

Professional Summary of Qualifications Prepared for  
**Jefferson Parish Government, Louisiana**



**Professional Services to Update and Provide a  
Comprehensive Wage and Salary Survey for  
The Classified Pay Plan for  
The East Bank Consolidated Special Service Fire  
Protection District  
SOQ 24-027**

**Submitted By:  
McGrath Human Resources Group**

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

**Dr. Victoria McGrath, CEO**  
[victoriaphd@mcgrathconsulting.com](mailto:victoriaphd@mcgrathconsulting.com)  
**815.728.9111**



**July 9, 2024  
3:30 PM CST**

July 9, 2024

Jefferson Parish Purchasing Department  
J.P. General Government Building  
200 Derbigny Street, Suite 4400  
Gretna, LA 70053

To Whom it May Concern:

Thank you for the opportunity to submit our qualifications to become your compensation business partner to conduct a Compensation and Classification Study for the Classified Pay Plan of the East Bank Consolidated Special Service Fire Protection District of the Jefferson Parish Government.

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.

Detailed information regarding our firm, consulting team, scope of work, work plan, methodology and process, proposed work schedule, project fees, and other information are presented within this document. All conditions contained in the attached proposal are valid for a minimum of 90 days from Jul 9, 2024. 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 Jefferson Parish and its employees on this important project.

Sincerely,



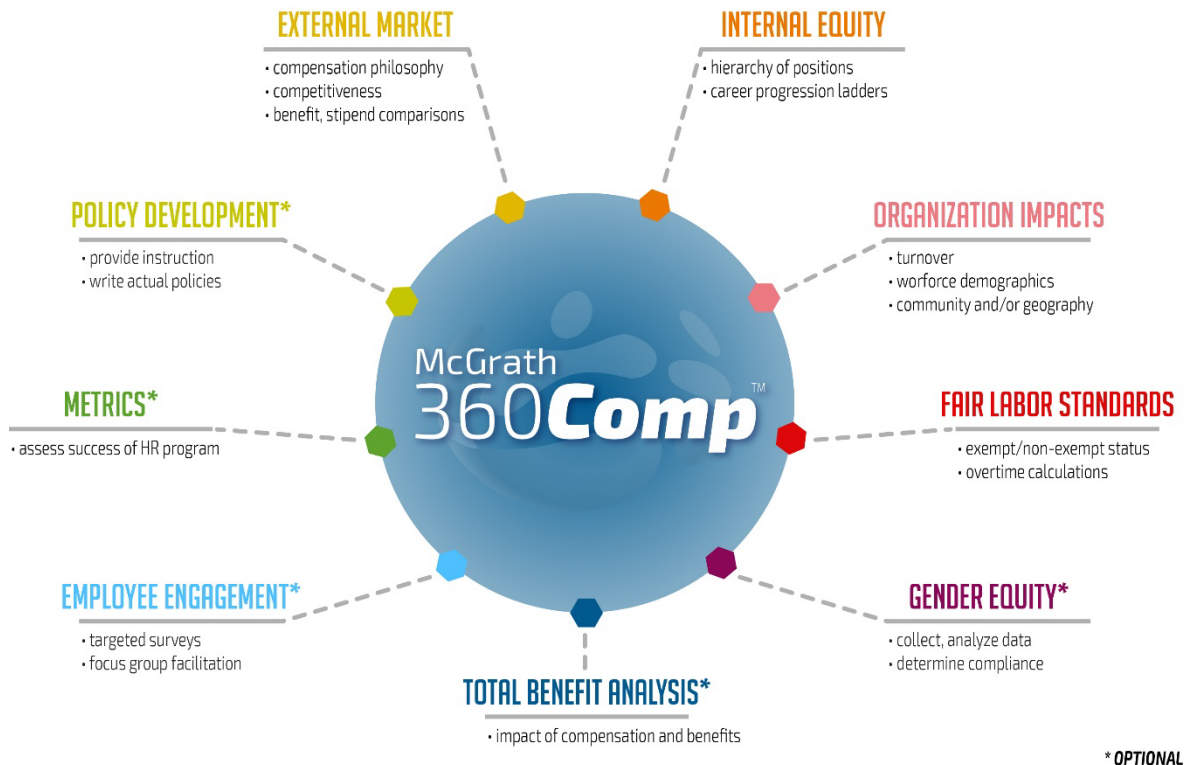
Victoria J. McGrath, Ph.D., CEO  
PO Box 365 Jamestown, TN 38556  
815.728.9111 (office)  
931.214.2262 (direct)  
[victoriaphd@mcgrathconsulting.com](mailto:victoriaphd@mcgrathconsulting.com)

## Contents

---

<b>Jefferson Parish General Professional Services Questionnaire .....</b>	<b>5</b>
<b>Firm Introduction .....</b>	<b>20</b>
<b>Consultant Qualifications .....</b>	<b>22</b>
<b>Public Sector Project History .....</b>	<b>26</b>
<b>References.....</b>	<b>28</b>
<b>Statement of Methods and Procedures .....</b>	<b>30</b>
Methods Overview .....	30
<b>Proposed Project Plan .....</b>	<b>31</b>
1. Project Orientation .....	31
2. Project Initiation and Assessment .....	31
3. Classification Analysis (Job Analysis) .....	32
4. Compensation Analysis.....	33
5. McGrath 360Comp™ Integration.....	34
6. Classification and Compensation Systems Update/Development and Parish Review .....	34
7. Finalization .....	35
8. Presentation and Communication.....	35
9. Ongoing Support and Training.....	36
<b>Project Work Schedule .....</b>	<b>36</b>
Project Progress Communication.....	36
<b>Cost of Services .....</b>	<b>38</b>
<b>Terms of Payment.....</b>	<b>38</b>
<b>Optional Services .....</b>	<b>38</b>
<b>Affidavit .....</b>	<b>39</b>





## Jefferson Parish General Professional Services Questionnaire

**A. Project Name and Advertisement Resolution Number:**

Professional Services to Update and Provide a Comprehensive Wage and Salary Survey for the Classified Pay Plan.

