



Grinnell FINANCE COMMITTEE Meeting
MONDAY, JULY 20, 2020 AT 8:00 A.M.
VIA ZOOM

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+1 312 626 6799 US (Chicago)

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TENTATIVE AGENDA

ROLL CALL: Wray (Chair), White, Bly.

PERFECTING AND APPROVAL OF AGENDA:

COMMITTEE BUSINESS:

A. Report from the Finance Committee Meet at 8:00 a.m.

1. Consider special Campbell Fund request from MICA for building repairs.
2. Review proposals received for Compensation Study.
3. Consider resolution approving a cooperative agreement between the city of Grinnell on behalf of the Grinnell Human Rights Commission and the Iowa Civil Rights Commission (See Resolution No. 2020-115).

INQUIRIES:

ADJOURN:



Mid-Iowa Community Action, Inc.

Poweshiek County Family Development Center

July 14, 2020

The Honorable Dan Agnew, Mayor
City of Grinnell
520 4th Ave.
Grinnell, IA 50112

Dear Mayor Agnew,

I am writing this letter to ask to invite the Campbell Fund to join Mid-Iowa Community Action's work in Poweshiek County.

MICA's Poweshiek Family Development Center (PCFD), located at 609 4th Avenue in Grinnell, is a haven as well as a first point of contact for limited-income families in accessing MICA services. Each year PCFD serves approximately 1,100 limited-income families through a variety of programs and services that provide opportunities to people in vulnerable situations; to equip them to achieve stability, security, and success; and to collaborate with families and partners to create communities where fewer people find themselves in poverty, and those who do have a path out.

MICA began a renovation project at PCFD in 2018. Phase 1 of the renovation converted a PCFD meeting room into a Head Start classroom, which had relocated from the Grinnell Community Daycare and Preschool to PCFD in January 2019. Due to a successful fundraising effort by local volunteers, we were able to move to Phase 2, which was a conversion of the building's unfinished area (once Grinnell's fire station) into a large meeting facility, a food storage area, offices for Substance Abuse Treatment Unit of Central Iowa, and food pantry conversion. With this renovation, we will now have a pantry with a wider selection of food for families, more storage for the food pantry, and a meeting room to help families increase their social capital.

While we have been able to meet most of our facility needs with the renovation, over the course of this two-year construction project we have experienced cost overruns of \$70,000, mostly due to materials and labor cost increases resulting in higher-than-originally-projected expenses. To partially meet this \$70,000 funding need, an entity in Grinnell has committed \$25,000 and we have requested further funding from another Grinnell partner. I'm writing to inquire if the Campbell Fund would consider becoming another partner in this project.

Helping People. Changing Lives. Building Communities.

Thank you for your consideration of this request. Should you have any questions, please feel free to contact Clarissa Thompson, MICA's Executive Director, at 641.752.7162 or clarissa@micaonline.org, or Mindy Clayton, Poweshiek County Family Development Partnership Manager at 641.236.3923 or mindy.clayton@micaonline.org.

I look forward to hearing from you regarding our request, and am grateful for the opportunity to invite the Campbell Fund to be a partner in MICA's work.

Sincerely,

Mindy Clayton

Mindy Clayton
Poweshiek County Family Development Partnership Manager

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City of Grinnell, Iowa

Professional Services Proposal To Conduct a Pay Plan and Compensation Study

July 15, 2020

Ronnie Charles, National Managing Director
Ronnie_Charles@ajg.com
Annette Hoefler, Senior Consultant
Annette_Hoefler@ajg.com

Gallagher Human Resources & Compensation
Consulting Practice
901 Marquette Ave. S., Suite 1900
Minneapolis, MN 55402
www.GallagherHRCC.com



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July 15, 2020

Russ Behrens, City Manager
City of Grinnell, Iowa
520 Fourth Avenue
Grinnell, IA 50112-1947

Dear Mr. Behrens:

In response to your request, Gallagher's Human Resources & Compensation Consulting practice is pleased to submit a proposal to provide assistance to the City of Grinnell ("the City") related to the City's RFP for a Pay Plan and Compensation Study covering 71 full-time and part-time non-bargaining and bargaining unit employees in approximately 37 job titles and 61 seasonal employees. Gallagher has provided a response that is in alignment with the City's RFP and clearly addresses a comprehensive study of positions, classifications, and compensation for purposes of determining the appropriateness of existing classifications and ensuring market competitiveness among employers with whom the City competes for talent.

Gallagher believes a review of our proposal will demonstrate several characteristics that will be advantageous to the City including our previous service to the City. Ronnie Charles, National Managing Director, will be the Project Director and Annette Hoefler, Senior Consultant, will be your Project Manager and day-to-day contact. Annette is located in Marion, Iowa.

Gallagher believes that we provide the City with the most diverse project team of any consulting practice in the country, which enhances the solutions and recommendations that are provided on this engagement. The questions and perspective provided by the Gallagher team ensure we anticipate the many issues the City may face throughout this project, as well as the ongoing management of the new classification and compensation structure.

Gallagher appreciates the opportunity to submit this proposal and looks forward to assisting the City in conducting this study. Should you need any additional information or have questions regarding our proposal, please contact me at 651.234.0848; Ronnie.Charles@ajg.com or Annette Hoefler at 319.377.3771 or Annette.Hoefler@ajg.com. I am authorized to negotiate the terms and conditions of this proposal and commit the organization.

Sincerely,

Ronnie Charles, SPHR, GPHR, IPMA-SCP
Managing Director



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CITY OF GRINNELL PROPOSAL FOR PAY PLAN AND COMPENSATION STUDY

PROPOSAL SUBMITTAL FORMS

Submit proposal electronically to rbehrens@grinnelliowa.gov

1. Name of proposer organization, address, telephone, and email address:

Legal entity: Gallagher Benefit Services, Inc.

Service entity: Gallagher's Human Resources & Compensation Consulting practice

901 Marquette Ave. S., Suite 1900

Minneapolis, MN 55402

www.GallagherHRCC.com

Ronnie Charles, National Managing Director

651.234.0848

Ronnie_Charles@ajg.com

Annette Hoefler, Senior Consultant

319.377.3771

Annette_Hoefler@ajg.com

2. Type of organization:

Corporation

3. Year established and former firm name(s) (if applicable):

Arthur J. Gallagher & Co. opened its doors for business in 1927.

The Public Sector and Higher Education practice was formally Fox Lawson and Associates, LLC and was purchased by Gallagher in 2009.

4. Federal Identification Number or social security number:

36-4291971



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5. **General character of work performed:**

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

Gallagher’s interactions with you will be straightforward and candid. By earning the trust of our clients, we have sustained a reputation for ethics and a commitment to transparency that continue to contribute to our growth. In fact, Gallagher was the first insurance broker named to the Ethisphere® Institute’s annual list of the World’s Most Ethical Companies in 2012 and has earned this recognition for next several consecutive years, through 2019. This is a tremendous achievement: in 2018, only 135 companies based in 23 countries and representing 57 industry categories received this honor. Gallagher is the only insurance broker to have ever been recognized.

The Public Sector service line of Gallagher’s Human Resources & Compensation Consulting practice includes extensive experience in developing and communicating a compensation philosophy, designing, and implementing market-aligned pay structures, and developing job evaluation methods to maintain internal equity. We conduct benchmark analyses, including conducting custom tailored salary surveys, and recommend appropriate administrative and procedural guidelines to maintain the compensation system. Gallagher ensures that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy. 95% of the work of Gallagher’s Public Sector and Higher Education practice is with public sector organizations.



