

RESOLUTION NO. R-14-30

A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A CONTRACT WITH HIGBEE ASSOCIATES TO CONDUCT A PAY AND COMPENSATION STUDY FOR THE CITY OF GLADSTONE.

WHEREAS, the City Council desires to maintain a pay and compensation program for the employees of the City that is fair and competitive with the pay and compensation provided by other area municipalities ; and

WHEREAS, the City staff has considered various consulting firms specializing in pay and compensation matters, and has recommended that the City Manager execute a contract for a pay and compensation study with Higbee Associates at the bid amount of \$28,500.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, AS FOLLOWS:

THAT, the City Manager of the City of Gladstone, Missouri is hereby authorized to execute a contract with Higbee Associates and other necessary documents to secure the services of Higbee Associates to conduct a pay and compensation study for the City of Gladstone.

FURTHER, THAT funds for such purpose are authorized from the General Fund.

INTRODUCED, READ, PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF GLADSTONE, MISSOURI, this 12th day of May 2014.



J. Brian Hill, Mayor

ATTEST:



Ruth E. Bocchino, City Clerk



**GENERAL ADMINISTRATION
Human Resources Division**

14-30

DATE: APRIL 23, 2014
TO: KIRK DAVIS, CITY MANAGER
FROM: CHARLENE LESLIE, HR ADMINISTRATOR
RE: COMPENSATION & CLASSIFICATION STUDY DISCUSSION

The City of Gladstone has initiated the process of contracting for Compensation and Classification consulting services. The main scope of the study is to provide a comprehensive review and analysis of the City's existing salary progression system, compare benefit packages with the marketplace and make recommendations to enhance the implementation of any proposed modifications or changes.

We began the process by inviting consulting firms to submit their qualifications. We sent out Request for Proposals/Qualifications (RFP/Q) to over 24 different vendors. The deadline to respond to the RFP/Q was in late 2013. A total of eight responses were received (of that one was beyond the deadline).

In line with the City's philosophy that the most successful RFP processes are conducted in a task force environment with key stakeholders representing the various areas of the organization, a multi-functional and interdepartmental employee task force was initiated for the selection of the Classification and Compensation Study Consultant. The following individuals graciously agreed to address this important task: Bill Brier, Law Enforcement/Public Safety; Chris Helmer, Community Development; Matthew Hoops, Parks & Recreation; Kevin Kinney, Public Works; Matthew Kosmatka, Community Development; Sheila Lillis, Parks & Recreation; Tim Nebergall, Public Works; Tyler Rawley, Fire/EMS/Public Safety; Beth Saluzzi, Finance; Cheena Simpson, Law Enforcement/Public Safety; David Jason Snarr, Fire/EMS/Public Safety; and Nathan Small, Public Works. Initially, the task force members reviewed the responses based on a matrix of the following provisions:

- Compliance with the terms of the RFP/Q,
- Demonstrated understanding of the project,
- Services to be provided,
- Past experience and performance on comparable projects,
- Qualifications of the firm (experience/personnel assigned to the proposed project), and
- Ability to complete the work within the time specified.

After reviewing the summarized individual ratings of the group, scores were assigned to the consulting firms. Four consultants or finalists were then invited to participate in an oral interview process. The firms under consideration were:

Firm	Proposed Cost Estimate
Austin Peters Group, Inc.	\$28,675
Condrey & Associates	\$39,500
Higbee Associates	\$28,500
Management Advisory Group	\$35,000

Condrey & Associates were the chosen consultant for the 2005 Compensation and Classification study.

The reference verification process began by contacting prior clients and business references, confirming that the clients were relevant by industry, by program size or geography and somewhat current or recent. The reference included a review of the experience level of the staff, satisfaction with the service provided, effectiveness of the proposed recommendations and ultimately if they felt they were able to benefit from the consultant's knowledge and assistance. References were conducted by both Human Resources and diverse employee members of the Task Force (and were gathered both formally and informally). Structured interview questions were also created and utilized during the oral interview process to help ensure a well-rounded comparable perspective of the consultant's services.

