

Professional Technical Proposal prepared for the  
**City of Independence, Iowa**



**Classification and Compensation Study**

**Submitted By:**  
**McGrath Human Resources Group**

**Corporate Office**  
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Jamestown, TN 38556

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815.728.9111

**November 20, 2025**  
**4:00 PM CST**



## Part A: Transmittal Letter

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November 12, 2025

City of Independence  
Matthew R. Schmitz  
City Manager  
331 1<sup>st</sup> Street E  
Independence, IA 50644

Dear Matthew R. Schmitz:

Thank you for the opportunity to submit our qualifications to become your compensation business partner to perform a Classification and Compensation Study for the City of Independence, Iowa.

Developing and maintaining a competitive classification and compensation plan in today's fiscally conservative 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. 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.

In order to ensure proper delivery, this proposal is current as of November 12, 2025. Detailed information regarding our firm, consulting team, scope of work, work plan, methodology and process, proposed work schedule, project fees, and other required information are presented within this proposal. All conditions contained in the attached proposal are valid for a minimum of 90 days from November 20, 2025. I am the authorized individual to contractually bind the Firm and principal contact for this project.

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 Independence and its employees on this important project.

Sincerely,



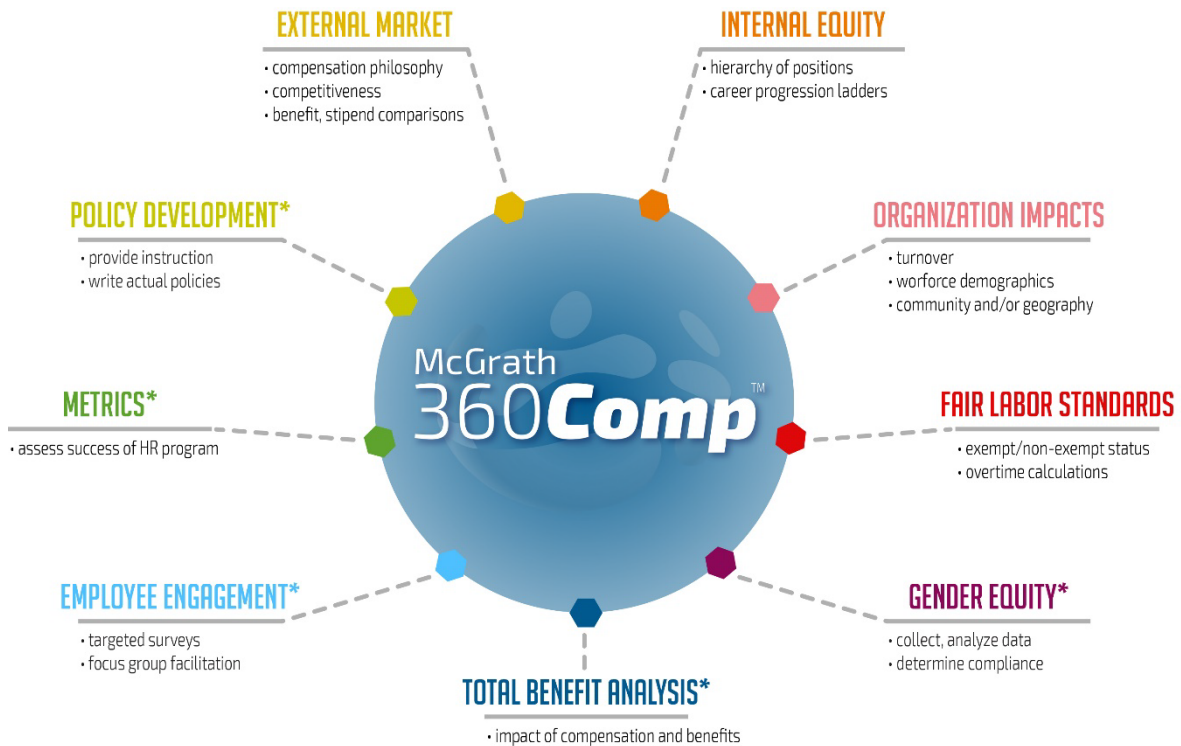
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\* **OPTIONAL**



## Part B: Firm 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. The Human Resources consulting team is comprised of experienced human resources practitioners from the private sector, local city and county government, and library systems.

<b>Company Name</b>	McGrath Human Resources Group
<b>Parent Organization</b>	McGrath Consulting Group, Inc.
<b>Established</b>	May 1, 2000
<b>Years of Service</b>	25
<b>Type of Firm</b>	Private Corporation
<b>Company Mailing Address</b>	P.O. Box 865 Jamestown, TN 38556
<b>Responsible Party</b>	Dr. Victoria McGrath, Ph.D., SPHR CEO
<b>Email Address</b>	victoriaphd@mcgrathconsulting.com
<b>Phone Number</b>	(815) 728-9111
<b>Insurance</b>	Erie Insurance: Auto and General Liability AmTrust: Workers Compensation Mount Vernon: Professional Liability Chubb: Cyber Security Liability  Certificates of Insurance provided with services agreement
<b>Office Locations</b>	Kansas • Missouri • Ohio • Tennessee • Texas • Wisconsin  Project Manager is located in the Wisconsin Office

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, Fair Labor Standards Act (FLSA) exemption reviews, training, policy development, operational studies, and staffing studies. Our Human Resources team is also involved in organizational studies related to public safety.



## **Why Chose 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 to 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 city and county government professional 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 25<sup>th</sup> year in business, with over 620 client projects, 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.



