

**Professional Proposal Prepared for the  
City of Manor, Texas**



**CITY OF  
MANOR**  
EST.  1872  
**TEXAS**

**Classification and Compensation Study**

**Submitted By:  
McGrath Human Resources Group**

**PO Box 865  
Jamestown, TN 38556**

**PO Box 190  
Wonder Lake, IL 60097**

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



**McGrath**  
HUMAN RESOURCES GROUP



March 18, 2022

Tracey Vasquez  
105 E. Eggleston Street  
Manor, TX 78653

Dear Tracey Vasquez:

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

Maintaining a competitive wage 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 updating the compensation solution built specifically for each client, which aligns with your compensation philosophy and strategy to attract and retain competent professionals, conforms to all legal requirements, and fits within the City's fiscal reality.

#### **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 maintaining 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* work experience, including within public safety.
- ❖ 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 21<sup>st</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.

Detailed information regarding our firm, consulting team, work plan, methodology and process, proposed work schedule, project fees, and other information is presented within this proposal. All conditions contained in the attached proposal are valid for a minimum of 90 days from March 18, 2022. I am the authorized individual to contractually bind the Firm.

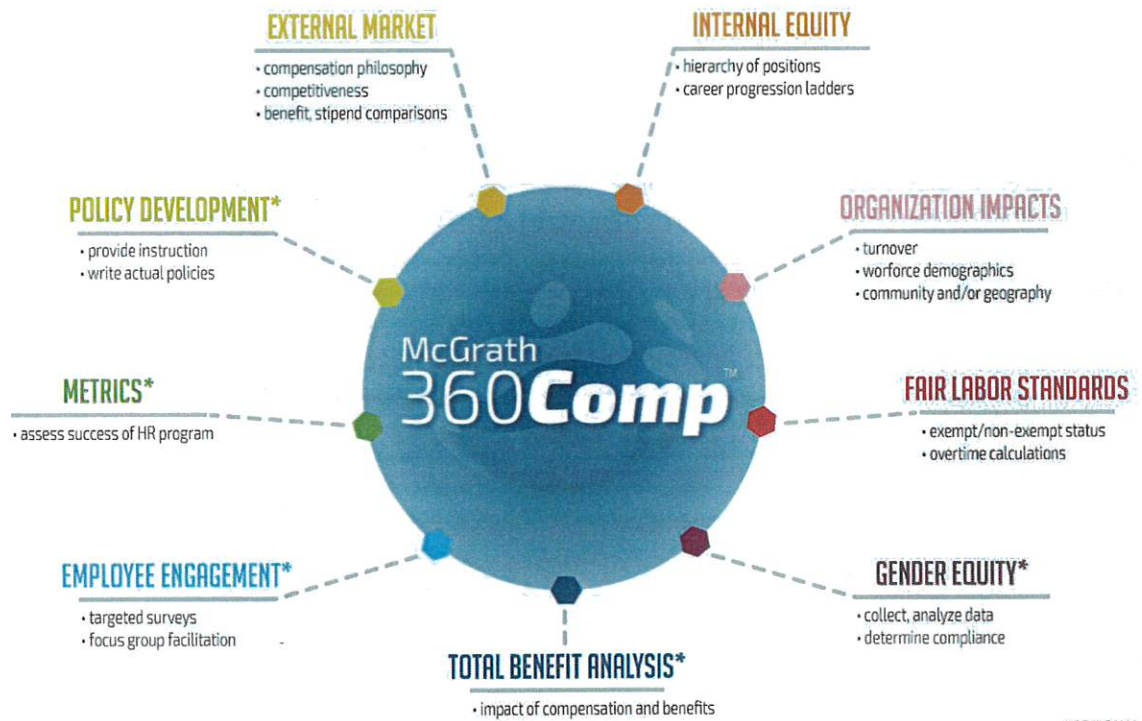
As you review the proposal, if you have any questions or require additional information, please do not hesitate to ask. We look forward to the opportunity to work with the City of Manor and its employees on this important project.

Sincerely,



Victoria J. McGrath, Ph.D., CEO  
815.728.9111 (office)  
931.214.2262 (direct)  
[victoriaphd@mcgrathconsulting.com](mailto:victoriaphd@mcgrathconsulting.com)





\*OPTIONAL



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## Statement of 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). The principals of the Firm have over 50 years of combined professional public sector experience, in addition to consulting.

**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 both the private sector and local city and county government; and have been part of this human resources consulting team between 8-21 years.