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Industry Associations and Presentations

Gallagher also has a strategic alliance with the International Public Management Association for Human Resources (IPMA – HR), the National Public Employers Labor Relations Association (NPELRA), and the Colleges and Universities Professional Association for Human Resources (CUPA - HR). We have been frequent featured speakers at IPMA-HR national conferences.

Industry Leadership

The consultants of Gallagher have demonstrated leadership in the field of compensation. Each member has obtained their IPMA-CP certification, the CCP certification, or teaches courses through *WorldatWork*. They teach courses on a variety of compensation topics including Job Analysis and Evaluation, Performance Management, Broad Banding, Gainsharing and Variable Pay seminars.

Published Articles

Gallagher consultants also have published articles in [American City and County](#), [Public Management](#), [Corporate Report Ventures](#), [Corporate Board Member](#), and [Benefits Planner](#). We encourage you to access many of these articles through our website at www.ajg.com/compensation.

Client Expectations

Gallagher takes pride in fulfilling and exceeding our clients' expectations. To ensure that we are accomplishing this, we conduct random client satisfaction feedback surveys after completion of projects. These surveys provide valuable feedback regarding our performance on projects and the level of satisfaction of our clients. Below are some of the comments we consistently receive from our clients.

Customer Service and Follow-Up

“Gallagher is very responsive to their clients' questions and immediate needs; if there is a question, it is answered quickly and in words we understand.”

Teaching, Feedback & Guidance

“Gallagher does an excellent job walking their clients through the project; they teach ‘classification and compensation 101’ and they move up to advanced courses when we are ready.”

Professional

“Gallagher is very professional, knowledgeable, and accommodating in handling their clients' questions and concerns.”

Analytic Ability & Data Quality

“Gallagher analyzes data in a manner that is easy to understand and provides data that is credible and valid.”

Gallagher Better WorksSM Assessment Tool

With our Gallagher Better WorksSM model, Gallagher works with organizations to establish a vision and path to organizational wellbeing. In order to develop a strategy custom to each organization, Gallagher first aligns objectives and priorities as individuals that draft the blueprint of organization success.

The proprietary Gallagher Better WorksSM Assessment tool is used to gather data around the unique nature of each organization’s goals and workforce. Key stakeholders complete the assessment using individual perspectives to define urgency around a number of topics in each area of wellbeing (physical & emotional, career, financial, organizational). Gallagher will then aggregate the results to provide decision-makers with an interactive report defining top areas of organizational urgency.



6. Names and titles of principals of the firm:

Ronnie Charles, National Managing Director

Mike Verdoorn, Managing Principal Consultant

7. Names and titles of key personnel who are expected to be involved with this project and number of years with the firm:

Ronnie Charles, Managing Director, is the Project Director for services provided to the City. Annette Hoefler, Senior Consultant, is the day-to-day contact and has direct and continued responsibility for the services provided to the City. Annette is in Marion and will be available and easily accessible to the City for the duration of the project.

Ronnie Charles, National Managing Director	5 years
Annette Hoefler, Senior Consultant	15 years
Elishka Correa, Consulting Associate	3 years

8. Provide resumes describing qualifications and experience of the personnel listed in number 7. (Submit and label as Attachment A to this proposal.)

Please see Attachment A.

9. List the names, addresses, telephone numbers and contact person(s) of other employers for which the proposer has completed similar projects in the last three years, with specific emphasis on mid-size Midwest municipal governments. (Submit and label as Attachment B to this proposal.)

Please see Attachment B.

10. List other significant experience qualifying the proposer for this project.

Below is a partial list of the cities and counties we have worked with nationally:

CITIES	
Ann Arbor, MI, City of	Los Angeles, CA, City of
Arlington, MN, City of	Mandan, ND, City of
Asheville, NC, City of	Mason City, IA, City of
Ashland, OR, City of	Medford, OR, City of
Atlanta Traffic Court, GA	Mercer Island, WA, City of
Baltimore, MD, City of	Mesa, AZ, City of



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CITIES	
Barnesville, MN, City of	Mill Creek, WA, City of
Bellingham, WA, City of	Missoula, MT, City of
Bend, OR, City of	Montrose, CO, City of
Beverly Hills, CA, City of	Mount Pleasant, MI, City of
Billings, MT, City of	Mountain View, CA, City of
Bismarck, ND, City of	Murray City Corporation, UT
Burlington, IA, City of	Newcastle, WA, City of
Carlsbad, CA, City of	North Branch, MN, City of
Carson, CA, City of	North Lauderdale, FL, City of
Cave Creek, AZ, Town of	Northfield, MN, City of
College Station, TX, City of	Oceanside, CA, City of
Colorado Springs Attorney's Office, CO	Palo Alto, CA, City of
Colorado Springs, CO, City of	Paradise Valley, AZ, Town of
Concord, NC, City of	Pella, IA, City of
Cumberland, MD, City of	Peoria, AZ, City of
Dallas, TX, City of	Phoenix, AZ, City of
Danville, VA, City of	Plymouth, MN, City of
Davis, CA, City of	Prescott, AZ, City of
Desert Hot Springs, CA, City of	Pulaski, VA, Town of
Des Plaines, IL, City of	Queen Creek, AZ, Town of
Dickinson, ND, City of	Rancho Cucamonga, CA, City of
District of Columbia Government	Redmond, WA, City of
Durham, NC, City of	Richland, WA, City of
Eden Prairie, MN, City of	Rifle, CO, City of
Edmond, OK, City of	Rio Rancho, NM, City of
Encinitas, CA, City of	Riverside, CA, City of
Fargo, ND, City of	Roanoke, VA, City of
Farmington, MN, City of	Rochester, MN, City of
Fayetteville, NC, City of	Roseburg, OR, City of
Federal Way, WA, City of	Sacramento, CA, City of
Fergus Falls, MN, City of	San Clemente, CA, City of
Flagstaff, AZ, City of	San Francisco, CA, City of
Fremont, CA, City of	San Jose, CA, City of
Fresno, CA, City of	San Ramon, CA, City of
Ft. Collins, CO, City of	Santa Ana, CA, City of
Ft. Lauderdale, FL, City of	Santa Cruz, CA, City of
Grants Pass, OR, City of	Schaumburg, IL, Village of
Glen Ellyn, IL, Village of	Scottsdale, AZ, City of
Goodyear, AZ, City of	Seattle, WA, City of
Grand Forks, ND, City of	Shakopee, MN, City of
Greensboro, NC, City of	Sheboygan Falls, WI, City of
Hamilton, OH, City of	Sioux City, IA, City of
Hanford, CA, City of	Sioux Falls, SD, City of
Hartford, CT, City of	Solano Beach, CA, City of
Healdsburg, CA, City of	Surprise, AZ, City of
Hercules, CA, City of	Tacoma, WA, City of