The oral interviews were conducted through a variety of methods including face-to-face in person, on-line and telephonic interviews and via Skype. They typically lasted one and one-half to two hours. By seeking specifics of how the services were to be provided, the Task Force was able to glean additional insight. The information gathered during the formal presentations, interviews, RFP/Q written response and reference checks were all considered in the evaluation. The Task Force met with the Leadership Team to share their perspective and provide their evaluations. Based on the overall strength of the proposal, the Task Force respectfully recommended that the City Manager enter into a contract for a Classification and Compensation Study with Higbee Associates. This recommendation was unanimous amongst the Task Force members.

Higbee Associates is headquartered in Chesterfield, Missouri (St. Louis County) and was established in 1989. Lynda Higbee, Lyn Sgouros, Safiya Edwards and Sheila Sever are expected to be the primary consultants assigned to the project. The FY 2014 General Fund budgeted amount for this project is \$39,500. The proposal, as it currently stands is \$28,500, well within the budgeted funds.

Thank you for the opportunity to work through the upcoming Compensation and Classification Study. It has been a pleasure to work with such a fine task force.

C: Leadership Team
Compensation and Classification Study Consultant Selection Task Force

PROFESSIONAL CONSULTANT SERVICES AGREEMENT

THIS AGREEMENT, made and entered into this 19th day of May, 2014, by and between the City of Gladstone, a Missouri municipal corporation, hereinafter referred to as the "City" and Higbee Associates, LLC of 377 West Manor Drive, Chesterfield, Missouri 63017, hereinafter referred to as the "Consultant"

WITNESSETH:

WHEREAS, the accomplishment of the work and services described in this Agreement is necessary and essential to the Classification/Compensation System of the City; and

WHEREAS, the City desires to engage the Consultant to render professional consulting services for the project described in this Agreement, and the Consultant is willing to perform such services.

NOW, THEREFORE, in consideration of the premises and covenants hereinafter contained, the parties hereto hereby agree as follows:

ARTICLE I

DESCRIPTION OF PROJECT

1. The Consultant shall render Professional Consulting Services relative to the review of the existing job evaluation and compensation system and make recommendations for improvements to the existing system or develop and implement a new system.

ARTICLE II

CONSULTANT'S SCOPE OF SERVICES

1. The Consultant shall perform professional consulting services relevant to the Project in accordance with the terms and conditions set forth herein, and as provided in Exhibit I, which is attached hereto and incorporated by reference herein.
2. The Consultant hereby agrees that, immediately upon execution of this Agreement and upon receipt of a "Notice to Proceed" from the City, it will enter upon the duties herein prescribed, proceed with the work continuously, and make the various submittals on or before the schedule specified in attachments. The City is not liable and will not pay the Consultant for any services rendered before the Consultant receives written authorization.
3. If any delay is caused to the Consultant by order of the City to change the design or plans; or by failure of the City to supply or cause to be supplied any data not otherwise available to the Consultant which is required in performing the work described; or by other delays due to causes entirely beyond the control of the Consultant; then, in that event, the time schedules will be

adjusted equitably, in writing, as mutually agreed between the City and the Consultant at the time a cause for delay occurs.

4. Since the work of the Consultant must be coordinated with the activities of the City (including firms employed by and governmental agencies and subdivisions working with the City), the Consultant shall advise the City in advance, of all meetings, and conferences between the Consultant and any governmental agency, political subdivision, or third party which is necessary to the performance of the work of the Consultant.

ARTICLE III

CHANGES IN SCOPE

If changes occur either in the Consultant's Scope of Services or the Description of the Project, a supplemental agreement may be negotiated at the request of either party.

ARTICLE IV

CONSULTANT'S FEE

1. Basic Fee.

1. As compensation for Basic Services as described in Exhibit A of this Agreement, and for services required in the fulfillment of the terms and conditions of this Agreement, the Consultant shall be paid a "Basic Fee", which shall constitute full and complete payment for said services and all expenditures which may be made and expenses incurred, except as otherwise expressly provided in this Agreement. The Basic Fee shall be the lump sum amount of twenty-five thousand and five hundred dollars (\$25,500), minus such amounts as may be debited under the provisions of Article IV, Paragraph 1d.
 - b) **Payment Schedule for Compensation.** The Compensation shall be paid in monthly installments based upon an estimate of the percentage of work completed by the Consultant. The Consultant shall provide City with a monthly statement stating the work performed by Consultant since the last invoice together with an estimate of the percentage of work performed to date. The City shall pay invoices within thirty - (30) days of receipt of such invoice.
 - c) The lump sum fee shall be comprised of the following categories (see Exhibit A and Proposal):
 - Review of Infrastructure Documents
 - Statistical Data (Compensation & Benefits) Study Analysis
 - Comprehensive Review & Update of Job Descriptions
 - Competitive Market Analysis & Internal Evaluation System
 - Select Pay Delivery Approach with Model Implementation Cost
 - Amend or Establish Compensation System