SOQ No 24-027

**B. Firm Name & Address:**

McGrath Human Resources Group  
PO Box 385  
Jamestown, TN 38556

**C. Name, title, & contact information of Firm Representative, as defined in Section 2-926 of the Jefferson Parish Code of Ordinances, with at least five (5) years of experience in the applicable field required for this Project:**

Victoria J. McGrath, Ph.D., CEO  
PO Box 365 Jamestown, TN 38556  
815.728.9111 (office)  
931.214.2262 (direct)  
victoriaphd@mcgrathconsulting.com

**D. Address of principal office where Project work will be performed:**

PO Box 365 Jamestown, TN 38556

**E. Is this submittal by a JOINT-VENTURE? Please check:**

YES \_\_\_\_\_ NO X \_\_\_\_\_

If marked "No" skip to Section H. If marked "Yes" complete Sections F-G.

**F. If submittal is by JOINT-VENTURE, list the firms participating and outline specific areas of responsibility (including administrative, technical, and financial) for each firm. Please attach additional pages if necessary.**

1. N/A



2. N/A

G. Has this JOINT-VENTURE previously worked together? Please check: YES \_\_\_\_\_ NO N/A

H. List all subcontractors anticipated for this Project. Please note that all subcontractors must submit a fully completed copy of this questionnaire, applicable licenses, and any other information required by the advertisement. See Jefferson Parish Code of Ordinances, Sec. 2-928(a)(3). Please attach additional pages if necessary.

Name & Address:	Specialty:	Worked with Firm Before (Yes or No):
1. N/A		
2.		
3.		
4.		
5.		



<b>I. Please specify the total number of support personnel that may assist in the completion of this Project:</b> 4
<b>J. List any professionals that may assist in the completion of this Project. If necessary, please attach additional documentation that demonstrates the employment history and experience of the Firm's professionals that may assist in the completion of this Project (i.e. resume). Please attach additional pages if necessary.</b>
<b>PROFESSIONAL NO. 1</b>
<b>Name &amp; Title:</b> Victoria J. McGrath CEO
<b>Name of Firm with which associated:</b> McGrath Human Resources Group
<b>Description of job responsibilities:</b> 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. The Principal may also be involved in daily aspects of the project with the project consultants.
<b>Years' experience with this Firm:</b> 24
<b>Education: Degree(s)/Year/Specialization:</b> 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
<b>Other experience and qualifications relevant to the proposed Project:</b> <b>Dr. Victoria McGrath is one of two HR consultants on the team with extensive knowledge of HR as it pertains to public safety</b> and has an extensive background in the field of human resources, predominately in the public sector; but she also has a number of years in the private sector having worked in health care, banking, and education. She brings over 19 years as an HR practitioner in 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 2nd 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.

## PROFESSIONAL NO. 2

**Name & Title:**

Malayna Halvorson Maes  
Senior Consultant

**Name of Firm with which associated:**

McGrath Human Resources Group

**Description of job responsibilities:**

This role has project oversight, will coordinate all work with the consulting team, will have direct routine communication with the project designee, and will be hands on in all aspects of the project's activities, leads the consulting team on targeted project activities, and performs duties of a project consultant. This role works on various project activities, which will include communication documents/tools, interviews, position questionnaire analysis, job description review, market data analysis, pay plan review, compensation system development, costing, and drafting reports.

**Years' experience with this Firm:**

10

**Education: Degree(s)/Year/Specialization:**

Bachelor of Arts– Psychology, Luther College, Decorah, IA  
Society for Human Resources Management  
National Public Employer Labor Relations Association  
World at Work, Total Rewards Association

**Other experience and qualifications relevant to the proposed Project:**



**Malayna Halvorson Maes is one of two HR consultants on the team with extensive knowledge of HR as it pertains to public safety and worked on the Jefferson Parish Fire Consolidation Study.** She 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 within the public sector. 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 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.

### PROFESSIONAL NO. 3

**Name & Title:**

Michelle Lach  
Project Consultant

**Name of Firm with which associated:**

McGrath Human Resources Group

**Description of job responsibilities:**

This role works on various project activities, which will include job description review, market data collection and analysis, and pay plan review.

**Years' experience with this Firm:**

19

**Education: Degree(s)/Year/Specialization:**



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

**Other experience and qualifications relevant to the proposed Project:**

**Ms. Lach is the Firms leading market data consultant** and 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. She has been with the Firm for 19 years.

**PROFESSIONAL NO. 4**

**Name & Title:**

Craig Haigh  
Fire Consultant

**Name of Firm with which associated:**

McGrath Consulting Group

**Description of job responsibilities:**

This role has specific subject matter expertise that may be called upon for additional consultation for the HR consulting team as needed.

**Years' experience with this Firm:**

3

**Education: Degree(s)/Year/Specialization:**

Master of Science – Executive Fire Service Leadership, Grand Canyon University  
Bachelor of Science – Fire and Safety Engineering, University of Cincinnati  
Executive Fire Officer – United States National Fire Academy  
Nationally Certified Paramedic  
Paramedic licensed in Illinois, Iowa, Alaska, North Carolina (NC not currently active)  
Accredited Chief Fire Officer, Center for Public Safety Excellence (2004 – present)  
Member of the Institute of Fire Engineers

**Other experience and qualifications relevant to the proposed Project:**



**Craig A. Haigh served as the primary fire consultant on the Jefferson Parish Consolidation Study.** Craig began his fire service career in 1983 as a volunteer in his hometown of Hampton (IL). He served as Hampton's volunteer Fire Chief from 1991–1995. During that time, he developed and implemented their EMT-Intermediate/Advanced EMT program. In 1988 he was hired full time as a firefighter with the City of Rock Island (IL) Fire Department. He ultimately was appointed as their first EMS Coordinator and as such developed and implemented the department's paramedic program. He left Hampton and Rock Island in 1995 to become the first paid Fire Chief of the King (NC) Volunteer Fire Department. There he was tasked with transitioning the all volunteer department into a combination agency (volunteer and paid employees). While in King, he served as the primary architect responsible for merging the independent volunteer department into the City of King, making it a municipal government agency. He returned to Illinois in 2002 to serve as Fire Chief/Director of Emergency Management for the Village of Hanover Park, retiring in 2021. He was the 2012 Illinois Career Fire Chief of the Year.

