

Proposal

MARCH 6, 2024



Classification and Compensation Study

City of Rochelle,
Illinois

Submitted by:

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Cover Letter



March 6, 2024

City of Rochelle
420 North 6th Street
Rochelle, IL 61068

RE: CLASSIFICATION AND COMPENSATION STUDY

Dear Evaluation Committee:

MGT of America Consulting, LLC (MGT) is pleased to present this proposal for a Classification and Compensation Study for the City of Rochelle (“City”). MGT’s response provides the City with related firm qualifications, key experience, a detailed work plan with a timeline, and associated fees to provide services that exceed expectations. We are experts in classification and compensation studies and know we would be a perfect fit for the City.

We understand that human resources (HR) management continues to be a significant concern as governmental services increase in cost and complexity, and the resources to fund local governments are constrained. A well-developed compensation plan is crucial to recruit and retain the best and brightest employees, even in a competitive marketplace. The study results will reflect the high expectations set by the City for excellent employee recruitment and retention.

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

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT of America Consulting, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgtconsulting.com FEIN: 81-0890071
PROPOSAL CONTACT	Judith Schmittgens, Corporate Secretary & Compliance Manager 630 Dundee Road, Suite 225 Northbrook, Illinois 60062 P: 630.362.8934 E: jschmittgens@GovHRusa.com

Thank you for the opportunity to submit a proposal to the City of Rochelle. Should you have questions on any aspect of this proposal, please contact **Judith Schmittgens** at **630.362.8934** or jschmittgens@GovHRusa.com.

Regards,

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





Firm Profile

We impact the communities we serve – for good.

MGT began operations in 1974 as a public-sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public agencies. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have had prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the start of a project.



MGT FIRM AT A GLANCE

Name: MGT of America Consulting, LLC (MGT)

Founded: 1974

Locations: Headquarters in Tampa, Florida; branch offices nationwide

Staff: 600+ consultants across the country

Structure: Privately held and client-driven

Cooperative Contracts:

Allied States Cooperative (ASC) #23-7449
The Interlocal Purchasing System (TIPS) #220601

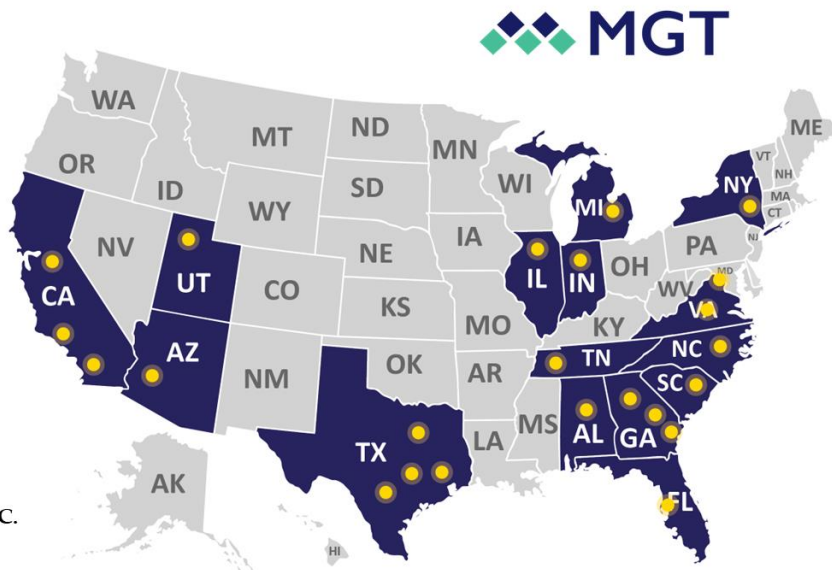
Lines of Business: Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction toward their short- and long-term goals. Our firm includes **more than 600 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices nationwide, as shown below.

MGT's Office Locations

NATIONAL FIRM LOCAL FOCUS

- Alabama**
Birmingham
- Arizona**
Phoenix
- California**
Sacramento
Riverside
Carlsbad
- Florida**
Tampa HQ
- Georgia**
Savannah
Atlanta
Alpharetta
- Illinois**
Chicago Metro
- Indiana**
Gary
- Michigan**
Bay City
- New York**
NYC
- North Carolina**
Raleigh
- South Carolina**
Columbia
- Tennessee**
Nashville
- Texas**
Dallas
Austin
San Antonio
Houston
- Utah**
Salt Lake City
- Virginia**
Richmond
- Washington, D.C.**



Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements.