<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>	21
<b>Type of Firm</b>	Private Corporation Illinois, USA
<b>Company Mailing Address</b>	P.O. Box 190 Wonder Lake, IL 60097  PO Box 865 Jamestown, TN 38556  <i>The Office is in the process of relocation from IL to TN</i>
<b>Responsible Party</b>	CEO – Dr. Victoria McGrath, Ph.D., SPHR
<b>Email Address</b>	victoriaphd@mcgrathconsulting.com
<b>Phone Number</b>	(815) 728-9111
<b>Fax Number</b>	(815) 331-0215
<b>Insurance</b>	State Farm: Auto, General Liability Travelers: Workers Compensation Accord: Professional Liability Chubb: Cyber Security Liability

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.

*Finally, our Human Resources team is also involved in organizational studies related to public safety. This is important because we have found that having professional expertise in public safety is beneficial in public sector compensation studies to better address the unique compensation laws, best practices, and challenges these professions add to most public-sector compensation systems, of which, the City of Manor is no exception.*



## References

McGrath Consulting is proud to list over 450 clients in 39 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 Fulshear, TX Contact: Kristi Brashear Title: Human Resources Director Phone: 281-346-1796 Email: <a href="mailto:kbrashear@fulsheartexas.gov">kbrashear@fulsheartexas.gov</a>	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2021.
City of Smithville, MO Contact: Cynthia Wagner Title: City Administrator Phone: 816-532-3897 Email: <a href="mailto:cwagner@smithvillemo.org">cwagner@smithvillemo.org</a>	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2021. Benefits also analyzed.
City of Alamosa, CO Contact: Jolene Webb Title: Human Resources Manager Phone: 719-587-2029 Email: <a href="mailto:jwebb@ci.alamosa.co.us">jwebb@ci.alamosa.co.us</a>	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2021.
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>	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2022. Benefits also analyzed.
City of West Bend, WI Contact: Michelle Hoey Title: HR Director Phone: 262-335-5107 Email: <a href="mailto:hoeym@ci.west-bend.wi.us">hoeym@ci.west-bend.wi.us</a>	Conducted comprehensive market analysis and position analysis of all positions and developed new compensation system in 2022.
Dodge County, WI Contact: Tonia Mindemann Title: Interim Human Resources Director Phone: 920-386-3691 Email: <a href="mailto:tmindemann@co.dodge.wi.us">tmindemann@co.dodge.wi.us</a>	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.
City of Watertown, SD Contact: Kristen Bobzien Title: Finance Officer Phone: 605-753-3563 Email: <a href="mailto:kbobzien@watertownsd.us">kbobzien@watertownsd.us</a>	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.



<p>City of Dodge City, KS  Contact: Ernestor De La Rosa  Title: Assistant City Manager  Phone: 620-225-8100  Email: Ernestord@dodgecity.org</p>	<p>Completed a comprehensive compensation study for all positions, with continued support to public safety salary schedules.</p>
<p>City of Crossville, TN  Contact: Leah Crockett  Title: Human Resources Manager  Phone: 931-456-5681  Email: leahcrockett@crossvilletn.gov</p>	<p>Comprehensive compensation schedule for all City positions was developed.</p>
<p>City of Oak Ridge, TN  Contact: Mark Watson  Title: City Manager  Phone: 865-425-3550  Email: mwatson@oakridgetn.gov</p>	<p>Comprehensive compensation schedules for all City positions were developed, and development of job descriptions for approximately 190 positions. All Departments, including Police, Fire, and Public Works, and Electric were included.</p>
<p>Town of Greeneville, TN  Contact: Patsy Fuller  Title: Human Resources Director  Phone: 423-639-7105  Email: Pfuller@greenevilletn.gov</p>	<p>Developed a compensation system for all employees within the Town.</p>
<p>City of Alcoa, TN  Contact: Melissa Thompson  Title: Human Resources Director  Phone: 855-380-4753  Email: mthompson@cityofalcoa.tn.gov</p>	<p>Completed a comprehensive compensation study for all employees. Project was completed in March 2020 and partially implemented due to COVID. A market update for full implementation is occurring in 2022.</p>
<p>City of Northfield, MN  Contact: Michelle Mahowald  Title: Human Resources Director  Phone: 507-645-3012  Email: michelle.mahowald@ci.northfield.mn.us</p>	<p>A comprehensive compensation schedule of union and non-union positions was developed into one (1) classification system, and job descriptions were updated. This schedule was updated in 2021. 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></p>
<p>Village of Lake in the Hills, IL  Contact: Anita Neville  Title: Human Resource Manager  Phone: 847-960-7423  Email: aneville@lith.org</p>	<p>Completed a compensation study for all non-union positions and the police union. Police salary schedule was awarded as part of an arbitration hearing. Completed job descriptions for all positions. <i>Lake in the Hills is in the greater Chicago area.</i></p>
<p>Village of Mount Pleasant, WI  Contact: Carol Thiel  Title: Human Resources Director  Phone: 262-664-7838  Email: cthiel@mtpleasant.wi.gov</p>	<p>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. <i>Mount Pleasant is part of the Milwaukee area.</i></p>