Chief Haigh also works as a Field Staff Instructor with the University of Illinois Fire Service Institute (IFSI) where he has been since 1995. In his work at the University of Illinois he is a regular partner with IFSI Research and Skidmore College First Responder Health and Safety Laboratory. He is the recipient of the 2019 International Association of Fire Chiefs - Chief Alan Brunacini Executive Safety Award given for his work in developing operational practices based on scientific research in an effort to reduce firefighter deaths and injuries due to cardiovascular/medical events.

In addition to his duties as Hanover Park's Fire Chief/Director of Emergency Management, Chief Haigh has served as the Interim Village Manager and was also tasked with the creation of the Inspectional Services Division. This new division merged the Village's Fire Prevention, Building Department, and Health Department into a single agency under the control of the Fire Department. He also created, implemented, and managed the Village's strategic planning program.

Chief Haigh has published more than 50 trade journal articles on various topics and is the author of the new book [The Dynamic Fire Chief: Principles for Organizational Management \(2022\)](#).

Chief Haigh retired in July 2021 from full time service as a firefighter and now serves as a consultant focusing on management and organizational leadership. His work extends into both the public and private business arenas. He presents and speaks internationally. He also serves as a volunteer firefighter/paramedic with the East Dubuque (IL) Fire Department providing ongoing leadership and officer development support.



<b>PROFESSIONAL NO. 5</b>
<b>Name &amp; Title:</b>
NA
<b>Name of Firm with which associated:</b>
<b>Description of job responsibilities:</b>
<b>Years' experience with this Firm:</b>
<b>Education: Degree(s)/Year/Specialization:</b>
<b>Other experience and qualifications relevant to the proposed Project:</b>



**K. List all prior projects that best illustrate the Firm's qualifications relevant to this Project. Please include any and all work performed for Jefferson Parish. Please attach additional pages if necessary.**

**PROJECT NO. 1**

<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<p>Jefferson Parish Fire Consolidation Study</p> <p>Don Robertson Fire Services Director (504) 736-6202 Don.Robertson@jeffparish.net</p>	<p>The goal of the Jefferson Parish Fire Consolidation Study was to evaluate whether it is feasible and advisable to consolidate all fire districts on the West bank of the Parish. If the consolidation is feasible and advisable, detail how this consolidation should take place.</p>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
<p>Year of 2023</p>	

**PROJECT NO. 2**

<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
<p>Compensation Study City of Ogden, Utah</p> <p>Human Resource/Risk Manager 2549 Washington Boulevard, Suite 220 Ogden, UT 84401 (801) 629-8736 HeatherBriskey@ogdencity.com</p>	<p>Overhaul of the City's compensation systems for police, fire, and general employees. Ogden is located in the Salt Lake City region which has higher than average cost of living and wage considerations.</p>
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
<p>Completion of Project July 2024</p>	



<b>PROJECT NO. 3</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Compensation and Classification Study City of Garden City, KS  Ellie Voepel Human Resources Director 620-276-1175 Ellie.Voepel@gardencityks.us	Overhaul of the City's compensation systems for police, fire, and general employees. Ogden is located in remote western Kansas. The Firm has also conducted a Police Study, Fire Study, and has updated the City's personnel policies.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
Ongoing services since 2018	

<b>PROJECT NO. 4</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Compensation and Classification Study Town of Holly Springs, NC  Daniel Weeks Assistant Town Manager (919) 557-2924 daniel.weeks@hollyspringsnc.gov	Overhaul of the Town's compensation systems for police, fire, and general employees. Holly Springs is located in the Raleigh-Durham region of North Carolina which is a high growth region.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
2022. Market update in 2024.	



<b>PROJECT NO. 5</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Compensation and Classification Study Harlem Roscoe Fire Protection District  Chief John Bergeron (815) 623-7867 jbergeron@harlemroscoefire.org	Developed a compensation system as the department converts from volunteer/paid on call to a career department.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
2024	

<b>PROJECT NO. 6</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Classification and Compensation Study Cabarrus County, NC  Ashley Dobbins HR Strategy Manager 704-920-2824 amdobbins@cabarruscounty.us	Completed a compensation and classification study for all public safety positions followed by completing a classification study and salary structure revision of all other county positions.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
2024	



PROJECT NO. 7	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Compensation and Classification Study City of Excelsior Springs, MO  Molly McGovern City Manager 816.630.0752 mmcgovern@excelsiorsprings.gov	Development of a Compensation and Classification structure for the city, inclusive of a Fire Salary Schedule for the collective bargaining unit.
Length of Services Provided:	Cost of Services Provided:
2021. Market update in 2024.	

PROJECT NO. 8	
Project Name, Location and Owner's contact information:	Description of Services Provided:
Compensation Study Dodge City, KS  Cherise Tieban Interim HR Director 620-225-8100 cheriset@dodgecity.org	
Length of Services Provided:	Cost of Services Provided:
Ongoing since 2008.	