## 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 list of compensation and classification type projects this consulting team has worked on and completed over the last five (5) years.

AODAMHS of Montgomery, OH	City of West Bend, WI
Barron County, WI	City of West Des Moines, IA
Benton County, WA	City of White Bear Lake, MN
Boone County, MO	City of Winfield, IL
Burnett County, WI	City of Woodridge, IL
Butler County, KS	Clatsop County, OR
Cabarrus County, NC	Clay County, MO
Caroline County, VA	Codington County, SD
City of Alamosa, CO	Coffey County, KS
City of Alcoa, TN	Columbia County, WI
City of Ashland, OR	Community Library Network, ID
City of Bloomer, WI	Coos County, OR
City of Bonner Springs, KS	Cowley County, KS
City of Carthage, MO	Cumberland County, NC
City of Champaign, IL	Daniel Boone Regional Library, MO
City of Chanhassen, MN	Davidson County, SD
City of Chardon, OH	Denco Area 911 District, TX
City of Chetek, WI	Derby Recreation Commission, KS
City of Chippewa Falls, WI	Dodge County, WI
City of Coffeyville, KS	Dodge County Library, KS
City of Collinsville, IL	Douglas County, WI
City of Columbus, KS	Douglas County, KS
City of Crossville, TN	Finney County, KS
City of Derby, KS	Ford County, KS
City of De Pere, WI	Forest Preserve District of Kane County, IL
City of Dodge City, KS	Forest Preserve District of DuPage County, IL
City of Duval, WA	Green County, WI
City of Eau Claire, WI	Harlem Roscoe Fire Protection District, IL
City of Excelsior Springs, MO	Harvey County, KS
City of Fayetteville, AR	Jordanelle Special Service District, UT
City of Flint, MI	Juneau County, WI
City of Florissant, MO	Kent County, MI
City of Forest Lake, MN	Kingsbury County, SD
City of Garden City, KS	Lawrence Public Library, KS
City of Gig Harbor, WA	Marathon County, WI
City of Goodland, KS	Merrimac Center, VA



City of Grandview, MO	Mid-Columbia Libraries, WA
City of Grants Pass, OR	Minnehaha County, SD
City of Greer, SC	Monroe County, WI
City of Haysville, KD	Montgomery County, TN
City of Ingleside, TX	Montgomery County, OH
City of Kenai, AK	New Kent County, VA
City of Kenmore, WA	New River Valley Juvenile Detention Home, VA
City of Kirkwood, MO	North Central Washington Libraries, WA
City of Knoxville, TN	North Park Public Water District, IL
City of La Vista, NE	Oconto County, WI
City of La Crosse, WI	Outagamie County, WI
City of Lake Geneva, WI	Polk County, WI
City of Lansing, KS	Polk County, IA
City of Lawrence, KS	Portage County, WI
City of Lincoln City, OR	Pulaski County, AR
City of Manor, TX	Racine County, WI
City of Marshfield, WI	Roanoke Valley Juvenile Detention Center, VA
City of Merriam, KS	Rock County, WI
City of Monroe, WI	Rowan County, NC
City of Naperville, IL	Saginaw Charter Township, MI
City of Nevada, MO	Saginaw Township, MI
City of Newton, KS	SCCWWA, NE
City of North Kansas City, KS	Scenic Library, MO
City of Northfield, MN	Sedgwick County, KS
City of Ogden, UT	Sheboygan County, WI
City of Ottawa, KS	Somerset School District, WI
City of Palos Heights, IL	South County Fire Department, WA
City of Pearland, TX	Springfield-Greene County Library, MO
City of Perryville, MD	St Johns Fire Protection District, SC
City of Pleasant Valley, MO	St. Croix Chippewa Indians of Wisconsin, WI
City of Plymouth, WI	St. Croix County, WI
City of Prairie Village, KS	Tooele County, UT
City of Raymore, MO	Town of Blacksburg, VA
City of Richmond, MO	Town of Fairview, TX
City of River Falls, WI	Town of Greeneville, TN
City of Roeland Park, KS	Town of Holly Springs, NC
City of Sarasota Springs, UT	Town of Prescott Valley, AZ
City of Sequim, WA	Union County, NC
City of Smithville, MO	Vernon County, WI
City of Stayton, OR	Village of Grafton, WI
City of Tigard, OR	Village of Lake in the Hills, IL
City of Topeka, KS	Village of Mount Pleasant, WI





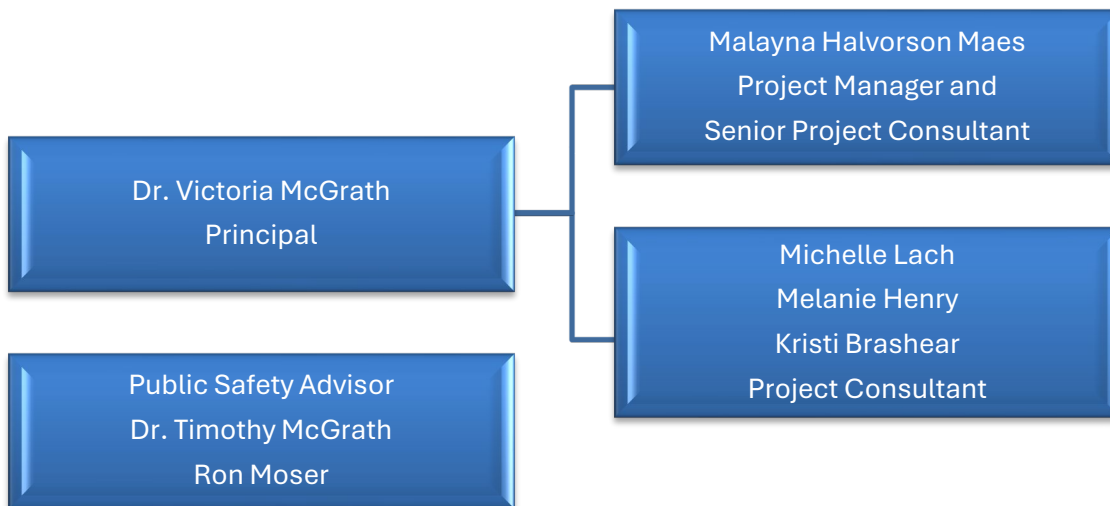
City of Tucson, AZ	Village of Rib Mountain, WI
City of Tukwila, WA	Wasatch County, UT
City of Unalaska, AK	West Chester Township, OH
City of Union, MO	Winnebago County, WI
City of Washington, MO	Wisconsin Employee Trust Funds, WI
City of Wasilla, AK	Wood County, WI
City of Watertown, WI	Yakima Valley Library, WA
City of Webster Groves, MO	



