives and the scope of services described, Gallagher has developed a detailed project plan that addresses the key project areas.*

# Executive Summary

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This proposal outlines our services, methodology, project team qualifications, references, and costing. We would like to first introduce you to our firm and demonstrate how the City may benefit from our experience...

- Our team comes to this project with a significant and diverse background of HR practitioner and leadership experience, with a strong history of compensation and classification experience as a core specialty.
- The scope of this project is similar to the goals of many other engagements that we have successfully performed for public sector organizations throughout the country, with our practice having served clients in this space for more than forty (40) years.
- Our people are proven, experienced professionals. Some of the many credentials our team brings to this particular effort, include: CCP (Certified Compensation Professional) designation from WorldatWork, IPMA-SCP (Certified Professional) designation from the International Public Management Association for Human Resources, SWP (Certified Strategic Workforce Planner) designation from the Human Capital Institute, and/or specialized degrees in HR Management/Industrial Relations, or Public/Business Administration at the masters and doctoral levels, and more.
- We listen to you to understand your current situation. We want to make sure that our approach is appropriate to your needs.
- We have the technical experience, as well as sensitivity to the significant impact of total rewards decisions to ensure results are appropriate for the City.

We believe we are well suited to assist you in conducting this sensitive and critical study. Our commitment to our clients is well established and we encourage you to contact other organizations that we are currently assisting or have recently assisted. We pride ourselves on offering our clients a level of customer service and quality work product that exceeds our competitors. The following outlines our methodology to complete this study.

## **Market Comparison & Benchmarking**

We will work with the City to identify benchmark job classes for the purposes of a competitive market analysis, to include compensation and benefits details. We recommend that the City should be collecting market data on its job titles to ensure sufficient data and validity of the resulting salary structure. We will survey both current rates of pay, minimum and maximum rates of pay, in addition to the relevant benefits and the employer and employee cost. We will also integrate private sector salary information in the market comparison process from survey sources representing the local area market as appropriate.

# Executive Summary, continued

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## **Salary Structure Development & Implementation Analysis**

To develop a reliable salary structure, we integrate market data and custom survey results with the internal equity ratings from job evaluation so that the structure is internally equitable and externally competitive. In this step, we assign all jobs to the right pay grade and all employees to the right place in the range based on agreed-upon criteria. During this phase, we may also discuss how pay progression is integrated into a sustainable system that grows with the City and allows for employee development and contribution to goal achievement. Up to three implementation scenarios will be provided to the City.

## **Final Report**

Our final report will be prepared which outlines the process, methods, techniques and findings and recommendations of the study. It will include a financial impact analysis and recommended ways to implement and maintain the system in the future. We will provide the data in a format that can be used to update your HRIS system based on your implementation approach. Finally, we will train the HR staff in the proper procedure and methods to manage and maintain the system as well as provide tools and resources to support this maintenance.

# Key Personnel & Project Team

Gallagher’s Public Sector & Higher Education practice serves clients nationally from our offices in Richmond, VA, and Brentwood, TN, as well as through several Gallagher offices around the country including the state of Michigan.

Richmond, Virginia Office	Brentwood, Tennessee Office
<p align="center"><b>National Managing Director</b>                      Ronnie Charles                      ronnie_charles@ajg.com   651.234.0848                      5516 Falmouth Street, Suite 201                      Richmond, Virginia 23230</p>	<p align="center"><b>Principal Consultant</b>                      Erik Smetana                      erik_henrysmetana@ajg.com   314.494.4849                      8 Cadillac Drive, Suite 200                      Brentwood, Tennessee 37027</p>

## Key Personnel

### Ronnie Charles

**National Managing Director** :: *Project Advisor* :: 30+ years of experience

Mr. Charles is responsible for leading Gallagher’s public sector Human Resources & Compensation Consulting practice. Mr. Charles has over 30 years of Public Sector HR experience including Chief Human Resources Officer (CHRO) experience most recently in the City of Baltimore with additional professional stints in the District of Columbia, State of Virginia, and City of Suffolk, Virginia. Mr. Charles has a Bachelor’s Degree in Management from Saint Paul’s College. Mr. Charles is a member of several professional organizations, including the International Public Management Association for Human Resources (IPMA-HR) and is a past chair of the International IPMA-HR Professional Development Committee. In addition, Mr. Charles is a past Chair of the Human Resources Institute (HRCI). He brings vast experience in domestic U.S., and Global HR compensation practices and has previously earned professional certifications including the SPHR, GPHR, and IPMA-SCP. Mr. Charles is located in Virginia.

### Erik Smetana

**Principal Consultant** :: *Project Director* :: 20+ years of experience

Mr. Smetana serves as a Principal Consultant with Gallagher’s Public Sector & Higher Education practice. In this role, Erik provides high quality consulting services by leading projects specific to client needs and managing relationships between Gallagher experts and clients. Erik’s 20-plus year work history has led him to serve in a variety of diverse roles across human resource management and people strategies, particularly in compensation and benefits, talent management and organizational development, people analytics, and employee relations and policy development. Erik has extensive experience in both private and public sectors, working with an eclectic mix of dynamic organizations including Fortune 500 companies across multiple industries, international not-for-profit organizations, membership associations, media outlets (e.g. NPR and NBC affiliates), institutions of higher education and research, and others. Prior to joining Gallagher, he served as the enterprise-wide Deputy CHRO with the University of Missouri System and for Vanderbilt University as the Executive Director of People & Engagement leading, designing, and implementing compensation and people-focused programs and initiatives. Erik has a Bachelor’s degree in Psychology, an MBA, and Master’s degree in Writing. He has previously earned professional certifications including the SPHR, SHRM-SCP, SWP (Strategic Workforce Planner), and HCS (Human Capital Strategist).



# Key Personnel & Project Team, continued

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Gallagher fosters a commitment of excellence, professionalism, integrity, collaboration, and urgency to each of our clients. With each unique client, Gallagher combines these principles to deliver client services customized, specifically to meet your needs. Your Gallagher consulting team has years of experience consulting to public sector, non-profit, and higher education clients and our project teams are designed to ensure our collaboration is one that is managed effectively, efficiently, and with you as our client as the focus of our efforts.

## Allen Johanning

**Senior Consultant :: Leadership Support :: 15+ years of experience**

Mr. Johanning serves as a Senior Consultant with Gallagher's Human Resources and Compensation Consulting practice. Allen provides strategic consulting services and leads projects specific to client needs, while managing relationships between Gallagher experts and clients. During his career, he has developed expertise across HR specialties, including HRIS, Workforce Development, Compensation, and Process Improvement in the healthcare industry, including academic medical centers, and in higher education. Prior to joining Gallagher, he spent more than a decade in leadership with the University of Missouri System, providing strategic and operational leadership for the University's compensation practices, while ensuring leaders were equipped with meaningful and actionable workforce data to support data-informed decisions. Allen holds a Bachelor's degree in Business Administration from the University of Missouri and previously earned professional certifications related to Strategic Workforce Planning (Human Capital Institute) and the PHR.

## Larry Robertson

**Senior Consultant :: Leadership Support :: 25+ years of experience**

Mr. Robertson serves as a Senior Consultant with Gallagher's Human Resources and Compensation Consulting practice. Larry's 25-plus year work history includes a variety of roles that focused on compensation, human resources information systems, recruiting as well as enterprise-wide leadership roles. Larry has experience in both private and public sectors, working in a manufacturing environment before moving to higher education for the 21 years prior to coming to Gallagher. Prior to joining Gallagher he served as Director of HR for Benefits, Compensation and HR Systems for Collin County Community City District in McKinney, Texas and as Director of Compensation and HR Systems for Oklahoma City Community College. Larry has a Bachelor's degree in Business Administration and a MA in Religious Education. He has previously earned professional certifications including the SPHR.

## Derek Smith, PhD

**Senior Consultant :: Leadership Support :: 20+ years of experience**

Prior to joining Gallagher, Dr. Smith served as the National Executive Director of the Higher Education Recruitment Consortium and as a part-time consultant with Sawgrass Consulting, following more than 15+ years in higher education leadership roles at places like UNLV, Kansas State University, the University of Missouri System and the University of Pittsburgh. Derek has a Bachelor's degree in History, a Master's of Science, a Master's of Business Administration and a PhD in Public Policy and Leadership. He has previously earned professional certifications with the Human Resources Certification Institute (PHR), Society for Human Resource Management (SHRM-CP) and the Korn Ferry Leadership Architect.

