

# Workforce Investment: “ASR” Championship Teams

Building Organizational Culture focused on  
Attraction, Satisfaction, Retention

April 9, 2024



**LEE'S SUMMIT**  
MISSOURI

*Yours Truly*



# Presentation overview

- Background & history
- Priorities and areas of focus
- ASR Championship Teams
  - Employee engagement
  - Employee ideas & recommendations
- Prioritization of ideas & recommendations
- Mayor and Council awareness, feedback, direction

# “Big Rocks” – organizational assessment

- October 2022 Management Team
  - Organizational priorities discussion
    - Projects and initiatives
  - Workforce viewed as key infrastructure
    - Workforce concerns
    - Organizational culture / organizational development

# Projects/Initiatives

- NTIB initiatives
- Marijuana Tax
- ERP replacement
- ERP's audit
- PSST budget and implementation
- Stormwater Utility
- Airport Development
- M291 & Us 50 Hwy interchange
- Downtown Market Plaza project
- PRI
- FS 4 & 5
- LSEDC Best Practices
- Board & Commission Reorg
- DMO
- Emergency Operations

# Workforce: Organizational Culture & Development

- Workforce attraction
- Workforce retention / satisfaction
- Policy review and updates
- Work – life balance
- Employee engagement
- Hiring process
- Employee recognition
- Training and development

# Attraction, Satisfaction, Retention (ASR)



**Top Five Priorities**

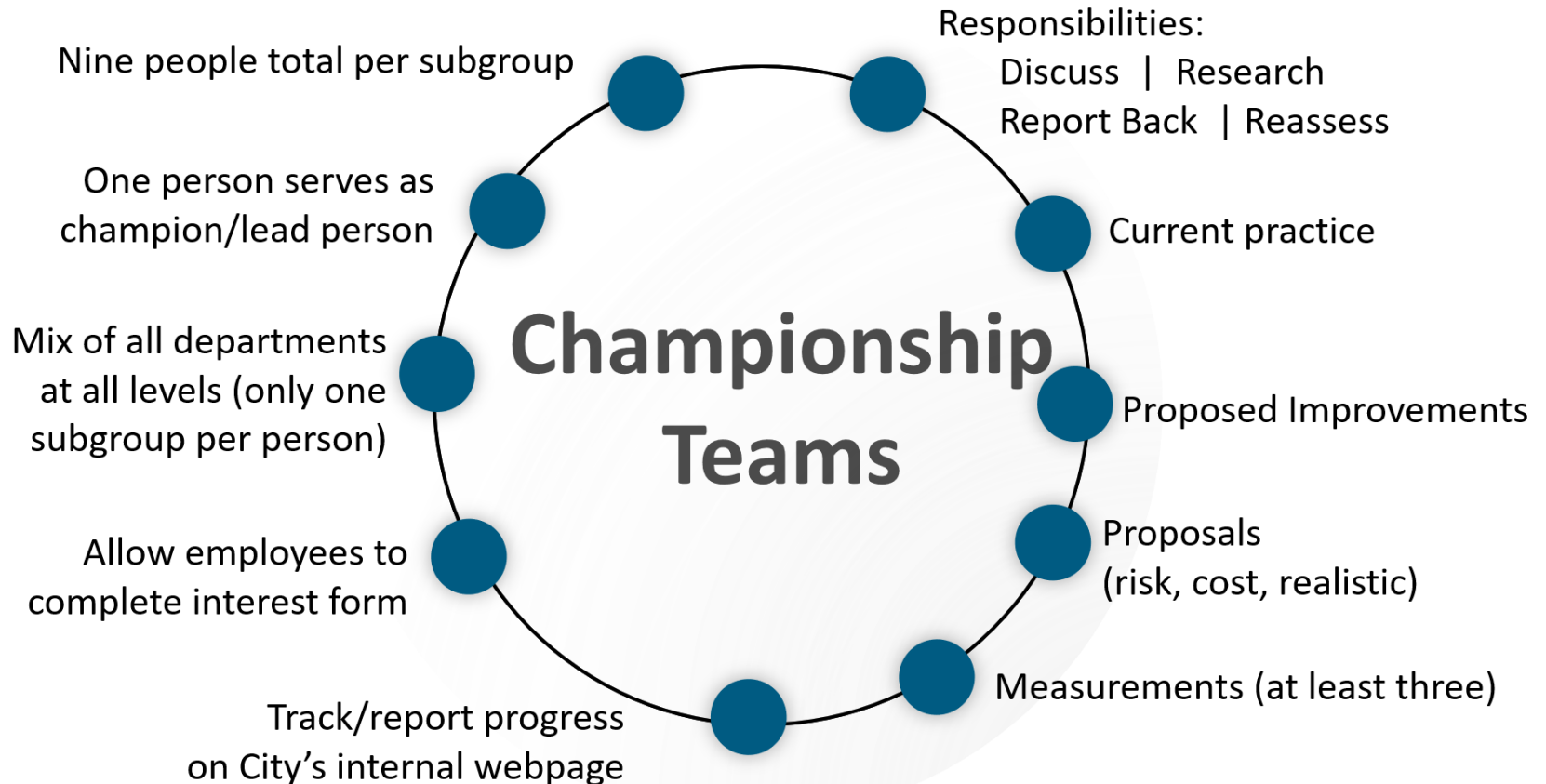
**Attraction  
Satisfaction  
&  
Retention**

