



**Proposal**

MAY 21, 2025

# **Classification and Compensation Study**

**City of Belle Isle, FL**

**Submitted by:**

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# Cover Letter

May 21, 2025

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City of Belle Isle  
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Belle Isle, Florida 32809  
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## PROPOSAL FOR CLASSIFICATION AND COMPENSATION STUDY

Dear Ms. Peacock:

MGT Impact Solutions, LLC (MGT) is pleased to present this proposal for a Classification and Compensation Study for the City of Belle Isle (Belle Isle). This response reflects our understanding that the City of Belle Isle is seeking a Classification and Compensation Study for 42 positions. MGT's response provides the City with related firm qualifications, key experience, a detailed work plan with timeline, and associated fees to provide services that exceed expectations. We are experts in classification and compensation studies and know we would be a perfect fit for the City.

We understand human resources (HR) management continues to be a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered compensation plan forms the foundation for meeting these challenges. It helps to ensure the City can recruit and retain the best and brightest employees, even in a competitive marketplace. We understand the high expectations that have been established in the City in recruiting and retaining excellent employees. These factors will be taken into consideration in the analysis and reflected in the Study results.

MGT provides comprehensive executive recruitment, interim staffing, HR consulting, and organizational analysis consulting services for local governments, intergovernmental organizations, and school districts, as well as other governmental and non-profit entities. MGT consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT a proven leader in public sector consulting.

## MGT CONTACT INFORMATION

### MGT HEADQUARTERS

**MGT Impact Solutions, LLC**  
4320 West Kennedy Boulevard | Tampa, Florida 33609  
P: 813.327.4717 | [www.mgt.us](http://www.mgt.us)  
FEIN: 81-0890071

COVER LETTER

**PROPOSAL CONTACT**

**Rachel Skaggs, Director – Human Capital Solutions**  
790 Frontage Road, Suite 213 | Northfield, IL 60093  
P: 815.303.2187 | E: rskaggs@mgt.us

Thank you for the opportunity to submit a proposal to the City of Belle Isle. Should you have questions on any aspect of this proposal, please contact **Rachel Skaggs** at **815.303.2187** or **rskaggs@mgt.us**.

Regards,



Patrick J. Dyer, Vice President  
*Authorized to bind the firm*



# Firm Profile

## *Impacting communities for good.*

MGT brings **50 years** of experience driving positive social change and performance in education, government, nonprofits, and critical infrastructure/private industries through **assisting clients to strengthen their foundation, change systematically, and enable resiliencies for long-lasting change**. Since inception, MGT has significantly grown in size and capacity – working with state and local governments and education partners. Today, we bring a team of over **900 professionals** who offer in-depth market knowledge and understanding so we can hit the ground running.

MGT is a privately held, employee-owned and financially stable limited liability company with a deep roster of staff and a commitment to serving the public. Our clients care about addressing the world's most-pressing problems, and so do we. Their “why” is our why.

**What sets us apart** is our ability to customize and offer individualized support but also the resources of a larger infrastructure to enable flexibility in impacting to-scale. Throughout our history, MGT has successfully delivered more than **30,000 projects** through a thoughtful balance of balancing the “immediate” needs while changing systems to plan for future resilience and success.

## Our Commitment

MGT embraces the most complex challenges on the leadership agenda, with deep commitment, agility, and local expertise to make a measurable and profound impact. Simply stated, **We are impacting communities for good.**

## MGT | FIRST LOOK

**Name:** MGT Impact Solutions, LLC (MGT)

**Locations:** Headquarters in Tampa, FL; branch offices nationwide.

**Cooperative Contracts:**

ASC 20-7359, 24-7484

OMNIA LS4612

TIPS 220601, 220802, 230105

TXShare 2024-019

**Structure:** Privately held, employee-owned, client-driven Limited Liability Company.

**Lines of Business:** Strategy and Implementation, Performance and Operations, IT Infrastructure, and Cyber Security and Resilience for public sector and commercial companies.



50  
years

900  
consultants

30,000  
projects

## A Social Impact Commitment

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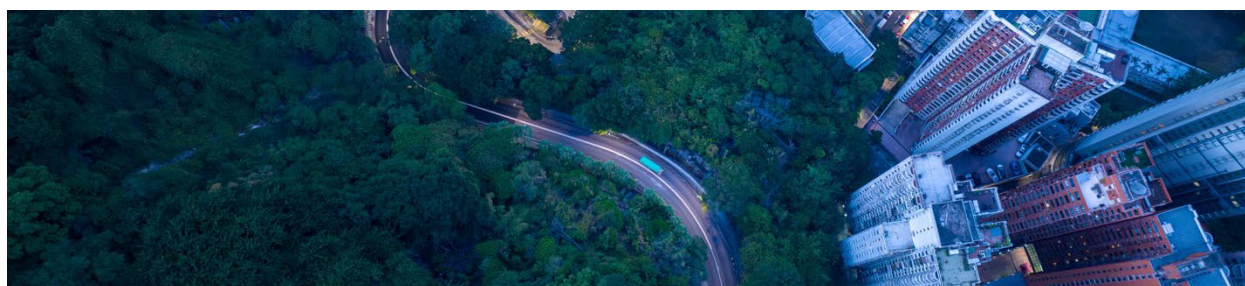
### DEFINED BY IMPACT

Making a profound impact on society is at the heart of who we are and what we do. The City of Belle Isle should be proud to make a difference in the lives of the citizens in your community, and we are proud to work with you toward this goal. Our team empowers organizations through innovations in people, processes, and technology to lift and strengthen your solutions.

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## MGT's Expertise

Our firm includes more than **900 professionals**, structured into the following primary groups, along with various internal infrastructure groups to support our operations and growth.