## Consultant Qualifications

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

The Consultants were selected for this project based upon their areas of expertise, specialties, and 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 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, leading the consulting team on targeted project activities, and performs duties of a project consultant.

**Project Consultant:** This role works on various project activities, which will include communication documents/tools, interviews, position questionnaire analysis, job description review, classification system development, 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, if needed.



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

Dr. Victoria McGrath brings more than 25 years of leadership as Co-Founder and CEO of McGrath Consulting Group, Inc., and its subsidiary, McGrath Human Resources Group, where she has successfully advised and partnered with more than 460 local government clients nationwide. For over two decades, she has guided organizations in developing compensation structures tailored to meet their unique needs, grounded in her core philosophy that effective compensation systems should balance market competitiveness, internal equity, and organizational culture. She strongly believes in building long-term partnerships with her clients, ensuring that solutions are practical, sustainable, and aligned with each organization's mission and values.

Her expertise spans compensation and classification, organizational assessments, staffing structures, leadership development, and operational efficiency. With over 19 years of hands-on HR practitioner experience in both public and private sectors, including municipalities, school districts, health care, banking, and education—she brings a rare combination of real-world insight and strategic vision.

Her consulting career has focused on providing management and HR assistance to municipalities, and special districts on issues including compensation and classification, staffing structures, operational efficiency, and organizational assessments. She has also been a frequent speaker at professional conferences, sharing her expertise on compensation, HR strategy, and organizational transformation.

In addition to her consulting work, Dr. McGrath served as an adjunct professor at Northwestern University, teaching courses in human resources, organizational development, management, and research within the Master's in Public Policy and Administration program. Her doctoral dissertation, *Municipal Government as a Learning Organization*, explored how government entities can improve efficiency and effectiveness in delivering services by embracing continuous learning principles.

**YEARS WITH FIRM: 25**

**EDUCATION**

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

**PROFESSIONAL AFFILIATIONS**

- Society for Human Resources Management
- National Public Employer Labor Relations Association



**Malayna Halvorson Maes**  
**Project Manager**

Malayna Halvorson Maes serves as a Senior Human Resources Consultant where she provides expert guidance to public sector clients in the areas of classification and compensation, performance management, and total rewards. Drawing on her extensive background as both a practitioner and leader in local government, she helps organizations design and implement practical, equitable, and sustainable human resource systems that align with operational needs and workforce goals. Ms. Maes brings a collaborative, solution-oriented approach to every engagement—ensuring that HR strategies are not only compliant but also reflective of organizational culture and employee engagement priorities. She is also a member of the Public Safety consulting team, bringing HR Solutions to public safety, and serves as the Firm’s primary projects coordinator.

Ms. Maes has served as a human resources professional in both the private and public sectors for more than 20 years. Prior to joining McGrath, she worked in private sector human resources and later as the Human Resources Director and senior advisor for a county in northwestern Wisconsin. In that role, she provided leadership through major organizational and legislative changes at the State level (known as Act 10), which resulted in a reduction from five (5) collective bargaining units to one (1) unit.

As a former Human Resources Director, Ms. Maes has broad knowledge of all facets of local government operations, including law enforcement, public works, engineering, health services, and more. She has been active in numerous professional associations where she has held multiple leadership roles.

**YEARS WITH FIRM: 12**

**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)



**Michelle Lach**  
**Project Consultant – Data**

Ms. Lach provides critical research and analytical skills to our compensation and benefits studies. Ms. Lach had ten (10) years of professional human resources experience prior to her time with the Firm in the private sector as an HR Director for a manufacturing company and a pharmaceutical company. Her professional 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.

**YEARS WITH FIRM: 21**

**EDUCATION**

- ♦ Bachelor of Arts– Communication and Organizational Development  
Bowling Green State University, Bowling Green, OH
- ♦ Human Resources Program Certification – Baldwin Wallace College, Berea, OH

**Melanie Henry**  
**Project Consultant – Classification and Benefits**

Since joining McGrath in December 2022, Melanie Henry has conducted compensation and classification studies for public sector organizations across the country. In her role as Project Consultant, she brings expertise in analyzing organizational structures, pay systems, and job classifications to deliver equitable, defensible, and sustainable solutions that support strategic goals and compliance requirements.

