



Technical Proposal

NOVEMBER 20, 2025

RFP

Classification and Compensation Study

City of Independence, Iowa

Submitted by:

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Appendix C: Proposal Submittal Form

Instructions: This form should be completed and submitted with your proposal package. Its purpose is to ensure all required components are included and to provide key information in a standardized format.

Section 1: Proposing Firm Information

Official Firm Name:	MGT Impact Solutions, LLC
Mailing Address:	4320 West Kennedy Boulevard, Ste 200, Tampa, Florida 33609
Website:	www.mgt.us
Year Firm Established:	1974
Office Location Performing the Work:	MGT utilizes experienced telecommuting staff who are supported by our corporate office in Tampa, Florida.
Primary Contact Person:	Rachel Skaggs
Title:	Director
Phone:	888.302.0899
Email:	proposals@mgt.us

Section 2: Proposal Submission Checklist

Use this checklist to verify that all required elements are included in your proposal submission.

- One (1) unbound original, five (5) bound copies, and one (1) electronic copy (USB flash drive) of the technical proposal.
- One (1) sealed envelope containing the Cost Proposal , clearly marked on

the exterior with: "SEALED COST PROPOSAL – SALARY STUDY".

Technical Proposal Contents:

- **Part A: Transmittal Letter:** A signed cover letter introducing your firm and affirming the proposal's validity for at least 90 days.
- **Part B: Firm Experience and Qualifications:**
 - Firm history, size, and ownership structure.
 - Detailed experience with public sector classification and compensation studies.
 - A list of at least five (5) similar projects for municipal clients within the last three (3) years.
 - Complete resumes for the proposed Project Manager and all key personnel assigned to the project.
- **Part C: Project Approach and Work Plan:**
 - A detailed narrative describing your firm's understanding of the project and proposed methodology for each task in the Scope of Services.
 - A detailed project work plan with a clear timeline, tasks, and milestones.
 - A sample of a final report from a previous, similar municipal project.
 - A sample of a job description from a previous, similar municipal project.
- **Part D: References:**
 - At least three (3) references from public sector clients (use Section 3 of this form).
- **Part F: Acknowledgement Form (Section 4 of this form):** Signed and included in the proposal.

Sealed Cost Proposal Contents:

- All-inclusive, "not -to-exceed" total project cost.
- Detailed cost breakdown by task/phase, including professional fees, estimated hours, and billing rates for each team member.
- Schedule of hourly rates for any additional work requested outside the original Scope of Services.

Section 3: Client References

Provide at least three (3) references from public sector clients for whom similar work was completed within the last five years.

Reference 1:

Client Name:	CITY OF DYERSVILLE, IOWA
Contact Person & Title:	Mick J. Michel, City Administrator
Phone:	563-875-7724
Email:	mmichel@cityofdyersville.com
Brief Description of Project:	CLASSIFICATION AND COMPENSATION STUDY

Reference 2:

Client Name:	CITY OF INDIANOLA, IOWA
Contact Person & Title:	Courtney Silliman, HR Director
Phone:	515-961-9410
Email:	csilliman@indianolaiowa.gov
Brief Description of Project:	CLASSIFICATION AND COMPENSATION STUDY

Reference 3:

Client Name:	CITY OF MARSHALLTOWN, IOWA
Contact Person & Title:	Jill Petermeier Human Resources Director
Phone:	641-754-5704
Email:	jpetermeier@marshalltown-ia.gov
Brief Description of Project:	CLASSIFICATION AND COMPENSATION STUDY

Section 4: Acknowledgement of Addenda and RFP Terms

By signing below, the undersigned, an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDYList Addenda Numbers received:

None

2. The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.
3. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
4. The individual signing below is authorized to bind the firm to a contract.

Signature:	
Printed Name:	Robert Holloway
Title:	Senior Vice President
Date:	11/7/2025

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Part A: Transmittal Letter

November 20, 2025

Matthew R. Schmitz, City Manager
City of Independence
331 1st Street E,
Independence, IA 50644



RE: RESPONSE TO RFP CLASSIFICATION AND COMPENSATION STUDY

Dear Mr. Schmitz:

MGT Impact Solutions, LLC (MGT) is pleased to respond to your request for proposal (RFP) for a Classification and Compensation Study for the City of Independence ("City"). Our response provides our firm's qualifications, our team's experience, and a detailed work plan and timeline. We understand Human Resources (HR) management is a vital part of an organization's operations, especially as the demand, cost, and complexity of public services continue to increase and resources are constrained, presenting challenges in planning, organizing, and directing HR functions to achieve maximum efficiency and effectiveness. A properly developed, administered, and maintained classification and compensation plan forms the foundation for meeting these challenges, ensuring the successful recruitment and retention of highly skilled employees, even in a competitive marketplace.

MGT brings extensive experience conducting comprehensive classification and compensation studies for **Iowa municipalities, including Burlington, Dyersville, Indianola, and Marshalltown**. Our work has established equitable, market-competitive, and legally compliant pay structures while updating job descriptions to reflect current duties, supporting recruitment, retention, and long-term workforce sustainability.

Our certified staff are HR experts, providing public sector organizations with high quality services. We know our proven methodologies will provide the City with the data-driven and sustainable improvements desired. Our combined hands-on experience and credentials have made MGT a proven leader in public sector consulting for over 50 years.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT Impact Solutions, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgt.us FEIN: 81-0890071
PROPOSAL CONTACTS	Rachel Skaggs, MPA Director – Human Capital Solutions P: 815.303.2187 E: rskaggs@mgt.us

Thank you for the opportunity and your consideration. Should you have questions on any aspect of this proposal, please contact our **Human Capital Director, Rachel Skaggs**.

Regards,

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



Part B: Firm Experience & Qualifications

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 **1,200 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.

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.

Markets we serve:

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

 **50**
years

 **1,200**
consultants

 **30,000**
projects

Specialized technology and advisory solutions for society's most mission-critical challenges.



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.**

DEFINED BY IMPACT

Making a profound impact on society is at the heart of who we are and what we do. This study will support a diverse, motivated, and skilled workforce, enhancing the City of Independence's capacity to deliver high-quality public services to your community.



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



We are led by a singular purpose—to offer partnerships and design solutions that provide enduring opportunities for individual prosperity and community well-being.



We partner with our clients to advance learning outcomes, manage technology networks, reduce operational costs, improve workflows, and engineer resilient IT infrastructure.

Beyond the Project:



Education State & Local Government Enterprise & Critical Industries

Technology Solutions

We provide engineering expertise to modernize and manage IT infrastructure and ensure technology implementation is properly designed, integrated, optimized, and maintained. MGT delivers end-to-end solutions tailored to your unique needs, spanning managed services, cybersecurity, physical security, network infrastructure, cloud and data, SaaS offerings, and communications.

As your trusted advisors, we partner with you to develop strategic technology architectures and/or assist you in quickly procuring and installing equipment for immediate needs or to resolve an IT issue.

Advisory Solutions

We empower organizations to make data-informed decisions by unlocking and organizing critical information—financial and operational—to support strategic, evidence-based planning.

With that insight, we partner with clients to develop tailored strategies and actionable road maps that drive meaningful outcomes.

Our expertise spans data, talent, processes, and technology—optimizing each to achieve measurable impact with efficiency. From PMO support to workforce placement and development, we work alongside our clients to implement solutions and deliver results that matter.

Comprehensive People Solutions

We support clients in addressing their most mission-critical human capital needs, with specialized expertise in executive recruitment, staffing solutions, and human resources consulting. With over 1,250 clients, 3,100 completed projects, and a 93% client satisfaction rate, MGT delivers tailored solutions to help organizations attract top talent, meet urgent short- or long-term staffing demands, support critical IT project staffing needs, and strengthen their workforce strategies.

To schedule a complimentary consultation, contact:

Senior Vice President Joellen Cademartori, MGT's head of Human Capital, at jcademartori@mgt.us.

Relevant Experience

Proven Public Sector Consulting Expertise.

MGT offers extensive expertise in guiding public sector organizations through modern, complex workforce challenges. We prioritize real-world issues such as retaining high-performing staff, responding to market dynamics, aligning pay with responsibilities, and promoting internal equity. We collaborate closely with clients, customizing our approach to fit their unique structure, workforce, and objectives. Utilizing proven tools and frameworks, we ensure rigorous analysis, credible outcomes, actionable recommendations, and support to ensure success.

Appendix A lists sample clients by state for whom MGT has completed classification, compensation, and other human capital projects.

Case Studies

CITY OF BURLINGTON, IOWA - CLASSIFICATION AND COMPENSATION STUDY

The City of Burlington in 2015 retained MGT to conduct a comprehensive classification and compensation study to evaluate the accuracy and equity of the City's existing pay structure. The study aimed to ensure that employees received equal pay for equal work and that the City's compensation system was both fair internally and competitive externally. The analysis focused on understanding the duties, responsibilities, qualifications, and physical demands of each position through the completion of a Job Analysis Questionnaire (JAQ), which served as the foundation for an updated and equitable classification plan.

CITY OF DYERSVILLE, IOWA - CLASSIFICATION AND COMPENSATION STUDY & JOB DESCRIPTIONS

MGT completed a comprehensive Classification and Compensation Study for the City of Dyersville in 2020, with an update conducted in 2023. The project included a review of benefits and covered approximately 19 positions across the organization. The study evaluated internal equity and external competitiveness to ensure fair and consistent compensation practices. The resulting plan established a clear and sustainable classification structure, promoted fair and competitive pay, aligned with state and federal requirements, and supported employee retention. As part of the engagement, MGT also updated job descriptions to reflect current responsibilities and qualifications.

CITY OF INDIANOLA, IOWA - CLASSIFICATION AND COMPENSATION STUDY & BENEFITS REVIEW

MGT completed a comprehensive Classification and Compensation Study for the City of Indianola in 2022, which included a review of benefits for approximately 150 employees across 45 positions. The study evaluated the City's overall compensation and pay structure to ensure both internal equity and external market competitiveness. Each position underwent a detailed job audit to confirm appropriate classification. The resulting system provided the City with a fair, competitive, and sustainable compensation structure designed to support the recruitment and retention of qualified employees while maintaining ease of administration and long-term consistency.

WELLNESS CAMPUS, CITY OF INDIANOLA, IOWA - CLASSIFICATION PLAN

MGT assisted the City of Indianola, in 2023, in integrating 20 new positions from the recently acquired YMCA Indianola branch into the City's existing classification plan for the Indianola

PART B: FIRM EXPERIENCE & QUALIFICATIONS

Wellness Campus. MGT managed the project by conducting virtual meetings with the new employees to explain the purpose of the study and distribute Job Analysis Questionnaires (JAQs). After collecting the JAQs, the project team interviewed employees, analyzed the data, assigned appropriate skill levels, and incorporated the positions into the City's established compensation plan, ensuring alignment with the existing classification and compensation structure.

CITY OF MARSHALLTOWN, IOWA - CLASSIFICATION AND COMPENSATION STUDY

In 2023, MGT conducted a review of the City of Marshalltown's classification and compensation plan, covering approximately 98 employees in 63 non-union positions. The study aimed to establish a clearly defined compensation system that supported efficient and effective classification processes, provided fair and competitive wages, complied with state and federal regulations, aligned with best practices, and promoted the recruitment and retention of qualified employees. The project also included an evaluation and update of existing job descriptions to reflect current duties and responsibilities.

What sets us apart:

- **MGT has conducted classification and compensation studies nationwide for public sector organizations for over 50 years.** Our clients include cities, counties, special districts, school districts, higher education institutions, tribal entities, and non-profit agencies. Many clients are repeat clients, reflecting the quality of our services, the practicality of our recommendations, and the strength of the relationships we build.
- **Experienced and credentialed team.** MGT is comprised of industry experts with hands-on public sector experience from their past roles. Our consultants also hold Society for Human Resource Management – Certified Professional (SHRM-CP) and SHRM – Senior Certified Professional (SCP) certifications, as well as Project Management Professional (PMP) and Certified Change Management Professional (CCMP) credentials in project and change management. We bring both discipline and flexibility to ensure every project is professionally managed and locally relevant.
- **Broad expertise in human capital consulting.** MGT routinely conducts classification and compensation studies, HR audits, policy reviews, staffing and organizational assessments, and performance system updates. This allows us to understand the broader human capital landscape and bring value-added insights to every project.
- **Balanced use of data sources.** We combine peer benchmarking with reliable market data to provide complete and accurate comparisons, ensuring that our recommendations are both realistic and forward-thinking.
- **Tailored, data-driven recommendations.** MGT develops tailored recommendations that reflect each client's unique organizational structure and goals. Our work is designed to be easily understood, practical, flexible, and sustainable.
- **Continued support.** We provide implementation guidance and support to ensure a successful rollout and effective ongoing maintenance to ensure a sustainable and equitable system over the long term.