# Key Personnel & Project Team, continued

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## Jaime Parker

**Consultant II :: Staff Support :: 15+ years of experience**

Ms. Parker is a Consultant with Gallagher's Human Resources and Compensation Consulting practice. She has 15 years of experience in Higher Education with 7.5 of those years in compensation and organizational effectiveness. Prior to joining Gallagher she worked at Kansas State University in Human Capital Services, and also in the Office of Institutional Effectiveness. Before her career in Higher Education, Jaime worked in the Banking Industry as a Banking Center Manager and Customer Service Manager. Jaime is a graduate of Kansas State University with a Bachelor's degree in Accounting.

## Shevaun Festervand

**Associate Consultant :: Staff Support :: 10+ years of experience**

Mrs. Festervand applies expert knowledge, industry experience, and relentless energy to serving clients and their needs. Shevaun has over ten years of experience in a variety of human resources roles such as benefits administration, talent development, recruitment and employee retention, and classification and compensation. Prior to launching her consulting career with Gallagher, she has worked with organizations like Colorado State University, JBS USA, the University of Mississippi, and the PGA of America. Shevaun is a graduate of the University of Mississippi with a Bachelor's degree in Psychology and a minor in Business Administration.

## Will McLaughlin

**Associate Consultant :: Staff Support :: 5 years of experience**

Mr. McLaughlin is an Associate Consultant with Gallagher's Human Resources & Compensation Consulting practice. Prior to joining Gallagher, William worked as a Compensation Analyst and an Human Resource Specialist at Tulsa City Community College. William has a Bachelor of Science in Business Administration, with a major in economics, from Oklahoma State University and has earned his SHRM-CP certification.

## Genesis Roberts

**Associate Consultant :: Staff Support :: 3+ years of experience**

Ms. Roberts has experience in compensation relationship management for business groups and corporate centers. Additionally, Genesis has extensive experience in the development, analysis, administration and communication of strategically focused compensation programs for global companies. Prior to joining Gallagher, Genesis was a Data Analytics and Compensation Associate at PGIM Real Estate. Her work experience at PGIM included global compensation management, headcount reporting, talent analytics, compensation forecasting, and budgeting. She is also a US Army veteran. In 2018, Genesis received her bachelor of Business Administration and Finance from the University of Texas. Then one year later Genesis received her Master's in Financial Analysis from Rutgers University in New Jersey.

*Additional leadership and staff support, not noted herein, are available within the Public Sector & Higher Education practice to assist as necessary and appropriate based on project needs and in order to ensure an effective and efficient delivery of consulting services and project deliverables.*

# Offeror History

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Arthur J. Gallagher & Co. opened its doors for business in 1927 and is still “growing strong” because of a practiced ability to help clients think ahead. Founded by its namesake who was previously the leading producer for Chicago’s largest insurance brokerage, Gallagher is now one of the world’s largest human capital, insurance brokerage and risk management services firms. Headquartered in Rolling Meadows, IL, we have operations in 33 countries, and extend our client-service capabilities to more than 90 countries through a global network of correspondent brokers and consultants.

The ideals, principles and values embodied by the founder whose name still appears on our door are part of our corporate DNA. Gallagher’s approach to business, cultivated through three generations of family leadership, has always centered on creating relationship value as true partners to our clients.

Gallagher’s interactions with you will be straightforward and candid. By earning the trust of our clients, we’ve sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute’s annual list of the World’s Most Ethical Companies in 2012 — and has earned this recognition for ten consecutive years, through 2022. This is a tremendous achievement: annually, less than 150 companies based in 23 countries and representing 57 industry categories receive this honor. Gallagher is the only insurance brokerage to have ever been recognized.

The high standards of conduct we’ve set for our external professional relationships are the same rules we follow internally. The Gallagher Way, a one-page document that outlines our 25 shared values, was written in 1984 but is just as culturally relevant today. It speaks to the value of relationships and several tenets set guidelines for ethical behavior. Gallagher combines innovative solutions, thoughtful advice and honest business practices to minimize risk and help fuel your success.

Our Public Sector & Higher Education practice has been in business since 1981, serving clients in the public space with the utmost integrity, customer care, and delivery of strategic services focused on compensation and classification, strategic and operational people centric programs and services, and collaborative partnerships with public sector, non-profit, and higher education organizations.

# References

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We have included a few key references that demonstrates our experience in conducting engagements for public sector organizations. Contact names, phone numbers, and addresses are listed for each project. These projects are relevant in demonstrating our ability to meet the needs of the City and show considerable experience in developing compensation programs and related strategies and frameworks to serve current and future needs for a variety of public sector organizations. Our references can attest to the timeliness, quality, and responsiveness of the services we provide, as well as our knowledge of legal issues, such as the ADA and FLSA, our understanding of job classifications, and our skill and ability in dealing with public organizations and sensitive personnel issues.

## South Dakota Unified Judicial System

**Beth Urban** :: *Human Resources Director* :: 605.773.4867 :: beth.urban@uj.s.sd.us

In 2022, we conducted a compensation study covering employees, ranging from full-time, part-time, to on-call for the state court system, utilizing a custom survey and published survey data. This study required recognition and incorporation of pay changes, mid-project, as well as a review and outline of opportunities to address pay compression for the the system over time and in recognition of budget constraints.

## Comfort Lake Forest Lake Watershed District

**Michael Kinney**:: *District Administrator* :: 651.395.5850 :: michael.kinney@clflwd.org

Our practice has been engaged in several projects with the District since 2021. One project involved a comprehensive market analysis and benchmarking study to support the District determine competitive rates through a comprehensive salary and benefits survey and market analysis, resulting in the development of a new pay structure. Second, we were retained in 2022 to conduct a performance management study for both the District Administrator as well as staff, and provide a revised process design that clarified linkages between pay and performance.

## City of Austin, Texas

**Bryan Dore** :: *Compensation Manager* :: 512.974.3216 :: bryan.dore@austintexas.gov

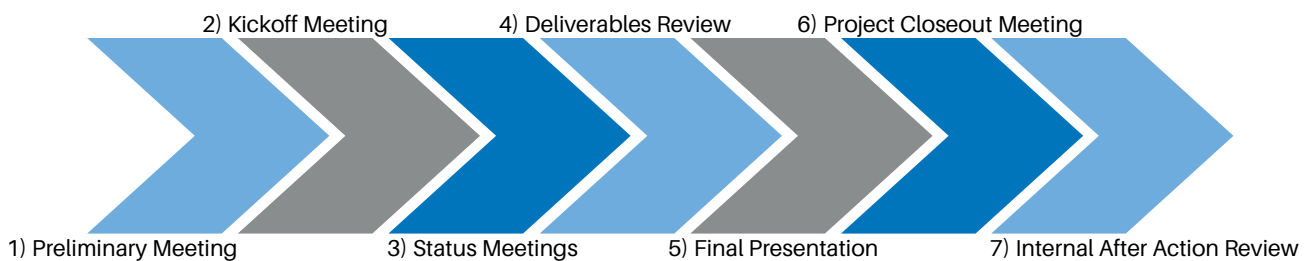
Beginning in 2016, we initiated an ongoing working relationship with the City - including the conduct of multiple function-specific pay equity studies, comprehensive compensation studies including but not limited to executive positions, emergency management, and currently the execution of studies focused on non-sworn police positions and mobility services roles as well as studies focused on COVID-19 workforce impacts and council member council member and staff compensation and classification.

*Additional references and/or case studies are available upon request to support client decision-making.*

# Approach

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Our practice takes a thoughtful and collaborative approach to all of our client engagements, where we work to ensure our efforts are ones which demonstrate how the Public Sector & Higher Education practice C.A.R.E.S. - collaborate/consult, advise/assess, recommend/resource, engage/endorse, and strategize/serve - about our clients and their needs. To that end our project approach starts with our process and client communications.



Gallagher has integrated the Scope of Services into our phased approach and deliverables to address the City's requests. All phases will require that designated City team members and Gallagher have ongoing status meetings to explain the process, review the project's progress, review draft materials, address questions, and discuss next steps. The phased work plan is as follows:

## Phase 1: Project Initiation, Strategy, Planning & Administration

- Initial meeting with key City staff to initiate the project, discuss the study methodology, the process and tasks to be performed, the scope of the study, and dedicate key personnel to these tasks and accessibility.
- Discuss provisions regarding regular progress reports for the Human Resources office or designee at agreed upon intervals.
- Collecting organization & salary material.
- Identify possible barriers to implementing and maintaining change.
- Discuss/review the strengths and weaknesses of the City's current compensation frameworks.
- Discuss the City's current compensation philosophy and supporting strategies.
- Confirm the project comprehensive timeline for completion of all tasks included herein.
- Conduct project orientation sessions for employees or other stakeholders as necessary for successful project outcomes.