<b>PROJECT NO. 9</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Compensation Study Union County, NC  Julie Broome Human Resources Director 704-283-3869 Julie.broome@unioncountync.gov	Completed a comprehensive compensation study for all positions within the county.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
2023	

<b>PROJECT NO. 10</b>	
<b>Project Name, Location and Owner's contact information:</b>	<b>Description of Services Provided:</b>
Compensation and Classification Study City of North Kansas City, MO  Casey Campbell Human Resources Manager 816-412-7809 ccampbell@nkc.org	Comprehensive compensation and classification analysis was completed with development of new salary schedule for non-union position.
<b>Length of Services Provided:</b>	<b>Cost of Services Provided:</b>
2023	



L. List all prior and/or on-going litigation between Firm and Jefferson Parish. Please attach additional pages if necessary.		
Parties:		Status/Result of Case:
Plaintiff:	Defendant:	
1. N/A	N/A	N/A
2.		
3.		
4.		

**M. Use this space to provide any additional information or description of resources supporting Firm's qualifications for the proposed project.**

*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 both the private sector and local city and county government.

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

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



## **Why Choose McGrath Human Resources Group?**

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

- ❖ Even in municipalities that appear to be similar, each entity has unique qualities, culture and needs.
- ❖ We work hard to understand your goals, fiscal realities, and compensation history so we can offer practical and sustainable options for a compensation solution that addresses your needs while holding to best practices that maintain validity and compliance in the system.

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

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

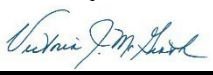
### **Our long history brings a unique breadth of experience.**

- ❖ We have experience with the development of innovative or traditional approaches, with the knowledge of climates where those approaches usually succeed in helping 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 24<sup>th</sup> year in business, with over 590 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.

**N. To the best of my knowledge, the foregoing is an accurate statement of facts.**

Signature:  Print Name: **Dr. Victoria J. McGrath**

Title: **CEO** Date: **07/09/2024**



## Firm Introduction

### **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 both the private sector and local city and county government.

<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>	24
<b>Type of Firm</b>	Private Corporation
<b>Company Mailing Address</b>	P.O. Box 865 Jamestown, TN 85565
<b>Responsible Party and Project Manager</b>	Dr. Victoria McGrath, Ph.D., SPHR CEO
<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 Erie Insurance: General Liability AmTrust: Workers Compensation Mount Vernon: Professional Liability Chubb: Cyber Security Liability
<b>Office Locations</b>	Chippewa Falls, WI Columbia, MO Jamestown, TN Katy, TX Strongsville, OH

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

Our Firm also provides related human resources consulting which includes but is not limited to benefit analysis, job description development, HR Audits, performance management program development, training, policy development, operational studies, and staffing studies. Our Human Resources team is also involved in organizational studies related to public safety, including the recent study conducted for Jefferson Parish on the consolidation of the West Bank.



## **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 Parish.
- ❖ 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 in helping 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.**

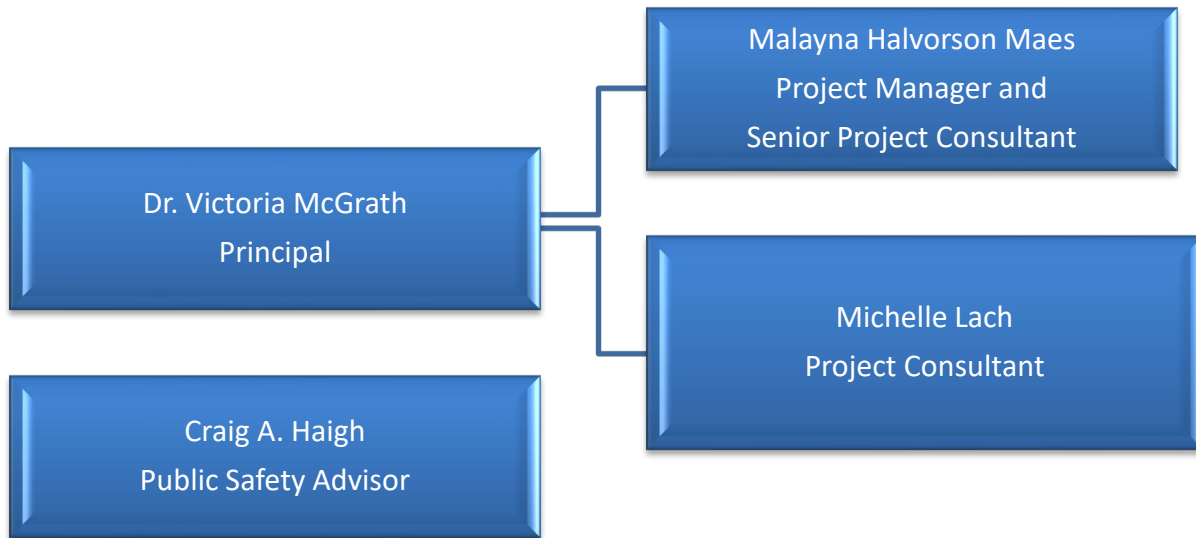
- ❖ In our 24<sup>th</sup> year in business, with over 590 clients in 40 states, we are proud that 99% of our projects have been fully adopted and implemented.
- ❖ Our success stems from sound principles and best practices throughout our work and the relationships we build through collaboration and transparency with the project.



## 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 Parish'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 has an extensive background in the field of human resources, predominately in the public sector; but she also has a number of years in the private sector having worked in health care, banking, and education. She brings over 19 years as an HR practitioner in 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: 24**

**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



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

Malayna Halvorson Maes has served as a human resource professional in both the private and public sectors for over 20 years. She worked previously in health care human resources, then as the Human Resources Director and senior advisor for a 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: 10**

**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. She has been with the Firm for 19 years.

**YEARS WITH FIRM: 19**

**EDUCATION**

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

**Craig Haigh - Public Safety Advisor**

Craig A. Haigh began his fire service career in 1983 as a volunteer in his hometown of Hampton (IL). He served as Hampton's volunteer Fire Chief from 1991–1995. During that time, he developed and implemented their EMT-Intermediate/Advanced EMT program. In 1988 he was hired full time as a firefighter with the City of Rock Island (IL) Fire Department. He ultimately was appointed as their first EMS Coordinator and as such developed and implemented the department's paramedic program. He left Hampton and Rock Island in 1995 to become the first paid Fire Chief of the King (NC) Volunteer Fire Department. There he was tasked with transitioning the all volunteer department into a combination agency (volunteer and paid employees). While in King, he served as the primary architect responsible for merging the independent volunteer department into the City of King, making it a municipal government agency. He returned to Illinois in 2002 to serve as Fire Chief/Director of Emergency Management for the Village of Hanover Park, retiring in 2021. He was the 2012 Illinois Career Fire Chief of the Year.