GovHR USA

GovHR was initially formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities nationwide. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations that work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during recruitment.

GovHR's consultants have conducted more than **270 classification and compensation studies in the past 10 years**, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

GOVHR'S LEADERSHIP



Heidi Voorhees
(847) 380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including 10 years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori
(847) 380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager with public-sector human resources management expertise. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager. She has supervised all municipal and county departments, from Public Safety and Public Works to Mental Health and Social Services.

Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

We improve lives by advancing and lifting up your community.

This purpose reflects the company’s strong social conscience and service ethic, which form the core of the MGT “Why.” MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

*Impacting
Communities.
For Good.*



Defined by Our Impact

We understand the goals of the City of Rochelle and how this project will ensure the City’s compensation system is fair, equitable, and market competitive.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Part of our success is based upon our **promise to be flexible and responsive.** We are acutely aware of the political, economic, social, and technological factors that impact today’s public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.**

In alignment with our commitment to adaptability, the classification and compensation study will leverage our expertise in navigating the intricate landscape of public sector demands.

	<h3>Social Impact Solutions</h3> <p>Our Social Impact Solutions team combines Financial Solutions, Education Solutions, Human Capital, Government Consulting, and Diversity, Equity, and Inclusion (DEI) to provide an integrated team with subject matter expertise and the financial acumen to help municipalities, government agencies, schools, districts, state agencies, and colleges and universities perform at their best and thrive.</p>
	<h3>Technology Solutions</h3> <p>Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing.</p>



Experience & Qualifications

Incomparable Classification and Compensation Consulting Expertise.

We are proud to offer the exceptional expertise of our team members, as well as our understanding and knowledge of the City of Rochelle's scope, based on years of relevant experience. We bring the breadth and depth of knowledge and expertise to identify real, practical solutions that meet our clients' needs. Part of our success is our commitment to being flexible and responsive. We are acutely aware of the political, economic, social, and technological environments of today's public sector environment. MGT's GovHR has conducted **over 270 classification and compensation studies in the past 10 years**. A complete list of our Classification and Compensation Study clients is located on our website at www.govhrusa.com.

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

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



Key Personnel

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

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

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

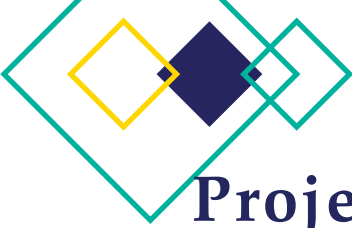
The proposed management structure for this project has been designed to define the roles and responsibilities of each team member assigned to this project and to facilitate project management. The strength and experience of our team will allow for efficient and effective project management and results.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

Project Staff Roles and Responsibilities

ROLE ASSIGNED	RESPONSIBILITIES
CITY OF ROCHELLE REPRESENTATIVE	We look forward to working with the City’s Representative to build a long-lasting, trustworthy partnership that produces innovative solutions.
PROJECT MANAGER* <i>Rachel Skaggs</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 Representative throughout the project’s lifecycle.
CONSULTANT TEAM** <i>John Prejzner</i> <i>Katy Yee</i> <i>Susan Brennan</i> <i>Alice Bieszczat</i> <i>Julie Hawkins</i>	The Consultant Team holds the following responsibilities: <ul style="list-style-type: none"> ▪ Work closely with the City under the direction of the Project Manager to carry out the various tasks and deliverables. ▪ Utilize individual subject matter expertise to customize and execute each work task and fulfill the City’s stated expectations. ▪ Conduct collection and analysis of relevant data. ▪ Review, document, evaluate, and generate recommendations for each work plan component.

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

**Additional consultants with subject matter expertise may be used to assist with employee interviews, if needed.



Project Approach & Methodology

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

Project Understanding

The City of Rochelle is interested in a review of its current classification and compensation plan for employees in approximately 39 positions in the organization. The Study conducted will ensure an equitable compensation system is in place that is both fair and competitive, enabling the City to recruit and retain qualified employees. The system will also be easy to administer in an organized and consistent fashion and sustainable for years to come.