We're proud to bring our team's expertise to this project, helping you with the right people and processes to deliver quality services. Our strong client retention reflects our commitment to long-term public sector partnerships.

Key Personnel

The success of a consulting engagement is based on the project team's qualifications and the way the review is managed.

The proposed team structure for this project has been designed to define the roles and responsibilities of team members assigned to this project and to facilitate efficient and effective project management. **The Project Manager and Team Members will be assigned at the time of contract commencement and will be determined depending on workload and commitments at that time.** Each team member has a wide range of project experience working with clients similar to the City of Independence, and our team is highly experienced with this type of engagement – requiring little orientation time.

MGT cross-trains staff to ensure appropriate coverage for our projects. Should any member of the team take leave or resign during the engagement, MGT is prepared to reorient and assign a comparable staff member with similar expertise and skill to cover the member's duties. This guarantees project continuity and ensures your deliverables remain on schedule.

Project Staff Roles and Responsibilities

ROLE ASSIGNED	RESPONSIBILITIES
THE CITY'S PROJECT OFFICER	We look forward to working with the City's Project Officer to build a long-lasting partnership that produces innovative solutions.
DIRECTOR <i>Rachel Skaggs</i>	The Director holds the following responsibilities: <ul style="list-style-type: none"> ▪ Oversees contractual process at the start of the project. ▪ Ensures the team fulfills all contractual requirements. ▪ Resolves any conflicts or point of escalation for any challenges. ▪ Practice and Project Team management.
PROJECT MANAGER <i>Sheena Horton</i> <i>Katy Yee</i> <i>Rachel King</i>	The Project Manager holds the following responsibilities: <ul style="list-style-type: none"> ▪ Main point of contact for the City. ▪ Day-to-day management of the project, tasks, and deliverables. ▪ Oversight over service and deliverable quality. ▪ Management of all project deadlines. ▪ Maintains frequent contact with the City's Project Officer throughout the lifecycle of the project.
CONSULTANT TEAM* <i>Alice Bieszczat</i> <i>Julie Hawkins</i> <i>Rick Labib-Wood</i> <i>Joel Palladini</i>	The Consultant Team has the following responsibilities: <ul style="list-style-type: none"> ▪ Works closely with the City under the direction of the Project Manager to carry out tasks and deliverables. ▪ Utilizes subject matter expertise to customize and execute each task and fulfill the City's stated expectations. ▪ Conducts data collection and analysis. ▪ Reviews, documents, evaluates, and generates recommendations in accordance with each component of the work plan.

**Additional subject matter experts may be engaged at the Project Manager's discretion to support specific aspects of the study, such as employee interviews.*

Project Team Biographies

Biographies of our proposed project personnel are provided on the following pages.



Rachel Skaggs, M.P.A.
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 150 projects across diverse communities nationwide. Her comprehensive approach ensures that classification and compensation 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, Village of Schaumburg, and the City of Princeton, where she demonstrated fiscal responsibility and strategic leadership in her management roles.

In her previous role as City Manager, Rachel managed HR tasks, budgeting, economic development, 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
Pay Equity
Strategic Planning
Human Resources
FLSA Requirements
Debt Refinancing
Contract Negotiation
Community Engagement

Education

M.P.A., 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

MGT Impact Solutions, LLC, Director, 2019-Present
City of Princeton, IL, City Manager, 2015-2019
Village of Schaumburg, IL, Management Analyst, 2012-2015
Village of Montgomery, IL, Management Analyst; HR Manager,
2009-2012

PART B: FIRM EXPERIENCE & QUALIFICATIONS



Sheena Horton
SHRM-SCP, PMP, CCMP, CSSYB
Project Director, Human Capital Consulting
Based in Raleigh, NC



Areas of Expertise

Project Management
Change Management
Organizational Reviews
Efficiency and Process Analysis
Business Transformation
Strategic Planning
Stakeholder Engagement
Human Resources
Policy and Procedures
Development and Evaluation
Program and Performance Evaluations
Market Research
Program and Service Realignments

Education/Credentials

M.S., Criminology and Criminal Justice, Florida State University
B.A., Sociology (Criminology concentration) & B.A., English, University of North Carolina-Greensboro
Project Management Professional (PMP), Project Management Institute
Certified Change Management Practitioner (CCMP), Prosci
Certified Six Sigma Lean Yellow Belt (CSSYB)
Society of Human Resource Management Senior Certified Professional (SHRM-SCP)
Diversity, Equity, and Inclusion in the Workplace certification, University of South Florida

Sheena Horton is a certified SHRM-SCP, Project Management Professional (PMP), Six Sigma Lean Yellow Belt, and Prosci Change Management Practitioner (CCMP) with over 18 years of expertise in evaluation and over 15 years in management consulting. She specializes in human capital projects, focusing on classification and compensation studies, program/performance evaluations, benefits reviews, staffing studies, organizational reviews, needs assessments, and strategic planning. Sheena's comprehensive skill set includes empowerment evaluation, quality assurance, efficiency reviews, continuous improvement initiatives, transformation, and business process analyses. Her multifaceted experience extends to supporting student housing studies, facilities assessments, student literacy and safety program evaluations, and community engagement initiatives.

Sheena's academic background includes a Master's degree in Criminology and Criminal Justice and dual Bachelor's degrees in Sociology and English. She also holds a certification in Diversity, Equity, and Inclusion in the Workplace from the University of South Florida. Her notable contributions to human capital and organizational solutions have earned her prestigious awards, including the Seminole 100 Honoree, MGT's Bull by the Horns MVP Award, and MGT's Top Kaizen Project Award.

Selected Project Highlights

Los Angeles Unified School District, CA	City of Hermiston, OR
IT Recruitment, Retention, Classification Alignment, and Compensation Study	Classification and Compensation Study
Brevard Public Schools, FL	Harford County Public Schools, MD
Compensation Study	Compensation & Benefits Study
Centre Area Transportation Authority, PA	City of Stonecrest, GA
Compensation Study	Classification and Compensation Study
Southern Nevada Regional Housing Authority, NV	County of Lapeer, MI
Classification, Compensation, and Performance Evaluation Studies	Classification and Compensation Study
	Disability Rights Florida Benefits Study

Work Experience

MGT Impact Solutions, LLC, Project Director, 2010-Present
Healthy Families Florida, Program Coordinator, 2008-2009
Salem Press, Staff Writer, 2007-2008
Measurement, Inc., Reader/Evaluator, 2006
Choicepoint, Criminal Records Specialist, 2004-2005

PART B: FIRM EXPERIENCE & QUALIFICATIONS



Katy Yee Project Manager

Katy Yee brings 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 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.

Memberships & Affiliations

Society for Human Resources (SHRM)

Illinois Park and Recreation Association (IPRA)

Professional Experience

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

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

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

PART B: FIRM EXPERIENCE & QUALIFICATIONS



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 led more than 30 classification and compensation projects, creating tailored solutions for clients ranging from small municipalities to large entities with populations exceeding 200,000. Her expertise extends to performance evaluations, benefits analysis, and developing DEIB best practices, helping organizations improve both employee engagement and operational effectiveness.

Previously, Rachel was a Human Resources Manager at the technology startup cove.tool, where she handled recruiting and employee relations. Passionate about fostering inclusive workplace cultures, she played a key role in securing the Great Place to Work certification, demonstrating her commitment to creating positive, engaging environments for all employees.

Selected Project Highlights

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

City of Benson, AZ <i>Compensation Study</i>	Navajo Tribal Utility Authority, AZ <i>Classification and Compensation Study</i>
Hawkeye Community College, IA <i>Classification and Compensation Study</i>	Rhode Island Housing, RI <i>Executive Compensation Survey & Analysis</i>
Indianola Municipal Utilities, IA <i>Classification and Compensation Study</i>	Tampa Housing Authority, FL <i>Classification and Compensation Study</i>
Livingston County, MI <i>Classification and Compensation Study</i>	Town of Richmond, VT <i>Benefits Analysis</i>
Livingston County Community Mental Health, MI <i>Classification and Compensation Study</i>	Village of Elburn, IL <i>Classification and Compensation Study</i> <i>Performance Review Tool</i>

Work Experience

MGT Impact Solutions, LLC, Project Manager, 2022-present
covetool, 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 150 Classification and Compensation Studies across 21 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

- MGT Impact Solutions, LLC, Classification and Compensation Specialist, 2016-Present
- 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 Specialist with MGT, bringing over 30 years of experience in local government administration and human resources. Julie has successfully worked on more than 30 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 been proven effective with elected and appointed officials across various municipal, park, library, 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

- MGT Impact Solutions, LLC, Classification and Compensation Specialist, 2023-Present
- 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



Frederick "Rick" Labib-Wood, M.P.H.
Director
Based in San Diego, CA

Areas of Expertise

- Project Management
- HR Management and Administration Systems
- Classification and Compensation Studies
- Change Management and Reorganization
- Legislative Research and Policy Development
- Training and Development
- Flexible Working Hours Program Implementation
- Job-sharing Program Development
- Public Sector HR Consulting

Education

- M.P.H., University of Hawaii, Manoa Campus, 1984
- B.A., French, Austin College, 1968
- Diplôme d'Études de civilisation française, Sorbonne, University of Paris, France, 1967

Frederick "Rick" Labib-Wood has over 45 years of experience in managing human resource programs across various public sector organizations, including over 20 years in California public schools. As the former Classified Personnel Director for the San Dieguito Union High School District, Rick was instrumental in all HR functions for the District's Personnel Commission. He also contributed to the training and development of school employees in San Diego County through the Classified Employees Development Academy. In Hawaii, he was active in legislative research and policy development, implementing flexible working hours and developing job-sharing programs statewide for Hawaii's civil service.

Rick has led numerous classification and compensation studies, focusing on change management and organizational restructuring. He holds a Master of Public Health from the University of Hawaii and a Bachelor of Arts in French from Austin College, along with a diploma in French language and civilization from the Sorbonne. Rick shares his expertise as an adjunct faculty member in HR and public administration programs, fostering the professional growth of future HR leaders.

Selected Project Highlights

Cajon Valley Union School District	Madera Unified School District
El Cajon, CA	Madera, CA
Classification and Compensation Studies	Classification and Compensation Study
Alpine Union School District	Navajo Tribal Utility Authority
Alpine, CA	Fort Defiance, AZ
Classification and Compensation Study	Compensation Study
Yolo County Office of Education, Woodland, CA	County of Livingston Courts, MI
Classification and Compensation Study	Classification and Compensation Study
	Tampa Bay Water, FL
	Compensation Study Update

Work Experience

- MGT Impact Solutions, LLC, Director, 2020-Present; Consultant 2015-2020
- San Dieguito Union High School District, Director of Classified Personnel, 1993-2014
- Riverside County, CA, Personnel Department, Supervising Analyst, 1988-1993
- State of Hawaii, Department of Personnel Services, Classification and Compensation, Administrative Services, 1974-1986
- National University, Adjunct Faculty, 1996-2024
- United States Coast Guard Active Duty and Active Reserve (Ret.), 1970-1976 and 1984-2006

PART B: FIRM EXPERIENCE & QUALIFICATIONS



Joel Palladini Analyst Based in San Antonio, TX



Areas of Expertise

Project Management
Data Analysis
Classification and Compensation Studies
Intelligence Analysis
Client Relations

Education

B.S., Integrative Studies, with a Concentration in Business Administration, Accounting, and Marketing, Kent State University

Recognitions

2022 Army Commendation Medal
National Defense Service Medal
Global War on Terrorism Service Medal – Expeditionary
Professional Development Ribbon

Joel Palladini is a U.S. Army Veteran and mid/senior-level Analyst with 7+ years of experience in data analysis, project management, and working with dynamic cross-functional teams. He provides oversight and project management for classification and compensation studies and has broad experience conducting analyses on classification and compensation studies, and organizational expertise in managing software and collaboration tools to keep the human capital team on track in completing projects. He also provides the team with excellent technical expertise in various systems and methodologies.

Joel's time in the military established a baseline career as an Analyst. He served as an Intelligence Analyst in the 82nd Airborne Division based out of Fort Bragg, North Carolina. Joel had one deployment to the Middle East in support of Operation Inherent Resolve. In addition to his work on human capital, he assists key leaders with client relations support, processing opportunities, and providing guidance on next steps with future clients.

Joel holds a Bachelor of Science degree from Kent State University in Integrative Studies with concentration in Business Administration, Accounting, and Marketing.