Chief Haigh also works as a Field Staff Instructor with the University of Illinois Fire Service Institute (IFSI) where he has been since 1995. In his work at the University of Illinois he is a regular partner with IFSI Research and Skidmore College First Responder Health and Safety Laboratory. He is the recipient of the 2019 International Association of Fire Chiefs - Chief Alan Brunacini Executive Safety Award given for his work in developing operational practices based on scientific research in an effort to reduce firefighter deaths and injuries due to cardiovascular/medical events.

In addition to his duties as Hanover Park's Fire Chief/Director of Emergency Management, Chief Haigh has served as the Interim Village Manager and was also tasked with the creation of the Inspectional Services Division. This new division merged the Village's Fire Prevention, Building Department, and Health Department into a single agency under the control of the Fire Department. He also created, implemented, and managed the Village's strategic planning program.



## 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, is in process, or has completed over the last five (5) years.

AODAMHS of Montgomery County, OH	City of West Bend, WI
Ashland County, OR	City of West Des Moines, IA
Burnett County, WI	City of White Bear Lake, MN
Cabarrus County, NC	City of Woodstock, IL
Caroline County, VA	Clatsop County, OR
City of Alamosa, CO	Clay County, MO (2024)
City of Alcoa, TN	Clearfield City, UT
City of Bloomer, WI	Codington County, SD
City of Bonner Spring, KS	Community Library Network, ID
City of Carthage, MO	County of Delaware, PA
City of Chanhassen, MN	Cowley County, KS
City of Chetek, WI	Cumberland County, NC
City of Chippewa Falls, WI	Cy Fair Volunteer Fire Department, TX
City of Clayton, MO	Daniel Boone Regional Library, MO
City of Collinsville, IL	Davison County, SD
City of Columbus, KS	Dodge County, WI
City of Dennison, TX	Douglas County, WI
City of Derby, KS	Ford County, KS
City of Dodge City, KS	Forest Preserve District of DuPage County, IL
City of Duvall, WA	Green County, WI
City of Eau Claire, WI	Harvey County, KS
City of Excelsior Springs, MO	Kansas Sentencing Commission, KS
City of Fulshear, TX	Kent County, MI
City of Flint, MI	Kingsbury County, SD
City of Florissant, MO	Lawrence Public Library, KS
City of Garden City, KS	Marathon County, WI
City of Gig Harbor, WA	Merrimac Center, VA
City of Grants Pass, OR	Mid-Columbia Libraries, WA
City of Goodland, KS	Monroe County, WI
City of Haysville, KS	Montgomery County, OH
City of Huber Heights, OH	Montgomery County, TN
City of Kirkwood, MO	New Kent County, VA
City of Lacrosse, WI	New River Valley Juvenile Detention Home, VA
City of Lake Geneva, WI	Outagamie County, WI
City of Lansing, KS	Polk County, IA
City of La Vista, NE	Polk County, WI
City of LaPine, OR	Portage County, WI



City of Lawrence, KS	Pueblo City-County Library District, WI
City of Manor, TX	Roanoke Valley Juvenile Detention Center, VA
City of Marshfield, WI	Rock County, WI
City of Merriam, KS	Saginaw Charter Township, MI
City of Monroe, WI	Sauk County, WI
City of North Kansas, MO	Sheboygan County, WI
City of Northfield, MN	Sedgwick County, KS
City of Ogden, UT	Somerset School District, WI
City of Ottawa, KS	South County Fire Department, WA
City of Perryville, VA	Sumner County, TN
City of Pleasant Valley, MO	Town of Blacksburg, VA
City of Prairie Village, KS	Town of Fairview, TX
City of Raymore, MO	Town of Greeneville, TN
City of Richmond, MO	Town of Holly Springs, NC
City of River Falls, WI	Town of Prescott Valley, AZ
City of Roeland Park, KS	Union County, NC
City of Smithville, MO	Vernon County, WI
City of Stayton, OR	Village of Lake in the Hills, IL
City of Topeka, KS	Village of Mount Pleasant, WI
City of Tukwila, WA	Wasatch County, UT
City of Unalaska, AK	Wisconsin Employee Trust Funds, WI
City of Union, MO	Winnebago County, WI
City of Washington, MO	Wood County, WI
City of Webster Groves, MO	Yakima Valley Libraries



## References

McGrath Consulting is proud to list over 590 clients in 40 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
Union County, NC Contact: Julie Broome Title: Human Resources Director Phone: 704-283-3869 Email: Julie.broome@unioncountync.gov	Completed a comprehensive compensation study for all positions within the county.
Cabarrus County, NC Contact: Ashley Dobbins Title: HR Strategy Manager Phone: 704-920-2824 Email: amdobbins@cabarruscounty.us	Completed a compensation and classification study for all public safety positions. The study was approved and is being implemented. In the process of completing a classification study and salary structure revision of all other county positions.
Juneau County, WI Contact: Mechelle Thompson Title: Human Resources Director Phone: 608-847-9344 Email: mthompson@juneaucountywi.gov	Comprehensive classification and compensation schedule was completed in March 2024 for non-union classifications. Implementation is scheduled for July 2024.
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. Implementation is scheduled for January 2024.
Dodge County, WI Contact: Tonia Mindemann Title: Human Resources Director Phone: 920-386-3691 Email: tmindemann@co.dodge.wi.us	Comprehensive classification and 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.
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. Services ongoing. Market update in 2022.
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.