Prior to McGrath, Melanie served more than two decades as a human resources professional in both the non-profit and public sectors, including as Human Resources Director for a stand-alone public library in mid-Missouri. In that capacity, she led initiatives such as defined benefit retirement evaluations, paid leave conversion, timekeeping audits and system improvements, classification and compensation planning, and policy and employee development programs. She acted as Library Board liaison for executive director recruitment and annual performance evaluations, and guided leadership through a unionization effort and collective bargaining negotiations.

Melanie is active in the profession through SHRM, World at Work (Total Rewards), and the Human Resources Association of Central Missouri, where she currently serves on the board.

**YEARS WITH FIRM: 2**

**EDUCATION**

- ♦ Bachelor of Arts– Psychology, University of Missouri - Columbia
- ♦ Human Resource Management Certificate – University of Missouri – St. Louis

**PROFESSIONAL AFFILIATIONS**

- ♦ Society for Human Resources Management
- ♦ Human Resources Association of Central Missouri (HRACMO)
- ♦ World at Work, Total Rewards Association



## **Kristi Brashear**

### **Project Consultant – Project Support and Job Descriptions**

Kristi Brashear is a Project Consultant who delivers strategic human resources solutions to public-sector agencies. She specializes in classification and compensation studies, organizational assessments, benefits analysis, and policy development, ensuring recommendations align with best practices, fiscal responsibility, and each organization's unique culture and workforce needs.

With over 15 years of leadership experience in Texas municipal government as Director of Human Resources and Finance Manager, Kristi offers a comprehensive perspective on fiscal management and workforce dynamics. She is recognized for managing complex organizations, implementing effective policies, and leading initiatives that drive operational efficiency and long-term growth. Kristi leverages her combined experience in finance and human resources to ensure McGrath's recommendations are equitable, sustainable, and operationally practical for the organizations we serve.

During her tenure in local government, Kristi was an active member of the Government Finance Officers Association of Texas (GFOAT) and the Texas Municipal Human Resources Association (TMHRA), where she was deeply involved in advancing professional development and best practices in municipal government.

### **EDUCATION**

- ♦ Associate degree - General Studies, Lone Star College

### **CERTIFICATION**

- ♦ IPMA – Certified HR Professional

### **PROFESSIONAL AFFILIATIONS**

- ♦ Public Sector Human Resources Association
- ♦ Society for Human Resources Management

## **PUBLIC SAFETY ADVISORS**

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.



## Part C: Project Approach and Work Plan

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McGrath understands the City is seeking a comprehensive classification and compensation study, including benefits. We also recognize that, in any governmental organization, salaries and benefits are typically the largest budget item, and that this investment is ultimately an investment in your community. A competitive, well-structured compensation system is essential for the City's ability to attract, develop, and retain employees who provide high-quality service and value to all stakeholders.

Our approach is an engaging, collaborative process designed to identify the City's compensation philosophy and determine the most effective model(s) to support it. We tailor our services to the City's unique structure and culture, beginning with a thorough needs assessment to identify the strengths, challenges, and constraints in the current system, followed by a multi-faceted review of existing classification structures, pay ranges, benefits, and related policies.

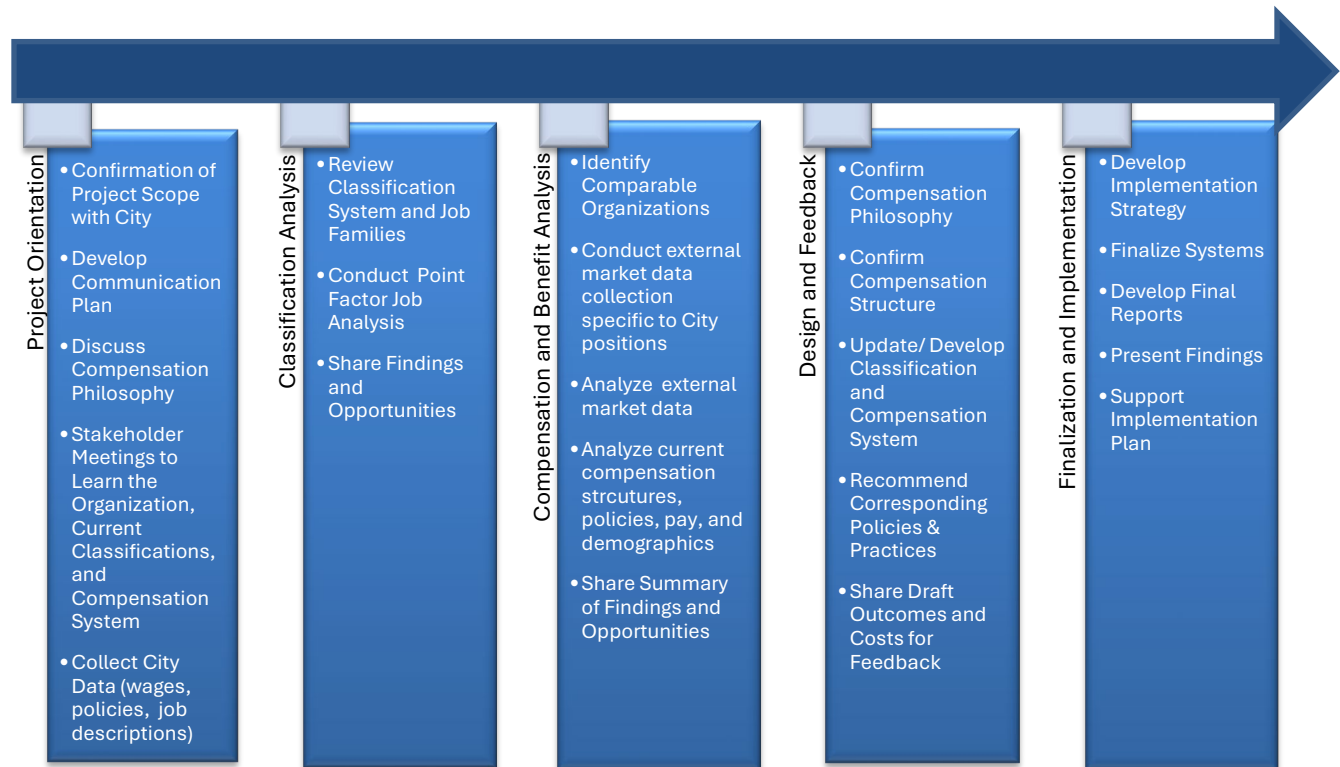
We understand that proper classification, internal equity, career opportunities, and the resolution of compression issues are critical in defining each employee's role, reinforcing their sense of value, and supporting their engagement in the organization's mission. Therefore, our goal is to help the City establish a system that promotes active employee engagement, is non-discriminatory, legally defensible, efficient to manage, and able to accommodate organizational growth and change.