Selected Project Highlights

Berkeley Public Schools, CA	Ingham County, MI
Classification and Compensation Study	<i>Classification and Compensation Study</i>
City of Culver City, CA	Livingston County Community Mental Health, MI
<i>Classification Study</i>	<i>Compensation Study</i>
City of Grand Rapids, MI	Mesa Public Schools, AZ
<i>Classification and Compensation Study</i>	<i>Compensation Study</i>
Community College of Allegheny, PA	Orange County Department of Education, CA
Classification and Compensation Study	<i>Classification and Compensation Study</i>
Illinois State Board of Elections, IL	Township of Ela, IL
<i>Classification and Compensation Study</i>	<i>Classification and Compensation Study</i>

Work Experience

MGT Impact Solutions, LLC, Analyst, 2023-Present
Pape-Dawson Engineers, Inc., Human Resources Analyst, 2022-2023
United States Army, All-Source Intelligence Analyst; Security Manager, 2016-2022
Parker Hannifin: "Parflex" Division, Accounting Intern, 2014
Goehring, Rutter, and Boehm, Legal Administrative Intern, 2012



Part C: Project Approach and Work Plan

A detailed work plan and deliverables to guide a successful study.

Project Understanding

We understand that the City is seeking a Classification and Compensation Study for 55 jobs. This project will deliver a comprehensive, city-wide classification and compensation study for all Independence non-union positions, including updated, Americans with Disabilities Act (ADA)-compliant job descriptions and a defensible pay structure. **Benefits to the City** include a modernized human resources framework, improved employee recruitment and retention, transparent and equitable compensation practices, and a sustainable system for long-term workforce management.

For the City, we will deliver a structured and transparent study process that includes:

- A communications strategy to ensure key stakeholders are provided with necessary information and updates throughout the engagement, as appropriate.
- Job data collection and analysis using a consistent, equitable methodology to ensure accurate classifications and Fair Labor Standards Act (FLSA) exemptions statuses, and to identify any necessary consolidations or leveling of jobs.
- A classification structure that aligns with organizational roles and responsibilities and provides promotional and developmental growth and opportunities.
- Updated job descriptions as needed to ensure industry best practices and appropriate language, ensuring accurate descriptions of duties, minimum requirements, responsibilities, physical requirements, and work environment details.
- Market surveying and benchmarking through customized data collection and expert analysis to determine competitive pay and address compression or internal inequities.
- Updated competitive and flexible pay plan model with job pay range assignments, reflecting defined organizational policy and compensation goals.
- A benefits comparison assessment and recommendations for enhancing offerings.
- Implementation strategies with adjustment cost estimates for making any recommended adjustments.
- Draft and final reports detailing the study's methodology, findings, and recommendations, including guidance for maintenance and administration.

These components are incorporated into a phased work plan detailed in the following section. Each task is designed to promote stakeholder understanding, support consistent project communication, and ensure that the City receives actionable and defensible recommendations aligned with organizational goals and needs.

PROJECT MANAGEMENT

MGT uses proven project management methodologies to deliver projects on time, within budget, and aligned with client expectations. We prioritize planning and communication, clearly defining milestones, responsibilities, and deadlines, and tracking progress daily. After contract

PART C: PROJECT APPROACH AND WORK PLAN

award, we refine the initial work plan with your input, incorporating detailed timelines and consultant roles. Our teams adapt quickly to deviations using problem-solving, technology, and flexibility to meet deadlines. We maintain frequent communication through weekly updates and bi-weekly status calls, ensuring transparency and avoiding surprises.

MARKET DATA

MGT conducts benchmark compensation analyses using **Custom Market Surveys**. Our surveys assess not only pay and benefits, but also compensation philosophies, which are critical to understanding competitiveness and career advancement structures. MGT maintains ongoing relationships with numerous public sector clients, allowing timely access to market data and current industry trends.

We also recognize that recruitment markets vary by role. While some positions draw from local talent, others require broader or remote recruitment strategies. Fields like Information Technology (IT), Finance, and Administration often span multiple industries and geographic areas, requiring flexible market comparisons. To ensure accuracy and relevance, MGT uses multiple data sources to validate findings and reflect the real-world challenges of recruiting and retaining talent.

ENSURING EQUITY

Our team is committed to ensuring equity in the pay structures and compensation systems we recommend to our clients. We know how to help organizations ensure compliance while promoting fair and equitable pay practices. In addition to market factors, MGT also considers an organization's internal structure relative to hierarchy and supervisory lines when determining appropriate placement in a compensation system. We also review each pay range to ensure comparable jobs are assigned, while adjusting for any outliers. Ensuring equity includes guidance for regular reviews, transparent criteria, and ongoing training to promote fairness and inclusivity across all levels of an organization for long-term administration.

Proposed Work Plan

The following tasks represent MGT's proposed work plan for this engagement. The nature of these tasks requires that some be done sequentially, while others may occur simultaneously. We have specified those areas where the City's input/assistance may be needed.

PHASE I: PROJECT INITIATION AND ORIENTATION

1.1 Project Kickoff, Data Request, and Team Communications

MGT will meet with the City to introduce the project team, clarify roles, and confirm study goals and the work plan. This will include a review of data collection activities and expectations relative to the type and extent of employee involvement needed. This ensures that the project goals and expectations are clearly understood and that the study begins with shared understanding and a consistent framework. MGT will also discuss with the City the market goals and the strengths and limitations of the current system. These discussions will provide MGT with an understanding of current concerns and opportunities to address during the study.

Deliverables, decision points, and expectations for data submission to support study initiation will also be finalized. MGT will provide a structured worksheet outlining the data

PART C: PROJECT APPROACH AND WORK PLAN

needed from the City to begin the study, including current job titles and descriptions, organizational charts, employee rosters, salary schedules, personnel policies, and other relevant HR forms or procedures. MGT will conduct a preliminary review of the City's existing system to understand the current framework, identify any inconsistencies or known challenges, and begin shaping the study approach.

MGT and the City will also agree upon future communication expectations, including periodic update meetings and project status updates. MGT will maintain regular contact with the City to ensure all components of the study maintain alignment with the City's goals and expectations.

1.2 Employee Engagement and Communication

MGT offers a variety of communications support to orient employees to study goals. MGT often holds 1-2 orientation sessions with staff to introduce data collection activities, outline expected employee involvement, and provide an overview of the job analysis process to encourage staff engagement. MGT's facilitators will provide an overview of the Job Analysis Questionnaires (JAQs) process, walk through the form, and answer employee questions. A recorded version of the presentation will be made available to those unable to attend.

Following orientation, MGT will distribute JAQs. Messaging will be tailored to the audiences (employees, department heads, and executive leadership) to ensure consistent understanding of the study's purpose, timeline, and expectations. Tools may include talking points, email templates, frequently asked questions (FAQs), and messaging coordinated through internal leadership to build awareness and engagement.

Phase I Deliverables:

- Kickoff meeting agenda and summary
- Initial data request checklist
- Project team communication plan
- Employee communication plan

PHASE II: CLASSIFICATION AND JOB ANALYSIS

2.1 Job Analysis Questionnaire (JAQ) Administration

This activity focuses on gathering employee data and reviewing the City's current classification system to ensure it reflects actual job content and organizational needs. We will take a collaborative, employee-inclusive approach to job analysis using clear structured processes tailored to the size, structure, and operational complexity of the City.

MGT tailors the use of the JAQ process to gather any necessary data for study analyses while minimizing interruptions to employees' daily work routines. MGT will issue JAQs to employees to gather detailed information about current job duties, responsibilities, required qualifications, working conditions, and other factors. This structured input is essential to understanding what work is performed across the organization and provides the basis for job classification and market alignment. The JAQ may be administered via online survey, interview, and/or focus group.

Commonly, supervisors review employee-completed JAQs to confirm content accuracy and offer additional context. Supervisors cannot change the employee data; they can only add comments. In addition to the JAQ data review by supervisors, the supervisor JAQ process includes a section in which supervisors may provide further input regarding any

concerns for the given position, such as but not limited to issues of recruitment, retention, pay issues, career advancement gaps, outdated job titles, or exemption status concerns. Early insights into these concerns gathered help the MGT project team refine our approach and focus to ensure all aspects of the study are specifically tailored to the areas of most concern to the City and support relevant and practical recommendations at project completion.

In instances where more job data is needed to further clarify roles or issues, MGT will conduct targeted interviews as needed at the discretion of the consultant to ensure data validation and clarity (project budget allows for up to 55). These brief interviews clarify role responsibilities and ensure accurate understanding of job content prior to evaluation. Targeted focus groups may be conducted with incumbents to gather consensus on job data or to determine new classification levels, for example. This step ensures shared understanding of the work being performed and helps resolve discrepancies early in the process.

2.2 Job Description Updates

MGT will review the collected data and conduct job analyses to confirm each job's duties, qualifications, scope and responsibilities, level of authority, specializations, work environment, and physical requirements, and to identify any proposed adjustments relative to job title updates or reclassifications, consolidations, leveling, or FLSA exemption status changes. MGT will discuss the job analysis findings with the City's Project Officer and document any adjustments.

- **Job Description Format.** Review and develop an updated draft job description format, if desired. MGT will use a consistent format that aligns with the JAQ process to update the job descriptions and ensure compliance with applicable laws and best practices. All job descriptions will be updated in Microsoft Word format.
- **Job Data Review.** Evaluate the job data collected from the JAQ to support the updates as related to current duties, qualifications, scope and responsibilities, level of authority, knowledge, skills, abilities, equipment used, and ADA characteristics (i.e., physical, environmental, and sensory).
- **Job Description Creation/Updates.** Update job descriptions and submit electronic copies to the City for use.

2.3 Develop Proposed Classification Plan

This task focuses on translating job analysis findings into a consistent, equitable classification structure that reflects the City's internal needs. Using JAQ data validated through supervisory reviews, MGT will group jobs into appropriate classifications that reflect functional responsibilities, complexity, supervision received and exercised, and other relevant job factors. MGT ensures the structure supports logical career progression, internal alignment, and ease of maintenance over time.

Each job is evaluated using MGT's established point-factor system, which examines job data across multiple dimensions such as knowledge, complexity, decision-making, and working conditions. This process helps identify meaningful differences among roles and supports fair and objective classification decisions.

MGT applies job evaluation practices that align with standards recognized by the Equal Employment Opportunity Commission (EEOC) and are consistent with applicable laws including the Civil Rights Act of 1964 (Title VII), the ADA, and the Age Discrimination in Employment Act (ADEA). Our classification methodology is designed to focus solely on

the requirements and responsibilities of each job – not the personal characteristics, qualifications, or performance of the incumbent. In doing so, we help the City ensure that compensation decisions are equitable, transparent, and legally defensible.

Phase II Deliverables:

- Completed Job Analysis Questionnaires
- Job data review and analysis
- Updated job description format and job descriptions
- Proposed classification structure and preliminary recommendations

PHASE III: COMPENSATION AND BENEFITS ANALYSIS

Activities

3.1 Compensation Philosophy & Market Identification

- **Stakeholder Identification.** Identify and confirm with the City which key stakeholders need to be included in the Compensation Philosophy statement development sessions. Compensation philosophy statements clearly articulate an organization's values and goals relative to compensation management, guiding pay administration. MGT will schedule a Compensation Philosophy development session with stakeholders to discuss the steps in the process, including key considerations and discussion questions.
- **Discussion Sessions.** Hold and facilitate Compensation Philosophy discussion session(s) to determine the City's key compensation goals, discuss objectives of the statement and what will be included and excluded, and to review the organization's mission and vision to reaffirm Compensation Philosophy ideals. MGT will conduct discussion sessions with key stakeholders to identify desired attributes and to develop a formal compensation philosophy statement.
- **Statement Development.** Draft a sample Compensation Philosophy statement and work in tandem with key stakeholders to refine the statement. Complete revisions as needed and submit the final draft of the Compensation Philosophy Statement.
- **Custom Market Survey.** Working with the City, MGT will determine a logical and defensible survey sample of comparable agencies that influence the City's compensation market. In selecting appropriate organizations, we consider multiple factors including similar organizational structure, population served, number of employees, budget size, Equalized Assessed Valuation (EAV), and geographic proximity. MGT will benchmark a total of 50 jobs against 15 to 20 comparable agencies to assess competitiveness.

3.2 Administer Market Surveys and Conduct Benchmark Comparisons

- **Custom Market Survey.** MGT will prepare a tailored market survey that either MGT or the client will distribute to the identified comparable agencies. The survey will include benchmark job titles and summary descriptions to ensure valid data collection, along with a request for copies of job descriptions for verification. MGT will provide survey status updates and conduct online research and outreach to non-responsive organizations as needed to maximize participation. The City may be asked to send the survey directly or conduct targeted outreach to increase response rates. After the survey closes, MGT will analyze the results to ensure comparability.

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- **Benchmark Comparisons.** MGT will select appropriate benchmarks for the City's jobs and conduct market comparisons to assess the competitiveness of the existing pay ranges. MGT will compile the comparisons into tables to show the City's current compensation levels alongside the market data to identify which jobs are considered above, at, or below market.
- **Current Benefits Review.** Gather and review current benefits data from the City and clarify any questions about the data. Includes drafting an overview of the current state of benefits.
- **Prepare a Benefits Chapter.** Draft report detailing the process, comparisons, findings, and recommendations from the review. The draft will be reviewed with the City for discussion and feedback, and MGT will complete any necessary revisions before finalizing.