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CITIES	
Hilton Head, SC, Town of	Telluride, CO, City of
Huber Heights, OH, City of	Thief River Falls, MN, City of
Huron, SD, City of	Tucson, AZ, City of
Issaquah, WA, City of	Tukwila, WA, City of
Jackson, MN, City of	Upper Arlington, OH, City of
Kalamazoo, MI, City of	Valley City, ND, City of
Kalispell, MT, City of	Vancouver, WA, City of
Kansas City, MO, City of	Walnut Creek, CA, City of
Kennewick, WA, City of	Washington DC, City of
Kingman, AZ, City of	Watertown, NY, City of
Kirkland, WA, City of	West Fargo, ND, City of
Lake Havasu City, AZ, City of	West Hollywood, CA, City of
Lake Oswego, OR, City of	West Jordan, UT, City of
Lakewood, CO, City of	Wichita, KS, City of
Larkspur, CA, City of	Wilmington, NC, City of
Liberty, MO, City of	Windsor, CA, Town of
Litchfield Park, AZ, City of	Woodland Park, CO, City of
Longview, WA, City of	Yuma, AZ, City of
COUNTIES	
Alameda County Office of Education, CA	Maricopa County Attorney, AZ
Baltimore Co., MD	Maricopa County Superior Court, AZ
Becker County, MN	Maricopa County, AZ
Blue Earth County, MN	Marin County, CA
Broward County, FL	McLean County, ND
Burleigh County, ND	Mecklenburg County, NC
Carver County, MN	Miami-Dade County, FL
Cass County, ND	Mille Lacs County, MN
Charleston County, SC	Monterey County, CA
City/County of Denver, CO	Montgomery County, MD
City/County of San Francisco, CA	Mower County, MN
Clay County, MN	Multnomah County, OR
Cochise County, AZ	Nassau County, NY
Coconino County, AZ	New Hanover County, NC
Contra Costa County, CA	Olmstead County, MN
Crow Wing County, MN	Pima County, AZ
Dakota County, MN	Pine County, MN
Dodge County, MN	Pipestone County, MN
Douglas County, WI	Polk County, MN
Durham County, NC	Polk County, WI
Eau Claire County, WI	Ramsey County, MN
El Dorado County, CA	Rice County, MN
Escambia County, FL	Rockdale County, GA
Faribault County, MN	Santa Cruz County, CA
Freeborn County, MN	Santa Rosa County, FL
Fulton County, GA	Scott County, IA
Greene County, OH	Scott County, MN



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COUNTIES	
Gwinnett County, GA	Sedgwick County, KS
Hennepin County, MN	Shelby County, TN
Itasca County, MN	Sherburne County, MN
Johnson County, KS	Solano County, CA
Kent County, MI	St. Louis County, MN
Kern County, CA	Stearns County, MN
King County Superior Court, WA	Unified Gov't of Wyandotte Co./KCK, KS
King County, WA	Ventura County, CA
Klickitat County, WA	Watonwan County, MN
Lane County, OR	Yakima County, WA

11. Describe how the proposer will perform the services from the SCOPE OF SERVICES, beginning on page 8.

Due to the current COVID situation, all meetings will be conducted by webinar or conference call until further notice.

Based on Gallagher’s understanding of the City’s needs, a detailed summary of the phases of a work plan has been prepared which addresses the City’s stated needs. The City desires the classification and compensation review and update of all 37 bargaining and non-bargaining City jobs.

Project Initiation and Strategy Development

Gallagher’s general approach which is consistent with best practices for the success of a classification and compensation study is to start by reviewing and updating an overall classification and compensation philosophy and strategy with our clients. A steering committee, similar to the City’s previous study, could be used in the process of updating this strategy as well as to guide subsequent steps in this study.



Classification Study

The City would like to review and analyze the duties and responsibilities for all of the City's 37 jobs to make sure the jobs are described correctly, that similar types of work are classified together, and that levels of work are appropriately differentiated. Employees will be provided with an organization-approved, electronic Position Description Questionnaire (PDQ) to collect job responsibility information for individual employees which will be further reviewed by City managers. Employee informational sessions conducted in a webinar format will be held in advance of the completion of the PDQs to ensure employees understand how to complete the questionnaires as well as inform them of the overall study process.

Completed PDQs will then be reviewed in relation to the current job descriptions. Gallagher consultants will also conduct individual or group interviews by job title to clarify information found within the PDQs and offer employees an opportunity provide additional input to the process. Recommendations for updates to the City's classifications will be provided to the City. Gallagher will provide recommendations regarding FLSA status on the existing and any recommended new classifications. Gallagher will also develop new classification specifications/job descriptions as a result of this classification process. Recommendations for allocation of employees to the updated classifications will be made. The City will review all recommendations and classification specifications within this process and provide consolidated and timely feedback to Gallagher. One set of revisions for the job descriptions and classification recommendations is provided for in this process.

Job Evaluation

During the previous study, the Decision Band Method® of job evaluation was applied to City jobs. Gallagher will discuss with the City whether it wants to maintain this system and if so, will apply this system to all resulting jobs and update the internal equity ratings as appropriate. Otherwise, Gallagher will explore more options with the City. The City will have the opportunity to provide consolidated feedback to the job evaluation results and the results finalized by Gallagher. Detailed and tailored training will be provided to the administrative staff that will be responsible for overseeing the system.



Compensation and Benefits Survey and Pay Structure Development

Following industry standards and best practices, a customized survey process will be undertaken to collect market information related to City classifications. Gallagher and the City will work together to review and update the listing of comparable organizations to survey. Private sector data will be collected by direct survey of a selected organizations such as in the previous study or by using valid and credible published survey sources and the data integrated with the customized survey data to arrive at the market information. The survey will also include the various benefit offerings of the City's selected market.

Gallagher follows professionally accepted compensation principles and practices as outlined by *WorldatWork*, SHRM, and the Department of Labor. Some of these guidelines are listed below. Gallagher has authored many articles on various aspects of conducting salary surveys; please refer to our website www.ajg.com/compensation for these specific articles.

Gallagher utilizes the following guidelines for benchmark selection:

- Representation of all job families and levels throughout the organization
- Highly populated jobs
- Jobs found in most organizations
- Jobs with recruitment or retention problems

Gallagher will review job descriptions and other job documentation to ensure that the duties and responsibilities, level in which the job is functioning, and the reporting relationships are understood so that participating organizations can match their classifications to the benchmark jobs. Gallagher will draw on our 30 years of salary and benefits survey experience to determine if a comparable job can be found in the labor market. Gallagher will ask the City to clarify any questionable jobs and/or answer any questions about a particular job.

Gallagher follow guidelines for job matching (match only those jobs that match at least 80% of the duties, responsibilities and functions as outlined in the benchmark job summary). While some firms may claim to use a higher percentage, Gallagher believes anything over 80% may exclude data that are good, valid matches. Gallagher does not ask participants to rate the quality of the match, as this introduces additional subjectivity to the process that cannot be controlled.

Gallagher follows professionally accepted guidelines for defining labor markets and selecting organizations to survey. Gallagher factors in that different jobs will have different recruiting markets, by:

- Type of organization (e.g. Public vs. Private sector)
- Size of organization
- Geographic location

It is important to define an organization's labor market prior to the survey rather than after the data have been collected so that it does not appear that the labor market data are being manipulated to support a certain conclusion. This could cause significant issues from an employee perception standpoint as well as potentially violate Federal Trade Commission and the U.S. Department of Labor's Sherman Antitrust Act guidelines regarding the analysis of salary data. Any published sources utilized must meet the following criteria:

- Be conducted by a reputable salary survey firm
- Survey data is not self-reported
- Survey is conducted on a continual basis instead of a one-time event
- Survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data

Gallagher will develop a data collection form that poses questions in a fashion that is easy for participants to answer, as well as being easy to quantify and analyze.

Gallagher will follow-up with participants to ensure data quality and validity of matches and data being reported. If there are any questions, Gallagher asks questions and seeks job descriptions, organizational charts, and other information.

Gallagher performs several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data.

Gallagher utilizes trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or *WorldatWork* Surveys.