### Strategy & Implementation

Working alongside an organization's C-suite, we help leaders co-create strategy through organizational reviews and data analytics to create actionable roadmaps for success.



### IT Infrastructure & Digital

We provide engineering expertise to modernize IT infrastructure and ensure your technology implementation is properly designed, integrated, modernized, and maintained.



### Cyber Security & Resilience

From real-time, 24/7 monitoring to proactive threat detection and rapid incident response, we can give you the tools to heighten your network's security posture and keep it there.



### Performance & Operations

Bridging the gap between strategy and enduring change, we support efficient revenue allocation, promote economic development, and create fairness in hiring and contracting systems.





## Our MGT Vision

To achieve our mission of being the social impact and performance leader in our industry, we are continuously improving to earn the privilege of being selected as our clients' partner of choice in the mission-critical domains we impact. By elevating education systems, managing and securing critical networks, solving complex human capital and fiscal problems, and advancing equity as a performance imperative, we can impact communities, for good through client partnership.

We deliver these solutions through our "three-point stance" of technology, education, and performance offerings. With our long-term vision of creating profound social impact through client performance, we seek out the "best of the best" to join us in our work supporting clients' top priorities.

## Markets we serve:

- Higher Education
- Prek-12
- Government
- Nonprofits
- Commercial Industries

### PEOPLE



We believe in the power of connecting people and ideas which solve mission-critical, complex challenges to foster a trusted connection with our clients...for life.

### PURPOSE



We are led by a transformative movement, fueled by people, innovation, and solutions designed to provide enduring opportunities for prosperity and well-being.

### PERFORMANCE




We partner with clients to advance learning outcomes, reduce operational costs, recover revenue, improve workflows, and provide resilient and hardened technology networks and infrastructure.

## MGT's Differentiator: Full Suite of Services

### Cyber & Network Solutions

Our Cyber Security and Network Security Solutions team offers a deep technical engineering bench of seasoned, certified experts, working in the "security trenches" in complex IT environments. For the Managed Detection and Response (MDR) solution, our Security Operations Center (SOC) doesn't sleep so our clients can. Our flagship, best-in-class managed firewall services are unparalleled. We detect, respond, and recover from cyber incidents proactively and harden our clients' security posture.

 **100 in-house certified engineers**  
**24x7 NOC and SOC**


### Human Capital Solutions

Our experts are former local government and school leaders who understand the challenges facing today's public sector organizations. We offer consulting, recruiting, and staffing solutions that include a full suite of human resources and management studies; executive recruitment services; and interim, managed, and outsourced staffing options. Our experts can assess your organizational culture, permanent and temporary staffing needs, and evaluate your systems and structures, all to maximize efficiency and effectiveness.

 **1,725+ interim employees placed**  
**1,500+ executive recruitments**  
**500+ consulting studies**  
**In 48 states!**


### Education Solutions

We create recommendations for our educational clients that are reliable, actionable, and based on proven research and a thorough understanding of each district or system's program needs and long-term goals. Our team is led by former state education commissioners, district superintendents, school board members, principals, and teachers. Our partnerships have allowed clients to reinvest hundreds of millions of dollars back into the classroom.

 **50 million students served**  
**38 state DOEs as clients**


### Financial Solutions

Public agencies face increasing pressure to improve effectiveness and efficiency, while operating in a transparent and sustainable manner. We partner with government organizations, school districts, higher education institutions, and not-for-profits to help them achieve long-term success.

 **50+ years of trusted relationships**  
**Proprietary software**

### Diversity, Equity, & Inclusion (DEI) Solutions

We help public sector clients address issues and challenges related to policies and practices which adversely impact DEI. We are one of the largest providers of disparity studies and other DEI solutions designed to increase equitable and inclusive organizational outcomes.

 **225 disparity studies**  
**DEI assessments & training**  
**Equity Audits**

### Public Affairs Solutions

Our team of former nationwide leaders in policy development and education leadership partner with our clients to provide business advisory and public opinion architecture solutions which lift up and evolve education ecosystems and impacts public policy programs.

 **Global clientele**  
**Staff are former policy makers**





# Experience & Qualifications

## *Incomparable Classification and Compensation Consulting Expertise.*

We are proud to offer the exceptional expertise of our team members, and our understanding and knowledge of the City of Belle Isle's scope based on years of relevant experience. We bring the breadth and depth of knowledge and expertise vital to identifying real, practical solutions that meet our clients' needs. Part of our success is based upon our commitment to be flexible and responsive. We are acutely aware of the political, economic, social, and technological environments of today's public sector environment.



### Success Stories

"What I liked most about working with MGT staff is their creative approach in providing solutions to each project. The County has implemented MGT's recommendations...."

MGT has conducted **more than 270 classification and compensation studies in the past 10 years**. More specifically, MGT's consultants are adept in HR consulting in the state of Florida and for similar organizations.