3.3 Pay Plan Development

Using MGT's proven job evaluation methodology, we will assess internal equity and develop/update a plan that supports transparency, fairness, and alignment with organizational policy and goals. MGT will develop a draft pay model that reflects the City's compensation philosophy, budgetary capacity, and strategic priorities. We evaluate the feasibility of different plan designs such as step-based structures or open ranges and recommend the most suitable option for the City's workforce and fiscal environment. Each job is assigned to a pay grade based on internal job evaluation results and market data. This includes internal equity and compression adjustments ensuring that the resulting structure is market competitive while also internally equitable.

Phase III Deliverables:

- Target markets and comparables list
- Market survey administration
- Survey status and response summary
- Market data analysis tables
- Review of current benefits
- Administration of benefits data collection
- Draft pay plan(s)

PHASE IV: FINAL REPORTING AND IMPLEMENTATION

Activities

4.1 Fiscal Impact and Implementation Strategy

MGT will develop a summary of estimated implementation costs that shows the projected cost of implementing the proposed recommendations, which may include two options for phase-in (e.g., immediate implementation, multi-year rollout). Costing will estimate the fiscal impact of implementing the pay structure updates, including identifying projected base pay adjustments by job and potential areas of internal compression or equity concern. Overtime costs are not included, and the analysis will be estimates only. MGT will prepare guidance for adopting and administering the new system, which may include employee placement protocols, guidelines for salary movement, and procedures for evaluating and maintaining job consistency. MGT views implementation not as an afterthought, but as an integral part of the study that ensures the work completed results

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in actionable outcomes. Upon completion of all revisions, MGT will submit a final version of these strategies.

4.2 Study Draft and Final Reports

MGT will prepare and provide a comprehensive draft report that documents the study's background, goals, methodology, data selection and collection, findings of analyses, proposed system framework, recommendations, implementation strategies and costs, and guidelines for administration and maintenance. MGT will facilitate a structured draft report review with the City to respond to feedback, questions, or requested changes. We will review and respond to feedback and incorporate any needed revisions into the final report.

4.3 Presentation and Training

- **Final Presentations.** The MGT Project Manager will present the finalized study recommendations and final report to the City's leadership and/or staff, if desired. This may include a Study Results Summary handout and/or a Final Presentation format. MGT provides up to two final presentations.
- **Support Knowledge Transfer and Ongoing Use.** MGT will provide the City with the tools, documentation, and training needed for successful implementation and long-term sustainability. MGT will work closely with the City to provide staff training during the project as the system is developed. MGT will also train key staff on the study's files to support implementation and ongoing maintenance and administration of the system.

Phase IV Deliverables:

- Draft and final reports
- Final presentations and internal communication resources
- Staff training materials and documentation

MGT always strives to perform above and beyond client expectations for our projects. Each project has its own challenges, and MGT is an active partner in weathering the fiscal and political concerns of our clients to ensure there is an accepted, practical, and implementable result at the end of our studies.

PROJECT DELIVERABLES SUMMARY

Upon completion of this city-wide classification and compensation study, the City of Independence will receive a fully integrated and actionable human resources framework. The project will provide clear, defensible, and sustainable tools to manage job classifications, pay structures, and employee growth, enabling equitable and competitive compensation practices while supporting the City's operational and strategic objectives.

Final Project Deliverables:

- Comprehensive final report summarizing methodology, analysis, findings, and recommendations.
- Complete set of updated, ADA-compliant job descriptions in editable electronic format (e.g., Microsoft Word).
- Recommended classification plan and salary structure(s) in an easy-to-use, maintainable electronic format (e.g., Excel).

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- Written policy and procedure manual for ongoing administration and maintenance of the new classification and compensation system.
- All raw market survey data collected from comparable organizations.
- Position-by-position fiscal impact analysis for implementing the recommended pay plan.
- Multi-year implementation strategy with at least two cost scenarios for budget planning.
- Formal presentation to City management and City Council summarizing project findings and recommendations.
- Training for designated City staff on administering and maintaining the new system to ensure long-term sustainability.

Work Plan Assumptions

Providing assumptions helps the entire team (client and consultant) fully understand each other's expectations for the project. The following outlines our work plan assumptions:

- 1) The City will assign a Project Officer before or at project kickoff to serve as the main contact, coordinating communication between the City, stakeholders, and MGT.
- 2) All project phases will include input from the Project Officer and the City's key stakeholders. MGT views this work as a partnership, and the insights provided by stakeholders are essential to ensuring outcomes align with the City's mission, vision, and goals.
- 3) MGT will need reasonable cooperation and participation by staff and management and timely access to the City's data. Delays in receiving data or input during the study may result in time extensions to the original project schedule.
- 4) MGT will request employee/job data in a standard Excel format. To stay on schedule, the City should provide a usable database within about two weeks. MGT's initial work depends on receiving this data and will promptly notify the City if the file doesn't meet specifications. All employee data provided will be assumed accurate and valid.
- 5) Requests to add benchmark jobs or comparable agencies beyond the original scope will require a change order and contract amendment to reflect additional costs. These requests should be submitted by the City's Project Officer to the MGT Project Manager for review and approval before inclusion in the analysis. This proposal's budget covers up to 50 benchmark jobs and 15 to 20 comparable agencies. Additional jobs may be added for additional fee each.
- 6) If the City prefers for MGT to utilize additional sources of salary data other than MGT's Custom Market Survey and the Salary.com CompAnalyst tool (e.g., a subscriber service, or regional salary survey), the City will facilitate MGT's access and assume any associated costs.
- 7) MGT will develop and provide up to two Draft Reports for review and feedback by the City's Project Officer and other key staff before preparing the Final Reports. Final reports are assumed to be final if we do not hear from the City within three weeks of final report delivery.
- 8) This proposal includes two presentations of the final recommendations. Additional presentations can be provided upon request for an added fee.

PART C: PROJECT APPROACH AND WORK PLAN

The entire study process is transparent, and all data collection instruments, methodology, and final outcomes will be documented in the Final Report in detail. All files are provided to the City in Excel or Word formats for maximum implementation efficiency and periodic updating.

Project Timeline

Based on MGT's experience conducting similar projects, we anticipate the proposed project can be completed within **six months** of project initiation as illustrated in the following table. Our structured approach ensures that all phases are completed efficiently and accurately, while maintaining a high standard of quality and stakeholder engagement. MGT's proposed timeline includes buffers to account for the effect of holidays or other events to the project schedule. The proposed schedule is contingent upon the timely engagement and response of the City in providing data or key input, employees and supervisors completing JAQs by the due date, and from the comparable agencies supplying the market data. Any delays in these instances are beyond the control of MGT and may extend the project completion date.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Phase I: Project Initiation and Orientation	■	■	■																						
Phase II: Classification and Job Analysis			■		■	■	■	■	■	■	■	■													
Phase III: Compensation and Benefits Analysis										■	■	■	■	■	■	■	■	■	■	■					
Phase Iv: Final Reporting and Implementation																					■	■	■	■	■

Work Samples

A sample of a final report and a sample job description from a previous, similar municipal project are provided on the following pages.



JOB DESCRIPTION

Position Title	Department	Reports to
Project Manager – Building Code Inspector Grade: 6	CD/ED	Director of CD/ED
Employment Status	FLSA Status	Effective Date
<input type="checkbox"/> Temporary <input checked="" type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time	<input type="checkbox"/> Non-Exempt <input checked="" type="checkbox"/> Exempt	7/2025

POSITION SUMMARY

This position is responsible for performing technical and advisory work in the administration of federal and state grant programs by working with city and county governments, owners, housing contractors, inspectors, and tenants of housing and the general public. Provides inspection services to ensure that buildings constructed in the city requesting services comply with the adopted city building codes and other relevant laws and ordinances. This position often requires some discretion where the potential impact of erroneous decisions or judgments is serious.

ESSENTIAL DUTIES AND RESPONSIBILITIES

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all duties the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily, with or without reasonable accommodation(s).

- Provides technical planning services conducting office and field research, preparing analysis, and completing written community comprehensive plans and community builder plans.
- Assists in developing and improving housing programs.
- Develops project proposals in cooperation with local, state, and national public and private agencies and assists in project implementation.
- Coordinates the activities of the building inspection program in cooperation with the Community Development Department's activities as well as with member cities.
- Assists member governments and their agencies in community development projects and programs.
- Meets with city councils, county boards of supervisors, local organizations, arrange meetings, and maintain contact with state and federal agencies and interest groups.
- Completes paperwork relating to federal and state grant programs including draw down requests.
- Responsible for overseeing state and federal monitor visits as well as completing required reports.
- Assists in preparing budgets and coordinates with the auditor in program audits.
- Reads and interprets all program regulations. Reviews and interprets building codes which regulate
The inspection and installation of building systems and related codes, ordinances, and laws.
- Advises member communities with respect to inquiries and concerns relating to building policies and procedures and works closely with homeowners, contractors, and inspectors.
- Examines building plans and blueprints and technical data.
- Files oral and written reports and communicates with contractors, member cities, and the general



public.

- Investigates and inspects complaints and reports to the member community of potential code violations, hazardous conditions, polluting, or other related code-related matters.
- Refers code violations to the appropriate city for follow up.
- Assists with inspection of housing to determine if conditions and facilities meet standards and are suitable or inclusion in the housing rehabilitation program. Inspect rehabilitation work and at completion to ensure contract compliance.
- Provides information to local governments and the public concerning requirements and procedures of federal and state grant programs regarding housing and community development needs.
- Inspects for compliance local code compliance and setback requirements.
- Assumes primary responsibility for enforcement of member communities' building codes.
- Maintains manual and computerized inspection records.
- Advertises programs for homeowners, qualifies homeowners, obtains work write-ups, and approves contracts.
- Travels to conferences, training, and member governments regularly with both daytime and evening meetings as well as overnight conferences.
- Keeps immediate supervisor informed of daily activities and staff informed on projects underway.
- Follows safe work practices and adheres to all adopted policies and procedures related to safety protocols.
- Demonstrates sensitivity, empathy, understanding and respect for all contacts and organization employees and leaders.
- Provides effective and efficient customer service, which promotes and maintains a culture of responsive community relations.
- Keeps up to date on industry trends and maintains required training, licensure, and/or certification(s).
- Performs related work as required.

QUALIFICATIONS

Completion of a bachelor's degree in environmental science, public administration, business administration, construction management, or related field. One to three years' experience in real estate, property management, social work, housing inspections, and/or working in a governmental setting is preferred.

LICENSE AND CERTIFICATION REQUIREMENTS

Possession of a valid driver's license and be insurable under ECIA's and EIRHA's insurance policy.

KNOWLEDGE, ABILITIES AND SKILLS

- Knowledge of federal and state grant programs and grant administration principles and practices.
- Knowledge of housing and building codes and regulations.
- Ability to obtain various building code certifications relating to inspection areas.
- Ability to maintain effective working relationships with member communities, contractors, lending institutions, other businesses agencies, and the public.
- Ability to handle multiple tasks and priorities.
- Ability to compile technical and statistical information, analyze the results, and write clear and concise reports.
- Ability to maintain records and procedures.
- Ability to work independently and in a team environment.



- Skill in using a personal computer, applicable software, and peripheral equipment to achieve tasks.
- Skill in providing information to the public, contractors, or others with a mutual interest in organization functions.
- Skill in handling interactions related to organization operations and internal and external contacts requiring skill in dealing with others and clearly communicating information.

PHYSICAL REQUIREMENTS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions in a manner that does not pose a direct threat to the health or safety of the employee or others in the workplace.

While performing the daily duties of this job, the employee is frequently required to remain in a stationary position, move throughout the office, and attend meetings at offsite locations. Inspections require the employee to walk over varied outdoor terrain. The employee will speak and hear to communicate with coworkers, member communities, contractors, other agencies, and the public. To utilize tools required of the position, the employee will use hands and fingers to handle, feel, or operate objects, tools, or controls; and reach with hands and arms.

Specific vision abilities required by this job include close vision, prolonged visual concentration, and the ability to adjust focus with exposure to video display terminals daily. The employee may be required to bend, climb, balance, stoop, kneel, crouch, or crawl at project locations. The employee may occasionally be exposed to adverse weather and other unpleasant conditions such as heat, cold, wetness, and humidity, dim or bright lights, dust, odors, noise, vibrations, toxic agents, smoke, electrical current, and heavy machinery.

EEO STATEMENT

THE EAST CENTRAL INTERGOVERNMENTAL ASSOCIATION (ECIA) IS AN EQUAL OPPORTUNITY EMPLOYER COMMITTED TO

DIVERSITY AND INCLUSION IN THE WORKPLACE. We prohibit discrimination and harassment of any kind based on race, color, sex, religion, sexual orientation, national origin, disability, genetic information, pregnancy, or any other protected characteristic as outlined by federal, state, or local laws. This policy applies to all employment practices within our organization, including hiring, recruiting, promotion, termination, layoff, recall, leave of absence, compensation, benefits, training, and apprenticeship. The ECIA makes hiring decisions based solely on qualifications, merit, and business needs at the time.