## 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:

Adams County, WI	City of Topeka, KS
Barron County, WI	City of Watertown, SD
Bluffton Township Fire District, SC	City of Webster Groves, MO
Burnett County, WI	City of West Bend, WI
City of Alcoa, TN	City of White Bear Lake, WI
City of Arlington, WA	City of Woodstock, IL
City of Aspen, CO	Clearfield City, UT
City of Beloit, WI	Codington County, SD
City of Burlington, WA	County of Delaware, PA
City of Carthage, MO	Cowley County, KS
City of Chanhassen, MN	Cy Fair Volunteer Fire Department, TX
City of Clayton, MO	Daniel Boone Regional Library, MO
City of Columbus, KS	Davison County, SD
City of Crossville, TN	Dodge County, WI
City of Denison, TX	Douglas County, WI
City of Dodge City, KS	Eau Claire County, WI
City of Durango, CO	Everett Roehl Marshfield Public Library, WI
City of Durant, OK	Geary County, KS
City of Duvall, WA	Kansas Sentencing Commission, KS
City of Eau Claire Library, WI	Kent County, MI
City of Eau Claire, WI	Manhattan Library, KS
City of Excelsior Springs, MO	Marion County, KS
City of Fayetteville, NC	Monroe County, WI
City of Flint, MI	Montgomery County, OH
City of Fulshear, TX	Montgomery County, TN
City of Gallatin, TN	New Kent County, VA
City of Garden City, KS	Older People's Commission, MI
City of Goodland, KS	Portage County, WI
City of Hamilton, OH	Pueblo City-County Library District, CO
City of Huber Heights, OH	Reno County, KS
City of Kechi, KS	Riley County Police Department, KS
City of Kirkwood, MO	Riley County, KS
City of La Crosse, WI	Rochester Avon Recreation Authority, MI
City of La Pine, OR	Rock County, WI
City of Lake Geneva, WI	Saginaw Township, MI
City of Lawrence, KS	Sedgwick County, KS
City of Marshfield, WI	Somerset School District, WI



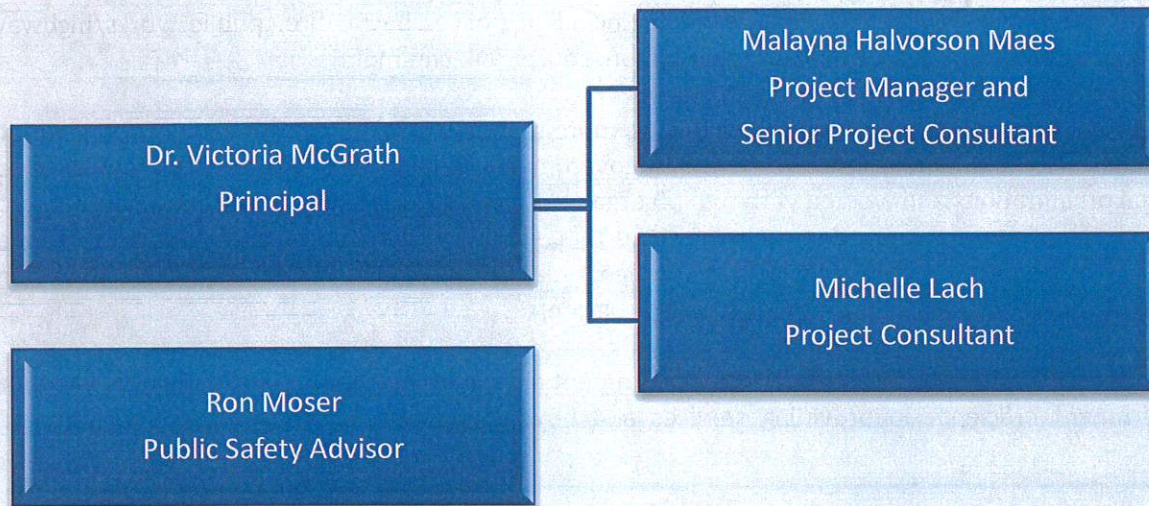
City of Marysville, WA	South Snohomish County Fire & Rescue Authority, WA
City of McPherson, KS	St. Croix County, WI
City of Northfield, MN	Sumner County, TN
City of Oak Harbor, WA	Town of Greeneville, TN
City of Oak Ridge, TN	Town of Holly Springs, NC
City of Park Ridge, IL	Utah County, UT
City of Platte, MO	Vernon County, WI
City of Pleasant Valley, MO	Village of Cary, IL
City of Rochester Hills, MI	Village of Glen Ellyn, IL
City of Salina, KS	Village of Lake in the Hills, IL
City of Sherwood, OR	Village of Mount Pleasant, WI
City of Smithville, MO	Village of North Aurora, IL
City of St. Charles, MO	Village of Oak Park, IL
City of Stayton, OR	Village of Parkridge, IL
City of Tooele, UT	Wisconsin Employee Trust Funds, WI