MGT has conducted over 270 classification and compensation studies in the past 10 years. Without fail, the client has successfully implemented every pay plan recommended by MGT. All these studies included the use of public-sector salary data and included the following recommendations:

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

Project Management

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

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

We intentionally define milestones, responsibilities, and delivery dates in our planning process, and track work progress against the work plan daily, providing regular project status reports. After the contract is awarded, we enhance the project work plan that was included in our proposal by adding specific milestones, delivery dates, and consultant responsibilities. We refine this plan with input from our project initiation meeting(s) with the client. We employ problem-solving skills, technology, and staff adaptability to react to variances between work plan projections and actuals to meet the City’s deadline.

MGT Client Satisfaction Components



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

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

Proposed Work Plan

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

Task 1.0: MEETINGS, SALARY SURVEY, & JOB ANALYSIS

Activities

1.1 Study Preparation and Project Meeting

Meet with the City’s representatives to discuss study methods, review organization charts, personnel rules and regulations, and the current classification and pay plans. We will seek to determine problem areas, answer questions, review the scope and schedule of work, and the data and assistance MGT will need from the City. Prior to the meeting, MGT will require copies of the organization charts for each department, all pay plans, the current personnel manual, and any other relevant information related to salaries to make for a more productive initial meeting.

1.2 Establishing Comparables

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

1.3 Employee Kickoff Meeting

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

1.4 Prepare and Send Out Salary Surveys

MGT will design and send out the salary surveys (on the City’s letterhead) to gather salary data for each of the 39 classifications in the comparable communities. In addition to job titles, brief position descriptions are included in the salary survey to ensure we receive salary data for “like” positions in comparable communities.

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

1.5 Job Evaluation Analysis and Establishment of Job Classification System

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

- Read each JAQ and corresponding Job Description (up to 39) in their entirety.
- Personally interview at least one employee from each job classification to further understand the scope of their job.
- Apply a measurement system of job evaluation factors, using nine main factors used in our job evaluation instrument to evaluate the internal/comparable worth of each job classification. Upon completion of the job evaluation measurements, a new Classification Plan will be developed. It is important to emphasize that the job, not the qualifications or performance of the incumbents, is being evaluated. Part of this process will include the evaluation of current job titles and the recommendation for any changes, assuring the job title and related recommended pay range matches the employee’s actual tasks.

Note: A formal job evaluation system, such as the one utilized by MGT, attempts to objectify why jobs are compensated differently. Most compensation practitioners agree that three basic factors are important in determining compensation. These are: (1) skills required, (2) responsibility, and (3) working conditions. The Equal Employment Opportunity Commission (EEOC) recognizes these three basic factors, along with seniority and performance, as valid determinants of compensation. The nine factors used by MGT are essentially subdivisions of the first three factors mentioned above. In addition, it is MGT’s practice that – under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination of Employment Act (ADEA) – it is illegal to discriminate in any aspect of employment. MGT will not use discriminatory practices based on race, color, religion, sex, national origin, disability, or age when performing a classification analysis. Decisions and recommendations will not be based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group or individuals with disabilities.

- Based on the results of the job evaluation process outlined above, assign all classifications to skill levels.

Note: Logical breaks in the continuum of points determine the skill levels used for determining the classification system. For example, skill level 1 might contain jobs that scored between 185 and 200 points, skill level 2 between 205 and 220 points, and so on.

- Review the results of the job evaluation exercise with the City’s representatives and revise as necessary.

Deliverables

- ◆ Start Up Documents
- ◆ Job Analysis Questionnaire Form

Task 2.0: SALARY SURVEY ANALYSIS

Activities

2.1 Analyzing Salary Survey Data

Tabulate, summarize, and analyze comparative compensation information obtained through the surveys. Our pay tabulations compare the City's salaries for the surveyed positions with the average minimum and the average maximum of the survey data for each surveyed class, when possible. Data is displayed for each jurisdiction in each class and summarized in an overall table. This data is analyzed to determine the percentage difference between the City's present pay for each class and the survey data.

2.2 Establishing New Salary Schedules

MGT will work with the City at the initial meeting to determine the City's policy with respect to compensation (i.e., 50th percentile, 75th percentile, etc.). Once this is determined, MGT will use the salary survey data to develop and recommend new salary schedules for the City's 39 classifications. This process will include a recommendation regarding how employees are inserted into the new plan and how they move through the proposed pay plan (either via a merit system or a defined merit increment plan), with recommendations for a specific performance-oriented program with respect to salary advancement through the new salary ranges. The salary schedules will outline the specific percentages between ranges and grades.