This job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

PREPARED BY MGT

MGT



Final Report
JULY 2025

Classification and Compensation Study

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EXECUTIVE SUMMARY

MGT is pleased to have had the opportunity to work with the East Central Intergovernmental Association (ECIA) on this Classification and Compensation Study. Human resource management is 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 in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Classification and Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Association can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees, the Association avoids the costs of re-recruitments and lost productivity while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures.

MGT understands the high expectations established in ECIA for service delivery and competitiveness in recruiting and retaining excellent employees. These factors have been considered in the analysis and reflected in the Study results.

A Classification and Compensation Study encompasses a significant amount of information that can be time-consuming to condense and organize into an abbreviated format. Therefore, MGT has compiled this Executive Summary in order to provide a quick synopsis regarding the major components, findings and recommendations of this Study. The purpose of a well-designed Classification and Compensation Study is twofold. First, it establishes internal equity (ranking) among employees across Departments in the Association. Second, it assures external equity/competitiveness by comparing the compensation of ECIA employees against market data. The following is a brief overview of the process:

Job Evaluation Analysis and Job Classification System

Below is a list of tasks included in this component of the Study (listed in the order that the work was performed):

- **Study preparation and project meetings.** Met with the ECIA Project Team to discuss Study methods and expectations, review the current Classification and Compensation Plan and organizational structure, answer questions, and review the scope and schedule of work.
- **Material distribution.** Prepared a memorandum of explanation, which was distributed to employees. Held meetings with employees to discuss the Job Analysis Questionnaire (JAQ) and to explain the scope and purpose of the Study. Employees were provided time to complete the questionnaire. The JAQs were returned to MGT within approximately three (3) weeks of distribution.
- **Determined comparable organizations and collected compensation data.** MGT, along with the Association, determined a logical survey sample of "like" organizations that impact the compensation market of ECIA. Then, MGT designed, and the community sent out the survey for the positions and benefits covered in the Study.

- **Job Evaluation Analysis and Establishment of a Classification Plan.** Upon return of the JAQs by the Association, MGT performed the following:
 - Read each JAQ and corresponding Job Description in its entirety.
 - Conducted virtual interviews with at least one (1) employee in each position covered by the Study to further understand the scope of duties and responsibilities of the position.
 - Applied a measurement system of Job Evaluation Factors to all positions, which formed the basis for internal rankings (equity) of positions.
 - Upon completion of the Job Evaluation measurements, a new Classification Plan was developed.

Market Survey

The following tasks were included in this component of the Study:

- Tabulated, summarized, and analyzed comparative compensation information obtained from the comparable organizations. Prepared pay tabulations that compared the salary ranges of ECIA to the salary ranges of its comparable organizations. Prepared comparison calculations at the 50th, 60th, 65th, 75th and 80th percentiles. Displayed data for each organization and for each position and summarized the data in table form. Based on discussions with the Association and the gathered data, developed salary ranges that would establish ECIA as a payer at the 75th percentile or higher of the salary data from the comparable organizations.
- Based on the above data, developed, and recommended new salary schedules.
- Analyzed and summarized the benefit information.

Draft and Final Report Preparation

- A preliminary analysis of the data and recommended Classification and Compensation Plan was shared with the Association. Feedback from ECIA Administration was reviewed and incorporated into the recommendations.
- A draft report was prepared by MGT and sent electronically to the Association.
- A presentation of these draft findings was conducted for the Board.
- This final report has been prepared and transmitted electronically.

Future Administration of the Classification and Compensation Plan

- Within the body of this report, MGT has outlined how the Association can maintain the Classification and Compensation Plan. MGT will supply the Association with a User's Manual and all associated documents to maintain the Classification and Compensation Plan and the steps to ensure the Association remains competitive with the market in the years to come.

JOB EVALUATION

MGT's approach to Job Evaluation involves a quantitative point and factor comparison method, which cross-compares all positions in the organization against numerous factors such as educational requirements, experience, work conditions, etc. Therefore, all jobs in each organizational unit (e.g., Finance & Administration, Special Programs, etc.) may be compared against each other based upon the same factors.

In conducting the Job Evaluation, it must be emphasized that the position, and not the incumbent's qualifications, performance, or years of service in the position, is evaluated. An incumbent employee may feel they should be placed in a higher level (i.e., receive more points) because the individual performs well, has a long tenure with the organization, and/or has additional education or skills not required to perform that job, or may feel they have a more significant workload than a similar employee in another Department; however, these are employee specific characteristics and not determinants for a position evaluation.

Before reviewing the results of the evaluation of the positions, it is important to note that the purpose of a Job Evaluation is to identify whether a job is more or less advanced than, or equal to, other jobs in the organization based on nine (9) objective factors. While these factor definitions are guidelines, they are constructed to allow limited flexibility of interpretation while at the same time providing a strict framework and structure for comparison. The nine (9) factors used for the evaluation of ECIA's positions are as follows:

1. Preparation and Training
2. Experience Required
3. Decision-Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning of Work
6. Contact with Others
7. Work of Others (Supervision Exercised)
8. Working Conditions
9. Use of Technology/Specialized Equipment

As part of the Job Evaluation process, the duties, responsibilities, and qualification requirements for each position were reviewed via a thorough reading of the incumbent's current job description and a Job Analysis Questionnaire (JAQ) completed by each employee (Appendix A). In addition, MGT conducted interviews with at least one (1) employee in each of the positions covered by the Study. Points were then assigned to each factor by selecting the description that best fits the appropriate level for the position. In other words, a position that supervises ten (10) full-time staff members would receive more points under the "Work of Others" factor than positions that do not supervise. Points for each factor were then totaled for each position. Using this method, the positions were found to fall into distinguishable Skill Levels. Table 1 contains the Classification Plan, including the Position Title, Skill Level, and proposed Grade for the evaluated positions.

As part of the service provided in the Compensation Study, MGT makes Job Title change recommendations to either reflect a better description of the job being performed or to be consistent with trends in the organization or the marketplace. Based on this, MGT recommends the following Job Title changes:

<u>Current Job Title:</u>	<u>Proposed New Job Title:</u>
Maintenance Manager	Maintenance Technician
Family Support Specialist	Family Support Coordinator
Housing Support Specialist	Housing Support Coordinator
Administrative Services Manager	Administrative Support Coor. – Finance
Community Development Coordinator	Project Manager - Inspector
Community Outreach/ED Coordinator	Program Specialist – Comm. Outreach/ED
Finance and Documentation Specialist	Economic/Community Dev. Specialist
Housing and Grants Dev. Coordinator	Program Specialist – Housing and Grants
Grants Specialist/Inspector	Project Manager – Grants
Lead and Building Code Inspector	Project Manager/Inspector
Rehab Specialist – Building Code Inspector	Project Manager - Building Code Inspector
Brownfields Coordinator	Project Specialist – Brownfields
Grants and Municipal Coordinator	Project Specialist – Grants and Municipal

Additionally, during the Study, MGT identified certain positions that had been assigned temporary or additional duties that are not part of the job or job description. As an industry best practice, MGT recommends that employees taking on these temporary assignments receive a monthly stipend, as determined by the Association. Typically, this stipend is approximately \$250 per month. The stipend should be discontinued once the additional duties have concluded or are no longer assigned to the individual.

THE CLASSIFICATION PLAN

A Classification Plan provides for a systematic arrangement of positions into classifications. A position, often referred to as a job (e.g., Receptionist), contains a specific set of duties and responsibilities, and that is the objective of the classification process – not the person currently holding that job. A classification is a grouping of positions that have similar levels of knowledge, skills, and abilities needed to perform the job. The positions are also similar in nature of work, level of work difficulty and responsibilities. Positions allocated to the same classification are sufficiently similar with respect to the types of factors enumerated above to permit them to be compensated at the same general level of pay. The positions do not have to be identical; they can be in different departments, dealing with different subject matters and performing different duties.

It is this arrangement of positions and resulting classification structure that forms the basis for the Classification Plan. As noted in the previous section, a Job Evaluation and Classification Plan is not intended to assess individual performance. To that end, a position that belongs in a certain classification is not entitled to be placed in a higher classification simply because the individual performs with a high degree of success and efficiency, nor is it placed in a lower classification simply because the incumbent performs with low competence or productivity. Variations in individual performance are not recognized by differences in classifications, instead they are management issues. Similarly, there is a tendency in some workforces to use the Classification Plan to reward longevity, even though the duties and responsibilities of individual positions may not have changed over time. Longevity is not a classification factor, and the Classification Plan should not be used in this manner.

As an assessment of duties performed and responsibilities exercised, a Classification Plan is an exceedingly useful managerial tool. It provides the fundamental rationale for the Compensation Plan and helps management identify positions that have taken on (or, in some cases, reduced) duties and responsibilities. Through proper maintenance of the Classification Plan, employees are assured of management's continuing concern about the nature of the work that they carry out and its reward in the form of appropriate pay levels and relationships. The Classification Plan also provides the basis for recruitment, screening, and selection of employees in direct relationship to job content. Promotional ladders, as well as opportunities for lateral career development, are also evidenced by the logical grouping of allied occupational classifications and hierarchies.

SALARY AND BENEFIT DATA

The Association initiated this Study with the objective of assuring that its Compensation Plan is both internally equitable and externally competitive. The Job Evaluation System (outlined above) is performed to address the issue of internal equity. To achieve external competitiveness, a market survey of comparable organizations was conducted. The following explains the labor market review and collection of salary data.

Selection of Comparable Organizations for Data Purposes

To select which organizations should be used for survey purposes, the Association and MGT considered other Councils of Government (COGs), Regional Planning Councils (RPCs) and Metropolitan Planning Councils (MPCs) in Iowa, as well as cities, Transportation Authorities (TAs) and Housing Agencies/Authorities (HAs) in the region providing similar services as ECIA.

The full list of the thirty-two (32) comparables is below:

<i>Area 15 Regional Planning Council</i>	<i>MIDAS COG</i>	<i>Southeast Iowa RPC</i>
<i>Bi-State Regional Commission</i>	<i>North Iowa Area COG</i>	<i>Southern Iowa COG</i>
<i>Chariton Valley Plan & Dev Council</i>	<i>NW Iowa Plan & Dev Commission</i>	<i>SW Iowa Planning Council</i>
<i>East Central Iowa COG</i>	<i>Region 6 Resource Partners</i>	<i>Upper Explorerland RPC</i>
<i>Iowa Northland Regional COG</i>	<i>Region XII COG</i>	
<i>Metro Area Planning Agency</i>	<i>Siouxland Interstate MPC</i>	
<i>City of Ames, IA</i>	<i>City of Dubuque, IA</i>	<i>City of Waterloo, IA</i>
<i>City of Cedar Rapids, IA</i>	<i>City of Iowa City, IA</i>	
<i>City of Davenport, IA</i>	<i>City of Madison, WI</i>	
<i>10-15 Transit</i>	<i>North Iowa Regional HA</i>	<i>Regional Transit Authority</i>
<i>Des Moines Municipal HA</i>	<i>NE Iowa Community Action Corp.</i>	<i>River Bend Transit</i>
<i>Heart of Iowa Regional TA</i>	<i>NW Iowa Regional HA</i>	<i>South Iowa Trolley</i>

Market Survey

After identifying the benchmark positions, the Consultants then prepared and distributed a market survey to the thirty-two (32) comparable organizations. Eleven (11) of the comparable agencies responded to the survey, while data for an additional nine (9) comparables was obtained from the FY25 ICOG Salary Survey. Table 1 is a summary of the benchmark market survey data.

It is important to make a few observations regarding the market data.

- 1) The salary data is information that was available as of March 2025. The new recommended salary ranges for the Association were developed using this salary data from the comparable organizations.

- 2) Some of the comparable municipalities provided salary range minimums and maximums for comparison purposes, while others (those that don't utilize salary ranges as part of their pay plans) provided actual salaries for surveyed positions. The salary range minimums and maximums were analyzed to determine the 50th, 60th, 65th, 75th and 80th percentiles to identify wage ranges for "average" and "above average" payers. Any actual salaries provided by the comparable municipalities were only analyzed in a few instances when there was not enough salary range information. Salary ranges are a better gauge of market salaries than an actual salary and are thus preferred to conduct analysis.
- 3) All market data was thoroughly reviewed.