## Project Team and Team Organization

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 for the City of Manor 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 and service as 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.



**Victoria McGrath, Ph.D., SPHR**  
**Chief Executive Officer and Project 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 of practitioner experience 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: 21**

**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**

*Barron County, WI*

*Bluffton Township Fire District, SC*

*Burnett County, WI*

*CAS, Medicare Ambulance, OH*

*Dodge County, WI*

*Douglas County, WI*

*Eau Claire County, WI*

*Everett Roehl Marshfield Public Library, WI*



Centre Region of Government, PA  
Centre Region Solid Waste Authority, PA  
Chippewa County, WI  
City of Alamosa, CO  
City of Alcoa, TN  
City of Arlington, WA  
City of Ashland, WI  
City of Aspen, CO  
City of Beloit, WI  
City of Bloomington, MN  
City of Burlington, WA  
City of Carthage, MO  
City of Clayton, MO  
City of Clearfield City, UT  
City of Countryside, IL  
City of Des Peres, MO  
City of Dodge City, KS  
City of Durango, CO  
City of Eau Claire, WI  
City of Edwardsville, KS  
City of Fayetteville, NC  
City of Lake Geneva, TN  
City of Hamilton, OH  
City of Huntington, WV  
City of Huntsville, TX  
City of Kechi, KS  
City of Kirkwood, MO  
City of Lawrence, KS  
City of Manhattan, KS  
City of Mexico, MO  
City of New Berlin, WI  
City of Northfield, MN  
City of O'Fallon, IL  
City of Oak Harbor, WA  
City of Oak Ridge, TN  
City of Paducah, KY  
City of Park Ridge, IL  
City of Platte, MP  
City of Rochester Hills, MI  
City of Salina, KS

Ferguson Township, PA  
Fox River Water Reclamation District, IL  
Franklin School District, WI  
Geary County, KS  
Greene County EMS, TN  
Harris Township, PA  
Kansas Sentencing Commission, KS  
Kent County, MI  
Maine Township, IL  
Manhattan Library, KS  
Marion County, KS  
Older People's Commission (OPC), MI  
Patton Township, PA  
Riley County Police Department, KS  
Riley County, KS  
Rochester Avon Recreation Authority, MI  
Somerset School District, WI  
South Lyons Township Sanitary District, IL  
South Snohomish County F&R Authority, WA  
Spring Benner Walker Joint Authority, PA  
St Croix County, WI  
St Croix Indians, WI  
Sumner County, TN  
Town of Avon, IN  
Town of Berwyn Heights, MD  
Town of Greeneville, TN  
Town of Riverdale Park, MD  
Town of Syracuse, IN  
Unified City of Yorkville, IL  
Utah County, UT  
Vernon County, WI  
Village of Bedford Park, IL  
Village of Cary, IL  
Village of Glen Ellyn, IL  
Village of Lake in the Hills, IL  
Village of Mount Pleasant, WI  
Village of North Aurora, IL  
Village of Oak Park, IL  
Village of Parkridge, IL  
Village of Riverside, IL



**Malayna Halvorson Maes**  
**Project Manager and 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 a rewrite of all job descriptions, and the 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**