*All meetings are presumed to be virtual and are included. Additional on-site visits are available at an additional charge to the City.*

# Approach, continued

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## Phase 2: Analysis, Project Study, and Development of Resources & Deliverables (Study)

- Analyze existing compensation programs and recommend changes to current plan based on market and other associated data. work performed.
- Utilize current job description information to assess and understand existing, roles, duties and related details for comparison to the market.
- Recommend appropriate framework position for each employee, including correction of identified discrepancies between existing and proposed classifications. Identify career ladders/promotional opportunities as deemed appropriate and recommendations for reporting structures.
- Appropriate FLSA status verified for classification to ensure proper Fair Labor Standards Act (FLSA) status for all employees.
- Confirm labor market(s), comparator organization, and desired data for collection from local, state, regional, and national sources.
- Benchmark positions identified, reviewed, and summarized.
- Develop and deploy data collection methodology (e.g. custom survey, published survey, data-mining) as appropriate to collect compensation and other pertinent information. Integrate published survey data as appropriate.

### **The following activities will be performed on all data:**

- Comprehensive internal salary relationship analysis of data to ensure the structure is internally equitable and externally competitive.
- Examine other key compensation practices and recommend changes to areas that address the City's employee health, welfare, wellbeing, and other benefits. Competitive analysis performed.
- Diagnostic review of current salary structures conducted to identify opportunities for simplification, reduction in pay compression.
- Recommended pay structure developed or existing structures updated (includes 1 revision if requested).
- Internal review conducted and consolidated feedback provided by the City. The City approves the updates to the pay plan(s) and other recommendations and implementation options.
- Provide the City with up to three (3) transition options, recommendations and next steps/ongoing maintenance.

## Phase 3: Project Finalization, Presentation & Deliverables

- Quality assurance reviews conducted. Client review conducted and feedback incorporated.
- Final report of study findings and presentation to key Client Staff.
- Recommend policies, guidelines, and procedures for administration, including how the plan can be adjusted for cost of living and cost of labor and how employees advance through salary ranges.
- Present findings and recommendations to project team and other staff and elected officials as designated.

## Approach, continued

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Building upon our process, client communications, and phased project management plan, we strive to provide not just great value but also the highest quality consulting and advisory services. To that end, we hold ourselves to a high standard related to quality assurance. In conducting salary studies, we follow professionally accepted compensation principles and practices as outlined by WorldatWork, SHRM, the U.S. Department of Justice and the Federal Trade Commission. Some of these guidelines are listed on the following pages. We have also authored many articles on various aspects of conducting salary studies as well as human resources more broadly.

- We follow guidelines for benchmark selection in terms of how many benchmarks should be selected; either at least 30% if utilizing a formal job evaluation methodology or at least 50% if using a pure market approach. We include representation of all job families and levels throughout the organization; highly populated jobs; jobs found in most comparator organizations; and jobs with recruitment or retention problems.
- We review job descriptions to ensure the duties and responsibilities are understood as well as to make sure we understand the level that the job is functioning at and that reporting relationships are understood so that participating organizations can match their classifications to the benchmark jobs. We will draw on our 40+ years of salary and benefits survey experience to determine if we believe a comparable job can be found in the labor market.
- We follow guidelines for job matching (match only those jobs that match at least 80% of the duties, responsibilities and functions as outlined in the benchmark job summary).
- We follow professionally accepted guidelines for defining labor markets and selecting organizations to survey. We factor in that different jobs will have different recruiting markets, by type of organization, size of organization, and geographic location.
- Any published sources utilized must meet the following criteria:
  - Conducted by a reputable salary survey firm.
  - Survey data is not self-reported.
  - Survey is conducted on a continual basis instead of a one-time event.
  - Survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data.

## Approach, continued

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- For surveys, the questions in our data collection form have been field tested through over 40 years of salary and benefits experience to produce valid and accurate data. We pose questions in a fashion easy for participants to answer, as well as providing ease for quantification and analysis. Participants are given the option of completing the survey electronically or in hardcopy.
- We follow-up with participants to ensure data quality and validity of matches and data being reported. If there are questions, we seek job descriptions, organizational charts and other information and weekly status updates on the progress of the compensation study are provided.
- We perform several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data.
- We utilize trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or WorldatWork Surveys.
- We apply geographic differentials as appropriate and necessary to ensure that the data are reflective of your labor market and economic conditions. We use third party resources (Economic Research Institute) to identify the appropriate geographic differentials.
- We calculate various statistics for summarizing the data (means, medians, highs, lows, percentiles).
- We follow the U.S. Department of Justice and Federal Trade Commission guidelines that 5 matches should exist per job in order to draw reliable conclusions. Therefore we do not calculate statistics (means, medians, etc.) on jobs with fewer than 5 job matches.
- We submit our survey analysis and draft report internally through our firm's quality control process for review before it is submitted to our clients.
- We document and explain our methodology and processes in written reports and also provide electronic copies of the reports. All of the data and conclusions are transparent and auditable.



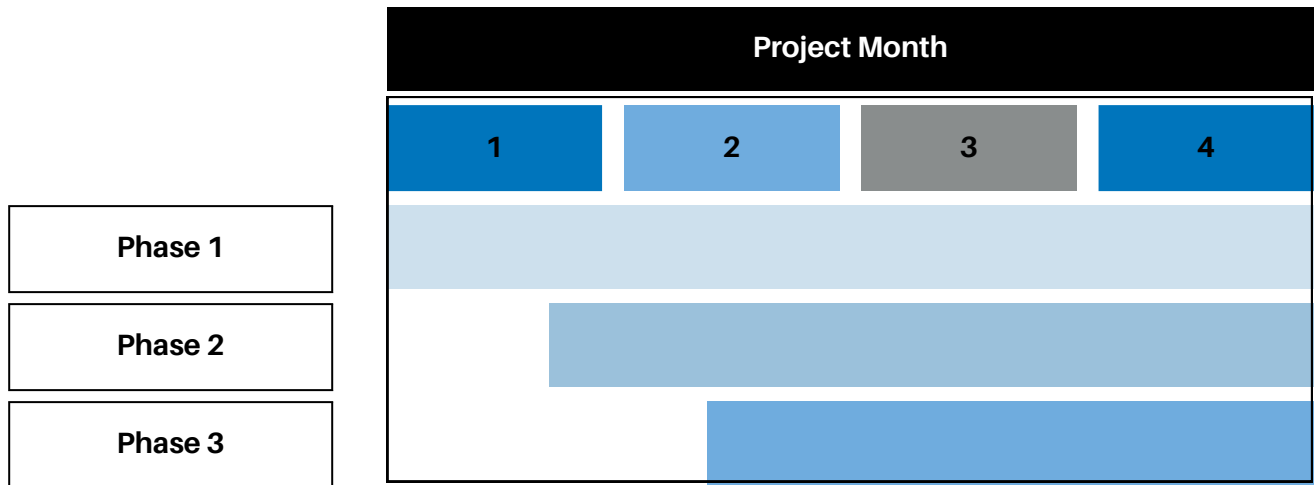
# Project Timeline

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The following is an estimate to complete each phase by month. We will discuss the details of each phase during Phase 1 and identify specific deadlines for the project at that time. We will conduct frequent status meetings with the City to ensure that the schedule is monitored throughout the project.

In today's world, speed is very important. However, given the significance of this project, it is just as important for City officials, department heads, and employees to have sufficient time to review and approve the recommendations of Gallagher and to ensure proper communications occur. We have prepared a timeline to ensure the City has the work products in an expeditious manner.

Our phases run concurrently, in that we do not wait until the full completion of a phase to begin another phase. Additionally, the schedule below may be decreased as any efficiencies are identified or gained throughout the project process. We are prepared to commence the work within two weeks of receiving your authorization to proceed, beginning with a Preliminary Meeting with the key project stakeholder/sponsor.



# Cost Proposal

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We understand the importance of this analysis. Therefore, we have proposed a fee schedule that is sensible and that generates project results that will add value to the City based on the estimated hours necessary to complete the project to our internal standards, deliver to client expectations, and complete the necessary and value-added steps of the project as outlined in this proposal.

Project Phase	Proposed Cost
<b>Phase 1:</b> Project Initiation, Strategy, Planning & Administration	<b>\$1,250</b>
<b>Phase 2:</b> Study <ul style="list-style-type: none"> <li>• Analysis, Project Study, and Development of Resources &amp; Deliverables</li> </ul>	<b>\$16,350</b>
<b>Phase 3:</b> Project Finalization, Presentation & Deliverables	<b>\$1,250</b>
<b>Estimated Total Cost: \$18,850</b>	

The above fees assumes all meetings, discussions, or presentations will be held via teleconference or video. In the event on-site visits are requested, they will be billed at labor costs plus expenses per day.

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of the consultant charged with performing the work. Gallagher typically bills on an installment basis, the structure of which is identified at project award in coordination with the client. All expenses are included in this quote.