- Implementation Strategy for Compensation System
- Training for Maintenance of System_

Total: \$25,500

- d) Penalty for Delay. In the event that the Consultant shall fail to deliver approved, sealed final plans as specified under this contract by December 31, 2014, the City shall deduct from the Basic Fee due herein, the sum of \$_____ for each working day there after, not to exceed \$_____. A "Working Day" shall be Monday, Tuesday, Wednesday, Thursday, and Friday, excluding legal holidays.
2. **Payment for Special Services** - The City shall negotiate a written supplemental agreement with the Consultant should the need be determined to employ the special services of the Consultant on this project.
3. **Certified Cost Records** - The Consultant shall furnish certified cost records for all billings pertaining to the special services performed under Article IV, Section C of this Agreement, if requested. For such purposes, the books of account of the Consultant shall be subject to audit by the City. The Consultant shall complete work and cost records for all billings on such forms and in such manner as will be satisfactory to the City.

ARTICLE V

OWNERSHIP OF PLANS AND DOCUMENTS: RECORDS

1. The work results and the reports will be considered confidential and proprietary and cannot be released by the Consultant without prior written consent of the City of Gladstone.
2. The City shall make copies, for the use of the Consultant, of all of its job descriptions, position description questionnaires, salary ranges or other pay classification data pertinent to the work to be performed by the Consultant pursuant to this Agreement, and also make available any other materials available to the City from any other public agency or body.

ARTICLE VI

TERMINATION

1. This Agreement may be terminated by either party upon fifteen (15) days prior written notice to the other party in the event of substantial failure by the other party to fulfill its obligations under this Agreement through no fault of the terminating party and the failure by the breaching party to cure or commence proceedings in good faith to remedy such breach within fifteen (15) days after receipt of such written notice.
2. This Agreement may be terminated by the City for its convenience upon fifteen (15) days prior written notice to the Consultant.

3. In the event of termination, as provided in this Article, the Consultant shall be paid as compensation in full for services performed to the date of such termination, an amount calculated in accordance with Article IV of this Agreement. Such amount shall be paid by the City upon the Consultant's delivering or otherwise making available to the City, all data, drawings, specifications, reports, estimates, summaries, and such other information and materials as may have been accumulated by the Consultant in performing the services included in this Agreement, whether completed or in progress.

ARTICLE VII

ASSIGNMENT

This Agreement shall not be assignable except at the written consent of the parties hereto, and if so assigned, shall extend to and be binding upon the successors and assigns of the parties hereto, except that it may be assigned without such consent to the successor of either party, or to a related entity, an affiliate or wholly owned subsidiary of either party, but such assignment shall not relieve the assigned party of any of its obligations under this Agreement.

ARTICLE VIII

DISCLOSURE

The Consultant hereby affirms that it has not made or agreed to make any valuable gift whether in the form of service, loan, thing, or promise to any person or any of the person's immediate family, having the duty to recommend, the right to vote upon, or any other direct influence on the selection of consultants to provide professional design services to the City within the two years preceding the execution of this Agreement.

ARTICLE IX

INDEMNITY

The Consultant agrees to indemnify, and hold harmless the City and its officers, agents, and employees from and against all suits, actions, attorney fees, costs, expenses or claims of any character brought because of any injury or damage received or sustained by any person, persons, or property arising out of or resulting from any negligent act, error, or omission of the Consultant or its agents or employees. The Consultant is not required hereunder to defend the City, its officers, agents or employees, or any of them from assertions that they were negligent, or indemnify and save them harmless from liability based on the City, its officers, agents or employees' negligence. The indemnity required hereunder shall not be limited by reason of the specification of any particular insurance coverage in this Agreement.