*Barron County, WI*

*Burnett County, WI*

*Chippewa County, WI*

*City of Alamosa, CO*

*City of Alcoa, TN*

*City of Park Ridge, IL*

*City of Rochester Hills, MI*

*City of Sherwood, OR*

*City of Stayton, OR*

*City of Watertown, SD*



*City of Arlington, WA*  
*City of Ashland, WI*  
*City of Bloomington, MN*  
*City of Burlington, WA*  
*City of Clayton, MO*  
*City of Crossville, TN*  
*City of Denison, TX*  
*City of Dodge City, KS*  
*City of Durango, CO*  
*City of Durant, OK*  
*City of Eau Claire Library, WI*  
*City of Eau Claire, WI*  
*City of Edwardsville, KS*  
*City of Fayetteville, NC*  
*City of Fulshear, TX*  
*City of Lake Geneva, TN*  
*City of Garden City, KS*  
*City of Hamilton, OH*  
*City of Huber Heights, OH*  
*City of Kirkwood, MO*  
*City of La Pine, OR*  
*City of Lawrence, KS*  
*City of Marshfield, WI*  
*City of Marysville, WA*  
*City of McPherson, KS*  
*City of Northfield, MN*  
*City of Oak Harbor, WA*  
*City of Oak Ridge, TN*

*City of Woodstock, IL*  
*Codington County, SD*  
*County of Delaware, PA*  
*Cypress Creek EMS, TX*  
*Dodge County, WI*  
*Douglas County, WI*  
*Eau Claire County, WI*  
*Everett Roehl Marshfield Public Library, WI*  
*Kent County, MI*  
*Marion County, KS*  
*Older People's Commission (OPC), MI*  
*Portage County, WI*  
*Pueblo City-County Library District, CO*  
*Riley County Police Department, KS*  
*Riley County, KS*  
*Rochester Avon Recreation Authority, MI*  
*Somerset School District, WI*  
*St Croix County, WI*  
*St Croix Indians, WI*  
*Town of Berwyn Heights, MD*  
*Town of Greeneville, TN*  
*Vernon County, WI*  
*Village of Glen Ellyn, IL*  
*Village of Lake in the Hills, IL*  
*Village of Mount Pleasant, WI*  
*Village of Parkridge, IL*  
*Winnebago County, WI*  
*Wisconsin Employee Trust Funds, WI*



**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 15 years.

**YEARS WITH FIRM: 15**

**EDUCATION**

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

**SAMPLE PROJECT EXPERIENCE**

<i>Barron County, WI</i>	<i>City of St Charles, MO</i>
<i>Bluffton Township Fire District, SC</i>	<i>City of Stayton, OR</i>
<i>Burnett County, WI</i>	<i>City of Watertown, SD</i>
<i>Chippewa County, WI</i>	<i>City of Woodstock, IL</i>
<i>City of Alamosa, CO</i>	<i>Codington County, SD</i>
<i>City of Alcoa, TN</i>	<i>Coffey County, KS</i>
<i>City of Arlington, WA</i>	<i>Cypress Creek EMS, TX</i>
<i>City of Ashland, WI</i>	<i>Dodge County, WI</i>
<i>City of Aspen, CO</i>	<i>Douglas County, WI</i>
<i>City of Bloomington, MN</i>	<i>Eau Claire County, WI</i>
<i>City of Burlington, WA</i>	<i>Everett Roehl Marshfield Public Library, WI</i>
<i>City of Carthage, MO</i>	<i>Geary County, KS</i>
<i>City of Clayton, MO</i>	<i>Greene County EMS, TN</i>
<i>City of Clearfield City, UT</i>	<i>Kent County, MI</i>
<i>City of Crossville, TN</i>	<i>Maine Township, IL</i>
<i>City of Denison, TX</i>	<i>Manhattan Library, KS</i>
<i>City of Des Peres, MO</i>	<i>Marion County, KS</i>
<i>City of Dodge City, KS</i>	<i>Older People's Commission (OPC), MI</i>
<i>City of Durango, CO</i>	<i>Patton Township, PA</i>
<i>City of Durant, OK</i>	<i>Pitkin County, CO</i>
<i>City of Eau Claire Library, WI</i>	<i>Portage County, WI</i>
<i>City of Eau Claire, WI</i>	<i>Pueblo City-County Library District, CO</i>
<i>City of Edwardsville, KS</i>	<i>Riley County Police Department, KS</i>
<i>City of Fayetteville, NC</i>	<i>Riley County, KS</i>
<i>City of Fulshear, TX</i>	<i>Rochester Avon Recreation Authority, MI</i>
<i>City of Gallatin, TN</i>	<i>Somerset School District, WI</i>
<i>City of Garden City, KS</i>	<i>St Croix County, WI</i>