While we are flexible and open to modifications to the work plan, our approach is tailored to your requirements and designed to achieve your objectives for this project. We hope that the details contained herein provide clarity related to our practice, its history, and most importantly, our ability to serve you and provide outstanding value to meet and exceed your needs.



# Gallagher

Insurance | Risk Management | Consulting

Item Number: DISCUSSION ITEMS- II.-3.  
Committee 2/6/2023  
Meeting Date:



**City of Roeland Park**  
Action Item Summary

Date: 1/25/2023  
Submitted By: Donnie Scharff, Director of Public Works  
Committee/Department: Public Works  
Title: **2022-23 Leaf Collection Program Report (5 min)**  
Item Type: Report

**Recommendation:**

**To review the 2022-2023 Leaf Program Cost with council**

**Details:**

Attached is the cost breakdown of the 2022-2023 Leaf Program. Below are some of the key performance measures from each of the past two seasons. This information is also shown at the bottom of the attached cost summary sheet.

**2021-2022**

- Total staff hours - 323.75 (**55.5 hours was overtime**)
- C.Y. Collected - 3,235
- Total Pickups Provided - 3,072 (**number of piles picked up**)
- Participation Percentage - 36%
- Program total cost - \$41,558

**2022-2023**

- Total staff hours - 312.5 (**14.75 hours was overtime**)
- C.Y. Collected - 4,255
- Total Pickups Provided - 2,942 (**number of piles picked up**)
- Participation Percentage - 34%
- Program total cost - \$54,342

Total staff hours declined slightly with a slight increase with staff hour minutes per pick up (up from 5.8 min to 5.9 min) which would indicate that operating efficiencies are consistent. Man power costs increased \$450. We did collect more cubic yards of leaves this season compared to last

year (up 1,020 Cy). Collecting a larger volume of leaves with nearly the same man hours as last year is also a sign of improved efficiency.

The volume of leaves collected (4,255 Cy) went up by about 1,000 Cy and remains greater than what was collected during 2016 or 2017, which indicates the new method of collection is yielding greater utilization, this is also supported by the cubic yards collected per pick up being higher the past two seasons compared to 2016 and 2017. Leaf disposal costs increased significantly (\$7,200 or 65%) due to more Cy's of leaves collected (30% increase) and a 44% increase in Missouri Organic's disposal charge.

Participation was 34% (measured by dividing how many pickups we provided- 2,942, by total potential pickups- 8,550) which is in keeping with our historical participation. We have not tracked participation by address, so we can't say what percentage of addresses use the program at least one of the three pickup opportunities.

The amount of overtime hours worked was reduced this season compared to last due to less downtime for repairs and delays due to weather.

The total cost between this season and last season increased by 30% or \$12,800. As noted, little change in man-power costs occurred. \$7,200 of the increase is due to higher disposal fees as noted above. Fuel price increases contributed \$2,800 of addition cost. Equipment depreciation costs were unchanged, and the equipment maintenance costs increased \$2,200. Staff plans to discuss options with the disposal facility about lowering the fee charged to Roeland Park, our product is very clean and is faster to compost than wood-based material.

The vacuum method continues to prove it is a superior method of collecting leaves un-bagged at the curbside from multiple perspectives: lower cost, greater customer convenience, enhanced community safety, improved work environment quality and less prone to disruption from weather or inappropriate materials in leaf piles.

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

**ATTACHMENTS:**

Description	Type
2021-2022 Leaf Program Costs	Cover Memo
2022-2023 Leaf Program Costs	Cover Memo

2021-22 Leaf Program Cost and Participation Summary										
Labor Costs	Hourly Rate Including Benefits-2021	Overtime Rate 2021	Hourly Rate Including Benefits-2022	Overtime Rate 2022	Regular Hours Worked 2021	OT Hours Worked 2021	Regular Hours Worked 2022	OT Hours Worked 2022	Cost	Notes
Frankie Reeves	\$ 31.89	\$ 33.46	\$ 35.25	\$ 43.05	107	28	16.5		\$ 4,931	11/1/21 to 1/11/22 Total Labor Hours= 323.5
Daniel Vandebos	\$ 41.09				8				\$ 329	
Kyle Keeney	\$ 36.11	\$ 31.90	\$ 37.31	\$ 32.77	66.5				\$ 2,401	
Doug Thorell	\$ 39.00	\$ 40.27	\$ 38.78	\$ 41.77	61.5	7	4		\$ 2,836	
John Henley	\$ 35.75	\$ 30.49	\$ 37.74	\$ 30.49					\$ -	
Donnie Scharff	\$ 60.18				25				\$ 1,505	
<b>Total Labor Cost</b>									<b>\$ 12,001</b>	
<b>Leaf Disposal Cost</b>										
<b>Containers</b>	<b>Quantity</b>				<b>Cost/Per</b>				<b>Cost</b>	
Missouri Organics	115	Vac Loads			\$ 75.00				\$ 8,625	Missouri Organic CY (25 CY/Load) 2,875
GFL	12	30 CY Dumpster			\$ 180.00				\$ 2,160	GFL CY (30 CY/Roll Off) 360
<b>Total Leaf Disposal Cost</b>									<b>\$ 10,785</b>	<b>Total Cubic Yards of Leaves Collected 3,235</b>
<b>Fuel Cost</b>										
<b>Asset</b>	<b>Fuel Usage (Gallons)</b>				<b>Cost/Per</b>				<b>Cost</b>	
#210 Leaf Vac Truck	312				\$ 3.41				\$ 1,064	Average Cost per Gallon
#210 Leaf Vac Truck - Rear Motor	477				\$ 2.79				\$ 1,331	
#201 Street Sweeper	75				\$ 3.42				\$ 257	
#202 - Front Wheel Loader	11				\$ 2.79				\$ 31	Front End Loader used to load 30 yard dumpsters
<b>Total Fuel Cost</b>									<b>\$ 2,682</b>	
<b>Equipment Cost (Based Upon Estimated Depreciation)</b>										
<b>Asset</b>	<b>Miles or Hours Used</b>	<b>Annual Depreciation</b>			<b>Leaf Program %</b>				<b>Cost</b>	
#201 Street Sweeper Total Miles	804	\$ 17,992			25%				\$ 4,498	% is based on 3 out of 12 sweepings/yr
#210 Leaf Vac Truck Total Miles	1,171	\$ 7,293			100%				\$ 7,293	% is based on dedicated use to program
#202 - Front Wheel Loader Total Hrs.	6	\$ 2,023			1%				\$ 11	
<b>Total Equipment Depreciation Cost</b>									<b>\$ 11,802</b>	
<b>Maintenance &amp; Repairs</b>										
<b>Asset</b>	<b>Avg Cost/Year</b>				<b>Leaf Program %</b>				<b>Cost</b>	
#201 Street Sweeper	\$1,520				25%				\$380	
#210 Leaf Vac Truck	\$3,909				100%				\$3,909	
#202 - Front Wheel Loader	\$0				1%				\$0	
<b>Total Maintenance &amp; Repair Cost</b>									<b>\$ 4,289</b>	
<b>Total Leaf Pick Up Program Costs</b>									<b>\$ 41,558</b>	<b>Estimated 2021-22 Leaf Program Cost= \$48,517</b>

## 2021-22 Leaf Program Cost and Participation Summary

### Performance Comparisons

	2016 Actuals (Leaf Blower)	2017 Actuals (Leaf Blower)	2018-19 Actuals (Leaf Vac)	2019-20 Actuals (Leaf Vac)	2020-21 Actuals (Leaf Vac)	2021-22 Actuals (Leaf Vac)
Total # of Properties Able to Participate	2,846	2,846	2,850	2,850	2,850	2,850
Potential # of Pickups (3/residence)	8,538	8,538	8,550	8,550	8,550	8,550
Number of Pick Ups Provided	3,202	2,849	2,219	2,893	2,576	3,072
Participation Percentage	38%	33%	26%	34%	30%	36%
Man Hours Dedicated to Pick Up	1,050	1,032	631	477	268	299
Avg Man Hour Minutes Per Pick Up	19.7	21.7	17.1	9.9	6.2	5.8
Gallons of Fuel Consumed	890	1,142	1,231	1,117	987	875
Gallons of Fuel Consumed Per Hour	0.85	1.11	1.95	2.34	3.69	2.93
Cubic Yards of Leaves Collected	2,080	2,617	4,090	3,435	4,048	3,235
Cubic Yards Collected per Pick Up	0.65	0.92	1.84	1.19	1.57	1.05
Total Program Cost	\$87,656	\$ 87,645	\$ 51,288	\$ 46,207	\$ 41,184	\$ 41,558
% Change in CY Leaves Collected/Pick Up		41%	101%	-36%	32%	-33%
% Change in CY of Leaves Collected		26%	56%	-16%	18%	-20%
% Change in Cost of Program		0%	-41%	-10%	-11%	1%

\*Note: The purchase of the leaf vacuum truck has continued to show a savings since implementing the change in the 2018-19 season. The leaf program costs for 2021-22 remain 53% lower than they were before switching to the leaf vacuum approach. The primary cost reduction comes from fewer man hours dedicated to the service. This does not result in less out of pocket expense to the City, the man-hours saved are allocated to other Public Works services such as parks and street maintenance.