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Gallagher applies geographic differentials as appropriate and necessary to ensure that the data are reflective of the City's labor market and economic conditions. Gallagher uses third party resources (ERI) to identify the appropriate geographic differences.

Gallagher calculates various statistics for summarizing the data (means, medians, and percentiles). Gallagher follows the Federal Trade Commission and the U.S. Department of Labor guidelines that 5 matches should exist per job to draw reliable conclusions. Therefore, Gallagher does not calculate statistics (means, medians, etc.) on jobs with fewer than 5 job matches.

In addition to the collection of pay data, Gallagher will also collect benefits program data.

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

Gallagher will also review, and update select classification and compensation policies, including overtime policy, for the City's consideration.

Draft and Final Reports

Gallagher will communicate the results of each phase and recommendations to be delivered at milestones and critical junctures during the project. Gallagher will be in constant contact with the designated City project manager. A draft report will be submitted for the City's review and discussion and necessary updates made. Gallagher anticipates that City Council and other communications meetings will be required of the consultant. During this phase, we will provide detailed training to the City's administrative staff on the entirety of the new system.

Follow-up Technical Support

Per the RFP, follow-up support will be provided to the City for a minimum of six (6) months following the plan implementation date. Because it is difficult to determine the level of support at this point, we will provide an estimate of 20 hours at no additional cost to the City.

Work Plan

WORK PLAN Due to the COVID situation, meetings and interviews will be conducted by Webinar and telephone.	
Study Component	Summary Tasks/Deliverables
1. Project Initiation and Strategy Development Project Manager	<p>Gallagher: Review of current systems including classification, job evaluation, and compensation. Assessment of needs and issues. Review of the Decision Band Method®.</p> <p>Gallagher and City: Development of or facilitation of an updated compensation philosophy and strategies with leadership and administration. The City to review, provide feedback and approve.</p> <p>Gallagher and City: Individual interviews with the City Council. (Optional for an additional fee.)</p> <p>Gallagher and City: Employee orientation sessions conducted by Gallagher to explain the PDQ and study process.</p>
2. Classification Study Project Manager Consultant	<p>Gallagher: Review of current organization material and job descriptions, and PDQ's.</p> <p>Gallagher and City: Individual and employee interviews conducted by telephone or webinar.</p> <p>Gallagher: Development of recommended classification structure and changes.</p> <p>City: Provide consolidated and timely feedback to recommended classification changes. One set of revisions by the organization.</p> <p>Gallagher: Finalized classification recommendations and allocations provided to the City.</p> <p>Gallagher: Development and approval of new class specifications/descriptions. One set of revisions allowed by the City. Finalized classification specifications.</p>

WORK PLAN	
Due to the COVID situation, meetings and interviews will be conducted by Webinar and telephone.	
Study Component	Summary Tasks/Deliverables
<p>3. Job Evaluation</p> <p>Project Manager Consultant</p>	<p>Gallagher: Application of the Decision Band Method® and provided related recommendations.</p> <p>City: Internal review conducted, and consolidated feedback provided to Gallagher. Finalized job evaluation.</p> <p>Gallagher and City: Training scheduled and conducted for administration as appropriate in the use of the job evaluation system.</p>
<p>4. Compensation and Benefits Survey and Pay Structure Development</p> <p>Project Manager Consultant</p>	<p>Gallagher and City: Labor market confirmed, and survey participants identified up to 35 organizations and confirmed by the City.</p> <p>Gallagher and City: All 37 City jobs will be surveyed.</p> <p>Gallagher: Market pricing specifications detailing the survey and data collection process developed by Gallagher and approved by the City.</p> <p>Gallagher: Custom salary and benefits survey document developed by Gallagher and approved by the City.</p> <p>Gallagher: Published (private sector) source data identified and approved for compensation research. (Optional)</p> <p>Gallagher: Custom survey distributed collecting pay and benefits information.</p> <p>City: Completion of the survey document as if it was a participant.</p> <p>Gallagher: Data verified, and competitive analysis performed.</p> <p>Gallagher: Recommended pay structure(s) options or update of existing structures. Competitive position of benefits programs determined, and recommendations made for update.</p> <p>Gallagher: With the advanced input and current employee listing, up to three transition options costed and next steps/costs outlined.</p> <p>Gallagher: Review and update of pay guidelines including overtime.</p>

WORK PLAN	
Due to the COVID situation, meetings and interviews will be conducted by Webinar and telephone.	
Study Component	Summary Tasks/Deliverables
5. Draft and Final Report Project Manager Consultant	Gallagher: Draft report developed and discussed with the City. City: Quality assurance reviews conducted. Review and written feedback provided. Gallagher: Report finalized. Gallagher: Final presentations made to the City. Gallagher: Project closure and training as appropriate and requested by the City.
6. Follow up Technical Support Project Manager Consultant	Gallagher: Provide services to the City as requested. 20 hours of services included.

- 11. (Continued) Provide a time schedule generally outlining the phases of the project, beginning with an anticipated start date of September 2020, a preliminary report by January 2021, and a final report by February 1, 2021.**

In today’s world, speed is important. Given the significance of this project, it is important for City officials, department heads, and employees to have sufficient time to review and approve the recommendations of Gallagher and to ensure proper communications occur. The City has requested the completion of this study by February 1, 2021. Based on Gallagher’s 35 years of public sector experience, a five month timeline is the minimum amount of time that this study could be completed and is predicated on the City’s ability to meet very tight timelines and make quick decisions as well as surveyed organizations ability to provide data in a timely matter.

Gallagher has provided for a 5-month timeline, but the City should also be cognizant that this schedule could be altered by events outside of the City’s or consultant’s control. Gallagher will discuss the details of each phase during Phase I and identify specific deadlines for the project at that time. Gallagher will conduct frequent meetings and conference calls with the City to ensure that the schedule is monitored throughout the project.

PHASE	DECRPTION	MONTH				
		1	2	3	4	5
1	Project Initiation and Strategy Development					
2	Classification Study					
3	Job Evaluation					
4	Compensation and Benefits Survey and Pay Structure Development					
5	Draft and Final Report					

12. Describe the proposed communication program designed to gain the cooperation of Elected Officials, City Manager, Department Directors, and employees which will enhance the credibility of the resulting pay plans.

Gallagher recommends that use of a steering committee to act as sounding board and decision maker throughout the study process. This committee may be made up of elected officials, management staff and employees. The City utilized a committee within its past study with Gallagher and this group can act as a communication conduit throughout the organization for the course of the study.

Council member interviews could also be included as part of this study and are listed as an option within the cost section of this proposal. Council members are interviewed to ascertain their current views of classification, compensation, and benefits within the City and to address any concerns that they may have regarding the study.

City employees will have the opportunity to participate in this study in several ways: during the study and PDQ introduction meetings, during employee interviews and at study conclusion meetings as authorized by the City.

Gallagher also recommends that the City publish regular updates regarding the study through its newsletter and/or intranet. Gallagher can assist the City in reviewing those communication materials.

13. Describe criteria that will be used to update the job descriptions. How do you propose to gather the information? Who will you survey (inside the organization, other governmental jurisdictions, and local businesses)?

(Partial repeat of question 11.) The City would like to review and analyze the duties and responsibilities for all of the City's 37 jobs to make sure the jobs are described correctly, that similar types of work are classified together, and that levels of work are appropriately differentiated. Employees will be provided with an organization-approved, electronic Position Description Questionnaire (PDQ) to collect job responsibility information for individual employees which will be further reviewed by City managers. Employee informational sessions conducted in a webinar format will be held in advance of the completion of the PDQs to ensure employees understand how to complete the questionnaires as well as inform them of the overall study process.