Our methodology is grounded in best practices and characterized by a logical, objective, and transparent series of tasks to ensure thoroughness and consistency. In collaboration with City leadership, we define the City's compensation philosophy; analyze the current system; conduct a comprehensive market analysis using relevant public sector comparators; and utilize salary and job content data from multiple City sources and mutually identified comparators. This includes job analysis, compression analysis, and an internal equity review. We then synthesize this information into clear, meaningful summary formats, and use it to recommend a sustainable and competitive market position for the City.

Throughout the project, we will maintain an interactive process with City Administration, Department Directors and Managers, and employees, guided by a collaboratively developed communication plan. In addition to updating or developing a comprehensive compensation system, our consulting team will present recommendations to the City Council and employees, support the City through implementation, and provide the City Manager and leadership with the tools and training needed to successfully maintain these systems going forward. A visual summary of the project plan is provided.

Samples of a final report and job descriptions are provided on the flash drive of the proposal. Keep in mind the scope of work and needs of each client may differ from the needs of the City of Independence, IA.





## Proposed Project 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

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.

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.

Initial project orientation with the City's project designee will include:

- ❖ 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.





## 2. Project Initiation and Assessment

The consultants will conduct introductory meetings with City leaders and all Department Heads/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/union 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.

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

From the introduction meetings, the consulting team will identify:

- ❖ The strengths of the current compensation system.
- ❖ Areas that need to be addressed or are concerns to the current program.
- ❖ Future opportunities in structuring total compensation recommendations.
- ❖ 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.

### Compensation Philosophy

An analysis of the information collected from these meetings, as well as external data collection will be the basis of developing a compensation philosophy with City Administration that will guide the design and complexity of the City's compensation program. A consistent philosophy will provide a strong foundation for the City. Without a philosophy, leaders often find themselves unsure what to offer as a total compensation package.



### 3. Classification Analysis

Visit our link online to watch a brief video of our PQ process: <https://youtu.be/OuTcURwtl0o>

A **job analysis** objectively evaluates the duties, responsibilities, tasks, and authority level of each City position and identifies the hierarchy and career progression opportunities. This also supports pay 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 is recommended to 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 and is available as an online tool**. This Questionnaire is recommended to be completed by employees 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.
- ❖ Review the job description format and provide recommendations including clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Updating and aligning classification changes.
- ❖ Identifying career progression opportunities.
- ❖ FLSA Designation.
- ❖ Job Description updates.

#### **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.

**Outcomes.** From this process, the current classification system will be updated, as needed. The point factor system for job analysis is teachable, so our clients can

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



continue to use this methodology on their own should they choose. Compensation systems are more likely to be kept up-to-date and relevant which extends the lifecycle of a plan with this tool.

**FLSA.** We will evaluate each position status under the Fair Labor Standards Act (FLSA), to provide a recommendation to the client, based on actual job duties rather than job titles or salary alone. This ensures that positions are properly designated as exempt or non-exempt in accordance with federal wage and hour regulations. Accurate FLSA determinations not only reduce legal risk but also support consistent application of overtime and leave policies across the organization.

## Job Description Document Updates/Development

The Position Questionnaire process will identify job description updates that may be needed. The Firm can either update the current job descriptions in their current format, or the Firm can completely rewrite all job descriptions with a tailored yet standardized and compliant format to meet the needs and desires of your organization. The template is developed cooperatively between the City and McGrath. Any documents developed will be submitted in draft form and one edit is included in the price before being turned over to the organization as final. This process is typically conducted at the end of the Study. The Firm acknowledges the City's desire for completion first and will discuss with the City the advantages and disadvantages of each timeline.

## 4. 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 tool 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 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 data collection.
- ❖ McGrath consultants will **collect external market data** in real-time specific to the City's positions.
- ❖ The consultants will **analyze salary data.** The data collection process 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 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.

## 5. Benefits and Rewards Analysis

Benefit data is also obtained in the data collection process with the identified labor market. The Consultants will analyze the findings and identify any trends and/or areas of concern as compared with the Market. A Benefits Analysis identifies the Client's position in the market for the offering of insurance, retirement, paid leave, holiday, and other benefits identified by the City. A Total Reward Inventory conducted with the client can also include a high-level review of employee well-being, professional development opportunities, and recognition opportunities, to understand the totality of the employee experience, and offer future opportunities to the client.

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.