2022-23 Leaf Program Cost and Participation Summary										
Labor Costs	Hourly Rate Including Benefits-2022	Overtime Rate 2022	Hourly Rate Including Benefits-2023	Overtime Rate 2023	Regular Hours Worked 2022	OT Hours Worked 2022	Regular Hours Worked 2023	OT Hours Worked 2023	Cost	Notes
Frankie Reeves	\$ 35.64	\$ 47.83	\$ 36.84	\$ 49.63	66	10.75			\$ 2,866	10/31/22 to 1/11/23 Total Labor Hours=
Daniel Vandebos	\$ 43.19		\$ 46.94		42				\$ 1,814	
Kyle Keeney	\$ 39.40	\$ 50.99	\$ 40.10	\$ 52.04	52				\$ 2,049	
Doug Thorell	\$ 41.15	\$ 55.68	\$ 42.20	\$ 57.26	20.5		11		\$ 1,308	
John Henley	\$ 32.64	\$ 43.69	\$ 33.34	\$ 45.57	51.25	2.25	30	1.75	\$ 2,851	
Donnie Scharff	\$ 62.67				25				\$ 1,567	
<b>Total Labor Cost</b>									<b>\$ 12,455</b>	
<b>Leaf Disposal Cost</b>										
<b>Containers</b>	<b>Quantity</b>				<b>Cost/Per</b>				<b>Cost</b>	
Missouri Organics	157	Vac Loads			\$108				\$ 16,980	Missouri Organic CY (25 CY/Load)
GFL	6	40 CY Dumpster			\$ 180.00				\$ 1,080	GFL CY (40 CY/Roll Off)
<b>Total Leaf Disposal Cost</b>									<b>\$ 18,060</b>	<b>Total Cubic Yards of Leaves Collected</b>
<b>Fuel Cost</b>										
<b>Asset</b>	<b>Fuel Usage (Gallons)</b>				<b>Avg Cost/Per</b>				<b>Cost</b>	
#210 Leaf Vac Truck	461				\$ 4.71				\$ 2,171	Average Cost per Gallon
#210 Leaf Vac Truck - Rear Motor	590				\$ 4.61				\$ 2,720	
#201 Street Sweeper	128				\$ 4.71				\$ 603	
#202 - Front Wheel Loader	10				\$ 4.61				\$ 46	Front End Loader used to load 40 yard roll off containers
<b>Total Fuel Cost</b>									<b>\$ 5,540</b>	
<b>Equipment Depreciation Cost (Estimated)</b>										
<b>Asset</b>	<b>Miles or Hours Used</b>	<b>Annual Depreciation</b>			<b>Leaf Program %</b>				<b>Cost</b>	
#201 Street Sweeper Total Miles	987	\$ 17,992			25%				\$ 4,498	% is based on 3 out of 12 sweepings/yr.
#210 Leaf Vac Truck Total Miles	1,325	\$ 7,293			100%				\$ 7,293	% is based on dedicated use to program
#202 - Front Wheel Loader Total Hrs.	6	\$ 5,196			1%				\$ 31	
<b>Total Equipment Depreciation Cost</b>									<b>\$ 11,822</b>	
<b>Equipment Maintenance &amp; Repair Cost (Estimated)</b>										
<b>Asset</b>	<b>Avg Cost/Year</b>				<b>Leaf Program %</b>				<b>Cost</b>	
#201 Street Sweeper	\$5,473				25%				\$1,368	
#210 Leaf Vac Truck	\$5,094				100%				\$5,094	
#202 - Front Wheel Loader	\$539				1%				\$3	
<b>Total Equipment Maintenance &amp; Repair Cost</b>									<b>\$ 6,465</b>	
<b>Total Leaf Pick Up Program Costs</b>									<b>\$ 54,342</b>	<b>Estimated 2022-23 Leaf Program Cost=</b>



## 2022-23 Leaf Program Cost and Participation Summary

### Performance Comparisons

	2016 Actuals (Leaf Blower)	2017 Actuals (Leaf Blower)	2018-19 Actuals (Leaf Vac)	2019-20 Actuals (Leaf Vac)	2020-21 Actuals (Leaf Vac)	2021-22 Actuals (Leaf Vac)	2022-23 Actuals (Leaf Vac)
Total # of Properties Able to Participate	2,846	2,846	2,850	2,850	2,850	2,850	2,850
Potential # of Pickups (3/residence)	8,538	8,538	8,550	8,550	8,550	8,550	8,550
Number of Pick Ups Provided	3,202	2,849	2,219	2,893	2,576	3,072	2,942
Participation Percentage	38%	33%	26%	34%	30%	36%	34%
Man Hours Dedicated to Pick Up	1,050	1,032	631	477	268	299	288
Avg Man Hour Minutes Per Pick Up	19.7	21.7	17.1	9.9	6.2	5.8	5.9
Gallons of Fuel Consumed	890	1,142	1,231	1,117	987	875	1,189
Gallons of Fuel Consumed Per Hour	0.85	1.11	1.95	2.34	3.69	2.93	4.14
Cubic Yards of Leaves Collected	2,080	2,617	4,090	3,435	4,048	3,235	4,255
Cubic Yards Collected per Pick Up	0.65	0.92	1.84	1.19	1.57	1.05	1.45
Total Program Cost	\$87,656	\$ 87,645	\$ 51,288	\$ 46,207	\$ 41,184	\$ 41,558	\$ 54,342
% Change in CY Leaves Collected/Pick Up		41%	101%	-36%	32%	-33%	37%
% Change in CY of Leaves Collected		26%	56%	-16%	18%	-20%	32%
% Change in Cost of Program		0%	-41%	-10%	-11%	1%	31%

\*Note: The purchase of the leaf vacuum truck has continued to show a savings since implementing the change in the 2018-19 season. The leaf program costs for 2022-23 remain 35% lower than they were before switching to the leaf vacuum approach. The primary cost reduction comes from fewer man hours dedicated to the service. This does not result in less out of pocket expense to the City, the man-hours saved are allocated to other Public Works services such as parks and street maintenance.

312.5

4,015
240
4,255


\$ 48,517
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Item Number: DISCUSSION ITEMS- II.-4.  
Committee 2/6/2023  
Meeting Date:



**City of Roeland Park**  
Action Item Summary

Date: 1/26/2023  
Submitted By: Keith Moody  
Committee/Department:  
Title: **Discuss Regional Resource Sharing Resolution (5 min)**  
Item Type: Resolution

**Recommendation:**

**Chief Morris supports adoption of the attached Resource Sharing Resolution.**

**Details:**

Attached is a letter from MARC which explains the rationale behind a regional Resource Sharing Agreement. It is intended to supplement existing mutual aid agreements and serve to benefit a region during disasters.

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

Financial Impact

Amount of Request: N/A	
Budgeted Item?	Budgeted Amount: N/A
Line Item Code/Description:	

**ATTACHMENTS:**

Description	Type
<input type="checkbox"/> Letter from MARC Recommending Adoption of RSA	Cover Memo
<input type="checkbox"/> MARC Resource Sharing Agreement	Cover Memo

January 17, 2023

Dear City/County Administrators,

The Mid-America Regional Council and the Regional Homeland Security Coordinating Committee (RHSCC) are pleased to provide the **Kansas City Regional Resource Sharing Agreement (RSA)** for your jurisdiction's use. Designed to strengthen resource sharing across the bistate area, the agreement will help identify cities and counties willing to share resources (including across state lines) prior to an incident, promote unity of effort and expedite mutual aid efforts.

Mutual aid agreements currently exist that cover some separate and discrete response disciplines. However, the region has identified the need for a more in-depth, comprehensive understanding of how certain resources could be shared and assistance offered.

Developed and approved by the RHSCC through extensive work by a multi-disciplinary group of emergency services professionals from across the region, the RSA serves as a "safety net" helping communities to access a wide range of potentially needed resources and achieve economic and logistical efficiencies to support gaps in resources and capability. The agreement will also help ensure that many disciplines, such as public information officers, medical examiners, public health, public works volunteers and others, can be quickly mobilized and deployed.