## Why is MGT the Most Qualified to Conduct the City's Study?

- ✓ **Experience.** MGT has the experience and certifications that HR departments need. MGT staff are certified as Senior Human Resources Management Certified Professionals (SHRM-CP), Project Management Professionals (PMP), and Change Management Professionals (CCMP). Additionally, MGT has conducted numerous human capital studies nationwide, such as HR audits, compensation and classification studies, staffing reviews, performance system updates, and organizational reviews. Furthermore, many of our clients are repeat clients, attesting to our acumen for local government human resources consulting services and our desire to work with each public sector client to create a lasting bond that ensures their success over time.
- ✓ **Best Practices Comparisons.** MGT offers the City our extensive experience to identify exemplary management practices – reflective of Belle Isle input and that of comparable localities. This experience gives us not only a ready reference point for reviewing the City's compensation system, but also provides us with practices that have been proven successful in other similar organizations. This knowledge is of significant value when we design recommendations for improvements.
- ✓ **Sound Findings and Data-Driven Recommendations.** In our experience, most major improvements in local government operations require bold thinking. In helping the City reconcile its pay system with its evolution and workforce changes, our team members will not hesitate to question existing organizational structures, programs, policies, rules, statutes, operations, work processes, and staffing patterns. We will make sound recommendations for improvements that produce real – *not just on paper* – savings and ease of future pay administration for the City.
- ✓ **Assistance in the Implementation of Recommendations.** We will not simply leave the City with a report and a plethora of recommendations. We will create detailed implementation strategies to support the City with initial implementation and best practice guidance for maintaining and sustaining an equitable compensation study and classification system over the long-term.
- ✓ **Objectivity and Flexibility.** As an independent entity, our only vested interest is that of the client. Therefore, we will apply our extensive experience to generating objective independent solutions to assist the City to achieve the best outcomes. In addition, we will be receptive to your insights and concerns and will accommodate any changes necessary to ensure the successful completion of project deliverables, a valid and responsive final report and, more importantly, an implementable and flexible compensation system relevant to the City's current realities and beyond.



# Key Personnel

*The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.*

Our work with clients is characterized by the belief that we can only be successful if our clients develop the knowledge, capacity, and mechanisms to help themselves. To that end, all our services:

- Build on our clients' existing strengths and resources while empowering them to address present challenges.
- Assist our clients to learn about widely recognized best practices and emerging research.
- Encourage our clients to develop the habit of identifying, collecting, and acting on essential, current, and relevant data.
- Help our clients maximize the efficiency and effectiveness of their human and fiscal resources.
- Provide pragmatic and affordable solutions that will be deliverable and sustainable over the long-term.

The proposed management structure for this project has been designed to define the roles and responsibilities of each team member assigned to this project and to facilitate project management. The strength and experience of our team will allow for efficient and effective project management and results. Each team member has a wide range of project experience working with clients similar to the City of Belle Isle. The team we have designated is highly experienced with this type of engagement, and therefore requires little orientation time. Biographies of each team member listed below are provided in **Appendix A**.

## Project Staff Roles and Responsibilities

| ROLE ASSIGNED  | RESPONSIBILITIES   |
|--|--|
| <b>City of Belle Isle REPRESENTATIVE</b>   | We look forward to working with the City Representative to build a long-lasting and trustworthy partnership that produces innovative solutions.  |
| <b>PROJECT MANAGER*</b><br><i>Rachel Skaggs</i><br><i>Katy Yee</i><br><i>Rachel King</i> | The Project Manager holds the following responsibilities: <ul style="list-style-type: none"><li>▪ Main point of contact for the City.</li><li>▪ Day-to-day management of the project, tasks, and deliverables.</li><li>▪ Oversight over service and deliverable quality.</li><li>▪ Management of all project deadlines.</li><li>▪ Maintains frequent contact with the City Representative throughout the lifecycle of the project.</li></ul> |

## KEY PERSONNEL

| ROLE ASSIGNED  | RESPONSIBILITIES  |
|--|---|
| <b>CONSULTANT TEAM**</b><br><i>Alice Bieszczat</i><br><i>Julie Hawkins</i> | The Consultant Team holds the following responsibilities: <ul style="list-style-type: none"><li>▪ Work closely with the City under the direction of the Project Manager to carry out the various tasks and deliverables.</li><li>▪ Utilize individual subject matter expertise to customize and execute each work task and fulfill the City's stated expectations.</li><li>▪ Conduct collection and analysis of relevant data.</li><li>▪ Review, document, evaluate, and generate recommendations in accordance with each component of the work plan.</li></ul> |

\*The Project Manager will be assigned at the time of contract commencement and will be determined depending on workload and commitments at that time.

\*\*Additional consultants with subject matter expertise will be used to assist with employee interviews.



*MGT has reviewed the RFP in detail and is **committed and able** to ensure the timely delivery of quality products to meet your schedule.*



# Project Approach & Methodology

*A detailed work plan and schedule designed for conducting a quality compensation study with clear reporting dates for each major activity.*

## Project Understanding

The City of Belle Isle is interested in a review of its current classification and compensation plan for employees in approximately 42 positions in the organization. The conducted Study will ensure an equitable compensation system is in place that is both fair and competitive, enabling the City to recruit and retain qualified employees. The system will also be easy to administer in an organized and consistent fashion, as well as sustainable for years to come.

MGT has conducted more than 270 classification and compensation studies in the past 10 years. Over 90% of pay plans recommended by MGT have been successfully implemented by the client. All these studies included the use of public-sector salary data and included the following recommendations:

- New classification and compensation plans, assuring internal equity.
- Recommendations for job title changes where appropriate.
- Recommendations on how to deal with specific problems that arose during the study (i.e., compression issues, internal equity issues, market discrepancy issues, etc.).
- Pay plans that were tied to performance.

## Project Management

MGT uses proven project management methodologies to ensure we deliver project results that are on time, on budget, and meet or exceed client expectations by identifying long-term, decision-making solutions.

We find that the two most critical keys to project success are **planning** and **communication**.

We take very intentional measures to define milestones, responsibilities, and delivery dates in our **planning** process, and to track work progress against the work plan daily, providing regular project status reports. After the contract is awarded, we enhance the project work plan that was included in our proposal by adding specific milestones, delivery dates, and consultant responsibilities. We refine this plan with input from our project initiation





meeting(s) with the client. We employ problem-solving skills, technology, and staff adaptability to react to variances between work plan projections and actuals to meet the City's deadline.

Throughout this process, we remain in frequent **communication** with the client to avoid surprises or conflict. Our project teams are in regular contact with the City Project Manager, providing regular project status updates and calls to provide a summary of progress and to address any risks or variances from the planned schedule.

