



# Memorandum

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## City of Lee's Summit

**Date:** April 16, 2025

**To:** Mayor and City Council

**From:** Mark Dunning, City Manager

**Re:** City Manager Annual management/performance review recommendation

Mayor Baird and City Councilmembers:

In accordance with Lee's Summit Code of Ordinances, Chapter 2, Article IX, Section 2-552, the FY26 City Manager's management/performance review recommendation is to conduct a **"Pay and Growth Plan study"** for the Core General workforce. This recommendation is being presented as a top priority of the Compensation and Benefits Team from the Attraction, Satisfaction and Retention (ASR) initiative.

Through this effort we desire to modernize employee compensation and classification (Pay and Growth Plan). The City is seeking the development of this Pay and Growth Plan based upon recommendations from an initial engagement (Phase I) that educated leadership on best practices and identified employee desires to move toward pay for performance. Through this effort we hope to develop and implement a multi-year pay and growth plan based on the recommendations identified and seek to implement through a phased approach over two to three years.

By conducting this study, the organization desires to meet the following objectives:

- Review and modernize job descriptions across the organization establishing core job descriptions separate from position descriptions.
- Define core principles, objectives, and priorities for the implementation of a Pay and Growth Plan structure.
- Develop a career progression plan (career ladders) for those positions that trend toward such.
- Identify and recommend competitive pay and compensation rates in comparison to peer labor markets with consideration for internal equity.

- Develop an iterative approach to implement a pay-for-performance structure that would include supervisor training, leadership development opportunities, and/or other growth opportunities as needed.
- Ensure employee buy-in and engagement throughout the plan-making and implementation process by developing a shared organizational vision on compensation, performance-based pay, and a common organizational compensation philosophy.
- Establish an effective Pay and Growth plan that supports the information and recommendations gathered during scoping Pay and Growth Plan initiative (Phase I of this work to develop appropriate scoping and desired goals).

The purpose of the City Manager's management/performance review is to invest resources to identify and create opportunities for operational/organizational improvements that maintain high levels of performance and promote positive change. The pursuit of this study is a priority as the organization's workforce is the biggest and most critical piece of "infrastructure" to deliver the expected levels of service to the community.

We estimate the cost of this "Pay and Growth Plan" study to be \$500,000. We have identified this initiative may be funded from existing resources within the FY25 budget and will pursue a budget amendment for this "one-time expense." The study will take place during the FY26 budget year and is envisioned to occur over a number of months given the scope of work to be completed.

In addition to this recommended priority, efforts will be pursued to develop a "**Communication Strategy**" intended to evaluate the organization's internal and external public engagement and communication activities. The "Communication Strategy" study received approval for funding from the unallocated general fund reserve resources, so has already been approved. The estimate cost for this study is \$100,000.

Communication's Strategy Priorities:

- Develop short-term (three-year) communications priorities and goals providing a blueprint to reach external and internal audiences in an effective manner, including in times of crisis.
- Conduct an organizational analysis of communication services ensuring Creative Services is effective in providing strategic communications in support of the City of Lee's Summit.
- Conduct a Materials Review/Communications Audit of existing tools, messaging, and materials to ensure internal, external, and crisis communications are appropriate and effective.
- Research target audiences to gain an understanding of the views and perceptions of key audiences and develop an accurate understanding of the City's current brand and position within the local markets.

Finally, a study to develop an organizational **“Graphic Information Technology (GIS) strategy”** is recommended to develop a structure and framework to support the multiple GIS platforms and data sources utilized by the organization. The estimated cost for this study is \$50,000 and would be funded from existing resources within the FY25 budget through a budget amendment.

#### GIS Strategy Priorities:

Background: The IT Gap Analysis conducted in September 2024 identified the need for development of a Multi-year GIS Strategy in coordination with a data governance framework. Recognizing the potential to enhance decision-making, asset management, and public engagement, we’ve taken initial steps with data governance and would like to now include GIS.

- Develop a GIS strategy and goals to guide the planning, implementation, management, and optimization of GIS across the organization.
- Conduct an analysis of current GIS capabilities and infrastructure not limited to assessing data inventory, system architecture, maturity, and organizational needs.
- Identify needs, gaps, and opportunities around governance structures, staffing, and training proposing short-term and long-term improvement and implementation plans.