*City of Hamilton, OH*  
*City of Huber Heights, OH*  
*City of Huntington, WV*  
*City of Kechi, KS*  
*City of Kirkwood, MO*  
*City of La Pine, OR*  
*City of Lawrence, KS*  
*City of Manhattan, KS*  
*City of Marshfield, WI*  
*City of Marysville, WA*  
*City of McPherson, KS*  
*City of Northfield, MN*  
*City of O'Fallon, IL*  
*City of Oak Harbor, WA*  
*City of Oak Ridge, TN*  
*City of Paducah, KY*  
*City of Park Ridge, IL*  
*City of Platte, MP*  
*City of Rochester Hills, MI*  
*City of Salina, KS*  
*City of Sheridan, WY*  
*City of Sherwood, OR*

*St Croix Indians, WI*  
*Sumner County, TN*  
*Town of Avon, IN*  
*Town of Greeneville, TN*  
*Utah County, UT*  
*Vernon County, WI*  
*Village of Bedford Park, IL*  
*Village of Cary, IL*  
*Village of Lake in the Hills, IL*  
*Village of Mount Pleasant, WI*  
*Village of North Aurora, IL*  
*Village of Oak Park, IL*  
*Village of Parkridge, IL*  
*Village of Riverside, IL*  
*Village of South Elgin, IL*  
*Village of Theresa, WI*  
*Village of Vernon Hills, IL*  
*Village of West Milwaukee, WI*  
*Village of Wilmette, IL*  
*Village of Winfield, IL*  
*Winnebago County, WI*  
*Wisconsin Employee Trust Funds, WI*

#### **PUBLIC SAFETY ADVISOR**

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

- 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.

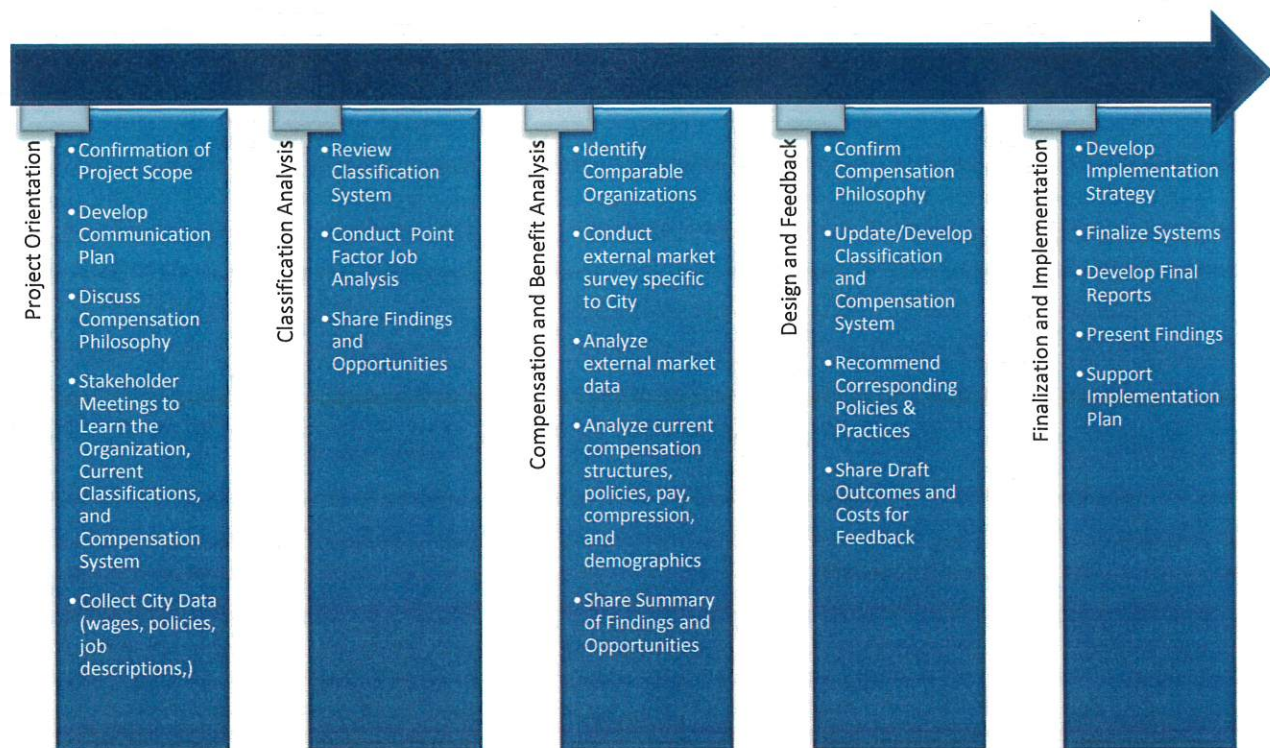
## **Proposed Approach**

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 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, defining the City’s compensation philosophy with City leaders, and analyzing the current Compensation and Classification System in place, our Firm utilizes Best Practices throughout the process. This includes data collection of salary and benefit 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 proposed 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.