Our team's approach to compensation studies is based on the methodologies, models, and tools that we have developed for this specific type of work, coupled with **50 years** of service to public sector organizations across the country. To successfully conduct a study, it is important to fully understand the environment in which an organization operates and the objectives of the study to provide a complete, forward-thinking compensation program and final report.

## Proposed Work Plan

To accomplish the City's objectives, MGT will take the following steps listed in the order in which the work will be performed. Please note, we have specified those areas where we will need the City's input/assistance.

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### TASK 1.0: MEETINGS, SALARY SURVEY, & JOB ANALYSIS

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#### Activities

##### 1.1 Study Preparation and Project Meeting

Meet with Belle Isle representatives to discuss study methods, review organization charts, personnel policies/practices, and the current classification and pay plans. MGT will review the timeline, answer questions, and review the scope and schedule of work. MGT will require the City to submit a data collection worksheet along with the following information (if available): copies of organizational charts for each department, pay plans, the current personnel manual, and any other relevant information related to salaries.

##### 1.2 Establishing Comparables

Working with Belle Isle staff and using our broad-based cohort methodology, MGT will determine a logical survey sample of "like" entities that impact the compensation market for the City. In selecting comparable jurisdictions, we use criteria such as number of employees, population served, Equalized Assessed Value (EAV), budget size, and proximity.

In addition, MGT partners with Salary.com and uses their CompAnalyst tool to collect employer reported market data, updated monthly, which is designed to support unique situations, such as hybrid positions, or for collecting private sector market data. CompAnalyst data can be controlled for geographic area, industry, and/or organizational full-time equivalent (FTE) or budget size. All positions included in the scope of this study can be benchmarked to this data source. This data source is also utilized to address gaps in peer data responses from the Market Survey and to provide additional data verification for gathered market survey data. This tool is the most reliable way to gather private sector data.

### 1.3 Preparing for and Hosting Employee Kick Off Meeting

Shortly after the initial project meeting with the City representatives, MGT will meet virtually with employees to explain the scope of the project and distribute Job Analysis Questionnaire (JAQ) forms. MGT understands many employees have not participated in this type of process before, and we take the time to carefully explain the purpose of the project to the employees and to answer any questions they may have. If any of the employees are not available when these first meetings are held, a recorded presentation of the meeting will be made available to them. Employees will then be allowed two weeks to complete the questionnaire. The questionnaires will also be reviewed by each employee's supervisor and returned to MGT within four weeks of distribution.

### 1.4 Prepare Market Survey, Survey Distribution, and Follow-Up

MGT will prepare the market surveys to gather data for benchmark classifications in the comparable entities. To accomplish this, the Project Manager will work with Belle Isle representatives to select benchmark classifications. These positions will be chosen on the criteria of those that are most common in all entities and that cover all the various pay grades in the City. In addition to job titles, brief position descriptions are included in the market survey to make sure we are receiving salary data for "like" positions in the comparable entities. MGT will also use the CompAnalyst tool from Salary.com to gather market data for positions in the Study. The criteria will be determined at the time of analysis.

**Note:** While MGT will prepare all the materials to be sent out for the market surveys, we have found sending out the survey under the client's email generates a better/faster response than when it is sent out under our letterhead/name. In addition, the City may be asked to make one follow-up contact with those entities that do not initially respond to the survey request.

### 1.5 Job Evaluation Analysis and Establishment of Job Classification System

Upon return of the JAQs by the City, MGT will perform the following:

- A. Read each JAQ and corresponding Job Description (up to 42), in their entirety.
- B. Prepare for and conduct a virtual interview with at least one employee from each position to further understand the scope of their job.
- C. Analyzing Data, Assigning Skill Levels, and Establishing a Classification Plan:  
Apply a measurement system of job evaluation factors, using nine main factors used in our job evaluation instrument to evaluate the internal/comparable worth of each job classification. Upon completion of the job evaluation measurements, a new Classification Plan will be developed. It is important to emphasize the job, not the qualifications or performance of the incumbents, is being evaluated. Part of this process will include the evaluation of current job titles and the recommendation for any changes, assuring the job title and related recommended pay range match the employee's actual tasks.

**Note:** A formal job evaluation system, such as the one utilized by MGT, is an attempt to objectify the reasons jobs are compensated differently. Most compensation practitioners agree that three basic factors are important in determining compensation. These are: (1) skills required, (2) responsibility, and (3) working conditions. The Equal Employment Opportunity Commission (EEOC) recognizes these three basic factors, along with seniority and performance, as valid determinants of compensation. The nine factors used by MGT are

essentially subdivisions of the first three factors mentioned above. In addition, it is MGT's practice that – under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination of Employment Act (ADEA) – it is illegal to discriminate in any aspect of employment. MGT will not use discriminatory practices on the basis of race, color, religion, sex, national origin, disability, or age when performing a classification analysis. Decisions and recommendations will not be based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.

Based on the results of the job evaluation process outlined above, assign all classifications to skill levels. Logical breaks in the continuum of points determine the skill levels used for determining the classification system. For example, skill level 1 might contain jobs that scored between 185 and 200 points, skill level 2 between 205 and 220 points, and so on.

Review the results of the job evaluation exercise with Belle Isle representatives and revise as necessary.

### **Deliverables**

- Start Up Documents
- JAQ Form

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## **TASK 2.0: DATA ANALYSIS**

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### **Activities**

#### **2.1** Compiling and Analyzing Market Data and Creating the New Compensation Plan

Tabulate, summarize, and analyze comparative market data. MGT's pay tabulations compare the City's salaries for the positions, with the minimum and the maximum of the market data for each position, when possible. Data is displayed for each jurisdiction and summarized in an overall table. This data is analyzed to determine the percentage difference between the City's present pay for each position and the market data.