The RSA is not intended to supersede or replace any existing agreements, but to provide a basic understanding between participating jurisdictions regarding the sharing of resources not covered by other agreements. The RSA assists to clarify the liability issues related to resource sharing. There are some circumstances where resource sharing may not be explicitly or implicitly permitted, such as jurisdictions required to adopt resolutions or ordinances to participate in resource sharing or making formal declarations which may delay response. The implementation of this agreement provides a means to address this issue.

Participation in the RSA is voluntary and is intended to strengthen the current working relationships between jurisdictions within the region. Jurisdictions in the region are encouraged

to participate and become signatories to the agreement. Participants will be asked to sign/execute the document and submit an email with the signature page/ordinance of authorization to [JWhite@MARC.org](mailto:JWhite@MARC.org) for formal recording of an entities decision to participate.

If you have questions regarding the RSA, please contact Jason White at [JWhite@MARC.org](mailto:JWhite@MARC.org) on behalf of the RHSCC.

Thank you for your continued cooperative efforts to strengthen preparedness in the region.

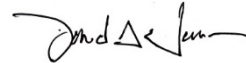
Sincerely,



Joe Connor, Assistant County  
Manager, Johnson County, Kansas  
RHSCC Co-Chair



Donna Lake, Fire Chief  
Kansas City, Missouri  
RHSCC Co-Chair



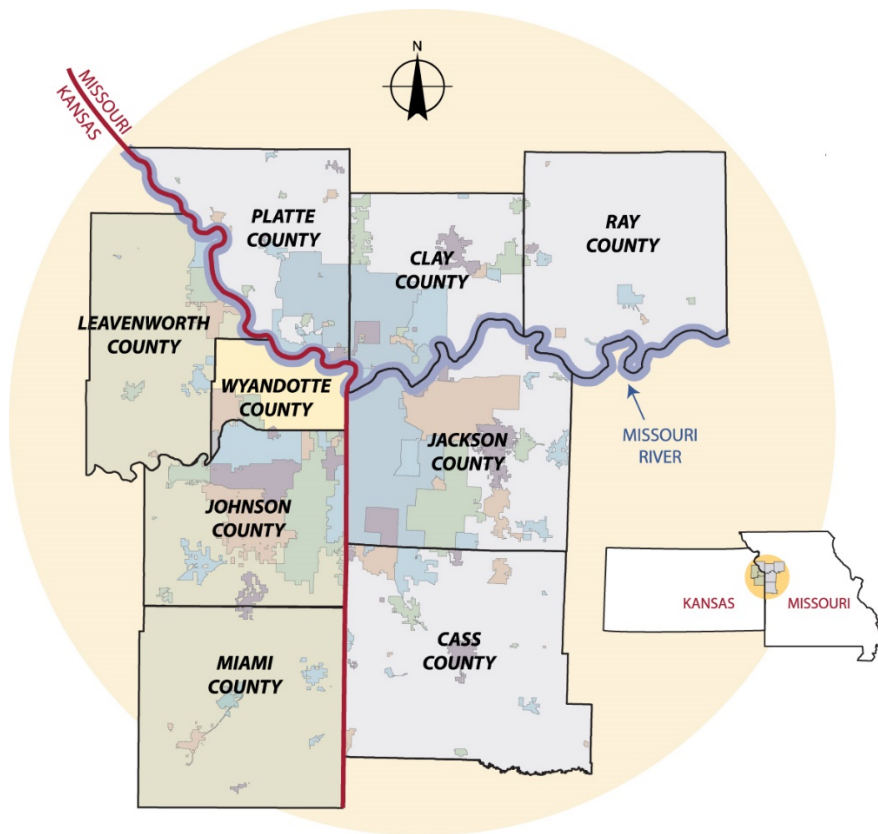
David Warm, Executive Director  
Mid-America Regional Council



Greater Kansas City

# Regional Resource Sharing Agreement

for Emergency Response and Recovery





## Greater Kansas City Regional Resource Sharing Agreement

### **Preamble**

This agreement is designed to strengthen the local jurisdiction's ability to provide and request assistance quickly and legally, clarify liability, supplement existing agreements, and provide for any gaps related to the specialty Agreements already in place.

### **Article I: Purpose and Scope**

1. **AGREEMENT OF LAST RESORT** – This Agreement is to be used as the agreement of last resort when the sharing of a resource is not covered by any other local written mutual aid agreement. There are already mutual aid agreements and laws in place serving as the foundation for mutual aid for law enforcement, fire, emergency medical services and most regional specialty teams.
2. **NON-OBLIGATORY** – This Agreement does not obligate any party to take an affirmative action or to incur costs to which the jurisdiction is not able to commit at the time of the emergency.
3. **NO PENALTY RESERVATION** – In the event of an emergency or disaster, one or more Assisting Jurisdictions may assist. The offer of assistance by the Assisting Jurisdiction is made with the full understanding that such assistance will not unduly jeopardize the protection of the Assisting Jurisdiction's community. Any decision regarding whether an Assisting Jurisdiction can spare staffing and/or resources shall lie solely with the Assisting Jurisdiction.
4. **COMPREHENSIVE** – This Agreement may be applied to share any resource or asset under the Assisting Jurisdiction's control.
5. **NON-DECLARATIVE** – A federal, state, county, or local disaster declaration is not required for a participating jurisdiction to render assistance to another jurisdiction covered by this Agreement.
6. **INTERJURISDICTIONAL RELATIONSHIPS** — The Regional Resource Sharing Agreement should build on existing interjurisdictional relationships and not supersede existing mutual aid agreements or disrupt normal lines of responsibilities between jurisdictions. Jurisdictions should seek to obtain resources based on normal interjurisdictional



relationships between special districts, townships, cities and counties.

7. NON-EXPIRING – This Agreement shall remain in effect for an indefinite term, subject to a participating jurisdiction’s request to withdraw. Withdrawal from this agreement may occur at any time by written notification to MARC at least 60 days prior to the withdrawal. Upon withdrawal from this Agreement, any equipment provided to the Parties shall be returned to the supplying agency. A Party’s written withdrawal from this Agreement will be deemed a modification by amendment to his Agreement but does not terminate this Agreement as to the remaining Parties. MARC shall maintain a list of which jurisdictions signatories, date and status.

### **Article II: Benefits**

There are important reasons for a regional Resource Sharing Agreement. These advantages include:

- Improves the quality of emergency planning and response through coordinated protocols for notification, response, assistance, and documentation of support,
- Allows for optimal use of the region’s resources, reducing the need to duplicate expensive specialized assets,
- Increases the likelihood that resources will be available and able to be deployed in response to need,
- It provides a mechanism for the use of the Incident Support Team and Emergency Support Functions within local emergency operations centers,
- It provides a mechanism for the use of resources supporting multi-jurisdiction training and exercises,
- A regional resource sharing agreement has the benefits of allowing requesting agencies to seek support from multiple organizations, depending upon the scale and type of incident and the resources needed at a particular time.

### **Article III: Authorities**

A variety of federal and state laws allow for the creation of relationships between governmental entities for jurisdictions to share human and material assets, and services. Some key statutes specifically with regard to emergency situations exist in Kansas statutes 12-16,117 and in Missouri RSMo. § 44.090-.098 and § 70.837.

The jurisdictions represent that the individual executing this Agreement on behalf of the jurisdiction or entity has the authority to bind and agree to the terms contained herein.

This Agreement is made for the sole benefit of the parties hereto and nothing in this Agreement shall be construed to give any rights or benefits to anyone other than the parties hereto.

In general, the basis for this Regional Resource Sharing Agreement is the legal ability for governments, such as Counties, Cities, Villages, Townships and Special Districts, to agree in principle to the possibility of sharing resources when requested by another governmental entity which is also a signatory of this Agreement. Both Kansas and Missouri statutes recognize the

ability of local governments to participate in interlocal agreements such as this Regional Resource Sharing Agreement.

We recommend that Kansas jurisdictions review [KSA 12-16,117](#) and consider adoption of an ordinance regarding the possibility of sharing resources within the region and across state lines. Sample ordinance language is found in Attachment B.

#### **Article IV: Definitions**

**Assisting Jurisdiction:** A political jurisdiction, multi-jurisdictional agency, or other entity providing critical community services agreeing to assist another signatory that is a participating member of the Kansas City Regional Resource Sharing Agreement.

**Authorized Representative:** The chief executive of a political jurisdiction, to include the Board of Police Commissioners established under Missouri statute RSMo. § 84.350, or multi-jurisdictional agency, or their designee, who is empowered to request resources, obligate resources, and expend funds on behalf of the political jurisdiction or multi-jurisdictional agency under the terms of this Agreement. The designee is often the Emergency Management Director / Coordinator.

**Emergency Management Agency:** The agency responsible for coordinating emergency management activities through all-phases – mitigation, preparedness, response, and recovery – within a jurisdiction.

