

LAFAYETTE

MEYNER CENTER FOR THE STUDY OF STATE AND LOCAL GOVERNMENT

February 12, 2026

Mr. Luke Reven, Township Manager
East Brandywine Township
1214 Horseshoe Pike
Downingtown, PA 19335-1153

Dear Luke:

The Meyner Center for the Study of State and Local Government is pleased to propose a Strategic Workforce and Compensation Study for East Brandywine Township. Based on our conversations, this is not a standard salary survey—it is a comprehensive internal assessment of your workforce, an evaluation of current total compensation practices, and the development of a practical compensation structure with clear advancement criteria that recognizes tenure, roles, and responsibility. With a target of 2027 implementation, this study will support employee retention, position the Township to recruit quality staff, and establish a fair, sustainable approach to compensation.

The Meyner Center approaches this work from a practitioner perspective. Our team brings decades of direct experience in Pennsylvania municipal management, allowing us to understand the realities of local government operations and provide practical, implementable recommendations.

Our Services

This study encompasses 12-14 staff positions and the three-member Board of Supervisors. Confidential one-on-one conversations will be conducted with both groups. To ensure our recommendations are grounded in data, we will also administer a three-tier survey—separately surveying staff, the Township Manager, and the Board of Supervisors—to identify areas of alignment and any perception gaps regarding compensation practices, fairness, and priorities. The 17 uniformed police officers are excluded from this study.

Component 1: Organizational Assessment and Workforce Analysis

- Review Township documents including organizational chart, job descriptions, pay practices, salary history, tenure data, and personnel policies

- Conduct confidential one-on-one conversations with all staff positions (12-14) and Board of Supervisors (3) to understand actual work being performed and gather perspectives
- Administer a three-tier confidential survey to staff, Township Manager, and Board of Supervisors to capture quantitative data on compensation perceptions, fairness, retention factors, and priorities
- Analyze survey results to identify areas of alignment and perception gaps across organizational tiers
- Provide observations and findings on organizational patterns, workforce composition, and factors affecting retention
- Assess generational workforce considerations and what the Township may need to attract and retain the next generation of municipal professionals

Component 2: Job Descriptions and Compensation Analysis

- Review current job descriptions against actual work being performed and provide recommendations for updates, including essential/non-essential designation for severe weather policy
- Organize positions into logical groupings based on responsibility level, supervisory duties, required qualifications, and complexity
- Conduct compensation benchmarking against comparable municipalities, supplementing the Chester County Salary Survey data with targeted research on total compensation packages
- Review internal equity to identify any inconsistencies in current pay practices relative to responsibility, tenure, and comparable positions

Component 3: Compensation Plan Development

- Draft a compensation philosophy statement articulating the Township's approach to total compensation and market positioning
- Develop a practical pay structure with grades, salary ranges, and clear advancement criteria recognizing tenure, roles, and responsibility
- Provide implementation guidance including timeline for adoption, transition strategy, and recommendations for ongoing plan maintenance

Deliverables

East Brandywine Township will receive:

- Three-tier confidential survey administered to staff, Township Manager, and Board of Supervisors

- Workforce analysis summary with findings from conversations and survey data—reported in aggregate and focused on organizational systems and patterns, not individual attribution
- Job description recommendations identifying gaps and needed updates
- Compensation analysis report with market research findings, internal equity observations, and position groupings
- Compensation plan with pay structure, advancement criteria, and draft philosophy statement
- Implementation guidance for 2027 budget adoption
- Presentation to Board of Supervisors (if requested)

Draft reports will be provided to the Township Manager to verify factual accuracy prior to finalization.

About the Meyner Center

Established in 1994, the Meyner Center has built a reputation as a trusted partner to municipalities and authorities across the region. We provide assistance to local governments through municipal service studies, operations and financial analysis, strategic plan preparation, and executive search for management personnel. Our mission is to help local government operate efficiently and effectively through our experience and skills.

Our team combines academic knowledge with extensive real-world government experience. Director John Kincaid serves as a full-time professor of Government and Law at Lafayette College and is internationally recognized for his expertise in federalism. Our Government and Civic Program is led by Associate Director for Public Service Nicole Beckett and Associate Director for Municipal Service Jennifer Smethers, both of whom bring decades of municipal management experience to our work with local governments. Together, our team provides municipalities with comprehensive expertise in executive recruitment, administrative analysis, financial review, and strategic planning, backed by both academic knowledge and hands-on operational experience at the local government level.

Timeline

To support the Township's budget planning process, all deliverables will be completed by September 15, 2026. The project will commence in May 2026, providing approximately 4.5 months to complete the work while accommodating summer scheduling constraints.

Virtual meetings will be used where possible to maximize efficiency. Site visits will be scheduled to batch conversations and minimize travel. Meeting the September 15 deadline depends on

Township responsiveness in providing documents and scheduling conversations during the data collection phase.

Professional Fees

Hourly Rate: **\$125/hour**

Estimated Project Hours: **95-115 hours**

Estimated Project Cost: **\$12,000 - \$14,500**

We maintain detailed timesheets to ensure complete transparency in our billing. Should the scope require expansion beyond the estimated hours, the Meyner Center will seek authorization before proceeding with additional work.

East Brandywine Township has an opportunity to set a strong foundation for the future. This study goes beyond what most municipalities undertake—combining practitioner insight with real data to build a compensation structure that reflects who you are and where you want to go. The Meyner Center looks forward to partnering with the Township to develop an approach to compensation that retains valued employees, attracts quality candidates, and serves East Brandywine well for years to come.

Respectfully,



Nicole Beckett
Associate Director for Public Service

By signing below, the undersigned accepts the terms and scope of services outlined in this proposal and authorizes commencement of the project as described.

Accepted By: _____ Date: _____
[Print Name and Title]

Signature: _____