Appraisal and Use of Salary Data

While comparing ECIA's current salaries to those paid by other employers in the comparable organizations, it must be noted that variations in compensation may be due to several factors, including:

- 1) Organizational size and economic conditions can have an impact on positions. In smaller organizations, employees are often asked to "wear many hats" and, therefore, take on more duties and responsibilities than would normally be required of a certain position. In addition, the economic downturn forced organizations to "do more with less", compelling staff to take on more duties and responsibilities than they have in the past. Therefore, it becomes increasingly harder to compare "like" positions within organizations.
- 2) Some employers place different relative worth on certain groups of employees. For example, some employers are forced to place a higher value on certain employees or groups of employees because of the market and, therefore, pay them more. Overall, the policies and value judgments of different employers in compensating for the same kind of work can vary widely. There is rarely a single prevailing rate for any particular kind of work, even within the same labor market.
- 3) It can be difficult to make exact comparisons among the different employers of the duties and responsibilities of ostensibly similar jobs.

Nevertheless, comparative salary data is widely considered a reliable indicator of appropriate compensation levels in relation to the prevailing market. This data is also useful as an indication of prevailing opinions concerning the compensation relationships that should exist among different classifications of work. Of equal importance, however, are the internal relationships for the various positions that were accomplished in the Job Evaluation portion of this Study.

For the purposes of this study, a review of private-sector salary data was also included. MGT subscribes to Salary.com's CompAnalyst online database for up-to-date private sector data. The following employment market area was used in the analysis:

- 1) Iowa (State)
- 2) All Industries
- 3) 100-200 FTE

The industry scopes that were applied to the data were as follows:

- 1) March 2025
- 2) Minimum/Maximum

The Market Survey Benefits and Findings

A review of the benefits offered in ECIA versus the comparable organizations shows that the Association's benefits are competitive with the other entities surveyed. However, there are some differences that are noted below:

Health Insurance

Health Plan

Thirteen (13) peers offer a PPO plan; five (5) peers offer an HMO plan; three (3) peers offer an HDHP plan; and two (2) peers offer a Point of Service (POS) plan. **ECIA offers a PPO plan to employees.**

Premium Coverage

Peer agencies report contributing between 75% and 100% of the employee only health insurance premium and between 50% and 100% of the family health insurance premium. Some peers provided specific dollars amounts contributed rather than percentages. **ECIA contributes 86% of the employee only plan premium and 85% of the family plan premium.**

Dental Insurance

Sixteen (16) peers provide Dental Insurance; of these, eleven (11) peers provided contribution percentages. In regards to employee only plans, four (4) peers contribute 0%, two (2) peers contribute between 50% and 90% and five (5) peers contribute 100% of the employee only premium. In regards to family plans, six (6) peers contribute 0% and five (5) peers contribute between 36% and 90% of the family premium. **ECIA's contribution accounts for 100% of the employee only plan premium and 27% of the family plan premium.**

Vision Insurance

Fifteen (15) peers offer Vision Insurance; of these, ten (10) peers provided contribution percentages. In regards to employee only plans, four (4) peers contribute 0%, three (3) peers contribute between 50% and 88% and three (3) peers contribute 100% of the employee only premium. In regards to family plans, five (5) peers contribute 0% and five (5) peers contribute between 50% and 100% of the family premium. **ECIA's contribution accounts for 100% of the employee only and family plan premiums.**

Life Insurance

Eighteen (18) peers provide life insurance at either dollar amounts of \$10,000 to \$50,000 or an amount of one (1) or two (2) times annual salary up to \$50,000, \$100,000 or \$200,000. **ECIA provides Life Insurance of \$25,000.**

Holidays

Nineteen (19) peers offer a range of eight (8) to thirteen and a half (13.5) holidays, with an overall average of approximately eleven (11) holidays. **ECIA offers eleven (11) paid holidays.**

Personal Days

Nineteen (19) peers offer a range of zero (0) to three (3) personal days, with an overall average of approximately one (1) personal days. **ECIA offers personal days, but it is part of the sick leave time bank. Employees can use up to seven (7) sick days as personal days.**

Sick Days

Fifteen (15) peers offer a range of (8.3) to (19.5) sick days with an overall average of approximately thirteen (13) sick days. Four (4) peers offer combined Paid Time Off (PTO) rather than separate sick days. **ECIA offers twelve (12) sick days per year.**

Vacation

When compared to the fifteen (15) peers offering separate vacation leave rather than combined PTO:

- At 1 year of service, ECIA offers ten (10) days per year and the peer average is approximately eleven (11) days per year.
- At 5 years of service, ECIA offers fifteen (15) days per year and the peer average is approximately fifteen (15) days per year.
- At 10 years of service, ECIA offers eighteen (18) days per year and the peer average is approximately eighteen (18) days per year.
- At 15 years of service, ECIA offers twenty-one (21) days per year and the peer average is approximately twenty (20) days per year.
- At 20 and 25 years of service, ECIA offers twenty-five (25) days per year and the peer average is approximately twenty (20) days per year.

Other Benefits

Below is a summary of additional benefits offered by peers.

- Eight (8) peers offer short-term disability.
- Fourteen (14) peers offer long-term disability.
- Five (5) peers offer sick leave donation or buy back.
- Nineteen (19) peers offer retirement plans.
- Five (5) peers offer retiree health insurance.
- Two (2) peers offer PTO banks.
- Six (6) peers offer education assistance/tuition reimbursement program.
- One (1) peer offers a vehicle allowance.
- Two (2) peers offer a cell phone allowance.
- Six (6) peers offer employee assistance programs (EAP).
- One (1) peer offers paid parental leave.
- One (1) peer offers childcare assistance.
- One (1) peer offers dependent care assistance.
- Zero (0) peers offer adoption assistance.
- Three (3) peers offer wellness programs.
- Zero (0) peers offer fitness center/gym discounts.
- Zero (0) peers offer PTO to volunteer or pet insurance.

ECIA offers short-term disability, sick leave donation or buyback, a retirement plan, retiree health insurance, vehicle allowance (only for the executive director), cell phone provision and a wellness program.

COMPENSATION PLAN DEVELOPMENT AND RECOMMENDATIONS

Development of the Compensation Plan

A basic element in any human resources management program is adequate and equitable employee compensation. A Compensation Plan of this nature is essential if qualified employees are to be recruited and retained. To achieve this goal, there must be a reasonable and widely accepted model of Job Factors upon which the Compensation Plan rests. Application of this model was the purpose of the Job Evaluation aspect of this Study. The Plan presented in this report is designed to accomplish the Study goals by:

- 1) Providing for equal compensation for work of equivalent job content and responsibility.
- 2) Facilitating adjustments to compensation levels based on changing economic and employment conditions that impact these interrelationships.
- 3) Establishing compensation ranges that compare favorably with those of other equivalent organizations within the appropriate labor market.

In preparing this Plan, the Study only looked at base compensation. The compensation associated with longevity or other fringe benefits was not analyzed or factored into the Compensation Plan.

Compensation Plan Options for the Association's Consideration

One of the purposes of this Study was to provide an updated Compensation Plan that relates to the external market and is internally equitable. Below is a detailed explanation of three (3) different Compensation Plans:

- 1) Defined Increment Plan: This is a Compensation Plan that has salary ranges with a minimum and a maximum with defined percentage increments (e.g., 3%) in between. If an employee has a satisfactory performance evaluation, they systematically advance through the compensation range. The performance evaluation and resulting salary increment increase occurs annually.
- 2) Open Range Merit Plan: This is a Compensation Plan that also has salary ranges with minimums and maximums, but without defined percentage increments in between. Employees are advanced through the compensation range based on an annual satisfactory performance evaluation, with the percentage of their increase determined annually by Association Administration.
- 3) Blended Merit Plan: This is a Compensation Plan that uses techniques from both a Defined Increment Plan and an Open Range Merit Plan.

In considering which Plan to use, it is important to understand that employees at various levels of responsibility may react differently toward, and be motivated differently by, the Compensation Plan they work under. Management personnel that are goal-oriented may have a higher acceptance of the Open Range Merit Plan, and thus tend to be more comfortable with this method of compensation. Mid to lower-level positions may want the assurance of a defined salary increase based on satisfactory performance.

Each system provides for advantages and disadvantages which should be evaluated by the community to determine the most appropriate system to be established.

Recommendation: Defined Step Increment Plan

MGT recommends that ECIA keeps a Defined Step Increment Plan, similar to their current structure. A Defined Step Increment Plan has salary ranges with defined percentage increments from the minimums of the range to the maximum. Employees are advanced through the ranges based on an annual satisfactory performance evaluation.

The Defined Step Increment Plan is similar to the Association's current plan and also allows maximum flexibility for the Association relative to recruitment and funding as employees can be hired within the range at a specific step. Given ECIA's goal to recruit, reward and retain motivated, high-performing employees, the Defined Step Increment Plan has been selected for recommendation.

Proposed Compensation Plan and Structure

Within the market analysis, MGT refers to "percentiles" (for example: 50th, 60th, 65th, 75th and 80th percentiles). Percentiles indicate where salaries or salary ranges fall in comparison to the other salaries or salary ranges from the comparable organizations. The 50th percentile is the median (or middle) of the data set. When a community is considering which percentile to compensate employees at, they are deciding where they want their employee salaries and salary ranges to fall within the market of comparable organizations. For example, if a community selects the 50th percentile, that means they would be paying a fair market rate at the 50th percentile or middle of the comparable organizations. If a community selects the 60th percentile, then the salary ranges would be 10% higher than the middle of the market.

An important component in the process of developing a Compensation Plan is understanding and applying the pay philosophy of the Association. For the purposes of this study, the Association is considering a pay philosophy of compensating employees at the 75th percentile or higher.

The next step in this process is to combine the Skill Levels included in Table 1 with the proposed salary ranges in Table 2. The Classification and Compensation Plan consists of fifteen (15) pay grades; one (1) being lowest and fifteen (15) being highest.

The proposed compensation framework introduces eight (8) clearly defined step increments within each pay grade, ensuring uniform progression with consistent increases between steps. This structured approach promotes transparency and predictability in employee advancement.

To foster equitable financial growth across all levels, the pay range spreads are designed to decrease as grades ascend:

- **Grades 1–6:** 40% range spread
- **Grades 7–8:** 35% range spread
- **Grade 9:** 30% range spread
- **Grades 10–13:** 20% range spread
- **Grades 14–15:** 18% range spread

This graduated narrowing of range spreads ensures that dollar amount increases remain consistent and fair across all grades, aligning with best practices in compensation design.

Market Alignment Strategy

Upon reviewing current pay ranges, MGT identified that several grades exceed the 75th percentile of market compensation data. To maintain competitiveness and fiscal responsibility, the FY 2026 compensation plan recommends:

- **Maintaining** existing range spreads (or very similar) for grades already above the 75th percentile.
- **Adjusting** ranges below the 75th percentile upward to meet this benchmark.

This strategy ensures that all pay grades are aligned with or exceed market standards, supporting both talent retention and attraction.

Table 1 consolidates all classification and compensation data, reflecting either the 75th percentile or current market rates. This comprehensive overview facilitates informed decision-making and strategic planning in compensation management.

Implementation and Administration of the Compensation Plan

Implementation of the Compensation Plan, as it affects individual employees, should be under the following pattern of adjustments:

- 1) Employees whose present compensation is below the minimum compensation of the range for their classification should be raised to the minimum of the range.
- 2) The compensation of employees whose present compensation is within the range for their classification should be slotted into the new Compensation Plan at their current pay rate.
- 3) The compensation of employees whose present compensation is above the maximum compensation of the range should be held at their present rate, without a reduction in compensation, until such time that further market analysis indicates commensurate alignment with the marketplace.
- 4) New hires in FY 2026 should be brought in at a step on the new Plan. Current employees will align with the new plan/steps when their step increase occurs.

Employee Advancement through the Ranges

To implement the new Compensation Plan, MGT recommends that the starting salary of the range (minimum) is the normal hiring/promoting rate. Exceptions to this starting point should be limited to hiring situations involving:

- 1) Applicants with exceptional background and qualifications.
- 2) A promotion in which the employee's current compensation is higher than the minimum of the new range.
- 3) In the case of a labor market situation where it is impossible to recruit qualified candidates at the minimum.

In these cases, employees may be appointed to their positions anywhere within the defined range (generally up to the midpoint), depending on their experience and qualifications, and based on the provisions of the Association's policies (if applicable). Employees should not be hired below the minimum of their compensation range.

Salary advancement between the hiring rate and the top-of-the-range (maximum) is done throughout the employee's tenure with the organization. Advancement through the range would be done on an annual basis and be dependent on a satisfactory performance evaluation. Incumbents progressing through the range should understand that standards of performance would become more exacting or controlling as compensation levels advance.

The Association may also wish to provide a merit bonus for exemplary performance after an employee reaches the maximum compensation for the range. MGT understands that this is something that the Association already does.

Again, it should also be noted that the implementation and use of a formal performance evaluation process for all staff members is a key component to the success of this Plan. Equally, if not more important, is that supervisors are adequately trained to perform the formal performance evaluation process.