**Emergency or Disaster:** Any situation needing an immediate response for which the community cannot alleviate without outside assistance regardless of formal declarations.

**Mutual Aid:** A prearranged written agreement and plan whereby assistance is requested and provided between two or more political jurisdiction, to include the Board of Police Commissioners established under Missouri statute RSMo. § 84.350, or multi-jurisdictional agencies during a large-scale emergency or disaster under terms of this agreement. It includes the sharing of people, equipment, consumable items.

**Period of Assistance:** The period of time beginning with the departure of any personnel and/or equipment of the Assisting Jurisdiction from any point for the purpose of traveling to provide assistance exclusively to the Requesting Jurisdiction, and ending on the return of all of the Assisting Jurisdiction's personnel and equipment to their regular place of work or assignment, or otherwise terminated through written or verbal notice to the authorized representative of the Requesting Jurisdiction by the authorized representative of the Assisting Jurisdiction.

**Personnel Licensure Compact:** A legal document passed as state legislation in the individual states that wish to become part of that particular interstate agreement. In general, these types of Compacts allow personnel to move over state lines easier during normal day to day operations.

**Requesting Jurisdiction:** A political jurisdiction, to include the Board of Police Commissioners established under Missouri statute RSMo. § 84.350, or multi-jurisdictional agency that is

responding to a natural, man-made, or technological hazard that has requested assistance from another signatory that is a participating member of the Kansas City Regional Resource Sharing Agreement.

**Special District:** A local government with a board of directors and taxing authority recognized by the state as a stand-alone entity. Commonly fire districts, ambulance districts, 911 districts, road districts, sewer districts, school districts etc. These local government entities may be signatories of the Regional Resource Sharing Agreement.

### **Article V: Governance**

The signatory to this Agreement is the Authorized Representative or delegate authorized by the County, City, Township, Village or Special District, to facilitate the development of interagency policies and procedures to ensure timely and efficient resource availability in response to and recovery from emergencies or disasters.

This Agreement may be executed in one or more counterparts, each of which will be deemed an original copy of this Agreement and all of which, when taken together, will be deemed to constitute one and the same Agreement. This Agreement shall be effective upon the execution of counterparts by more than one party. The parties may sign the same counterpart. The parties' signatures transmitted by facsimile or by other electronic means shall be proof of the execution of this Agreement and shall be acceptable in a court of law.

The Regional Resource Sharing Agreement may be amended upon the endorsement of at least two-thirds (2/3) of the member jurisdictions.

The Regional Homeland Security Coordinating Council (RHSCC) and the Policy Committee of the RHSCC shall serve as the lead body regarding the Resource Sharing Agreement. The RHSCC shall be responsible for implementation.

The Mid-America Regional Council (MARC) agrees to serve as the Administrator for this Regional Resource Sharing Agreement, to catalog participants and the use of the Agreement.

### **Article VI: Recognition of Licensure and Certification**

The recognition of licenses and certifications of personnel who are requested to serve in a jurisdiction which is different than where they have a license or certification has been issued, will be able to serve predicated upon a variety of state laws, compacts or other legal agreements. The adoption of laws, interstate licensure compacts and other legal agreements for reciprocity occurs frequently and jurisdictions should evaluate this aspect as needed.

### **Article VII: Liability Protection and Immunity**

1. All activities performed under this Agreement are deemed to be governmental functions including health, welfare, and safety of the general population.
2. For the purposes of liability, all members of any political subdivision or public safety agency responding under operational control of the requesting political subdivision or public safety

agency are deemed employees of such responding political subdivision or public safety agency and are subject to the liability and workers compensation provisions provided to them as employees of their respective political subdivision or public safety agency. Qualified immunity, statutory immunity, sovereign immunity, official immunity, and the public duty rule shall apply to the provisions of this section as interpreted by the federal and state courts of the Assisting Jurisdiction. The parties to this Agreement acknowledge and agree that the Responding Jurisdictions located in Missouri are prohibited by Missouri law from indemnifying other entities, and that notwithstanding any other language in this Agreement, the indemnification provisions in this Section and the reimbursement provisions below shall not require Responding Jurisdictions located in Missouri to indemnify or reimburse the other parties to this Agreement.

3. Any person holding a license, certificate, or other permit issued by a political jurisdiction or multi-jurisdictional agency or the state meeting qualification in a professional, mechanical, or other skill licensed to operate in the Assisting Jurisdiction will be duly recognized by the Requesting Jurisdiction for the duration of their assignment (including long term recovery under an approved recovery plan).
4. No party to this Agreement shall be liable for its failure or refusal to render aid pursuant to this Agreement.

#### **Article VIII: Employment Benefits**

All pension, relief, disability, death benefits, workers compensation and other benefits enjoyed by the employees of parties rendering assistance shall extend to the services they perform under this Agreement outside their respective jurisdictions as if those services had been rendered in their own jurisdiction.

#### **Article IX: Deployment**

1. Requests for assistance including the provision of people, equipment, consumable items, services, and information may either be verbal or in writing and will be administered through authorized representatives (or their designees) of the political jurisdiction or multi-jurisdictional agencies.
  - a. Verbal requests will be followed up with a written request for assistance within thirty (30) days per the accompanying administrative protocols to this Agreement.
2. The Requesting Jurisdiction and the Assisting Jurisdiction both agree to notify their jurisdiction's local Emergency Manager if requests are made, and if support is offered, as outlined in this Agreement.
3. Each political jurisdiction, to include the Board of Police Commissioners established under Missouri statute RSMo. 84.350, or multi-jurisdictional agency has the latitude to develop their own travel policies for their jurisdiction. As such, travel policies and required documents to process reimbursement under the agreement will vary from political jurisdiction or multi-jurisdictional agency to political jurisdiction or multi-jurisdictional agency. Regardless of the differences in travel policies amongst political jurisdiction or multi-jurisdictional agencies, the accurate collection, preparation, and submission of documentation is important.

## **Article X: Reimbursement**

Reimbursement is outside the scope of this regional intergovernmental agreement. This issue is left between the assisting and impacted jurisdictions to be discussed should the need arise at the time of the incident between the two parties.

## **Article XI: Termination**

1. This Agreement shall be construed to effectuate the purposes stated in Article I herein. If any provision of this Agreement or its application to any person or circumstance is held invalid, the invalidity shall not affect any other provision or application of the Agreement which can be given effect without the invalid provision or application.
2. Nothing herein shall preclude any political jurisdiction, to include the Board of Police Commissioners established under Missouri statute RSMo. § 84.350, or multi-jurisdictional agency from entering into supplementary agreements or affect any other agreements already in force.
3. The Assisting Jurisdiction shall retain the right to withdraw some or all of its resources at any time from the Requesting Jurisdiction. Notice to withdraw shall be communicated to the Requesting Jurisdiction's Authorized Representative or their designee, as soon as practicable.

## **Article XII: Dispute Resolution**

Once resources are deployed, the relationship is established between the entity providing the resource and the entity requesting the resource and it is incumbent upon them to define the relationship and seek to establish clear understanding of the relationship and its obligations and responsibilities.

Should disagreement arise on the interpretation of the provisions of this Agreement, or amendments or revisions thereto, that cannot be resolved at the operating level, the areas(s) of disagreement shall be stated in writing by each party and presented to the other party for consideration.

## **Article XIII: Operational Plan**

This Agreement is written to provide a known process on how to request and receive assistance and the expectations associated with a request.

The Federal Emergency Management Agency's National Response Framework and state laws enable states and their political jurisdiction or multi-jurisdictional agencies to enter into agreements that allow for the timely, efficient, and effective sharing of resources during catastrophic events, even if a formal federal or state disaster declaration have not been declared. The federal government has in recent years encouraged a "Whole Community" approach to emergency management, which seeks to ensure community recovery begins at the earliest possible opportunity without the need to render federal aid.

The National Incident Management System (NIMS) also provides well-established and uniform guidelines for incident management and response.

Where possible commonly accepted forms of written communications should be utilized such as the accepted ICS forms and processes.

### **Requests for Assistance**

Political jurisdiction or multi-jurisdictional agencies party to this agreement agrees to honor any form of written request, as agreed upon through such written agreement and containing the following data elements. No specific request form is prescribed.