ARTICLE X

INSURANCE

The Consultant agrees to procure and maintain at its expense until final payment by the City for services covered by this Agreement, insurance in the kinds and amounts hereinafter provided with insurance companies authorized to do business in the State of Missouri, covering all operations under this Agreement, whether performed by it or its agents. Before commencing the work, the Consultant shall furnish to the City a certificate or certificates in form satisfactory to the City, showing that it has complied with this paragraph. All certificates shall provide that the policy shall not be changed or canceled until at least ten (10) days prior written notice shall have been given to the City. Kinds and amounts of insurance required are as follows:

Liability Insurance: Professional Liability insurance in an amount not less than \$1,000,000 per claim and \$2,000,000 per aggregate and Automobile Liability insurance in an amount not less than \$1,000,000 Combined Single Limit with hired car and non-owned vehicle coverage or a separate policy carrying similar limits, and an amount of not less than \$2,000,000 for Property Damage to protect the Consultant and its agents from claims which may arise from services rendered under this Agreement, whether such services are rendered by the Consultant or by any of its agents or by anyone employed by either.

ARTICLE XI

DISCRIMINATION PROHIBITED

In performing the services required hereunder, the Consultant shall not discriminate against any person on the basis of race, color, religion, sex, national origin or ancestry, age, disability or any other basis protected by federal, state or local law.

ARTICLE XII

WARRANTIES

Consultant warrants that it will perform the Services in accordance with the standards of care and diligence normally practiced by recognized human resource and/or payroll administration consultation firms in performing services of a similar nature in existence at the time of performance of the Services. If, during the one-year period following completion of the Services under a particular Request for Service, it is shown there as an error in the Services provided under such Request for Services caused solely by the Consultant's failure to meet such standards and the City has notified the Consultant in writing of any such error within that period, the Consultant shall re-perform, at no additional cost to the City, such Services within the original scope of Services as may be necessary to remedy such error.

ARTICLE XII

ADMINISTRATION OF AGREEMENT

The City Manager, or his authorized representative, shall administer this Agreement for the City.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the day and year first above written.

Consultant: Higbee Associates, LLC

By:

Lynda Higbee
Lynda Higbee,

Charlene Leslie
(Witness)
Attest:

Charlene Leslie

City of Gladstone

By:

Kirk L. Davis
Kirk L. Davis; City Manager

Attest:



Ruth E. Bocchino 5/27/14
City Clerk

Secretary

EXHIBIT "A"

Duty of Consultant

Scope of Services:

The Consultant shall review the existing job evaluation and compensation system and make recommendations for improvements to the existing system and/or develop and implement a new job evaluation and compensation system.

Basic Services:

Job Evaluation/Compensation:

The successful consultant will be required to meet with the HR Administrator and City Manager at the initiation of each phase of the study and to make oral presentations to the Compensation Committee at the conclusion of each phase. The City further expects ongoing and open communications between designated City representatives and the consultant over the course of each study. All products and recommendations must comply with applicable State and Federal laws and enhance the City's ability to obtain and retain qualified personnel.

The consultant will review the current job classification descriptions and compensation system and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions in Appendix A and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant. The consultant will provide city staff with copies of the final compensation study and proposed salary structure – the final number to be determined.

Design an implementation strategy for the updated compensation system recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

Upon implementation of the compensation system, the consultant will be required to provide training to HR Administrator on the utilization and maintenance of the system. Additionally, the consultant will provide the necessary documentation and other materials so the City will be able to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. The consultant will provide City staff with training materials and policies and procedures for maintenance of the system.

The City of Gladstone will provide the following in support:

- Background information for the City, including but not limited to a community profile and infrastructure information.
- Access to the 2014 Budget and personnel related expenditures.
- Copies of all existing job classification descriptions.
- Copies of all existing Position Description Questionnaires
- Copy of organizational charts.
- A history of the existing Compensation and Classification Plan, approved in 2006.
- Scheduling of interview for job description review and evaluation.

- Access to in-house contact persons, HR Administrator, Payroll Coordinator, City Attorney and City Manager to discuss procedures, policies, problems and concerns and to provide a liaison between the City of Gladstone and the Consultant.