- Recruitment & Hiring
- Salary & Benefits
- Career & Development
- Physical Environment
- Data & Reporting

LS

Attraction, Satisfaction, Retention

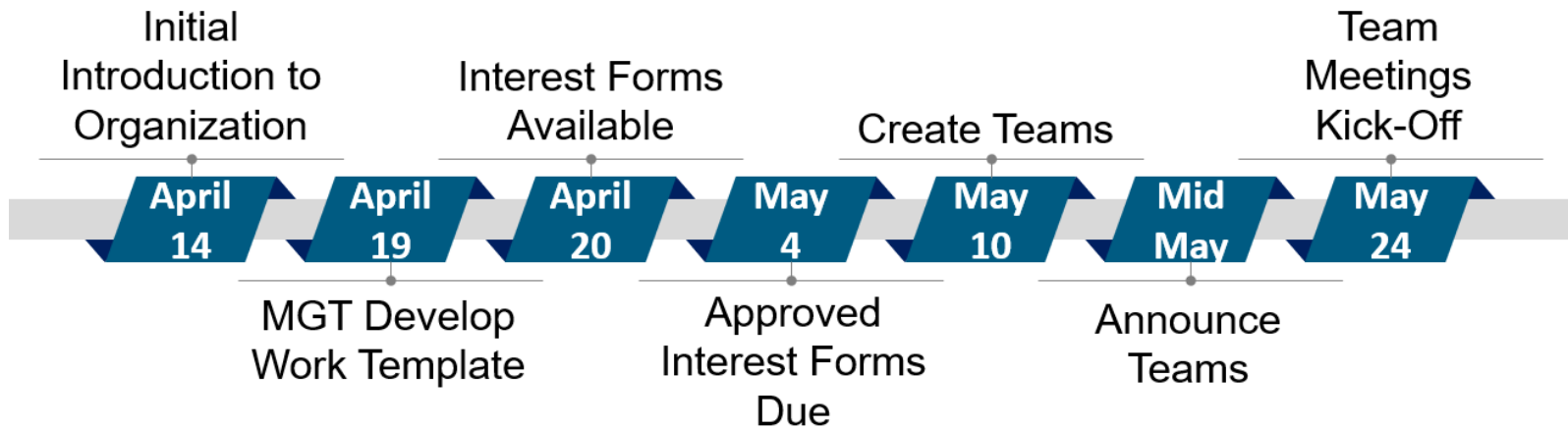
# Approach to ASR Initiative



# ASR Teambuilding

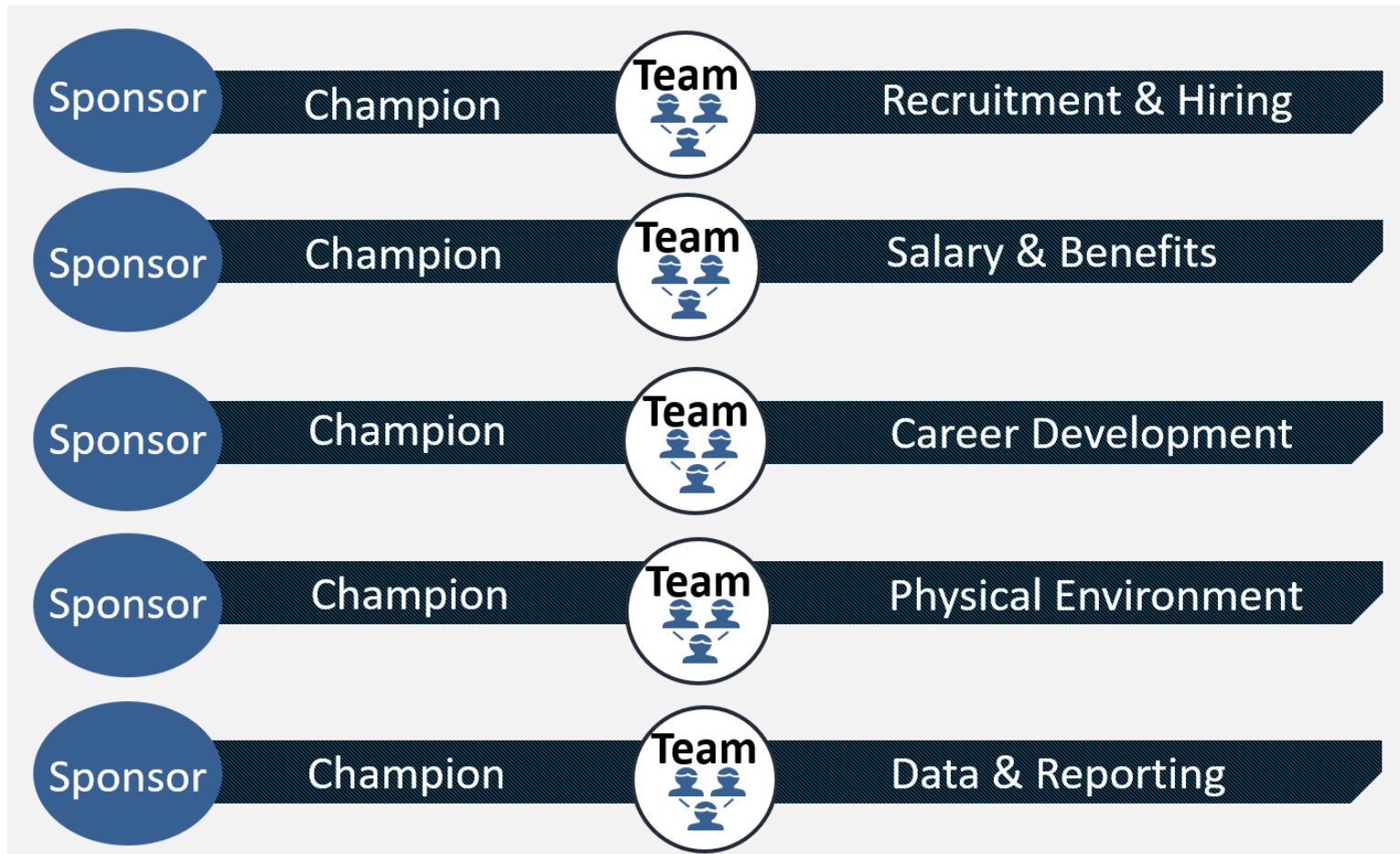


## Immediate Key Dates





# ASR Team Composition





## Data & Reporting

- Sponsor: Michael Park – Public Works
- Champion: David Bushek – Law
- Brian Page – Central Building Services
- Susan Brockhaus – Finance
- Kristi Gawron – Water Utilities
- Stacy Lombardo – Administration
- Jessica Flores – Police
- Chad Elliot – Public Works
- Cynthia Stacks – Information Technology
- Devin Blazek – Parks
- Joe San Nicolas – Water Utilities
- Brian Austerman - Fire