Monroe County, WI Contact: Ed Smudde Title: Human Resources Director Phone: 608-269-8719 Email: ed.smudde@co.monroe.wi.us	Comprehensive classification and compensation schedule was developed in 2022 with benefit recommendations for non-union job classifications, inclusive of a skilled nursing facility. Project also included job description updates. Services ongoing.
Barron County, WI Contact: Rachel Richie Title: Human Resources Director Phone: 715-537-6825 Email: rachael.richie@co.barron.wi.us	Conducted Performance Evaluation training for supervisors in 2016. Rehired in 2017 to develop new compensation system for approximately 300 job titles. Rehired in 2019 to complete job description updates and develop point factoring process. Compression analysis occurred in 2021.
Burnett County, WI Contact: Nathan Ehalt Title: County Administrator Phone: 715-349-2181 Email: nehalt@burnettcounty.org	Comprehensive compensation schedule was updated in 2019 based upon market updates and implemented new internal comparability indicators into existing Schedule. Adoption of updates occurred in 2020. Market update in 2022.
Village of Mount Pleasant, WI Contact: Maureen Murphy Title: Village Administrator Phone: 262-664-7838 Email: mmurphy@mtpleasant.wi.gov	Comprehensive compensation schedule was updated in 2019 based upon market updates and organizational restructuring resulting in significant position adjustments. Job Descriptions were also developed in 2019. Market update in 2022 and 2024.
City of West Bend, WI Contact: Michelle Hoey Title: HR Director Phone: 262-335-5107 Email: hoeym@ci.west-bend.wi.us	Comprehensive compensation schedule was developed in 2022.
City of Manor, TX Contact: Tracey Vasquez Title: Human Resources Director Phone: 512.272.5555 Email: tvasquez@manortx.gov	Comprehensive compensation schedule for all City positions was developed in 2023.
City of North Kansas City, MO Contact: Casey Campbell Title: Human Resources Manager Phone: 816-412-7809 Email: ccampbell@nkc.org	Comprehensive compensation and classification analysis was completed with development of new salary schedule for implementation in January 2023.
City of Tukwila, WA Contact: TC Croone Title: Chief People Officer Phone: 206-886-6390 Email: tc.croone@tukwilawa.gov	Comprehensive compensation, and classification for non-union positions. To be approved in November 2024



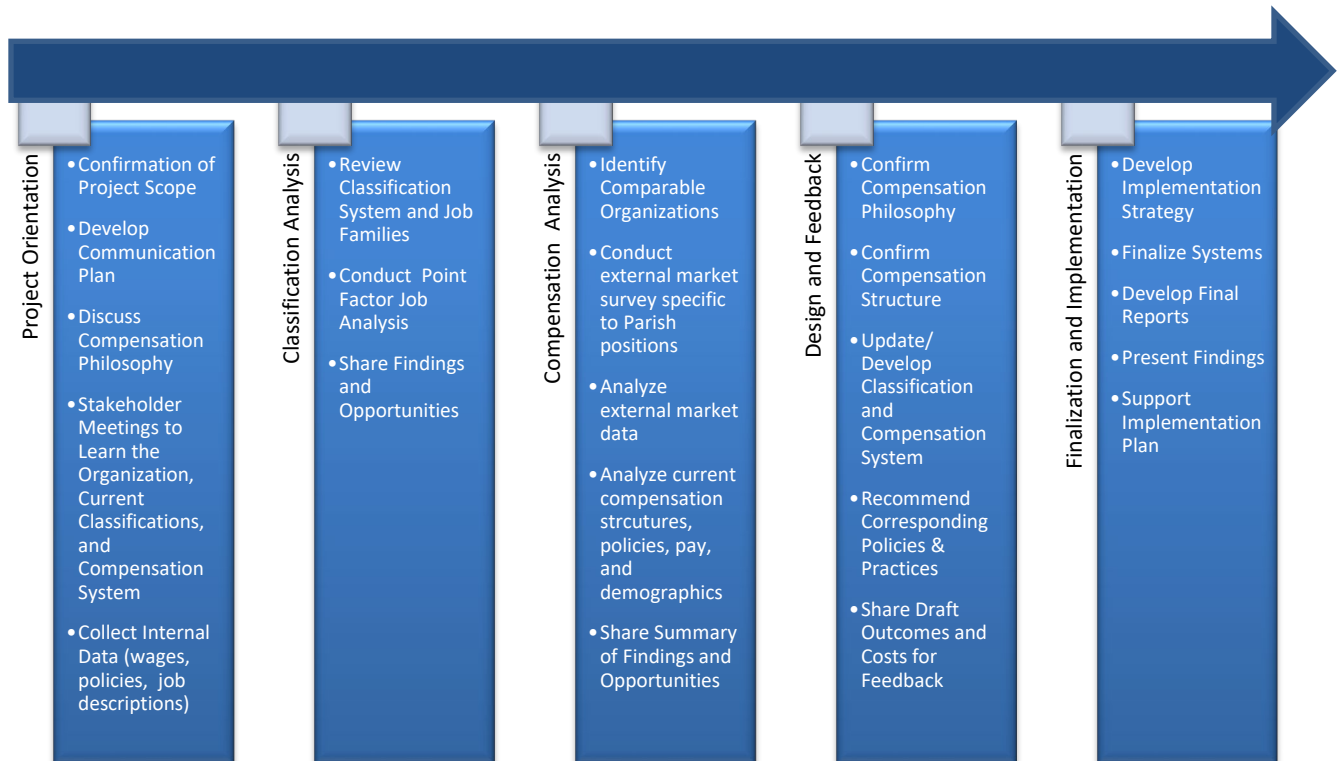
## Statement of Methods and Procedures

### Methods Overview

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 Parish's ability to hire, cultivate, and retain employees who provide service and value to all Parish stakeholders, regardless of the organization's size.