CERTIFICATION REGARDING DEBARMENT AND SUSPENSION

Under Executive Order 12549, the Respondent to this RFP certifies to the best of its knowledge and belief that it and its principals:

- A. Are not present debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from coverage transactions by any federal department or agency (or otherwise excluded from Federal Procurement or Nonprocurement programs);
- B. Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- C. Are not presently indicted for or otherwise criminally or civilly charged by a government entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- D. Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State, or local) terminated for cause or default.

Where the respondent is unable to certify to any of the statements in this certification, he or she shall attach an explanation to this application.

Lynda Higbee President Higbee Associates LLC
Typed Name & Title of Authorize Representative


Signature of Authorized Representative

5/27/14
Date

BACKGROUND INFORMATION

The City of Gladstone is soliciting proposals for professional services for:
Completion of a compensation study including: (1) external market comparison; (2) internal equity comparison and (3) benefits package evaluation.

Gladstone's population of approximately 26,000 is provided with a wonderful community. Its residents and businesses experience the conveniences of a big city with the closeness and atmosphere of a small town. Gladstone is home to over 12 parks equaling 284 acres. Our local Public Safety department provides 24 hour, 7 day a week fire, police and emergency medical service to Gladstone residents. Drinking water services are provided by the City of Gladstone and managed with more than 50 years experience. Gladstone partners with the City of Kansas City to provide treatment of sanitary sewer waste.

The City of Gladstone operates under the City Manager/Council form of government. The City Council is the governing body and is responsible for the appointment of the City Manager. Currently, the City Manager has six departments under his direction. These include General Administration; Community Development, Public Works, Finance, Parks and Recreation and Public Safety.

Pay Plan

There are currently 200 regular full-time positions, 10 regular part-time positions and approximately 100 seasonal or part-time positions. The attached organizational charts reflect the current organization and the number of full-time employees in each work unit.

The plan is based on a pay structure whereby the City has established salary ranges with minimum and maximum salaries; the salary range for each grade is 50%. The pay plan consists of 26 grades. The range is deliberately broad so that problems associated with employees reaching the top of their pay will be minimized. In addition to the salary structure, the City uses a pay for performance system that must be funded annually.

The system used to classify the jobs in the City of Gladstone is an adapted version of the Factor Evaluation System (FES). FES was developed by the Civil Service Commission (Office of Personnel Management) of the federal government using nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, Work Environment and Supervisor Responsibility.

During the 2006 compensation study, salary survey information of selected or benchmark organizations were utilized. The following cities were included in that benchmark comparison: Blue Springs, Grandview, Kansas City, Lee's Summit, Lenexa and Liberty.

There are a total of 81 job class titles divided into salary ranges of 28 pay grades. The pay ranges overlap somewhat. A copy of job titles and salary ranges may be found in Appendix "A". There is no distinction in the administration of exempt and non-exempt salaries.

The City participates in an annual Salary and Fringe Benefit Survey of Local Governments conducted by the Mid-American Regional Council. This survey covers a variety of local governments and includes information on salary increases, salaries by job description and fringe benefits. 2013 survey data is

available to use for this proposed study and 2013 information will be available in November/December of 2013.

No longevity is paid to any positions; however we do provide uniforms and offer a clothing allowance (i.e., for police detectives).

Detective Clothing Allowance \$225

The City is primarily non-union. The Firefighters are represented by Local 3228 of the International Association of Firefighters, (IAFF). We have one employee association, The Gladstone Fraternal Order of Police, (FOP). The City is not bound by union contract. In good faith, the IAFF is recognized on a meet and confer basis. All employee groups are included in the merit system.

Discussion of Issues

The existing compensation system was established in 2006. In 1997, a system was established using the point/factor system, which analyzed the know-how, problem solving, accountability and working conditions of each position, in conjunction with an annual wage survey. The Council adopted a philosophy that supported a mid-point salary equal to 7.5% above the prevailing external market rate for most employees and 17.5% above the market rate for Public Safety Officers. Public Safety Officers were offered the larger rate because at that time personnel were cross-trained as both fire fighters and police officers. However, Public Safety has transitioned its expertise. Police Officers are now assigned to the Law Enforcement Bureau and are only responsible to the law enforcement function of the department. Police officers are no longer crossed trained in fire suppression. Likewise, Fire Fighters are no longer cross-trained in law enforcement services. Both bureaus report to the Public Safety Director.