Note: MGT always recommends a merit component to be associated with the granting of wage adjustments. This recommendation will be included in the City's report.

Deliverables

- ◆ Salary Survey Data
- ◆ New Salary Schedules

Task 3.0: PROGRESS REPORTS

Activities

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

Deliverables

- ◆ Ongoing communication with the City
- ◆ Progress Reports

Task 4.0: DRAFT AND FINAL REPORT PREPARATION

Activities

- 4.1 A draft report will be prepared by the Consultants and sent electronically to the City that includes:

PROJECT APPROACH & METHODOLOGY

- Executive Summary highlighting the overall scope of the Study and the general observations, outcomes, and recommendations contained within the Report.
- Summary of all aspects of the Study, including recommendations, methods, and guidelines for achieving the overall aspects of the Study, as well as recommendations for annual maintenance and review of the new plans.
- Pay range options that are consistent with the City’s pay policy, outlining the pros and cons of each option.
- Assignment of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations.
- Maintenance plan with recommendations on keeping the plan equitable and up to date over the next 10 years, and recommendations on review of position descriptions as vacancies arise, evaluation of new position requests, etc.
- Implementation plan and cost estimates of implementing the Study’s findings and recommendations.

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

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

Deliverables

- ◆ Draft Report
- ◆ Final Report

Task 5.0: PRESENTATION OF FINDINGS

Activities

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

Task 6.0: TRAINING

Activities

MGT will provide the City with a manual on using the system and will train designated staff on maintaining and upkeep of the classification and compensation plan.

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

Project Timeline

MGT is available to start this project within four to six weeks of acceptance of the proposal. Based on MGT’s experience conducting similar projects, we anticipate the proposed project can be completed within approximately 120 days of project initiation, as illustrated in **Exhibit 1**. The schedule is contingent, however, upon the timely response from the comparable entities supplying the salary data

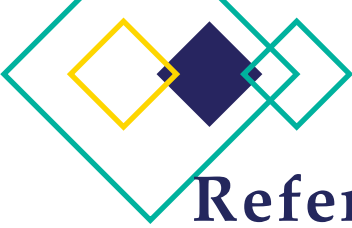
PROJECT APPROACH & METHODOLOGY

and the employees and supervisors in returning the completed JAQs. Any delays in receipt of this information are beyond the control of MGT and may lengthen the completion of the report.

Exhibit 1. Proposed Schedule

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

***MGT prides itself on adhering to this timeframe.
Our past clients will confirm our diligence in delivering the final report
and other deliverables on time and within budget.***



References

A leader in classification and compensation studies.

More than one-third of the organizations served by MGT’s GovHR have contracted for multiple projects; 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 of our professionalism, ability to meet timelines, and the expertise of our staff.

NORTHERN SUBURBAN SPECIAL RECREATION ASSOCIATION- COMPENSATION STUDY– 20 POSITIONS

PROJECT DATE: 2022
CRAIG CULP, EXECUTIVE DIRECTOR
1221 COUNTY LINE ROAD, HIGHLAND PARK, IL 60035
(847) 509-9400 x6820 | CCULP@NSSRA.ORG



VILLAGE OF BERKELEY, IL - CLASSIFICATION AND COMPENSATION STUDY – 29 POSITIONS

PROJECT DATE: 2022
5819 ELECTRIC AVE., BERKELEY, IL 60163
RUDY ESPIRITU, VILLAGE ADMINISTRATOR
708-449-8840 | RESPIRITU@BERKELEY.IL.US



VILLAGE OF LINCOLNWOOD, IL - CLASSIFICATION AND COMPENSATION STUDY – 33 POSITIONS

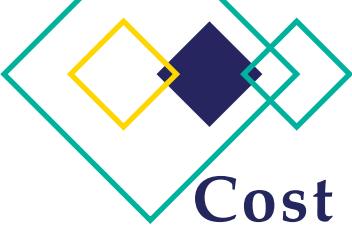
PROJECT DATE: 2022
ANNE MARIE GAURA. VILLAGE MANAGER
VILLAGE OF LINCOLNWOOD
6900 NORTH LINCOLN AVENUE. LINCOLNWOOD, IL 60712
847-745-4717 | AGAURA@LWS.ORG



EDINA, MN-ASSISTANT CITY MANAGER - LIMITED- PAM DMYTRENKO & CHARLENE STEVENS

PROJECT DATE: 2023
SCOTT NEAL, CITY MANAGER
4801 W. 50TH STREET, EDINA, MN 55242
952-826-0401 | SNEAL@EDINAMN.GOV





Cost Proposal

**Defined by Impact. Driven by People.
Dedicated to the Community.**

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

In keeping with the above statement of our usual practices, we estimate the fixed fee for the entire study to be **\$22,200** plus other Optional Services (see below). We have listed the cost of our professional fee for each study component below. Payment will be due as follows: 50% of the professional fees will be due after the initial project meeting, and the balance will be billed after the Study is completed. Invoices will be sent to the City and are payable within 30 days of receipt.