MGT will incorporate the market data with the Skill Levels described in Task 1.5 to put together the new Compensation Plan. MGT will work with the City to determine the City's policy (or MGT will make a recommendation) with respect to compensation (i.e., 50th percentile; 75th percentile, etc.). Once this is determined, MGT will use the market data to develop and recommend new salary schedules for the City's 42 classifications. This process will include a recommendation regarding how employees are inserted into the new plan and how they move through the proposed pay plan (either via a merit system or defined merit increment plan), with recommendations for a specific performance-oriented program with respect to salary advancement through the new salary ranges. The salary schedules will outline what the specific percentages are between ranges and grades.

#### **2.2** Preliminary Analysis Review and Training

MGT will meet with the City to review the preliminary analysis. The preliminary analysis is a draft version of the proposed Classification and Compensation Plan. The review can take multiple meetings to ensure that everything is covered, and all questions are answered. MGT will also require feedback from the City on certain aspects of the proposed Plan.

During these meetings, MGT will train designated staff on the use of the system, maintenance, and upkeep of the Plan. A manual outlining the process will be provided to the City.

Additionally, MGT will provide **support services at no additional cost** to the City for one year from the date of an executed contract. This will include any communication regarding questions concerning the report.

### 2.3 Compiling, Analyzing and Reviewing Benefit Data

MGT will compile, analyze and review benefit data that was collected through the market survey. MGT will provide a summary table for each benefit offering that was included in the survey and provide a narrative on the benefit offerings in the final report. MGT will compare the benefits offered in Belle Isle with the benefits provided in the comparable communities and note if they are above or below the average for each offering.

#### Deliverables

- Market Data
- Proposed Pay Plan
- Summary of Benefit Data

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## TASK 3.0: PROGRESS COMMUNICATION AND UPDATES

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#### Activities

- MGT prides itself on our attention to and communication with our clients as the project proceeds. As such, MGT will strive to maintain regular contact with the City's representative and to be available to address the City's questions, concerns, and needs.
- MGT will share updates with the City as requested, and particularly at critical points in the Study. Additionally, the Project Manager will meet with the City representative, and, if requested, other key staff such as department heads, to review the results of the job evaluation exercise and the proposed new salary schedules.

#### Deliverables

- Ongoing communication with the City
- Progress Updates

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## TASK 4.0: DRAFT AND FINAL REPORT PREPARATION

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#### Activities

- 4.1 A draft report will be prepared by the Consultants and sent electronically to the City that includes:
- Executive Summary highlighting the overall scope of the Study and the general observations, outcomes, and recommendations contained within the Report.
  - Summary of all aspects of the Study, including recommendations, methods, and guidelines for achieving the overall aspects of the Study, as well as recommendations for annual maintenance and review of the new plans.
  - Pay ranges that are consistent with the City's pay policy, outlining the pros and cons of each option.

## PROJECT APPROACH & METHODOLOGY

- Assignment of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations.
- Maintenance plan with recommendations on keeping the plan equitable and up to date over the next 5-10 years, and recommendations on review of position descriptions as vacancies arise, evaluation of new position requests, etc.
- Implementation plan and cost estimates of implementing the Study's findings and recommendations.

**Note:** Overtime costs will not be included, and the analysis will be estimates only, with sufficient detail to allow the City to compare various options.

- 4.2 Once the City representatives return review comments, a final report will be prepared and sent to the City.

### **Deliverables**

- Draft Report
- Final Report

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## TASK 5.0: PRESENTATION OF FINDINGS

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### **Activities**

The MGT Project Manager will present the finalized plan recommendations and final report to the City.



## Project Timeline

MGT is available to start this project within four to six weeks of acceptance of the proposal. Based on MGT's experience conducting similar projects, we anticipate the proposed project can be completed within approximately 120 days of project initiation as illustrated in **Exhibit 1**. The schedule is contingent, however, upon the timely response from the comparable entities supplying the market data, and the employees and supervisors in returning the completed JAQs. Any delays in receipt of this information are beyond the control of MGT and may lengthen the completion of the report.

*Exhibit 1. Proposed Schedule*

| WORK PLAN TASKS   | WEEK |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
|---|------|---|---|---|---|---|---|---|---|----|----|----|----|----|----|----|
|   | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| Meet with Belle Isle representatives to discuss Study methodology and expectations.               | ■    |   |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| Prepare and distribute market surveys to comparable entities.                                     |      | ■ |   |   |   |   |   |   |   |    |    |    |    |    |    |    |
| Conduct employee meetings, provide JAQs, and explain the purpose of the Study and the process.    |      |   | ■ |   |   |   |   |   |   |    |    |    |    |    |    |    |
| Return of JAQs and market surveys.  |      |   |   | ■ | ■ | ■ |   |   |   |    |    |    |    |    |    |    |
| Reading of JAQs and job descriptions.   |      |   |   |   |   |   | ■ |   |   |    |    |    |    |    |    |    |
| Conduct employee interviews.  |      |   |   |   |   |   |   | ■ |   |    |    |    |    |    |    |    |
| Analyze data; prepare new classification and compensation plans; send draft findings to the City. |      |   |   |   |   |   |   |   | ■ | ■  | ■  |    |    |    |    |    |
| Meet with key Belle Isle representatives to review preliminary findings.                          |      |   |   |   |   |   |   |   |   |    |    | ■  |    |    |    |    |
| Receive comments from Belle Isle  |      |   |   |   |   |   |   |   |   |    |    |    | ■  |    |    |    |
| Prepare Draft Report and send to the City; receive return comments.                               |      |   |   |   |   |   |   |   |   |    |    |    |    | ■  |    |    |
| Prepare Final Report.   |      |   |   |   |   |   |   |   |   |    |    |    |    |    | ■  |    |
| Present Final Report to the City.   |      |   |   |   |   |   |   |   |   |    |    |    |    |    |    | ■  |

# Cost Proposal

*Defined by Impact. Driven by People.*

*Dedicated to the Community.*

Our cost proposal reflects our interpretation of the written requirements within your solicitation. **We take pride in customizing our client's needs – and we will work with you to ensure our fees are aligned with your expectations and budget.** We have proposed the entire Study be conducted virtually; however, if the City requests any in-person meetings, MGT will provide an additional estimate for travel and related expenses. By conducting our studies virtually, we can provide significant cost savings for our clients.