Completed PDQs will then be reviewed in relation to the current job descriptions. Gallagher consultants will also conduct individual or group interviews by job title to clarify information found within the PDQs and offer employees an opportunity provide additional input to the process. Recommendations for updates to the City's classifications will be provided to the City. Gallagher will provide recommendations regarding FLSA status on the existing and any recommended new classifications. Gallagher will also develop new classification specifications/job descriptions as a result of this classification process. Recommendations for allocation of employees to the updated classifications will be made. The City will review all recommendations and classification specifications within this process and provide consolidated and timely feedback to Gallagher.

14. Describe the way the salary survey will be conducted. How do you propose to gather the information? Who will you survey (inside the organization, other governmental jurisdictions, and local businesses)? What existing survey data will be considered, if any? What analysis will be performed?

(Partial repeat of question 11.) Following industry standards and best practices, a customized survey process will be undertaken to collect market information related to City classifications. Gallagher and the City will work together to review and update the listing of comparable public organizations to survey. Private sector data will be collected by direct survey of a number of selected organizations such as in the previous study or by using valid and credible published survey sources and the data integrated with the customized survey data to arrive at the market information. The survey will also include the various benefit offerings of the City's selected market.



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Gallagher follows professionally accepted compensation principles and practices as outlined by WorldatWork, SHRM, and the Department of Labor. Some of these guidelines are listed below. Gallagher has authored many articles on various aspects of conducting salary surveys; please refer to our website www.ajg.com/compensation for these specific articles.

Gallagher utilizes the following guidelines for benchmark selection:

- Representation of all job families and levels throughout the organization
- Highly populated jobs
- Jobs found in most organizations
- Jobs with recruitment or retention problems

Gallagher will review job descriptions and other job documentation to ensure that the duties and responsibilities, level in which the job is functioning, and the reporting relationships are understood so that participating organizations can match their classifications to the benchmark jobs. Gallagher will draw on our 35 years of salary and benefits survey experience to determine if a comparable job can be found in the labor market. Gallagher will ask the City to clarify any questionable jobs and/or answer any questions about a particular job.

Gallagher follow guidelines for job matching (match only those jobs that match at least 80% of the duties, responsibilities and functions as outlined in the benchmark job summary). While some firms may claim to use a higher percentage, Gallagher believes anything over 80% may exclude data that are good, valid matches. Gallagher does not ask participants to rate the quality of the match, as this introduces additional subjectivity to the process that cannot be controlled.

Gallagher follows professionally accepted guidelines for defining labor markets and selecting organizations to survey. Gallagher factors in that different jobs will have different recruiting markets, by:

- Type of organization (e.g. Public vs. Private sector)
- Size of organization
- Geographic location

It is important to define an organization's labor market prior to the survey rather than after the data have been collected so that it does not appear that the labor market data are being manipulated to support a certain conclusion. This could cause significant issues from an employee perception standpoint as well as potentially violate Federal Trade Commission and the U.S. Department of Labor's Sherman Antitrust Act guidelines regarding the analysis of salary data. Any published sources utilized must meet the following criteria:

- Be conducted by a reputable salary survey firm
- Survey data is not self-reported
- Survey is conducted on a continual basis instead of a one-time event
- Survey reports its data sources, the effective date of the data, and was tested to ensure accurate matches and data

Gallagher will develop a data collection form that poses questions in a fashion that is easy for participants to answer, as well as being easy to quantify and analyze. This survey document is sent out by email to survey participants and can be completed in a file or hard copy format.

Gallagher will follow-up with participants to ensure data quality and validity of matches and data being reported. If there are any questions, Gallagher asks questions and seeks job descriptions, organizational charts, and other information.

Gallagher performs several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data.

Gallagher utilizes trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or WorldatWork Surveys.

Gallagher applies geographic differentials as appropriate and necessary to ensure that the data are reflective of the City's labor market and economic conditions. Gallagher uses third party resources (ERI) to identify the appropriate geographic differences.

Gallagher calculates various statistics for summarizing the data (means, medians, highs, lows, percentiles). Gallagher follows the Federal Trade Commission and the U.S. Department of Labor guidelines that 5 matches should exist per job to draw reliable conclusions. Therefore, Gallagher does not calculate statistics (means, medians, etc.) on jobs with fewer than 5 job matches. Gallagher compares these statistics to the City's current data in order to determine the current competitiveness of the organization's pay to the market.

- 15. Describe the process that will be utilized to establish the pay structure. What pay theories will you consider? (i.e. pay for performance, variable pay, broad banding , use of competencies, etc.) Describe your experience in successful implementation of these pay strategies.**

(Partial repeat of question 11.) The City would like the development of new or updated salary structures so that compensation is equitable and competitive. To develop a reliable salary structure, Gallagher integrates market data and custom survey results with the internal equity ratings from job evaluation, so that the structure is internally equitable and externally competitive. Multiple options for pay structures are considered in alignment with pay progression: step, open range and a combination of step and open ranges. Any of these structures can be considered in alignment with pay for performance, competencies, or variable pay. In the state of Iowa, those structure options previously listed are the most found structures. The key for any structure development is that it is aligned with the organization's strategy and philosophy which will be determined multiple times, throughout this process.

In this step, Gallagher assigns all jobs to the right pay grade and all employees to the right place in the range based on agreed upon criteria. During this phase, Gallagher will also discuss how pay progression is integrated in a sustainable system that grows with the City and allows for employee development and contribution to goal achievement. Up to three implementation scenarios will be provided to the City.

- 16. Describe generally the implementation support that will be provided by the proposer.**

Gallagher will be available to answer any questions that may arise as the result of the new system. These questions can take many forms such as: minimum hiring requirements, employee classification concerns, job evaluation of a new job, and/or development, or adjustment of a new job description. Gallagher consultants respond within 24 business hours to these concerns.

Per the RFP, follow-up support will be provided to the City for a six (6) months following the plan implementation date. Because it is difficult to determine the level of support at this point, we will provide an estimate of 20 hours which will be offered at no additional cost to the City.

17. Describe the specific assistance and support the proposer will request of the city of Grinnell to complete this project.

Because of the importance of the project, we recommend that the City allocate a portion of the City's project manager and an administrative support person's time for the duration of the project to ensure adequate internal support to the project.

During this project, Gallagher is a mentor to the City and provides work products that fit your needs. To successfully complete this project, we anticipate reasonable support from the City in the following areas, in general:

- Designation of and access to a City project manager and support staff.
- Provision of accurate and timely information to the study. We trust that data provided by the City is current and accurate.
- Collection of any classification and compensation information, questionnaires, job descriptions and related material.
- Discussion of the City's current systems.
- Administration and scheduling of the PDQ process.
- Logistics regarding strategy and stakeholder meetings.
- The City's timely completion of all survey documents as if it were a participant.
- Review and approval of consultant deliverables/recommendations, draft reports and other deliverables in timely fashion providing consolidated written feedback.
- Provision of City developed communication materials to Gallagher for review in advance of distribution.

18. Describe any other project phases the proposer deems necessary to complete and maintain this project.

Optional Phase: The City has indicated an interest in pay for performance within the RFP. Gallagher provides a work plan for the development of a performance management process to support the possible introduction of pay for performance to the City.