Similarly, proper classification, internal equity, career opportunities and addressing any compression issues serves to define an employee's role to the organization, and their feeling of value and willingness to actively engage in their work for the organization. Therefore, it is important for the Parish 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 Parish.

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 Parish, defining the Parish's compensation philosophy with Parish leaders, and analyzing the current Compensation and Classification System in place, our Firm utilizes Best Practices throughout the process, which includes salary data and job content data from multiple Parish 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 Parish. A visual summary of the project plan is provided.



## 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 Parish.

### 1. Project Orientation

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

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

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

### 2. Project Initiation and Assessment

The consultants will conduct the first visit to meet with Parish leaders and management to:

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

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

Other *Introductory communications* are recommended:

- ❖ Conduct introductory meetings with elected officials to discuss elements of compensation philosophy and expectations.
- ❖ Introductory employee communications and/or meetings to explain the process of a compensation study, introduce the consulting team, expected assistance, describe the general

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





outcome of the Study, and other related topics as desired by the Parish. This can be done in-person or virtually.

From first site visit, the consulting team will identify:

- ❖ The strengths of the current compensation system.
- ❖ Areas that need to be addressed or are concerns to the current program.
- ❖ Future opportunities in structuring total compensation recommendations.
- ❖ Current compensation program success and challenges.
- ❖ Other characteristics about the Parish which may impact compensation.

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

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

### 3. Classification Analysis (Job Analysis)

A **job analysis** objectively evaluates the duties, responsibilities, tasks, and authority level of each Parish position and identifies the hierarchy and career progression opportunities. This also supports pay equity.

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 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 Parish.

*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 **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





- ❖ Clarifying instances where statements in the existing job descriptions are vague or absent.
- ❖ Updating and aligning classification 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.

*Given the Parish has their classification specifications on file with the Office of State Examiner, whether the Position Questionnaire process will be required due to the Civil Service requirements will be determined with the Parish at the onset of the project.*

## 4. Compensation Analysis

A Compensation analysis determines the organization's relative position in the comparable labor market. This analysis allows Parish 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:

*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 Parish and consulting team will cooperatively **identify Comparable Organizations as the comparable labor market which can include public and private sector.** The Parish will have input into the list and must approve the list of comparables prior to starting the external market data collection.
- ❖ McGrath consultants will prepare and conduct a tailored compensation, and **special pay** survey specific to the Parish's positions to **collect external market data.**
- ❖ 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 Parish to measure the Parish'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 Parish regarding overtime, promotional and retention opportunities, internal equity, etc.



- ❖ 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 Parish.

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 Parish's current and future needs.

## 5. McGrath 360Comp™ Integration

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

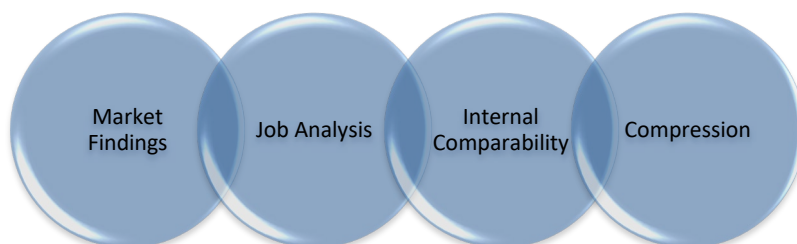
- ❖ Confirm the recommended compensation philosophy.
- ❖ Discuss the data market summary findings and trends found in the analysis as it compares to the current Compensation System.
- ❖ Discuss the future compensation system.
- ❖ Discuss the tie between the compensation system, performance, and tenure,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

*Our philosophy is to help the Parish understand the full picture between the job analysis, compensation analysis, and summary market findings, which allows the Parish 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.*

## 6. Classification and Compensation Systems Update/Development and Parish Review

The Classification and Compensation Systems will be updated or redeveloped with the following information:

*Allowing Parish leaders 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 Parish. While some entities can fully implement the compensation system immediately, some clients have utilized a phased approach. We will work with the Parish to assure that any phased approach fits with best practices and your fiscal realities. The proposed price includes up to three (3) salary schedule and costing iterations.

Once the Systems are updated/developed, the consultants will meet with appropriate Parish personnel to **review the draft Classification and Compensation Systems**. This visit will include meetings with the Parish's project designee and Department management to review placements within the 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 if the Systems are redesigned.

## 7. Finalization

Up to two (2) Reports will be developed based upon the needs of the project. This could include the following:

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

A **Compensation Policy/Procedure Manual**. This report details:

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

A **Final Report**. This report details:

- a. Executive Summary of methodology and visual summary finding graphs.
- 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.

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

## 8. Presentation and Communication

The Study includes **presentations to the Parish Council and employees, as desired by the Parish**.

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

The consulting team will also be available to introduce the recommendations to employee groups to the depth, and in the manner, you prefer and offer suggestions and recommendations on how to best communicate this information. We prepare



correspondence and notices tailored to our client, whether for written, verbal or electronic presentation.

## 9. Ongoing Support and Training

*We will continue to assist the Parish through implementation.*

Human Resources Consultants will continue to work with your organization to provide **support and guidance** on the compensation system.

## Project Work Schedule

Because comparable organizations no longer respond to survey requests, additional time is built into the project schedule to request specific salary and benefit data from each comparator and develop a dataset for analysis. Considering these factors, the timeline can be about a 4-month process. The completion date of the project will be heavily driven by the date the Parish starts the project among other factors.