## 6. McGrath 360Comp™ Integration

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

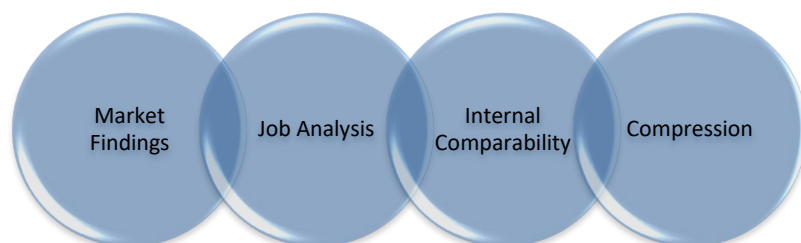
- ❖ Confirm the recommended compensation philosophy.
- ❖ Discuss the data market summary findings and trends found in the analysis as it compares to the current Compensation System.
- ❖ Discuss the future compensation system.
- ❖ Discuss the tie between the compensation system, performance, and tenure, 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.



## 7. Classification and Compensation Systems Update and Review

The Classification and Compensation Systems will be



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.

updated or redeveloped with the following information:

present **implementation strategy options** that fit the fiscal needs, culture, and compensation strategy of the City. While some entities can fully implement the compensation systems immediately, some clients have utilized a phased approach. **Compression relief may also be a factor in this process.** We will work with the City to ensure that any phased approach fits with best practices and your fiscal realities. The proposed price includes up to three (3) costing iterations.

The consultants will develop a **detailed fiscal impact** of the Compensation Systems and will

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.

### Policy and Maintenance Recommendations

In addition to developing a recommended compensation and classification structure (system), the consulting team will provide the organization with the following:

- ❖ Compensation Policy recommendations
- ❖ Recommendations for the maintenance of the Structure
- ❖ Recommendations for position changes
- ❖ Future Market Update recommendations
- ❖ Metrics recommendations

## 8. Finalization

Reports will be developed based upon the needs of the project. The reports provide varying details on:

- ❖ Study methodology and summary findings and visual summary charts.
- ❖ Recommended compensation structure modifications.
- ❖ Recommended position title, classification specification or career progression changes.
- ❖ Fiscal impact and implementation strategies.

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



- ❖ Policies and procedures recommended to administer and maintain the system in-house going forward.

Union Reports may also be developed, as needed.

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

## 9. Presentation and Communication

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

The consulting team will work with the organization to discuss the preferred communication plan and 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.

We stand behind our methodology and process, and recommendations. We are available to present findings to the oversight committees, City Council, and Employees.

## 10. Ongoing Support and Training

McGrath Human Resources Consultants will continue to work with your organization to provide **support and guidance** on the compensation system at no additional cost.

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. In addition to policy recommendations to manage and maintain the Compensation System, we offer to teach City leadership the point factor/position analysis process.
- ❖ 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.

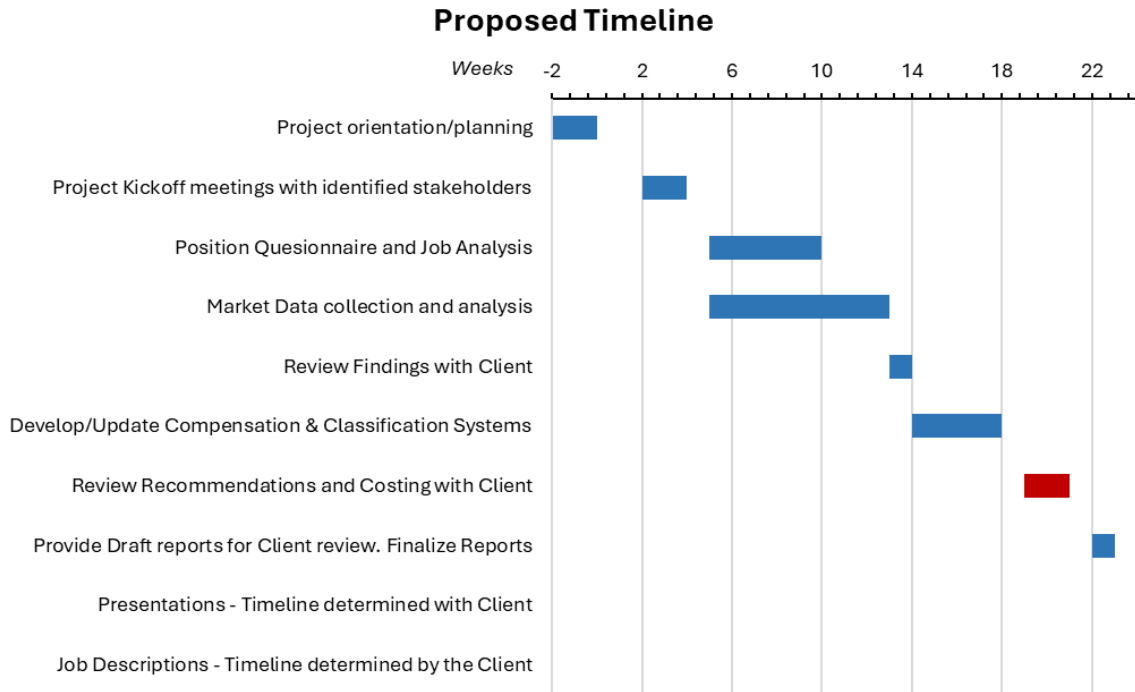
We will continue to assist the City through implementation.

We embrace client independence. We will train leadership and provide the tools necessary for self-maintenance, if desired by the City.



## Work Schedule

Based on the size and scope of the project, the expected timeline is customarily up to a 5-month process. The tasks below align to the Detailed Work Plan. Fiscal outcomes are highlighted in red. We recommend the following:



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.