*We 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 project 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 and all Department Directors/Managers to:

- ❖ Explore your organization's current compensation and benefit system, compensation philosophy and strategy.
- ❖ 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.

*We believe in having direct conversations with management and administration to identify challenges and concerns with the current system and future needs so we may develop comprehensive recommendations that best address those needs.*

Other Introductory communications may also be 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 and benefits.
- ❖ 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.

*Identifying and establishing a compensation philosophy allows for the development of strategic recommendations.*



An analysis of this data as well as external data collection will be the basis of developing a compensation philosophy 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.

#### 4. Classification Analysis (Job Analysis)

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

*Job analysis is critical not only for internal equity, but also the establishment of a standardized process to establish pay equity between positions.*

The classification 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. 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.
- ❖ Establishing job categories/job families.

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.** 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.

The point factor system for job analysis is teachable, so our clients can 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.



## 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 mutually **identify Comparable Organizations** as the labor market. The goal is to establish a comprehensive list of public/private organizations that are similar in scope and/or in job responsibilities with whom the organization is competing to attract and retain employees. 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 and special pay survey specific to the City's positions to **collect external market data**. The following is a sample section of a market survey that has been modified in format to fit the proposal.

Job Title	Dept.	Description	# of Emp. in Job Title	Minimum Salary	Midpoint Salary	Max. Salary	Avg Salary of Incumbents	Your position title if different	Questions or to leave a Comment
Assistant City Manager	Administration	Second in command							
City Manager	Administration	Chief Administrator							
City Secretary/City Clerk	Administration	Maintains office							
Assistant City Secretary/Assistant City Clerk	Administration	Assists the City Clerk							
Receptionist	Administration	Entry level customer service							
Executive Assistant to the City Manager	Administration	Confidential Secretary							
City Attorney	Administration	Serves as City Counsel							
PIO/Communications Specialist	Administration	Chief communications officer							

- ❖ 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 following shows a slightly modified data format to fit the proposal.

Position Title	Minimum	Midpoint	Maximum	Mkt Ave Min	Comp Ratio	Mkt Ave Mid	Comp Ratio	Mkt Ave Max	Comp Ratio	Ave Inc.	Mkt Ave Inc	Comp Ratio
	\$18.43	\$20.73	\$23.02									
Clerical Assistant	\$38,331.90	\$43,112.58	\$47,871.62	\$36,066.55	56%	\$44,260.22	47%	\$52,990.22	40%	\$43,025.01	\$45,853.37	44%
Maintenance Worker	\$38,331.90	\$43,112.58	\$47,871.62	\$31,511.15	72%	\$38,557.94	62%	\$46,875.15	52%	\$40,477.80	\$37,603.44	58%
CSR	\$38,331.90	\$43,112.58	\$47,871.62	\$31,625.67	71%	\$36,679.04	68%	\$42,570.67	62%	\$42,744.83	\$34,191.95	75%
Permit Clerk	\$38,331.90	\$43,112.58	\$47,871.62	\$32,228.81	69%	\$38,644.11	62%	\$46,919.72	52%	\$38,604.47	\$36,454.16	56%
Utility Maintenance Tech I	\$38,331.90	\$43,112.58	\$47,871.62	\$32,873.86	67%	\$41,015.96	55%	\$48,420.96	49%	\$39,471.91	\$38,346.94	53%
Utility Services Representative	\$38,331.90	\$43,112.58	\$47,871.62	\$31,350.60	72%	\$36,528.84	68%	\$45,461.41	55%	\$39,089.02	\$36,671.91	57%
	\$20.27	\$22.79	\$25.31									
Code Inspector	\$42,160.77	\$47,395.71	\$52,652.29	\$39,211.06	58%	\$47,405.38	50%	\$58,851.09	39%	\$48,899.14	\$47,040.73	54%
Deputy Court Clerk	\$42,160.77	\$47,395.71	\$52,652.29	\$31,883.28	82%	\$38,457.92	73%	\$47,471.98	61%	\$44,994.56	\$37,490.48	70%
Utility Maintenance Tech II	\$42,160.77	\$47,395.71	\$52,652.29	\$36,330.45	66%	\$43,968.02	58%	\$52,047.19	51%	\$42,182.40	\$41,189.62	52%



- ❖ 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 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 Analysis (Optional Service)

When data is received through the benefits survey to the identified labor market, the Consultants will analyze the findings and identify any trends and/or areas of concern regarding the City's benefits package as compared with the Market. This will also help identify the correct wage and benefit mix needed to maintain competitiveness within the market. The analysis includes the option of:

*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.*

- ❖ General **Benefits Analysis** identifies the City's general position in the market for the offering of insurance, retirement, paid leave, holiday, and other benefits as requested by the City.
- ❖ A **Total Compensation Analysis** calculates the monetary value on the major benefits along with salary.