In keeping with the above statement of our usual practices, we estimate the fixed fee for the entire study to be **\$22,260** plus other Optional Services. We have listed the cost of our professional fee for each study component below. Payment will be due as follows: 50% of the professional fees will be due after the initial project meeting, and the balance will be billed after the Study is completed. Invoices will be sent to the City and are payable within 30 days of receipt.

**NOTE:** MGT prides itself on employee inclusion as a vital part of the Study process. This is done by conducting individual interviews with at least one employee in each position. We understand this can be a significant cost. While we highly recommend this process be included, we can remove item B under Task 1.5 if no employee interviews are needed.

*Exhibit 2. Proposed Cost by Task – Classification and Compensation*

| Milestones and Tasks |  | Professional Hours | TOTAL (\$) |
|----------------------|--|--------------------|------------|
| <b>1.0</b>           | <b>Meetings, Salary Survey and Job Analysis</b>                                  |                    |            |
| 1.1                  | Study Preparation and Project Meeting  | 4                  | 780        |
| 1.2                  | Establishing Comparables   | 8                  | 1,560      |
| 1.3                  | Preparing for and Hosting Employee Kick Off Meeting                              | 2                  | 390        |
| 1.4                  | Prepare Survey, Survey Distribution and Follow Up                                | 6                  | 1,170      |
| 1.5                  | A. Review and Reading of JAQs and Job Descriptions                               | 10                 | 1,950      |
|                      | B. Preparation for Interviews and Conducting Employee Interviews                 | 21                 | 4,095      |
|                      | C. Analyzing Data, Assigning Skill Levels and Establishing a Classification Plan | 12                 | 2,340      |
| <b>2.0</b>           | <b>Data Analysis</b>   |                    |            |
| 2.1                  | Compiling, Analyzing and Reviewing Salary Survey Data                            | 15                 | 2,925      |
| 2.2                  | Preliminary Analysis Review and Training   | 8                  | 1,560      |
| 2.3                  | Compiling, Analyzing, and Reviewing Benefit Survey Data                          | 10                 | 1,950      |
| <b>3.0</b>           | <b>Progress Reports and Project Meetings</b>                                     | <b>5</b>           | <b>975</b> |
| <b>4.0</b>           | <b>Draft and Final Report Preparation</b>  |                    |            |
| 4.1                  | Preparing Draft Report   | 8                  | 1,560      |
| 4.2                  | Final Report   | 4                  | 780        |

## COST PROPOSAL

| Milestones and Tasks |                              | Professional Hours | TOTAL (\$)      |
|----------------------|------------------------------|--------------------|-----------------|
| 5.0                  | Presentation of Findings     | 3                  | 585             |
|                      | <b>Total Hours and Cost:</b> | <b>116</b>         | <b>\$22,620</b> |

*Exhibit 3. Proposed Cost by Task – Compensation Only*

| Milestones and Tasks |   | Professional Hours | TOTAL (\$)      |
|----------------------|---|--------------------|-----------------|
| 1.0                  | <b>Meetings, Salary Survey and Job Analysis</b>       |                    |                 |
| 1.1                  | Study Preparation and Project Meeting                 | 4                  | 780             |
| 1.2                  | Establishing Comparables                              | 8                  | 1,560           |
| 1.3                  | Preparing for and Hosting Employee Kick Off Meeting   | 6                  | 1,170           |
| 2.0                  | <b>Data Analysis</b>                                  |                    |                 |
| 2.1                  | Compiling, Analyzing and Reviewing Salary Survey Data | 15                 | 2,925           |
| 2.2                  | Preliminary Analysis Review and Training              | 8                  | 1,560           |
| 3.0                  | <b>Progress Reports and Project Meetings</b>          | 5                  | 975             |
| 4.0                  | <b>Draft and Final Report Preparation</b>             |                    |                 |
| 4.1                  | Preparing Draft Report                                | 8                  | 1,560           |
| 4.2                  | Final Report  | 4                  | 780             |
| 5.0                  | <b>Presentation of Findings</b>                       | 3                  | 585             |
|                      | <b>Total Hours and Cost:</b>                          | <b>61</b>          | <b>\$11,895</b> |

**NOTE:** If the City accepts our proposal for this project, MGT will provide **support services at no additional cost for one year** from contract execution. This will include any communication regarding questions concerning the report.

### Optional Services/Cost

**PROGRESS REPORTS** – It is customary to have periodic telephone conversations throughout the Study to provide progress reports. There will be no charge for these periodic telephone updates.

**SITE VISITS** – If the City requests any on-site visits, there will be additional costs for the MGT's time and expenses.

**JOB DESCRIPTIONS** – Updates to existing job descriptions cost \$250 each; new job descriptions, if needed, cost \$300 each. Job descriptions will be completed upon conclusion of the Study and are billed separately.

**ADDITIONAL SERVICES** – Any additional services not covered in this proposal and requested by the City will be billed at the rate of \$195 per hour plus expenses, including assistance with employee appeals.