Performance Management

Gallagher will review any current system with the City, identify its strengths and weaknesses, determine how employee performance contributes to City objectives, and identify key areas of performance. We will review alternative performance management systems with the City and select the method that is appropriate for the City. Gallagher will either update the City’s existing system or develop a new system, whichever is appropriate. We will train appropriate City representatives on the application of the system and provide guidelines for the possible link of the system to pay. This activity is outlined as an optional cost.

WORK PLAN	
Study Component	Summary Tasks/Deliverables
Performance Management	<p>Gallagher: Review the current system and determine its strengths and weaknesses and determine how employee performance contributes to the overall mission and objectives of the City. We will identify key areas of performance.</p> <p>Gallagher and City: Examine various approaches to performance management systems. Various systems will include: behaviorally anchored rating scales, management by objective, forced ranking, competencies, etc.</p> <p>Gallagher: Develop/update up to four (4) evaluation or related forms and documents to ensure they support the City’s mission and objectives.</p> <p>Gallagher: Develop general administrative guidelines in accordance with the compensation system. This activity does not involve the creation of a detailed performance management procedures manual which can be provided at an additional cost.</p> <p>Gallagher and City: Conduct training of applicable employees in the usage of the system and performance management methods.</p>

19. The total proposed cost to the City for this project, as defined by the Scope of Services will be:

Proposers should list below an itemization of the costs involved in the project clearly indicating any optional variations including pricing. Please list below how you plan to structure the study and plan and the costs for those components.

Our fees to conduct the classification and compensation study are inclusive of all fees except for the purchase of City requested resources like additional surveys. The table below outlines the price per phase.

Phase	Fees
PHASE 1: Project Initiation and Strategy Development	\$2,500
Optional: Council Interviews	\$1,500
PHASE 2: Classification Study (including class specification development)	\$30,000
PHASE 3: Job Evaluation	\$5,000
PHASE 4: Compensation and Benefits Survey and Pay Structure Development	\$25,000
PHASE 5: Draft and Final Report	\$5,000
PHASE 6: Follow up Technical Support (20 hours estimated at no additional cost)	\$0
Optional: Performance Management	\$17,500
TOTAL COST (depending on the options selected)	\$67,500 to \$86,500

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of the consultant charged with performing the work. Gallagher typically bills on a monthly basis for work completed in the previous month. All expenses are included in this quote. Gallagher will be able to adjust fees to meet the City's scope of work if it changes before or during the process.



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We, the undersigned, do hereby provide the above required information in the form and format required by the city of Grinnell as described below. I/We fully understand that failure to provide this information as required will constitute an incomplete proposal and may be grounds for rejection of this proposal.

Gallagher Benefit Service, Inc.

Typed or Printed Name of Proposer

Ronnie Charles, National Managing Director

Typed or Printed Name and Title of Authorized Representative

Date: July 15, 2020

Signature of Authorized Representative



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ATTACHMENT A

Gallagher fosters a commitment of excellence, professionalism, integrity, collaboration, and urgency to each of our clients. With each unique client, Gallagher combines these principles to deliver client services customized, specifically to meet your needs. Your Gallagher consulting team has years of experience consulting to public sector clients. All the staff as outlined below are available to be part of your project team. Staff resumes begin below.

RONNIE E. CHARLES, SPHR, GPHR, IPMA-SCP - Managing Director Mr. Charles is the National Managing Director with the firm. He is responsible for leading Gallagher's public sector consulting practice in the United States. Mr. Charles has over 30 years of public sector human resources experience including Chief Human Resources Officer (CHRO) experience most recently in the City of Baltimore with additional professional employment in the District of Columbia, State of Virginia, and City of Suffolk, Virginia. Mr. Charles has a Bachelor's Degree in Management from Saint Paul's College. Mr. Charles is a member of several professional organizations, including the International Public Management Association for Human Resources (IPMA-HR) and currently chairs the International IPMA-HR Professional Development Committee. In addition, Mr. Charles is a past Chair of the Human Resources Institute (HRCI). He brings vast experience in domestic U.S., international, and global HR compensation practices.

ANNETTE HOEFER, MBA, CCP - Senior Consultant Ms. Hoefer is the Project Manager in the coordination of the activities for the City. She is responsible for conducting classification and compensation consulting projects. Prior to joining the firm, Ms. Hoefer worked for 9 years in the same capacity at Lee and Burgess Associates, a consulting firm based in Colorado, and prior to that, had held human resources positions in energy and insurance companies. Ms. Hoefer has a Bachelor's Degree in Business Administration from the University of Iowa and a Master's Degree in Business Administration with an emphasis in Human Resources from same institution and has earned her CCP certification from WorldatWork. She conducted the previous compensation study for the City and has provided similar services to other Iowa organizations.

ELISHKA CORREA, MA-HRIR – Consulting Associate Ms. Correa will provide staff support during all phases of this study. She has been with Gallagher for 3 years and provided job evaluation, classification, pay equity, compensation, and related consulting support for several projects. She has a Bachelor's Degree in Psychology from St. Xavier's College, India and a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Gallagher Benefit Services, she worked in the nonprofit and education sector.



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ATTACHMENT B

In addition to the City of Grinnell, our firm has assisted several hundred public sector clients throughout the country in the last 20 years. These projects have included from less than 100 to more than 100,000 employees. We have included a sampling of references that demonstrates our experience in conducting similar engagements. Contact names and phone numbers are listed for each project. These projects are relevant in demonstrating our ability to meet the needs of the City and show considerable experience in developing compensation programs for a variety of municipalities. Our references can attest to the timeliness, quality, and responsiveness of the services we provide, as well as our knowledge of legal issues, such as the ADA and FLSA, our understanding of job classifications, and our skill and ability in dealing with public organizations and sensitive personnel issues.

LINN COUNTY, IA In 2010, we conducted a review of this large eastern Iowa county's performance management system and merit plan. The review was presented to the Board of Supervisors. We have recently completed a classification and compensation study of non-bargaining jobs for this County with the Board accepting all recommendations. We continue to assist the Human Resources Director with a variety of compensation related issues such as job audits, job evaluation, and market pricing. Lisa Powell, Human Resources Director, 319.892.5124, Lisa.Powell@linncounty.org, Address: 935 2nd Avenue SW, Cedar Rapids, IA 52404-2100.

CITY OF JOHNSTON, IA In 2010, we conducted job evaluation and a salary and benefits survey resulting in the development of a new pay system for this organization. Through 2012 to 2014, we assisted this City in the development of and training in a new performance management system. We continue to provide performance management training and updated the compensation study in 2016. We also conducted a study of Fire jobs in 2017 and continue to provide classification reviews for this City. Teresa Rotschafer, Finance Director, TRotschafer@ci.johnston.ia.us, 515.727.7783, Address: 6221 Merle Hay Road, Johnston, IA 50131.

CITY OF WEST DES MOINES, IA In 2010 and 2011, we conducted a salary and benefits study for this fast growing Des Moines metro area community. We also made recommendations for pay structure updates and conducted a pay for performance readiness assessment. We completed a pay equity study and information technology job study in 2018. We continue to assist West Des Moines with special compensation studies and job evaluation review. Ms. Jane Pauba Dodge, Human Resources Director, Jane.Dodge@wdm.iowa.gov, 515.222.3616, Address: 4200 Mills Civic Parkway, West Des Moines, IA 50265.



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OLMSTED COUNTY, MN We have been providing compensation and classification services to the County for over 30 years. During this time, the County has successfully maintained a single salary structure across all bargaining units and had continued compliance with the Minnesota Pay Equity Law. Dale Ignatius, Director of Human Resources, Ignatius.dale@co.olmsted.mn.us, 507.328.7711. Address: 151 4th Street, Se, Rochester, MN 55906.