In 2006 (following a study in 2005 through 2006), the City Council adopted the current Compensation and Classification Plan based upon a pay structure whereby pay ranges with minimum and maximum salaries were established for each position. Traditionally, the City sets aside a merit pool each year as part of the budget process. This pool is distributed under the pay-for-performance structure. The City does not provide annual cost of living (COLA) increases for employees.

Due to economic conditions, in FY07 and FY08 the City, in an attempt to control personnel costs, provided a merit pool based on an overall 2% average increase.

In FY09 the merit pool was based on an overall 3% average merit increase.

In FY10 and FY11, the City provided a one-time discretionary payment of \$500 to all full-time employees in lieu of the pay for performance plan (merit pool). The City of Gladstone continues to provide comprehensive and affordable benefits to its employees. However, in FY11, in an effort to find a balance between giving employees more responsibility for their health care spending and providing the resources and support to help them succeed, the City offered an alternative group health plan – the Consumer Driven Health Plan also known as the High Deductible Health Plan (HDHP) – with a Health Savings Account (HSA).

FY14 represents the fourth consecutive year in which, not unlike the private sector, the City has experienced significant increases in our group health insurance costs. The HDHP with HSA has gained in

popularity and usage as a chosen health option for the employees. In FY 12 and FY13, the City provided a merit pool based on an overall 2% average increase. The FY14 budget anticipates the continuation of the merit "pay for performance plan," based on an average 2% merit pool and the following discretionary one-time payment based on an employee's annualized base salary as noted below:

- Employees with an annualized salary of \$40,000 and below would receive \$800
- Employees with an annualized salary of \$40,001 and \$74,999 would receive \$400
- Employees with an annualized salary of \$75,000 and greater would receive no one-time payment

The opportunity for a merit increase and the discretionary one-time payment per employee recognizes that employee will be absorbing increases in health care costs while providing the potential for a slight increase in their overall compensation.

Some departments have experienced moderate turnover in the past several years. Additionally, promotions and additional positions have occurred in these departments. Because the annual merit increase has averaged at the 2% level and because the pay grades have not been adjusted annually, new hires enter the system close to employees that have been employed by the City and have some tenure. This has been further compounded by the one-time payments.

Charlene Leslie - RE: Timing

From: "Lynda Higbee" <lynda@higbee-associates.com>
To: "Charlene Leslie" <CharleneL@gladstone.mo.us>
Date: 5/22/2014 12:16 PM
Subject: RE: Timing

Charlene,

We are confirmed for 10:30 on the 27th. Just call the office when you are available.

On the contract, there are two different amounts; Article 3 1 Basic Fee 1.1 for 25k and then in 1 C, it shows a total of 25,500;

Exhibit A please add scheduling of interviews as a support item; since your team will handle scheduling rooms and interviews for the week of June 2.

Have a great holiday weekend.

Lynda Higbee
Higbee Associates, LLC
3 West Manor Drive
Charfield, MO 63017
312-5016 cell
319-6537 / fax: 714-364-9650
www.higbee-Associates.com

F.R.O.G.

From: Charlene Leslie [CharleneL@gladstone.mo.us]
Sent: Tuesday, May 21, 2014 2:26 PM
To: Lynda Higbee
Subject: Timing

Let's do Tuesday (5/27) at 10:30 am please. I'll go ahead and have Kirk sign the contract unless you suggest a different day. Please forward it on to you.

Please let me know the dates we had "penciled in" for the employee interviews.

Thanks,
Charlene

>>> "Lynda Higbee" <lynda@higbee-associates.com> 5/21/2014 1:49 PM >>>
Thanks So much. Would you rather talk on Tuesday or Wednesday? I can do any time in the morning on the 27th and the 28th (right now at least). We will need about 60 minutes to discuss items.

From: Charlene Leslie [mailto:CharleneL@gladstone.mo.us]

file:///C:/Users/lynda/AppData/Local/Temp/XPgrpwise/537DEA...