*This quote is firm and irrevocable for a period of three months, after which prices may increase.*



# Appendix A. Staff Biographies

Biographies of our proposed project personnel are provided on the following pages. The personnel described in our proposal are the professionals who will provide the services for this project. We may use additional staff consultants with subject matter expertise to assist with employee interviews, if needed.







## Rachel Skaggs

### Director

Rachel Skaggs is a seasoned Director with over a decade of experience in local government management. Specializing in budget management, economic development initiatives, human resources, and community engagement, Rachel has successfully led more than 50 projects across diverse communities nationwide. Her comprehensive approach ensures that strategic plans promote both internal and external equity, achieving long-term administrative efficiency. Rachel's expertise is backed by her significant contributions to Illinois municipalities, including the Village of Montgomery, the Village of Schaumburg, and the City of Princeton, where she demonstrated fiscal responsibility and strategic leadership in various projects.

In her previous roles as a management analyst, Rachel managed HR tasks, budgeting, and community outreach efforts, consistently fostering vibrant and engaged communities. She is passionate about advancing diversity and inclusivity in municipal decision-making processes, having co-authored articles on women in government leadership and implemented initiatives to enhance citizen involvement. Rachel's commitment to collaboration and trust-building is reflected in her active memberships in professional organizations, contributing to her reputation as a trusted leader in local government management.

#### Areas of Expertise

- Local Government Management
- Capital and General Budgets
- Economic Development Initiatives
- Human Resources
- FLSA Requirements
- Debt Refinancing
- Contract Negotiation
- Community Engagement

#### Education

- Master of Public Administration, Northern Illinois University
- B.A., English and Political Science, Northern Illinois University

#### Professional Development & Speaking Engagements

- Presentation on Females in Local Government:
  - ICMA Conference, Phoenix, Arizona, 2012
  - The Legacy Project
  - ILCMA
- Public Management Magazine article "Women Leading Government," co-authored with Heidi Voorhees
- Public Voices XIII No. 2 article "Advancing Women in Local Government: The Case in Illinois," co-authored with Dr. Kimberly Nelson

#### Memberships & Affiliations

International City and County Management Association  
 Illinois City/County Management Association  
 Illinois Public Employer Labor Relations Association  
 Princeton Rotary Club  
 The Legacy Project

#### Professional Experience

Princeton, IL, City Manager, 2015-2019  
 Village of Schaumburg, IL, Management Analyst, 2012-2015  
 Village of Montgomery, IL, Management Analyst; HR Manager, 2009-2012



## Katy Yee

### Project Manager

Katy Yee has over 25 years of experience in multiple public sector settings, focusing on human resources and administrative management. Katy's human resources areas of concentration have included organizational development, compensation, recruitment and retention, and training and staff development.

The cornerstone of Katy's career is with the DuPage County Government and the DuPage County Health Department. At those organizations, she coordinated and participated in several agency-wide compensation studies utilizing and applying the Korn-Ferry (formally Hay Group) methodology. While working in public health as Director of Organizational Development, Katy was directly responsible for the areas of quality improvement, compliance, and accreditation. In addition, she led agency-wide initiatives focused on integrating services and improving client access to care. Some of these initiatives included redesigning client intake processes, supporting the implementation of an electronic medical record, and ensuring compliance with ACA requirements.

Most recently, Katy worked with Elgin Community College and the Forest Preserve District of Kane County. These opportunities highlighted Katy's ability to engage in and contribute to organizational effectiveness in a variety of public sector settings. Her broad depth of knowledge, professionalism, and approachable style have enabled her to build relationships at all levels within each organization and provide relevant, practical, and valuable human resources support.

Katy's philosophy on human resources and organizational development has always been that of a "business partner" – she truly enjoys working on solutions that help to support the operational needs of the organization.

#### Areas of Expertise

- Korn-Ferry methodology
- ACA compliance
- Accreditation
- Services Integration
- Client care access
- Client intake processes
- Medical records protocols
- Classification and Compensation Project Management

#### Education

- B.A., Urban Studies, Elmhurst College
- Certificate, Marketing Analytics, Udacity

#### Certifications

- SHRM-CP, Society for Human Resources, Certificate
- Time Management Trainer, Certificate

#### Memberships & Affiliations

Society for Human Resources (SHRM)

Illinois Park and Recreation Association (IPRA)

#### Professional Experience

Forest Preserve District of Kane County, Geneva, IL; Director of Human Resources

Elgin Community College, Elgin, IL; Director of Compensation and Talent Acquisition

DuPage County Health Department, Wheaton, IL; Director of Organizational Development; Human Resources Manager

DuPage County Government; Interim Director of Human Resources, Human Resources Manager; Human Resources Supervisor; Human Resources Generalist and Recruitment Specialist



## Rachel King

### Project Manager

Rachel King is a Classification and Compensation Project Manager with over eight years of experience in human resource management. She has successfully developed and implemented HR strategies that align with business objectives, working on more than 30 classification and compensation projects for clients ranging from small municipalities to larger entities with populations over 200,000. This diverse experience has allowed her to create tailored solutions that enhance both employee engagement and organizational effectiveness.

Beyond classification and compensation, Rachel has analyzed performance evaluation systems, assessed benefit data, and developed best practices for diversity, equity, inclusion, and belonging (DEIB). Her work spans various clients, including municipalities, county governments, park districts, and nonprofit agencies, equipping her with insights into their unique challenges. Her strategic approach helps craft job descriptions and performance metrics that support organizational goals while fostering employee satisfaction.

Rachel holds a Bachelor's degree in Business Administration from Southern New Hampshire University. Prior to her current role, she was a Human Resources Manager for the startup technology company Cove.tool, overseeing areas such as recruiting and employee relations. Passionate about creating inclusive workplace cultures, Rachel achieved the Great Place to Work certification, reflecting her dedication to fostering a positive and engaging environment for all employees.