CITY OF HOPKINS MN We conducted a full classification and compensation study for all city positions through employee completion of position description questionnaires, job evaluation application and the conduct of market pricing of jobs using published survey data. Ari Lenz, Assistant City Manager, 952.548.6303, alenz@hopkinsmn.com. Address: 1010 1st Street South, Hopkins, MN 55343.

CITY OF OWATONNA MN We completed a full classification and compensation study of all city positions through employee completion of position description questionnaires and related employee interviews, job evaluation review and the conduct of a market survey. Lynn Gorski, Director of Human Resources, 507.774.7345, Lynn.Gorski@ci.owatonna.mn.us. Address: 540 West Hills Circle, Owatonna, MN 55060.

LAKE COUNTY MN We conducted a full classification and compensation study for this county in 2018. The study involved developing a new classification and pay plan. Cammie Young, Human Resources Director, 218-834-894, Cammie.Young@co.lake.mn.us. Address: 601 Third Avenue, Two Harbors, MN 55616.

Other Iowa Clients

Des Moines Public Schools
Des Moines Regional Transit
City of Urbandale
City of Pella
Cedar Rapids Community Schools



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* * * * *

Thank you for this opportunity to offer our services. Please feel free to contact myself or Annette at any time if you have any questions or require additional information. We look forward to hearing from you soon.

Sincerely,

Gallagher's Human Resources & Compensation Consulting practice

Legal entity name: Gallagher Benefit Services, Inc.

Ronnie E. Charles, SPHR, GPHR, IPMA-SCP
Managing Director

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc. is a licensed insurance agency that does business in California as "Gallagher Benefit Services of California Insurance Services" and in Massachusetts as "Gallagher Benefit Insurance Services." Neither Arthur J. Gallagher & Co., nor its affiliates provide accounting, legal or tax advice.



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RESOLUTION NO. 2020-115

A RESOLUTION TO APPROVE A COOPERATIVE AGREEMENT BETWEEN IOWA CIVIL RIGHTS COMMISSION AND THE CITY OF GRINNELL/GRINNELL HUMAN RIGHTS COMMISSION.

WHEREAS, the city of Grinnell/Human Rights Commission wishes to enter into this agreement for the purpose of receiving assistance from the Iowa Civil Rights Commission for our local agency in resolving discrimination complaints and to reduce case backlogs without compromising quality or the integrity of the system; and

WHEREAS, this agreement is criteria is designed to ensure efficient, effective, and coordinated effort between the ICRC and local agencies; and

WHEREAS, the scope of the cooperative agreement is for the satisfactory intake and resolution of complaints whose allegations fall within the prohibitions of Iowa Code §§216.6, 216.5A, 216.7, 216.8, 216.9, 216.10 and 216.11. This Cooperative Agreement does not cover complaints that do not fall within these sections of the Iowa Code; and

WHEREAS, the Grinnell Human Rights Commission and the city of Grinnell agrees to all the terms as provided in said cooperative agreement; and

NOW, THEREFORE, BE IT RESOLVED by the City Council of the city of Grinnell, Iowa that authorization be given to Mayor Agnew to sign the Cooperative Agreement with the Iowa Civil Rights Commission on behalf of the Grinnell Human Rights Commission.

PASSED AND APPROVED THIS 20th day of July 2020.

Dan F. Agnew, Mayor

ATTEST:

Annamarie Wingerter, City Clerk/Finance Director

COOPERATIVE AGREEMENT
Between Grinnell Human Rights Commission
&
IOWA CIVIL RIGHTS COMMISSION

1. **Definitions:** As used in this Cooperative Agreement the following terms are defined as follows:
 - a) "ICRC" means the Iowa Civil Rights Commission.
 - b) "Local agency" means Grinnell Human Rights Commission and must comply with the requirements of Iowa Code §216.19
 - c) "Fiscal Year 2021" runs from July 1, 2020 to June 30, 2021.
2. **Authority:** In order to effectuate the purposes of the "Iowa Civil Rights Act," (ICRA) the ICRC now enters into a Cooperative Agreement with the Grinnell Human Rights Commission. Iowa Code §216.19.
3. **Purpose:** Our purpose is to assist local agencies in resolving discrimination complaints and to reduce case backlogs without compromising quality or the integrity of the system. We have designed criteria to ensure an efficient, effective, and coordinated effort between the ICRC and local agencies.
4. **Scope:** Under this Cooperative Agreement, ICRC contracts with the Grinnell Human Rights Commission for the satisfactory intake and resolution of complaints whose allegations fall within the prohibitions of Iowa Code §§216.6, 216.6A, 216.7, 216.8, 216.8A, 216.9, 216.10 and 216.11. This Cooperative Agreement does not cover complaints that do not fall within these sections of the Iowa Code.
3. **Period:** This Cooperative Agreement will run during Fiscal Year 2021. There is no commitment on the part of ICRC to contract with the Grinnell Human Rights Commission for the resolution of complaints after June 30, 2021.
4. **Total Amount:** The total amount ICRC can be required to spend, as aggregate compensation to all contracting local commissions for work performed under cooperative agreements for Fiscal Year 2021 is \$33,000.00 maximum. If insufficient funds exist for payment of all cases tendered for payment by the contracting Local Commissions, payment shall be allocated on a first-come first-served basis, according to the date of submission of the intakes or resolutions to the ICRC.
5. **Payment Date:** ICRC agrees to provide payment on a quarterly basis based upon satisfaction of the conditions established in this agreement. Payment will be provided for work performed and accepted under this Agreement by the ICRC, and in the case of cases cross-filed with the EEOC or HUD, when credit has been approved by that agency. Payment will be provided only for cases that are determined by the ICRC to be jurisdictional under the ICRA, if the complaints are timely received by the ICRC, and in the case of cases cross-filed with the EEOC or HUD, credit has been approved by that agency. In the case of payment for intake services, ICRC accepts the work if/when ICRC opens the case file corresponding to the intake. Payment is conditioned upon execution of this contract which must be accomplished and returned to the

ICRC no later than September 1, 2020. Agreements presented after that date will be rejected by the ICRC absent prior written approval for late submission by the Director of the ICRC.

6. Payment Schedule*:**

(a) Intakes: See attached Schedule A for breakdown of reimbursement rates based on the timing of receipt of the complaint for housing and non-housing referrals to the ICRC. For purposes of the contract, intake is defined as receipt by the ICRC of a completed, signed, jurisdictional complaint in any area covered by the ICRA, including housing, that are forwarded to the ICRC for processing and investigation, with accompanying release, contact information and jurisdictional review documentation. If the ICRC complaint form is used, it will not be necessary to submit the jurisdictional review documentation. All information noted on the jurisdictional review documentation must be provided to the ICRC with the intake documentation. No payment will be made for non-housing intakes that are more than 60 days old or housing intakes that are more than 30 days old on the date received by the ICRC.