FUTURE ADMINISTRATION OF THE COMPENSATION PLAN

To maintain competitive salary levels, there should be an annual review of the Association's salary ranges. The organizations used in the survey group for this Study have been determined to be comparable organizations to the Association. Therefore, ECIA can continue to use these organizations as a comparable market survey group for annual salary comparison purposes until it is determined that they should be reevaluated. It is MGT's recommendation that an annual survey of these organizations be conducted to determine the percentage increase each organization in the comparable group is granting, either as an annual across-the-board increase to their employees or as a general adjustment to their compensation ranges. The Association may wish to provide an across-the-board increase to all employees based on the information received from the comparable organizations. If this is the case, then the increases would be granted separately from any merit increase that would be awarded as a result of a successful performance evaluation.

It is the further recommendation of MGT that the compensation ranges for each grade be increased by the average percentage increase of the comparable group, even if an across-the-board increase is not given to all employees. Employees would continue to advance through the compensation ranges (provided that the employee is not at the maximum of the compensation range) by virtue of a merit increase granted for satisfactory or above-satisfactory performance of their job duties.

FUTURE ADMINISTRATION OF THE CLASSIFICATION PLAN

The administration of a Classification Plan is an ongoing process. It must be recognized that it is not static and is not intended to affix positions permanently into classifications. Instead, the Plan must be administered continually to adapt it to changing conditions.

Three (3) specific types of changes in the Plan itself are possible: elimination of a position, creation of a position, or a revision of a position.

- 1) When a position in a classification is eliminated or when a position has significantly changed work duties and responsibilities to the extent that the position becomes inappropriate or inaccurate, the position should be abolished.
- 2) New positions should be created when new work situations arise that are not covered by the established positions. However, caution should be exercised in this respect, particularly to ensure that new positions are justified, are not merely duplicating established positions, cannot be accommodated through changes in existing positions, and reflect substantially permanent rather than temporary situations.
- 3) The adjustment or revision of a position should be done when there are substantial changes to the requirements of the position or to the nature and complexities of the duties being performed. In this instance, a position may need to be re-scored and move up or down into a new classification.

All changes should be thoroughly evaluated in order to maintain the integrity of the classification relationships established in the Classification and Compensation Plan. Association Administration has been provided with the Job Analysis Questionnaire as well as the Job Factor Scoring Sheet, enabling the Association to grade a newly created or revised position. MGT provides scoring assistance in such cases in accordance with the Study contract.

Appreciation

MGT has appreciated the opportunity to work with the Association on this Classification and Compensation Study. A special thank you to the employees for all of the information provided to allow for the analysis and to the Administration for the significant amount of work and support dedicated to the project.

East Central Intergovernmental Association, Iowa
Table 1 - Comprehensive Table

Position:	Skill Level	MGT Proposed Grade	CompAnalyst Market Data		75th Percentile Salary Survey Data		FY 2026 Salary Range		Proposed Salary Range	
	835 +	15								
Executive Director		15	173,900	258,300	134,696	179,595	153,000	182,778	155,000	182,900
	790 - 830	14								
No Positions in Grade		14	n/a	n/a	n/a	n/a	n/a	n/a	140,000	165,200
	745 - 785	13								
Director of Housing & Support Services		13	95,000	124,000	117,117	156,156	129,356	153,764	129,500	155,400
Director of Transportation, Planning and Transit Svcs		13	141,400	170,700	91,829	129,726	129,356	153,764		
	700 - 740	12								
Director of Community and Economic Development		12	108,100	145,700	83,638	128,184	123,123	146,355	123,000	147,600
Director of Finance & Administration		12	170,900	230,800	84,638	130,684	111,544	132,590		
Director of HR & Program Development		12	153,500	197,700	103,306	146,229	123,123	146,355		
Director of Special Programs		12	166,800	199,200	n/a	n/a	123,123	146,355		
	655 - 695	11								
No Positions in Grade		11	n/a	n/a	n/a	n/a	n/a	n/a	106,000	127,200
	610 - 650	10								
No Positions in Grade		10	n/a	n/a	n/a	n/a	n/a	n/a	95,000	114,000
	565 - 605	9								
Senior Planner		9	83,100	103,900	68,643	89,996	84,783	103,585	80,000	104,000
(RTA) Transit Operations Manager		9	88,000	113,900	70,656	92,526	84,783	103,585		
	520 - 560	8								
No Positions in Grade		8	n/a	n/a	n/a	n/a	n/a	n/a	75,000	101,250
	475 - 515	7								
Brownfields Coordinator		7	80,700	108,700	n/a	n/a	70,529	93,819	70,000	94,500
Grants and Municipal Coordinator		7	62,300	81,500	n/a	n/a	70,529	93,819		
Homeownership/Housing Development Specialist		7	n/a	n/a	55,346	75,464	74,329	96,184		
	430 - 470	6								
Building Inspector - Rehab Specialist		6	n/a	n/a	n/a	n/a	66,722	90,961	63,000	88,200
Community Development Coordinator		6	n/a	n/a	60,752	80,455	63,398	88,116		
Community Outreach and ED Coordinator		6	45,700	62,200	63,139	84,185	63,398	88,116		
Documentation Specialist		6	38,900	48,700	n/a	n/a	63,398	88,116		
Finance Accountant		6	55,500	67,200	56,412	80,000	63,398	88,116		
Finance and Documentation Specialist		6	58,200	68,400	61,201	86,295	63,398	88,116		
Grant Writer/Program Development		6	n/a	n/a	59,760	81,490	63,398	88,116		
Grants Specialist		6	62,000	89,300	59,241	78,988	66,722	90,961		
Housing and Grants Development Coordinator		6	n/a	n/a	61,425	81,901	63,398	88,116		
IT Program/Support Specialist		6	63,500	75,600	64,285	89,923	63,398	88,116		
Lead and Building Code Inspector		6	54,300	71,900	65,869	86,311	63,398	88,116		
Planner I		6	55,000	77,700	50,000	67,367	63,398	88,116		
Project Manager/Inspector		6	62,100	78,200	n/a	n/a	63,398	88,116		
Rehab Specialist/Building Code Inspector		6	43,100	59,800	n/a	n/a	63,398	88,116		
	385 - 425	5								
No Positions in Grade		5	n/a	n/a	n/a	n/a	n/a	n/a	60,000	84,000
	340 - 380	4								
Administrative Services Manager		4	58,000	91,000	n/a	n/a	56,743	81,451	58,500	81,900
Family Support Specialist		4	37,100	48,500	n/a	n/a	56,743	81,451		
Finance/IT Coordinator		4	55,000	88,000	n/a	n/a	56,743	81,451		
Homeless Program Coordinator		4	n/a	n/a	n/a	n/a	56,743	81,451		
Housing Support Specialist		4	34,600	48,000	n/a	n/a	56,743	81,451		
	295 - 335	3								
Public Transit Dispatcher/Scheduler		3	40,300	51,100	43,658	54,996	51,038	74,329	53,000	74,200
	250 - 290	2								
Maintenance Manager		2	44,000	62,500	n/a	n/a	48,191	70,529	50,500	70,700
	Up to 245	1								
Receptionist		1	30,700	39,400	35,700	56,100	36,311	53,888	40,000	56,000

East Central Intergovernmental Association, IA
Table 2 - Proposed Pay Ranges 75th Percentile

Proposed Pay Ranges									\$ Increase Between Steps	% Range Spread
Grade	Minimum-Step A	Step B	Step C	Step D	Step E	Step F	Step G	Maximum - Step H		
1	40,000	42,286	44,571	46,857	49,143	51,429	53,714	56,000	2,285.71	40%
2	50,500	53,386	56,271	59,157	62,043	64,929	67,814	70,700	2,885.71	40%
3	53,000	56,029	59,057	62,086	65,114	68,143	71,171	74,200	3,028.57	40%
4	58,500	61,843	65,186	68,529	71,871	75,214	78,557	81,900	3,342.86	40%
5	60,000	63,429	66,857	70,286	73,714	77,143	80,571	84,000	3,428.57	40%
6	63,000	66,600	70,200	73,800	77,400	81,000	84,600	88,200	3,600.00	40%
7	70,000	73,500	77,000	80,500	84,000	87,500	91,000	94,500	3,500.00	35%
8	75,000	78,750	82,500	86,250	90,000	93,750	97,500	101,250	3,750.00	35%
9	80,000	83,429	86,857	90,286	93,714	97,143	100,571	104,000	3,428.57	30%
10	95,000	97,714	100,429	103,143	105,857	108,571	111,286	114,000	2,714.29	20%
11	106,000	109,029	112,057	115,086	118,114	121,143	124,171	127,200	3,028.57	20%
12	123,000	126,514	130,029	133,543	137,057	140,571	144,086	147,600	3,514.29	20%
13	129,500	133,200	136,900	140,600	144,300	148,000	151,700	155,400	3,700.00	20%
14	140,000	143,600	147,200	150,800	154,400	158,000	161,600	165,200	3,600.00	18%
15	155,000	158,986	162,971	166,957	170,943	174,929	178,914	182,900	3,985.71	18%

APPENDIX A

EMPLOYEE JOB ANALYSIS QUESTIONNAIRE (JAQ)

ECIA

NAME:	DATE:
YEARS OF EXPERIENCE WITH EMPLOYER:	JOB TITLE:
YEARS OF EXPERIENCE ON THIS JOB:	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD:	DEPARTMENT:
NAME OF IMMEDIATE SUPERVISOR:	THEIR TITLE:

INSTRUCTIONS

The purpose of this questionnaire is to obtain additional information about your job that may not be included in your current job description. Please answer each question thoughtfully and frankly. After you have finished your portion of the questionnaire, give it to your immediate supervisor, who will complete their section.

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

- 9.
- 10.
- 11.
- 12.
- 13.
- 14.

Feel free to add more numbers/duties if necessary.

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

LEVEL 1: LEVEL 2: LEVEL 3: LEVEL 4: LEVEL 5:

- Less Than 1 Year
- 1 to 3 Years
- 4 to 6 Years
- 7 to 10 Years
- More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- LITTLE:** Little discretion or independent judgment exercised.
- SOME:** Some discretion or judgment exercised, but supervisor is normally available.
- OFTEN:** Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- HIGH:** High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- VERY HIGH:** Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- MINOR:** Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- MODERATE:** Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- SERIOUS:** Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- CRITICAL:** Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- LEVEL 1:** Position involves only the execution of policies or use of existing procedures.
- LEVEL 2:** May provide some input to supervisor when policies and procedures are updated.
- LEVEL 3:** Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- LEVEL 4:** Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- LEVEL 5:** Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- LEVEL 6:** Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? Yes No

If yes:

- LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- LEVEL 3: Position is responsible for the direct and/or indirect supervision of two to five full time (or full time equivalent) employees.
- LEVEL 4: Position is responsible for the direct and/or indirect supervision of six to 15 full time (or full time equivalent) employees.
- LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	

Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>
Violence	<input type="checkbox"/>	<input type="checkbox"/>
Disease	<input type="checkbox"/>	<input type="checkbox"/>
Smoke	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- LEVEL 1: Position has no responsibility for, or use of, technology.
- LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc. Position has daily use of light equipment such as push mowers, weed whackers, pole saws, custodial equipment, etc.
- LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

10. Comments/Additional Information: Feel free to add additional information below. If using a printed copy of this form, use the back of the form to add your comments.

Type your name and the date below, then save this form as a Word document with the file name of "JobTitle.LastName.FirstName" and email it to your supervisor. If using a printed copy of this form, sign and date it and then deliver to your supervisor.

EMPLOYEE'S SIGNATURE OR TYPED NAME

DATE

MGT USE ONLY:

THIS SECTION TO BE COMPLETED BY IMMEDIATE SUPERVISOR AND/OR DEPARTMENT HEAD

Please provide your comments below. If using a printed copy of the form and additional space is needed, please use the back of this form or attach an additional sheet. **Please do not mark in employee's portion of the questionnaire. The intent of this section is informational for MGT use only and not intended for distribution.**

1. Do you agree with the employee's answers to all of the above questions? If not, please explain.
2. List any job duties or assignments which the employee performs which are in addition to those listed on the job description or this form.
3. How long has this employee worked for you?
4. Additional comments from the employee's immediate supervisor:

Type your name and the date below, then email this form to your Department Head (if applicable) or to Administration. If using a printed copy of this form, sign and date it before forwarding.

SUPERVISOR'S SIGNATURE OR TYPED NAME

DATE

If Supervisor isn't Department Head, Department Head should review this form as well.

I have read the above and substantially concur.
 I have read the above and have the following comments:

Type your name and the date below, and then email this form to the [ORG] Administration. If using a printed copy of this form, sign and date it before forwarding.

DEPARTMENT HEAD SIGNATURE OR TYPED NAME

DATE

IMPORTANT DATES:

February 12th – February 28th:

Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName.

February 28th – March 7th:

Supervisors and Department Heads review and then submit the JAQs to Human Resources.

March 7th – March 14th:

Human Resources collects and then submits the JAQs to MGT.

Week of March 24th:

MGT conducts virtual interviews with at least one employee in each position to expand upon the information shared in the JAQ.



Part D: References

A leader in public sector classification and compensation studies.