We recommend the following schedule:

Activity	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Task 1</b> – Project orientation/scheduling and planning																
<b>Task 2 and 3</b> - Project Kickoff meetings with identified stakeholders for information meetings																
<b>Task 4</b> –Position Questionnaire distribution/ collection and Job Analysis																
<b>Task 5 and 6</b> - Market Data collection and analysis																
<b>Task 7</b> - Review Findings with Parish																
<b>Task 8</b> – Update Compensation and Classification Systems																
<b>Task 8</b> - Review Recommendations and Cost with the Parish																
<b>Task 9</b> -Finalize changes. Provide Draft Reports for Parish review. Finalize Reports.																

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 Parish, timely participation from external comparable organizations; and timely receipt of information and/or feedback from the Parish. This is monitored by the consulting team and communicated with the Parish on an ongoing basis.

## Project Progress Communication

Since we work closely with our clients, open communication and collaboration between the consulting team and project designee is critical for the project to be most successful. Because of that, we will



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



## Cost of Services

---

McGrath Human Resources sets project fees based on the total project, which ensures the project comes in at the budgeted amount. Therefore, the fees listed below include all consulting professional fees, and administrative costs, excluding travel.

Compensation and Classification Study for an estimated 25 titles	\$31,525
Travel – Not to exceed based upon actual expenses**	\$ 4,000
Project Not to Exceed Amount	\$35,525

\*\*Travel: Travel expenses will be billed only if incurred and based on actual expenses, not to exceed the price listed. This would be limited to airfare, mileage/car rental, hotel and dinner for the consulting team.

## Terms of Payment

Payment will be made in three (3) installments (\$31,525):

\$ 8,000 upon completion of the signed contract;

\$20,525 upon submission of the draft report; and

\$ 3,000 plus actual travel (not to exceed \$4,000) upon submission of the final report.

All invoices are due within 30 days of receipt. Proposal cost is good for a minimum of 90 days from July 9, 2024. 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 24 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 beyond the scope of the original project, the Consultant will work with the Parish 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 Parish has been approved.



## Statement of Qualifications

### AFFIDAVIT

STATE OF Virginia

PARISH/COUNTY OF Montgomery

BEFORE ME, the undersigned authority, personally came and appeared: Victoria J McGrath, (Affiant) who after being by me duly sworn, deposed and said that he/she is the fully authorized Chief Executive Officer of McGrath Human Resources Group (Entity), the party who submitted a Statement of Qualifications (SOQ) to Provide Professional Service to Update and Provide a Comprehensive Wage and Salary Survey for the Classified Pay Plan (Briefly describe the services the SOQ will cover), to the Parish of Jefferson.

Affiant further said:

#### Campaign Contribution Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Attached hereto is a list of all campaign contributions, including the date and amount of each contribution, made to current or former elected officials of the Parish of Jefferson by Entity, Affiant, and/or officers, directors and owners, including employees, owning 25% or more of the Entity during the two-year period immediately preceding the date of this affidavit or the current term of the elected official, whichever is greater. Further, Entity, Affiant, and/or Entity Owners have not made any contributions to or in support of current or former members of the Jefferson Parish Council or the Jefferson Parish President through or in the name of another person or legal entity, either directly or indirectly.

**Choice B** X \_\_\_\_\_ there are **NO** campaign contributions made which would require disclosure under Choice A of this section.



Affiant further said:

Debt Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Attached hereto is a list of all debts owed by the affiant to any elected or appointed official of the Parish of Jefferson, and any and all debts owed by any elected or appointed official of the Parish to the Affiant.

**Choice B** X There are **NO** debts which would require disclosure under Choice A of this section.

Affiant further said:

Solicitation of Campaign Contribution Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Attached hereto is a list of all elected officials of the Parish of Jefferson, whether still holding office at the time of the affidavit or not, where the elected official, individually, either by **telephone or by personal contact**, solicited a campaign contribution or other monetary consideration from the Entity, including the Entity's officers, directors and owners, and employees owning twenty-five percent (25%) or more of the Entity, during the two-year period immediately preceding the date the affidavit is signed. Further, to the extent known to the Affiant, the date of any such solicitation is included on the attached list.

**Choice B** X there are **NO** solicitations for campaign contributions which would require disclosure under Choice A of this section.





Affiant further said:

Subcontractor Disclosures

**(Choose A or B, if option A is indicated please include the required attachment):**

**Choice A** \_\_\_\_\_ Affiant further said that attached is a listing of all subcontractors, excluding full time employees, who may assist in providing professional services for the aforementioned SOQ.

**Choice B** X\_\_\_\_\_ There are **NO** subcontractors which would require disclosure under Choice A of this section.

Affiant further said:

That Affiant has employed no person, corporation, firm, association, or other organization, either directly or indirectly, to secure the public contract under which he received payment, other than persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project or in securing the public contract were in the regular course of their duties for Affiant; and

*[The remainder of this page is intentionally left blank.]*



That no part of the contract price received by Affiant was paid or will be paid to any person, corporation, firm, association, or other organization for soliciting the contract, other than the payment of their normal compensation to persons regularly employed by the Affiant whose services in connection with the construction, alteration or demolition of the public building or project were in the regular course of their duties for Affiant.



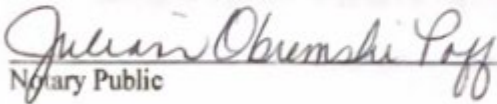
Signature of Affiant

Victoria J. McGrath

Printed Name of Affiant

SWORN AND SUBSCRIBED TO BEFORE ME

ON THE 7<sup>th</sup> DAY OF July, 2024\_\_\_\_\_.



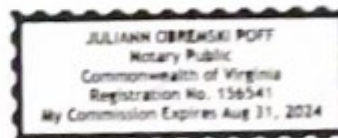
Notary Public

Juliann Obremski Poff

Printed Name of Notary

156541

Notary/Bar Roll Number



My commission expires: August 31, 2024\_\_.