## 7. McGrath 360Comp™ Integration

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

- ❖ Confirm the recommended compensation philosophy.
- ❖ Discuss the data obtained and share the findings and trends found in the analysis as it compares to the current Compensation System.
- ❖ Discuss the future compensation systems and the structure/model(s) that will best align with the City's compensation strategy.
  - ❖ Discuss the tie between the compensation system, performance, and tenure.

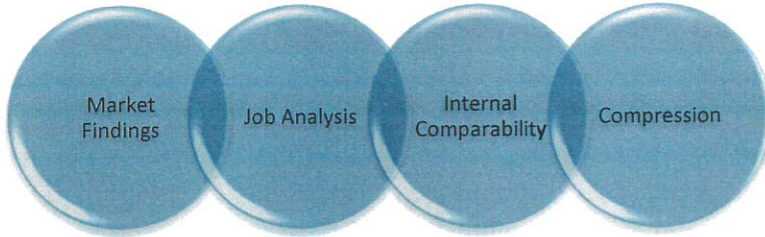
*Visualizing and understanding the full picture between the job analysis, compensation analysis, and market findings, allows the City and consulting team to have a meaningful dialogue to confirm the desired place in the market and desired compensation system model and related solutions.*



## 8. System Update/Development and Review

The Classification and Compensation System will be updated or redeveloped 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 Systems 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 Classification and Compensation System**. This visit will include meetings with the City's project designee and each Department Director to review placements within the Classification and Compensation System to identify any concerns prior to finalization. This provides an opportunity to discuss any changes in placement in the current system and/or ensure proper placement.

## 9. Finalization

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

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

- a. Study methodology and 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, to include range adjustments, range progression, hire rates, transfer, promotion, demotion, reclassifications, over the range, specialty pay, incentives, etc.

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*.

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. 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 City.*

## 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. In addition to policy recommendations to manage and maintain the Compensation System, we offer to teach the Human Resources staff the point factor/position analysis process and management of the compensation system.
- ❖ 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.





## Work Schedule

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.

### Proposed 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 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>													█	█	█	█				
<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>																				█

### COVID-19 Modifications to Our Site Visit Plans

We understand the concern and uncertainty, as well as resource re-allocation challenges you may be experiencing around COVID-19, and we are committed to being responsive and flexible to meet our customers' needs. We can accommodate onsite or remote site visits, with fluid scheduling as conditions change.



## Project Cost

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By submission of the proposal, McGrath Human Resources Group shows its intention to accept and contract with the City of Manor, Texas. McGrath Human Resources sets project fees based on the total project. McGrath Human Resources sets project fees based on the total project. Therefore, the fees listed below include all consulting professional fees, administrative costs, and excludes travel.

<b>Classification and Compensation Study</b>	<b>\$34,795</b>
<b>Benefits Study (Optional Service Add-on)</b>	<b>\$ 4,955</b>

### Travel\*

Typically, travel is included in the total cost; however, since in-person site visits may not be feasible or desired due to COVID, travel expenses will be billed separately – and only if incurred. This would be limited to airfare, mileage/car rental, hotel and dinner for a maximum of one (1) consultant. We prefer not to charge you for expenses that may not occur. At the time of the contract, we can establish a not-to-exceed amount for travel once we have identified the number of anticipated on-site visits, if desired by the City.

### Terms of Payment

Payment for the Project will be made in three (3) installments:

- \$ 5,000 upon completion of the signed contract;
- \$29,750 upon submission of the draft report; and
- \$ 5,000 and travel 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 March 18, 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 21 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.



## Additional Firm Services

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McGrath Human Resources Group offers a wide spectrum of services to our public-sector clients including:

- Compensation and Benefit Analysis
- Compensation System Design and Implementation
- Employee Handbooks
- Policies and Procedures
- Executive Recruitment
- Assessment Center Testing
- Job Descriptions
- Human Resources Audits
- General Recruitment
- Performance Evaluations
- Management/Labor Relations
- Personnel Records
- Training
- Compliance

A full listing is available on our website: [www.mcgrathhumanresources.com](http://www.mcgrathhumanresources.com). Discussions regarding these options can be made at any time, and pricing and timeframes negotiated.