We feel repeat business is the greatest testament to our commitment to customer service and client satisfaction. We encourage you to contact any of our references to learn about the expertise and professionalism of our staff.

CITY OF DYERSVILLE, IOWA - CLASSIFICATION AND COMPENSATION STUDY

Mick J. Michel, City Administrator
340 1st Avenue East, Dyersville, IA 52040
563-875-7724 | mmichel@cityofdyersville.com

CITY OF INDIANOLA, IOWA - CLASSIFICATION AND COMPENSATION STUDY

Courtney Silliman, HR Director
110 North 1st Street, Indianola, IA 50125
515-961-9410 | csilliman@indianolaiowa.gov

CITY OF MARSHALLTOWN, IOWA - CLASSIFICATION AND COMPENSATION STUDY

Jill Petermeier Human Resources Director
24 North Center Street, 1st floor, Marshalltown, IA 50158
641-754-5704 | jpetermeier@marshalltown-ia.gov



Appendix A. Client List

The table below provides a sample list of MGT's classification and compensation clients.

Alabama	Huntsville City Schools Mobile Public Schools	University of Montevallo	University of North Alabama
Arizona	Maricopa County Maricopa County Sheriff's Office	Mesa Public Schools Navajo Nation	Navajo Tribal Utility Authority
Alaska	City of Seward		
California	Alameda County Office of Education Antelope Valley College Barstow Unified School District Bi-Valley Medical Clinic Brawley Elementary School District California Department of Education California Department of General Services California Postsecondary Education Commission California Student Aid Commission Cajon Valley Union School District Cupertino Union School District City of Barstow City of Cudahy City of Culver City City of Hemet City of Placentia City of Sacramento City of San Clemente	City of San Gabriel City of San Jose City of Santa Maria City of Victorville Chaffey College Cupertino Union School District Fontana Unified School District Gorman Learning Charter Network Grossmont Unified School District Kings Community Action Organization Innovative Education Management Isana Academies Lake Elsinore Unified School District Lawndale Elementary Schools Los Angeles Unified School District Madera Unified School District Mendocino County Office of Education Menifee Union School District	Mono County Office of Education Oakland Housing Authority Orange County Dept. of Education Paso Robles Joint Unified School District Rim of the World Unified School District Sacramento City Unified School District Sacramento County Management Association Sacramento County Office of Education Solana Beach School District San Diego County Public Authority Stanislaus County Office of Education Tuolumne County Ukiah Unified School District University of the Pacific Walnut Valley Unified School District Yolo County Office of Education
Colorado	Arapahoe County Ouray County	Poudre School District R-1	State of Colorado State of Colorado Department of Human Services
Connecticut	University of Connecticut Town of Windsor	Town of Simsbury Town of Bloomfield	Town of Avon
Delaware	Delaware Solid Waste Authority		
Florida	Alachua County Board of Commissioners Alachua County Property Appraiser Brevard County Sheriff's Office	Florida Bar Association Florida Chiropractic Association Florida Department of Children and Families	Hillsborough Area Regional Transit Authority Hillsborough Community College Hillsborough County

APPENDIX A. CLIENT LIST

Brevard Public Schools	Florida Department of Juvenile Justice	Hillsborough County Tax Collector
Charlotte County Public Schools	Florida Department of Management Services	Hillsborough Regional Transit Authority
Citizen's Property Insurance Corporation	Florida Department of Transportation	Jackson County Tax Collector
Citrus County	Florida Developmental Disabilities Council	Joint Underwriting Association
Citrus County Clerk of the Court	Florida Education Association-United	Leon County Property Appraiser
Citrus County Mosquito Control District	Florida Gulf Coast University	Leon County Tax Collector
Citrus County Property Appraiser	Florida Gulf Health Systems Agency	Marion County Emergency Medical Services Alliance
Citrus County Tax Collector	Florida House of Representatives	Nassau County Property Appraiser
City of Apopka	Florida Job Corps	New College of Florida
City of Belle Glade	Florida Keys Community College	Okaloosa County Schools
City of Boynton Beach	Florida League of Cities	Palm Harbor Special Fire Control and Rescue District
City of Casselberry	Florida Lottery	Pensacola Area Housing Commission
City of Fort Walton Beach	Florida Office of Program Policy Analysis and Government Accountability	Santa Fe College
City of Gainesville	Florida Office of the Attorney General	School Board of Brevard County
City of Gulf Port	Florida Ounce of Prevention Fund	Solid Waste Authority of Palm Beach County
City of Key West	Florida Polytechnic University	Southwest Florida Water Management District
City of Lake Mary	Florida School for the Deaf and Blind	St. Johns County Property Appraiser
City of Lake Worth	Florida State Board of Administration	State College of Florida - Manatee-Sarasota
City of Lakeland	Florida State College at Jacksonville	Sunshine 811
City of Leesburg	Florida State University	Tampa Bay Water
City of Miami	Florida Tax Collectors Association	Tampa Hillsborough Expressway Authority
City of North Port	Florida Transportation Commission	Tampa Housing Authority
City of St. Cloud	Florida Virtual School	Tampa Sports Authority
City of Tallahassee	Glades County	Town of Davie
City of Tamarac	Gulf Coast State College	University of Central Florida
City of Tampa		Workforce Plus, Tallahassee
City of Titusville		
Columbia County Property Appraiser		
County of Glades		
Daytona Beach Community College		
Disability Rights Florida		
Florida Association of Court Clerks, Inc		
Florida Atlantic University		

Georgia

Board of Regents of the University System of Georgia	Darton College	Gwinnett County Public Library
City of Albany/Dougherty County Board of Commissioners	Fayette County	Henry County School District
City of Macon	Georgia College and State University	Kennesaw State University
City of Richmond Hill	Georgia Health Sciences University	Southern Polytechnic State University
City of Stonecrest	Georgia Southern University	United States Treasury Customs Service
Dalton State College	Gwinnett County Public School System	Valdosta State University

Hawaii

Hawaii Health Systems Corporation	University of Hawaii System	Maui County
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Idaho

Nez Perce Tribe

APPENDIX A. CLIENT LIST

Illinois

Illinois Board of Higher Education	Lake County	Rockford Board of Education
Kankakee County	Village of Oak Park	Sangamon County
Village of Fox Lake	Village of Norridge	Village of Gurnee
City of St. Charles	City of Geneva	Henry County
Village of Plainfield	Elmhurst Park District	Park District of Highland Park
Village of Vernon Hills	Village of Lincolnwood	City of East Moline
Village of Montgomery	Village of Bensenville	Urbana Park District
Village of Lisle	Village of Berkeley	Oswegoland Park District
City of Countryside	City of Princeton	City of Clinton
Village of Deer Park	Village of Round Lake	Village of Channahon
Fox River Water Reclamation District	DeKalb County Health Department	Northern Suburban Special Recreation Association
Village of Coal City	Village of New Lenox	City of Lockport
Village of Elburn	City of Rochelle	City of Sterling
Champaign Park District	Maine Township	

Iowa

Iowa Central Community College	Kirkwood Community College	Northeast Iowa Community College
Iowa Valley Community College District	City of Indianola	City of Dyersville
	City of Marshalltown	City of Burlington

Kansas

Lawrence Douglas Housing Authority

Louisiana

City of Baton Rouge	Parish of East Baton Rouge Recreation and Park Commission	Port of Iberia
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Maine

University of Maine – Orono

Maryland

Baltimore City Community College	Community College of Baltimore County	Maryland Environmental Service
Baltimore County Public Schools	Hartford County Public Schools	Montgomery College

Massachusetts

Cape Cod Mosquito Control Project	Town of Boxford	Town of Millbury
Children's Trust	Town of Burlington	Town of Needham
City of Attleboro	Town of Charlton	Town of North Andover
City of New Bedford	Town of Danvers	Town of Norton
City of Beverly	Town of Dartmouth	Town of Norwood
City of Cambridge	Town of Dedham	Town of Plymouth
City of Framingham	Town of Duxbury	Town of Provincetown
City of Gardner	Town of Eastham	Town of Reading
City of Marlborough	Town of Easton	Town of Shrewsbury
City of Somerville	Town of Falmouth	Town of Southborough
City of Watertown	Town of Franklin	Town of Sturbridge
Lynn Public Schools	Town of Hingham	Town of Topsfield
Norfolk County Mosquito Control District	Town of Lakeville	Town of Truro
North Andover Public Schools	Town of Littleton	Town of Upton
Town of Abington	Town of Lexington	Town of Walpole
Town of Amherst	Town of Manchester-by-the-Sea	Town of Wayland
Town of Brookline	Town of Marblehead	Town of Wenham
Town of Boylston	Town of Marion	Town of Westborough
	Town of Maynard	Town of Weston
	Town of Middleton	Town of Westport

APPENDIX A. CLIENT LIST

Town of Boxborough	Town of Milford Town of Millis	Town of Williamstown Worcester Public Library
Michigan		
Central Michigan University	DeWitt Charter Township	Livingston Community Health Authority
City of Allegan	Dickinson County	Menominee County
City of Coldwater	Gogebic County	Muskegon County
City of Ferndale	Ingham County	Sault Tribe of Chippewa Indians
City of Grand Rapids	Kent County	St. Clair County
City of Muskegon	Lapeer County	West Shore Community College
City of Rochester	Lenawee County	
City of Niles	Livingston County	
Clinton and Montcalm County Road Commission		
Minnesota		
Minnesota State University System	City of Woodbury City of Breezy Point	City of Stillwater Northeastern Minnesotans for Wilderness (Save the Boundary Waters)
Missouri		
City of Columbia	Southeast Missouri State University	St. Louis Community College
East Central College		City of Rock Hill
New Jersey		
The Richard Stockton College of New Jersey		
New York		
Corning Community College	SUNY - Clinton Community College	
Nevada		
Southern Nevada Regional Housing Authority		
North Carolina		
Chapel Hill-Carrboro Schools	Mayland Community College	Pitt Community College
Chatham County	North Carolina Association of County Commissioners	Town of Maiden
City of Canton	North Carolina Community College System	Town of West Jefferson
City of Waynesville	North Carolina Education Lottery	University of North Carolina
Davidson County Personnel Department	Piedmont Community College	Wake County Personnel Department
Haywood County		Wake County Public Schools
Oklahoma		
Cherokee Nation Enterprises	City of Oklahoma City	Oklahoma County
Oregon		
City of Hermiston	Klamath County	Oregon University System
City of Hillsboro	Oregon Institute of Technology	Prosper Portland
Jackson County		
Pennsylvania		
Centre Area Transportation Authority	Community College of Allegheny County	Lancaster County
Township of Doylestown	Upper Gwynedd Township	Pittsburgh Public Schools
Rhode Island		
Roger Williams University	Rhode Island Housing Authority	Western PA School for the Deaf
		Rhode Island Student Loan Authority
South Carolina		
Anderson County School District 5	City of Newberry	Oconee County
Anderson Regional Joint Water System	City of Simpsonville	Oconee County Public Schools
	County of Lancaster	Pickens County
	Dillon County	Richland County

APPENDIX A. CLIENT LIST

Beaufort County School District	Dorchester County	River Banks Zoo
Bonita Springs Fire Control and Rescue District	Dorchester County Library	South Carolina Department of Public Safety
Chester Metropolitan District	Greenville County Recreation District	South Carolina Education
City of Anderson	Greenwood Metropolitan Sewer	Lottery
City of Bluffton	Hampton County	Town of Hampton
City of Cayce	Jasper County	Western Carolina Regional
City of Easley	Lancaster County	Sewer Authority
City of Florence	Midlands Technical College	York County
City of Gaffney	Municipal Association of South Carolina	York County Library
City of Georgetown		York Electric Cooperative, Inc.
City of Lancaster		
Tennessee		
City of Kingsport	Memphis City Schools	
Texas		
Austin Independent School District	City of Longview	Texas A&M University – Texarkana
Bastrop County	City of San Antonio	Texas A&M University System
Burnet County	Dallas Area Rapid Transit	Texas Southmost College
City of Brownsville	Dallas Independent School District	Texas State Technical College
City of Corpus Christi	Galveston County	Travis County
City of La Porte	Kerr County	University of North Texas System
	Texas A&M University – Kingsville	
Vermont		
Southwest Vermont Supervisory Union	City of Essex Junction	Town of Richmond
	Town of Hartford	
Virginia		
Albemarle County	City of Portsmouth	Tidewater Community College
City of Chesapeake	City of Richmond	Virginia Commonwealth University
City of Newport News	Fairfax County Public Schools	Virginia State University
	K12 Inc. (Stride)	
Washington		
City of Woodinville	Grays Harbor County	Washington State Board for
Clark College	Green River College	Community and Technical Colleges
Wisconsin		
Village of McFarland	Sun Prairie	City of Monona
Village of Windsor	Port Washington	Village of Lisbon
City of Beaver Dam	Dane County Cities and Villages Association	

MGT