#### Areas of Expertise

- HRIS & ATS
- Benefits Administration
- Performance Management
- HR Strategy Creation & Execution
- Onboarding & Offboarding
- Training & Leadership Development
- Employee Relations Management
- Policy Development
- Project Management
- Compensation Management
- Employee Retention
- Employee Engagement & Satisfaction

#### Education

- B.S., HR Management, Southern New Hampshire University

#### Selected Project Highlights

|   |   |
|---|---|
| Hawkeye Community College, IA<br><i>Classification and Compensation Study</i>                 | Navajo Tribal Utility Authority, AZ<br><i>Classification and Compensation Study</i> |
| Livingston County, MI<br><i>Classification and Compensation Study</i>                         | Rhode Island Housing, RI<br><i>Executive Compensation Survey &amp; Analysis</i>     |
| Livingston County Community Mental Health, MI<br><i>Classification and Compensation Study</i> | Tampa Housing Authority, FL<br><i>Classification and Compensation Study</i>         |

#### Work Experience

MGT Impact Solutions, LLC, Project Manager, 2022-present

cove.tool, HR Manager, May 2021-March 2022

Edward Jones, HR Generalist, June 2019-May 2021; Office Manager/Retirement Specialist, February 2016-June 2019



## Alice Bieszczat

### Classification and Compensation Specialist

Alice Bieszczat is a seasoned Classification and Compensation Specialist with over 25 years of diverse experience across the private, non-profit, and public sectors. Over the past decade, she has spearheaded or contributed to over 120 Classification and Compensation Studies across 15 states, collaborating with municipalities, counties, park districts, special services agencies, and non-profit organizations. Her expertise spans union, non-union, management, technical, and administrative positions, showcasing her adaptability to various organizational structures and complexities.

In addition to her extensive consulting background with firms like Voorhees Associates and the PAR Group, Alice has provided non-profit consulting services for esteemed institutions such as the Ann & Robert H. Lurie Children's Hospital of Chicago and the Archdiocese of Milwaukee. Her recent projects have involved Classification and Compensation Studies in multiple states, highlighting her broad geographic reach and comprehensive approach to human resources consulting. Prior to her consulting roles, Alice contributed to transportation innovation research published in reputable journals and national media outlets and led fundraising efforts at Lurie Children's Hospital, demonstrating her multifaceted skill set and dedication to driving positive organizational change.

#### Areas of Expertise

- Classification and Compensation Studies
- Human Resources Consulting
- Non-Profit Consulting
- Municipalities, Counties, Park Districts, and Special Services Agencies
- Union and Non-Union Environments
- Management, Technical, and Administrative Positions
- Transportation Innovation Research

#### Education

- M.P.S., DePaul University
- B.S., Mathematics, DePaul University

#### Professional Development & Speaking Engagements

- Published Research on Transportation Innovations in Transportation Research Journal and Transport Policy
- Lecturer on Transportation Innovations

#### Professional Consulting

Aurora Healthcare and the Archdiocese of Milwaukee  
Ann & Robert H. Lurie Children's Hospital of Chicago  
North Shore Senior Center  
Logan Square Neighborhood Association

#### Professional Experience

Chaddick Institute of Metropolitan Development DePaul University, 2009-2012  
Lurie Children's Hospital of Chicago, 2005-2008  
American Diabetes Association, 2004-2005  
Accelerated Fundraising Solutions, 2000-2003  
Sprint Cellular/Alltel, 1996-2000



## Julie Hawkins

### Classification & Compensation Specialist

Julie Hawkins is a seasoned Classification and Compensation with MGT, bringing over 30 years of experience in local government administration and human resources. Throughout her career, Julie has successfully led more than 25 Classification and Compensation Studies in the past year alone, with numerous additional studies completed over the years. Her expertise encompasses a wide range of HR functions, including personnel policy and job description creation and updates, recruitment, and staffing studies. Julie's collaborative approach has allowed her to work effectively with elected and appointed officials across various municipalities, parks, libraries, and water agencies.

Julie is dedicated to the public sector, understanding its critical role in daily life. She is an accomplished speaker and trainer, having presented on topics such as hiring and onboarding, performance management, HR compliance in the public sector, I-9 compliance, and ethics programs. Julie has also contributed significantly to professional organizations by serving on boards and organizing events for annual conferences. Her academic credentials include a Master of Arts in Public Administration from Northern Illinois University and a Bachelor of Arts in Public Administration and Political Science from Augustana College.

#### Areas of Expertise

- Classification and Compensation Studies
- Personnel Policy and Job Description Creation and Updates
- Recruitment and Staffing Studies
- Human Resource Compliance in the Public Sector
- Hiring and Onboarding Processes
- Performance Management
- Training and Development

#### Education

- M.P.A., Northern Illinois University
- B.A., Public Administration & Political Science, Augustana College

#### Memberships & Affiliations

International City/County Management Association (ICMA) – Annual Conference Committee  
 Illinois City/County Management Association (ILCMA)  
 Illinois Association of Municipal Management Assistants (IAMMA) – Past President  
 Society for Human Resource Management (SHRM)  
 Illinois Public Employer Labor Relations Association (IPELRA)  
 Illinois Association of Park Districts (IAPD/IPRA)  
 Illinois Library Association (ILA)  
 Illinois Government Finance Officers Association (IGFOA)

#### Professional Experience

Sikich LLP, Human Resources Consultant, 2009-2017  
 CCF Consulting, Public Sector Human Resources Consulting Services, Owner, 1996-2009  
 Village of Carol Stream, IL, Assistant to the Village Manager, 1989-1996  
 Village of Elk Grove, IL, Village Manager's Office, Administrative Assistant, 1987-1989  
 City of Rock Island, IL, Administrative Intern, 1986-1987