## Career Development

- Sponsor: Mark Schaufler – Water Utilities
- Champion: Aimee Nassif – Development Services
- Dom Bennett – Water Utilities
- Donna Lee – Administration
- Aaron Evans – Police
- Cindy DeShazo – Public Works
- Dawn Bell – Development Services
- Sarah Vizzacchero – Police
- Kim Brennan – Law
- DeeDee Tschirhart – Procurement
- Matt Munger – Public Works
- Dave York - Fire



## Salary and Benefits

- Sponsor: Brian Head – Law
- Champion: Chris Sandie – Water Utilities
- Jo Leigh Fischer – Law
- Elizabeth Hoon – Police
- Bob Burns – Public Works
- Ryan Brownell – Police
- George Binger – Public Works
- Becky Wenninghoff – Information Technology
- Kris Presnell – Fire
- Jason Garcia – Information Technology
- Amy Koeneman – Development Services



## Physical Environment

- Sponsor: Cheryl Nash – Creative Services
- Champion: Zac Nelson – Fire
- Collin McCage – Creative Services
- Alysia Townsend – Human Resources
- Jessica Asher – Development Services
- Lora Seabolt – Information Technology
- Brent Dye – Water Utilities
- Ed Rucker – Law
- Dana Arcuri – Water Utilities
- Kip Patzel – Public Works
- Nicolet Dyer – Police
- Kasey Smith - Fire



# Recruitment and Hiring

- Sponsor: Josh Johnson – Development Services
- Champion: Jennifer Vargo – Human Resources
- Josh Comninellis – Creative Services
- Jeff Penfield – Airport
- Diana Johnson – Development Services
- Tede Price – Parks
- Steve Robbins – Development Services
- Devyn Horsley – Police
- Chris Depue – Police
- Sarah Miller – Water Utilities
- Monica Hawkins – Water Utilities
- Mike Mohrman - Fire

# ASR Championship Team Efforts

- May 24, 2023 Kick-off
- Team Charter – mission & area of focus
- Parameters - no limitations & think outside the box
- Six-month target to develop ideas & recommendations
- Employee engagement & survey – solicit employee feedback
- Periodic check-ins and ongoing communication & engagement throughout the process

# ASR Championship Team Efforts

- Recommendations submitted to City Manager
  - Report on top three priorities of each team
  - Provide list of ideas and recommendations
- January 10, 2024 report out from all ASR teams to entire Management Team
- Total of 43 recommendations received
  - 15 Priority recommendations

# Cabinet & Management Team

- Sequencing and resource allocation
  - Level of effort and approval processes
  - Scheduling (timing considerations) – sequencing of initiatives
  - Financial resources and impact
  - Personnel resources and commitment
- Four recommendations require Mayor & Council consideration and approval

# Mayor and Council Considerations

- Pay Plan – develop a pay plan and salary growth plan
- Develop career ladders/progression plans for career path and development opportunities
- Missouri Local Government Employee Retirement System (LAGERS) – move from five-year final average salary plan to a three-year final average salary plan
- Holidays – recommend adding Juneteenth and Veteran’s Day to the list of City recognized holidays.



# Mayor and Council Considerations

- Sequencing/approach to recommendations
  - Pay & growth plan and career ladder/progression plan can be considered concurrently and will take time and resources to complete
  - LAGERS change process can begin any time and bring through Finance and Budget Committee
  - Holidays can be brought forward through budget process with potential implementation in FY25

**Questions, Feedback, Direction**

**Thank you!**