## Part D: References

McGrath Consulting is proud to list over 620 clients. 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. Note: We are currently engaged with the Polk County, IA Assessors office.

Municipality	State	Contact Information	Project Description
City of West Des Moines	IA	Contact: Megan Thole Title: Human Resources Director Phone: 515-222-3583 Email: <a href="mailto:megan.thole@wdm.iowa.gov">megan.thole@wdm.iowa.gov</a>	Developed a comprehensive compensation and classification system for all positions within the City in 2024.
City of Plymouth	WI	Contact: Tim Blakeslee Title: City Administrator/Utilities Manager Phone: 920-893-3745 Email: <a href="mailto:TBlakeslee@plymouthwi.gov">TBlakeslee@plymouthwi.gov</a>	Developed a new compensation and classification system for the city in 2025 that included general employees, public works, and electric utility. Benefits were also included in the project.
City of Union	MO	Contact: Jonathan Zimmerman Title: City Administrator Phone: 636-583-3600 Email: <a href="mailto:cityadministrator@unionmissouri.gov">cityadministrator@unionmissouri.gov</a>	Developed a new compensation and classification system for the city in 2023. This is a small city in the St. Louis market.
City of Washington	MO	Contact: Shauna Pfitzinger Title: Human Resources Manager Phone 636-390-1002 Email: <a href="mailto:spfitzinger@washmo.gov">spfitzinger@washmo.gov</a>	Developed a new compensation and classification system for the city in 2024, inclusive of a benefits review. Job description redevelopment was also included in the project. This is a small city in the St. Louis region.
City of Bonner Springs	KS	Contact: Amber Vogan, CPM Title: Interim City Manager Phone: 913-667-1719 Email: <a href="mailto:avogan@bonnersprings.org">avogan@bonnersprings.org</a>	A Comprehensive classification and compensation schedule system for all city positions was developed. Benefits were included in the project. Job descriptions were also updated as a part of the project.
City of Carthage	MO	Contact: Traci Cox Title: Assistant City Administrator Phone: 417-237-7000 Email: <a href="mailto:tc Cox@carthagemo.gov">tc Cox@carthagemo.gov</a>	A comprehensive compensation and classification system for all city positions and implemented in 2020. Market update completed in 2025.
City of Excelsior Springs	MO	Contact: Molly McGovern Title: City Manager Phone: 816-630-0752 Email: <a href="mailto:mmcgovern@excelsiorsprings.gov">mmcgovern@excelsiorsprings.gov</a>	Comprehensive compensation, classification, and benefits analysis was completed with development of new salary schedule for non-union and union in 2022. Performance Management project was completed in 2022. Market update completed in 2024. This is





			a small city in the Kansas City market.
City of Florissant	MO	Contact: Sonya D. Brooks-White Title: Human Resources Director Phone: 314-839-7623 Email: swhite@florissantmo.com	Developed a new compensation and classification system for the city in 2024. This is a small city in the St. Louis market.
City of La Vista	NE	Contact: Wendy Lowery Title: Human Resources Director Phone: 402.331.4343 Email: wlowery@cityoflavista.or	A Comprehensive classification and compensation system for all city positions was developed. Benefits were included in the project. The city is part of the Omaha market.
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 a new system effective 2023. A market update was completed in 2025. This is a small city in the Kansas City market.
City of Monroe	WI	Contact: Brittney Rindy Title: City Administrator Phone: 608-329-2527 Email: brindy@cityofmonroe.org	Developed a new compensation and classification system for the city in 2023. Benefits were also reviewed. Job description redevelopment was also included in the project.
City of Nevada	MO	Contact: Sharon Baker Title: Human Resources Director Phone: 417-448-5106 Email: sbaker@nevadamo.gov	Comprehensive compensation. Classification and benefits analysis was completed with development of new system effective 2026.
City of Newton	KS	Contact: Daniela Rivas Title: City Manager Phone: 316-284-6001 Email: drivas@newtonkansas.com	Developed a new compensation and classification system for the city in 2025, based on a compensation philosophy of the 60 <sup>th</sup> Percentile. Benefits were also reviewed.
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 a compensation system at the 60 <sup>th</sup> Percentile, in January 2023.
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 for union and non-union positions was developed into one (1) system, and job descriptions were updated. This Compensation system had to be compliant with the State of Minnesota's Pay Equity Act. Northfield is in the Minneapolis-