1. The intent to implement this agreement, as distinguished from any other existing mutual aid agreement;
2. A general description of the emergency situation, damage or injury sustained or threatened;
3. Identification of the emergency service function or functions for which assistance is needed (e.g. fire, law enforcement, emergency medical, search and rescue, transportation, communications, public works and engineering, building, inspection, planning and information assistance, mass care, fatality management, public information and communication, resource support, health and other medical services, etc.), and the particular type of assistance needed;
4. The amount and type of personnel, equipment, materials, supplies, and/or facilities needed and a reasonable estimate of the period of assistance that each will be needed; and
5. The location or staging area where the resources are to be dispatched and the specific time that the resources are needed; and
6. The name and contact information of a representative of the Requesting Jurisdiction to meet the personnel and equipment of any Assisting Jurisdiction; and
7. The name and contact information of the authorized representative for follow-up questions if needed to fulfill the resource request.
8. Jurisdictions might consider the use of FEMA ICS 213 RR Modified for requesting resources, as well as the process and procedures that commonly accompany the use of the ICS 213 RR.

**Download: [ICS 213 RR Modified Resource Request Form](#)**

The authorized representative in the Assisting Jurisdiction will be responsible for forwarding and coordinating the request for assistance with the appropriate emergency support functions and/or organizations within their jurisdiction or agency based on availability of the resources requested.

An authorized representative who determines that their Assisting Jurisdiction has the available personnel, equipment, or other resources, shall so notify the authorized representative of the Requesting Jurisdiction and provide the following information, to the extent known:

1. A complete description of the personnel and their expertise and capabilities, equipment, and other resources to be furnished to the Requesting Jurisdiction;
2. The estimated period of assistance that the personnel, equipment, and other resources will be available;
3. The name of the person or persons to be designated as supervisory personnel for the Assisting Jurisdiction; and
4. The estimated time of arrival for the assistance to be provided at the designated location.
5. Any additional information or support needed from the Requesting Jurisdiction.

**Signatory:**

\_\_\_\_\_  
Name, Title

\_\_\_\_\_  
Date

Organization  
Address  
City, State, Zip

**Official Notices:**

For: [Organization}

[Name]  
[Title]  
Email: [ ]

For Legal Notices – Email as above with  
paper copy mailed to:

[Organization]  
ATTN: [Legal Point of Contact]  
[Address]  
[City, State, Zip]

For: Mid-America Regional Council

Erin Lynch, Emergency Services and  
Homeland Security Program Director  
Email: elynch@marc.org

For Legal Notices – Email as above with  
paper copy mailed to:

Mid-America Regional Council  
ATTN: Erin Lynch  
600 Broadway Blvd #200  
Kansas City, MO 64105

## Appendix A: Authorities and References

<b>Level of Gov.</b>	<b>Document</b>	<b>Citation/Statute</b>	<b>Authority/ Responsibility</b>
Federal	<a href="#">Stafford Act</a>	<a href="#">44 CFR Section 206</a>	DHS/FEMA – emergency response
Federal	<a href="#">Executive Order 12148</a>	<a href="#">44 Fed. Reg. 43239</a>	DHS/FEMA - preparedness/response
Federal	<a href="#">Presidential Policy Directive 8 (FEMA Implementation)</a>	<a href="#">Presidential Policy Directive PPD 8</a>	DHS/FEMA – national preparedness
Federal	<a href="#">Presidential Policy Directive 21 (FEMA Implementation)</a>	<a href="#">Presidential Policy Directive PPD 21</a>	DHS public health and medical
Federal	<a href="#">Emergency Management Assistance Compact</a>	<a href="#">Public Law 104-321</a>	FEMA/State mutual aid
Federal	<a href="#">National Emergencies Act</a>	<a href="#">Public Law 94-412, 90 Stat. 1255</a>	Executive Branch – Presidential Declaration
Federal	<a href="#">Pandemic and All Hazards Preparedness Act</a>	<a href="#">Public Law No. 109-417</a>	HHS/CDC – public health preparedness and response
Federal	<a href="#">Public Health Service Act</a>	<a href="#">Public Law 78-410</a>	HHS – public health emergency declaration
Federal	<a href="#">Public Readiness and Emergency Preparedness Act</a>		HHS – declaration of immunity from liability for claims related to medical countermeasures
Federal	<a href="#">NIMS</a>		DHS/FEMA – incident command system
Federal	<a href="#">National Response Framework, Third Edition</a>		DHS/FEMA – national all-hazards approach to coordinate emergency response through ESF's
State	Kansas Mutual Aid System	Statutes <a href="#">48-950-958</a>	KS Political jurisdiction or multi-jurisdictional agencies
Municipalities	Municipal Mutual Aid	KS <a href="#">12 -16,117,</a>	KS Municipalities (Counties/Cities)
Public Agencies	Public Agencies	KS <a href="#">12-2904</a>	Public agencies
State	Kansas Mutual Aid	KS <a href="#">80-1517</a>	Fire (ESF 4)
State	Kansas Mutual Aid	KS <a href="#">65-6158</a>	Public Health and Medical (ESF 6)
State	Kansas Mutual Aid	KS <a href="#">48-3602</a>	Law Enforcement
State	Missouri Mutual Aid	MO <a href="#">44.415</a>	State Emergency Management
State	Missouri Mutual Aid - Missouri Law	MO <a href="#">44.098</a>	Law Enforcement mutual aid with KS and OK



	Enforcement		
State	Missouri EMS	MO <a href="#">190.107</a> MO <a href="#">190.900 - 939</a>	EMS/ambulance
State	Kansas EMS	KS <a href="#">65-6158</a>	EMS/ambulance
State	Kansas Wildfire	KS <a href="#">31-801</a>	Forest Fire preservation
State	Missouri Mutual Aid	MO <a href="#">320.090</a>	Fire
State	Kansas EM Compact	KS <a href="#">48-9a01</a>	KSW Interstate EM Compact/ State EM
State	Missouri Mutual Aid	MO <a href="#">44.095</a>	Mutual aid with Kansas/State EM
State	Missouri Mutual Aid	MO <a href="#">44-090</a> MO <a href="#">44-105</a> MO <a href="#">44-045</a> MO <a href="#">70.815-837</a>	Interstate and Intrastate. No declaration required. License reciprocity recognized.
State (Ntl Agreement)	Kansas / Missouri	<a href="#">EMS Compact</a>	EMS reciprocal recognition of license
State (Ntl Agreement)	Kansas / Missouri	<a href="#">Nurse Licensure Compact</a>	Nurse reciprocal recognition of license

## Appendix B: Sample Kansas Ordinance

NOTE: This agreement is not determinate upon adoption of an ordinance per KS Statute 12-16,177.

KS Statute 12-16,117 permits a local ordinance to be adopted by the jurisdiction to share resources across state lines. Missouri does not require such a statute.

Here is the ordinance from Johnson County, Kansas:

### Sec. 26-1. - Mutual aid policy.

- (a) This section is intended to provide assistance in any form of service including, but not limited to, police, fire, emergency medical service, emergency management, public works, as well as administrative and clerical support during times of disaster as defined in K.S.A. 12-16,117.
- (b) In the event of a disaster, when there is a request for assistance from another municipality within or without the state, if the county can provide assistance without unduly jeopardizing the protection of its own community, the county manager, or his or her designee, in coordination with the emergency management division coordinator, is hereby authorized to provide such assistance as may be requested under authority granted by K.S.A. 12-16,117, with all the privileges and immunities provided therein.
- (c) Any assistance offered or provided pursuant hereto shall not be in conflict with:
  - (1) The county emergency operations plan;
  - (2) Other county resolutions or any existing interlocal agreement;
  - (3) Automatic aid;
  - (4) Intergovernmental or mutual aid agreement or the authority to enter into any such future agreements.
- (d) The Requesting Jurisdiction must be operating under a state or local declaration of disaster emergency as provided for in applicable state statutes.

**Item Number:** DISCUSSION ITEMS- II.-5.  
**Committee**  
**Meeting Date:** 2/6/2023



**City of Roeland Park**  
Action Item Summary

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Date:

Submitted By:

Committee/Department:

Title:

**Executive Session - Attorney/Client Privilege I move that the Governing Body recess into executive session under the attorney/client privilege exception to the Open Meetings Act in order to discuss personnel matters, with the open meeting to resume in the council chamber at \_\_\_\_\_.**

Item Type:

**Recommendation:**

**Details:**

How does item relate to Strategic Plan?

How does item benefit Community for all Ages?

**Item Number:** DISCUSSION ITEMS- II.-6.  
**Committee**  
**Meeting Date:** 2/6/2023



**City of Roeland Park**  
Action Item Summary

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**Date:** 2/6/2023  
**Submitted By:** Keith Moody, City Administrator  
**Committee/Department:** Admin  
**Title:** **Discuss Limitations on 2024 Objectives (5 min)**  
**Item Type:** Discussion

**Recommendation:**

In prior years limitations on the number of objectives submitted per person has been employed and the concept of limiting the budget impact of an objective has been discussed. Staff is looking for direction on if any limitations are to be in place for the 2024 objectives.

**Details:**

What are the racial equity implications of the objective?

How does item benefit Community for all Ages?