(b) Resolutions: See Schedule A (attached) for definitions and rate of payment based on time received. For purposes of the contract, resolution includes case closures resulting in Satisfactory Adjustments, Administrative Closures for reasons *other than* failure to cooperate or unable to locate, No Probable Cause Orders, Probable Cause Orders or closures after Public Hearings. In the case of administrative closures for failure to cooperate or failure to locate complainant, no reimbursement will be provided. Further, this clause does not apply to resolutions submitted by the local agency to the EEOC or HUD for contract credit or payment by the federal agencies, in which case, the ICRC will provide no payment. Settlement agreements for cross-filed EEOC cases **cannot include** a no-rehire clause or global release and **must indicate** in the agreement itself that the agreement was signed voluntarily. These are EEOC requirements that will not be waived by the EEOC and cannot be waived by the ICRC. Any agreements with language that includes the impermissible language or that is missing the required EEOC voluntary settlement language will be rejected by the ICRC (and EEOC) and no payment will be made until the settlement agreements are revised accordingly. Resolution date shall be the date of receipt of the case closure by the ICRC. In the case of resolutions on complaints cross-filed with the EEOC, if the EEOC refuses credit for the resolution, the ICRC's payment obligations under this agreement shall be extinguished. HUD prohibits ICRC from seeking credit for housing complaints cross-filed with HUD, and any such complaints should be referred to the ICRC for investigation after intake.

(c) Jurisdictional: Any and all complaints submitted for credit and payment must be jurisdictional, including meeting the 300 day limit when the complaint is received by the ICRC, and must be a claim under the Iowa Civil Rights Act.

7. Maintenance of Effort: Iowa Code §216.19(2) provides that a city with a population of 29,000 or greater shall to maintain an independent local civil/human rights agency, shall structure and adequately fund

the local human/civil rights agency in order to effect cooperative undertakings with ICRC and to aid in effectuating the purposes of the “Iowa Civil Rights Act,” and when staff is provided, the local agency or commission shall have control over such staff. The ICRC reserves the right to deny payment for closures which appear to have been adversely affected by a failure to comply with this code section or any other reasonable indication of lack of independence or neutrality by the local agency in its investigation of the complaint, and such may serve as grounds justifying termination of this agreement.

8. **Information Sharing:** Pursuant to I.A.C r. 161—11.10, the filing of a complaint or confidential information pertaining to a complaint covered by this agreement may be shared between the parties to this agreement as part of the routine use of such records, to administer the program for which the information is collected.

9. **Confidentiality:** Pursuant to I.A.C r. 161—1.6(4)(e)(4) and Iowa Code Section 215.15(5), the Grinnell Human Rights Commission agrees not to disclose the filing of a complaint or confidential information pertaining to a complaint covered by this agreement until the complaint has been officially set for public hearing. Once a complaint has been officially set for public hearing, the Grinnell Human Rights Commission agrees not to disclose confidential information pertaining to the complaint that is not publically available, except as allowed by ICRC’s rules.

10. **Reports:** The local agency agrees to submit quarterly reports on the electronic templates provided by the ICRC to ICRC listing each intake and resolution submitted for contract credit or payment under this Agreement. Quarterly Reports are due, as applicable, on **October 5, 2020** (for July 1 – September 30, 2020 activity); **January 5, 2021** (October 1 – December 31, 2020 activity); **April 5, 2021** (for January 1 - March 31, 2021 activity), and **July 15, 2021** (for April 1 - June 30, 2021 activity). Payments under this contract will be made after the Quarterly Reports are completed and submitted to the ICRC. Failure to provide Quarterly reports within 30 days of due date will result in forfeiture of funds for the quarter for which the quarterly report is not timely filed. As a condition of final payment, the local commission must submit, and ICRC must have received, all cases no later than July 15, 2021. Cases submitted after July 15, 2021, will not be paid.

11. **Training.** ICRC and the local agency will cooperate in planning, sponsoring, and conducting necessary complaint processing training for staff and commissioners.

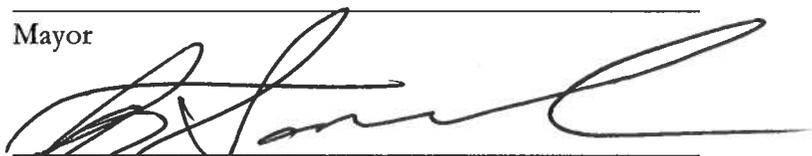
12. This contract recognizes the 300-day filing period for initial complaints, as set forth in Iowa Code Ch. 216, is measured by the day the complaint *is received by the ICRC*, not the day received by the local commission. Therefore, local commissions **are responsible for ensuring that cases are received by the ICRC within 300 days of the date of the last incident of discrimination.** The local agency agrees that complaints that are not received by the ICRC within the 300 day time limit **are not jurisdictional** on their face and **no payment will be made in that case.** To be considered received by the ICRC, the complaint

must be physically received by the ICRC either through mail, fax, personal delivery or by email, by 4:30 pm, Monday through Friday. The ICRC prefers email (icrc@iowa.gov) over fax, as email has historically been more reliable. Complaints received (or sent by email) after 4:30 pm will be considered filed on the next business day.

13. **Closures.** Closure submissions for case resolutions must include the following closing documents from the local commission: Copies of closures notices sent to all parties by the local commission and a copy of the local commission's findings/decision. *All closure documents including settlement agreements and withdrawals must include local and state case numbers, and when cross-filed with EEOC, federal case number.* Payment may be denied if closure papers or settlement agreements do not include case numbers, or if any case number is incorrect. ICRC may be required to obtain a full copy of the case file maintained by the local commission. The copies should be provided to ICRC at no cost and within two weeks of request.

If required by your local protocol, ordinance or practice, separate signature lines have been provided for your Mayor and Commission Chair.

Mayor



Chairperson, Grinnell Human Rights Commission

Date

7/14/20
Date

Elizabeth A. Johnson, Executive Director, Iowa Civil Rights Commission

Date

SCHEDULE A

*****The following summarizes the payment schedule.**

Intake: (See definition for Intake below)	Complaint sent to ICRC for processing and investigation within 7 days (housing) or 30 days (non-housing) of initial filing date with local agency.	\$500 for housing cases eligible for cross-filing with HUD; \$250 for employment cases eligible for cross-filing with EEOC; \$125 for cases not eligible for cross-filing
	Complaint sent to ICRC for processing and investigation greater than 7 days but within 30 days (housing); greater than 30 days but within 60 days (non-housing) of initial filing date with local agency.	\$250 for housing cases eligible for cross-filing with HUD; \$150 for employment cases eligible for cross-filing with EEOC; \$75 for cases not eligible for cross-filing
	Complaint sent to ICRC for processing and investigation greater than 30 days (housing) or 60 days (non-housing) of initial filing date with local agency.	\$0
Resolutions for Non-housing Cases: (See definition for Resolutions below)	Complaint Resolutions sent to ICRC for closure processing within 180 days of initial filing date with local agency.	\$325 for cases eligible for cross-filing with EEOC; \$100 for cases not eligible for cross-filing
	Complaint Resolutions sent to ICRC for closure processing greater than 180 days but within 600 days of initial filing date with local agency.	\$200 for cases eligible for cross-filing with EEOC; \$50 for cases not eligible for cross-filing
	Complaint Resolutions sent to ICRC for closure processing greater than 600 days of initial filing date with local agency.	\$0

For the purpose of this contract the definition for the terms of payments are as follows:

“INTAKE”

A completed and signed complaint that meets the jurisdictional requirements of ICRA and forwarded to the ICRC for initial processing and investigation with accompanying release, contact information and jurisdictional review documentation.

“RESOLUTIONS”

Case closures resulting in an administrative closure (except for failure to cooperate or locate Complainant); conciliated and settled cases; satisfactory adjustments; No Probable Cause Orders; Probable Cause Orders; and closures after Public Hearing.

“INITIAL FILING”

Initial filing date will be determined by local file-stamp receipt date shown on the complaint. All complaints must show a local file-stamp receipt date. Credit may be rejected for complaints without a local file-stamp receipt date.