			St. Paul metropolitan area. A market update occurred in 2024.
City of Ogden	UT	Contact: Heather Briskey Title: Human Resources Director Phone: 801-629-8736 Email: HeatherBriskey@ogdencity.com	Developed a new compensation and classification system for implementation for the City's 2025 fiscal year. The community is part of the Salt Lake City metro region.
City of Ottawa	KS	Contact: Michelle Stegman-Jacobson Title: Human Resources Director Phone: 785-229-3635 Email: mstegman-jacobson@ottawaks.gov	A Comprehensive classification and compensation schedule system for all city positions was developed. The community is part of the Kansas City market.
City of Prairie Village	KS	Contact: Cindy Volanti Title: Human Resources Director Phone: 913-385-4664 Email: cvolanti@pvkansas.com	A Comprehensive classification and compensation system for all city positions was developed. Benefits were included in the project.
City of Raymore	MO	Contact: Shawn Aulgur Title: Human Resources Director Phone: 816-892-3005 Email: saulgur@raymore.com	A Comprehensive classification and compensation schedule system for all city positions was developed. Benefits were included in the project. The community is part of the Kansas City market.
City of Saratoga Springs	UT	Contact: Laura Gamon Title: Human Resources Director Phone: 801-766-9793 Email : lgamon@saratogaprings-ut.gov	An audit of current compensation system including recommendations to determination of comparables, future data analysis, and systems to adjust for compression and internal equity was conducted in 2024.
City of Sequim	WA	Contact: Emily Stednick Title: Human Resources Director Phone: 360-681-3423 Email: estednick@sequimwa.gov	Developed a new compensation and classification system for all non-union positions. A market update is occurring in 2025.
City of Webster Groves	MO	Contact: Dr. Marie Peoples Title: City Manager Phone: 314-963-5303 Email: peoplesm@webstergrovesmo.gov	Developed a new compensation and classification system for the City in 2021, inclusive of updating job descriptions. Conducted a market update and FLSA review in 2025. The City is part of the St. Louis market.
City of West Bend	WI	Contact: Michelle Hoey Title: Human Resources Director Phone: 262-335-5107 Email: hoeym@ci.west-bend.wi.us	A comprehensive compensation system for non-union was developed in 2022. Ongoing services for new position or position changes occur as needed collaboratively with Human Resources. The City is part of the Milwaukee market.



City of West Chester	OH	Contact: Tonya Pointer, Title: Human Resources Director Phone: 513-759-7213 Email: tpointer@westchesteroh.org	Developed a comprehensive classification and compensation system for all City positions.
Village of Mount Pleasant	WI	Contact: Mary Cole Title: Human Resources Director Phone: 262-664-7837 Email: mcole@mtpleasantwi.gov	Comprehensive compensation schedule was updated in 2019 for market and organizational restructuring resulting in significant position adjustments. Job Descriptions were also developed in 2019. Market updates conducted are regularly conducted (2022 and in 2024) with the development of a new range progression model in 2024. The Village is a small community in the Milwaukee market.
Village of Rib Mountain	WI	Contact: Gaylene Roden Title: Village Administrator Phone: 715-679-8334 (Direct) Email: grhoden@ribmountainwi.gov	Developed a comprehensive compensation and classification system in 2023 when the Village brought the public utility into its services.
Polk County	IA	Contact: Ella McGowan Title: Compensation Administrator Phone: 515-86-3201 Email: ella.mcgowan@polkcountyiowa.gov	Comprehensive compensation schedule was developed combining non-represented, multiple unions, elected and appointed salary schedules.
Columbia County	WI	Contact: Jodi Burmania Title: Human Resources Manager Phone: 608-742-9669 Email: jodi.burmania@columbiacountywi.gov	Comprehensive classification and compensation study was completed in 2024 for non-union classifications. Implementation started 2025.
Douglas County	KS	Contact: Michelle Spreer Title: Human Resources Manager Phone: 785-832-5149 Email: mspreer@dgcoks.gov	Comprehensive classification and compensation schedule was developed in 2024.
Green County	WI	Contact: Delores Merrick Title: Human Resources Director Phone: 608-328-9655 Email: dmerrick@greencountywi.org	Comprehensive classification and compensation study was completed in May 2024 for non-union classifications with a July 2024 implementation. A benefits review against the market was also included. Union data collection was included for negotiation purposes.
Harvey County	KS	Contact: Heidi Huber Title: Human Resources Director Phone: 316-284-6810 Email: hhuber@harveycounty.com	Completed a comprehensive compensation study for all positions within the county. This is part of the Wichita, KS market.
Juneau County	WI	Contact: Mechelle Thompson Title: Human Resources Director	A Comprehensive classification and compensation study was



		Phone: 608-847-9344 Email: mthompson@juneaucountywi.gov	completed in March 2024 for non-union classifications. Implementation started July 2024.
Marathon County	WI	Contact: Molly Adzic Title: Human Resources Director Phone: 715-261-1406 Email: molly.adzic@marathon.wi.us	Comprehensive classification and compensation schedule was developed in 2022 for non-union job classifications, inclusive of regionalized IT and ADRC departments. A Market update for 2025 has been conducted.
Minnehaha County	SD	Contact: Carey Deaver Title: Director of Human Resources Phone: 605-367-4337 Email: cdeaver@minnehahacounty.gov	Comprehensive compensation and classification system for non-union and union positions was developed. Union recommendations were developed for the negotiation process. Total Rewards analysis also included.
Oconto County	WI	Contact: Shelly Schultz Title: Human Resources Director Phone: 920-834-6810 Email: shelly.schultz@co.oconto.wi.us	A comprehensive classification and compensation study was completed in early 2025 for all classifications. Implementation is scheduled for October 2025.
Portage County	WI	Contact: Laura Belanger-Tess Title: Human Resources Director Phone: 715-346-1369 Email: belangl@co.portage.wi.us	Comprehensive compensation schedule was developed with benefit recommendations for non-union job classifications, inclusive of a skilled nursing facility. A Market update occurred in 2022.
Sauk County	WI	Contact: Anna Cooke Title: Human Resources Director Phone: 608-355-3271 Email : anna.cooke@saukcountywi.org	Comprehensive classification and compensation schedule was developed in 2023 for non-union job classifications, inclusive of a skilled nursing facility.



## Acknowledgement of Addenda and RFP Terms

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By signing below, the undersigned an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDY. List Addenda Numbers received:

Addendum 1

Addendum 2

2. The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.
3. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
4. The individual signing below is authorized to bind the firm to a contract.

Signature: 

Printed Name: Victoria J. McGrath, Ph.D.

Title: CEO

Date: November 12, 2025