Exhibit 2. Proposed Cost by Task

Milestones and Tasks		Professional Hours	TOTAL (\$)
1.0	Meetings, Salary Survey, & Job Analysis		
1.1	Study Preparation and Project Meeting	4	600
1.2	Establishing Comparables	10	1,500
1.3	Employee Kickoff Meetings	2	300
1.4	Prepare and Send Out Salary Surveys	20	3,000
1.5	Job Evaluation Analysis and Establishment of Job Classification System		
	Reading of JAQs/39 Job Descriptions	8	1,200
	Employee interviews (via Zoom)	22	3,300
	Analyzing data and establishing classes	8	1,200
	Assigning of skill levels	6	900
	Review and evaluation of preliminary analysis with representatives	6	900
2.0	Salary Survey Analysis		
2.1	Analyzing Salary Survey Data	24	3,600
2.2	Establishing New Salary Schedules	12	1,800
3.0	Progress Reports	8	1,200
4.0	Draft & Final Report Preparation		
4.1	Writing draft report	10	1,500

COST PROPOSAL

Milestones and Tasks		Professional Hours	TOTAL (\$)
4.2	Final report	4	600
5.0	Presentation of Findings	2	300
6.0	Training	2	300
GRAND TOTAL, Hours and Fees		148	\$22,200

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

Optional Services/Cost

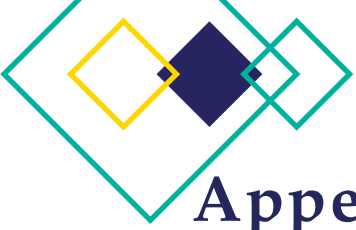
PROGRESS REPORTS – It is customary to have periodic telephone conversations throughout the Study to provide progress reports. There will be no charge for these periodic telephone updates.

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

JOB DESCRIPTIONS – Updates to existing job descriptions cost \$200 each; new job descriptions, if needed, cost \$300 each. Job descriptions will be completed upon conclusion of the study and will be billed separately.

ADDITIONAL SERVICES – Any additional services not covered in this proposal and requested by the City will be billed at the rate of \$150 per hour plus expenses, including assistance with employee appeals.

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



Appendix A. Staff Biographies

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



Senior Vice President, Classification and Compensation Project Manager | GovHR, within MGT's Social Impact Solutions

Rachel Skaggs

Rachel Skaggs is a Senior Vice President and Classification and Compensation Project Manager with GovHR USA. Prior to working with GovHR, Mrs. Skaggs spent 10 years in local government management. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and managed human resources functions.



During her time with GovHR, Rachel has managed over 50 classification and compensation projects for communities nationwide and entities of all sizes, ranging from 10 to 120+ employees and populations from 1,000 to 100,000. Rachel works with various clients, including municipalities, county governments, park districts, forest preserve districts, councils of governments, and non-profit agencies. Rachel prides herself on working closely with clients in a team environment to ensure they have a successful plan with both internal and external equity that can be used and administered seamlessly for years to come. During her work on Classification and Compensation projects, Rachel analyzed benefit data, developed job descriptions, and reviewed FLSA requirements for positions.

Rachel has local government management experience in Illinois, including with the Village of Montgomery, the Village of Schaumburg, and the City of Princeton. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and managed human resources.

Rachel is a native of Walnut, Illinois, and a Bureau Valley High School graduate. She possesses a master's degree in public administration from Northern Illinois University in DeKalb, Illinois.

Rachel served as the City Manager for Princeton, Illinois, from 2015 to 2019. Princeton is an active City located two hours west of Chicago on Interstate 80. Princeton is unique in that it provides all its own City services, including electricity, water, sewer, garbage, cemeteries, and a City-owned hospital. For a town of 7,800 people, the City has a budget of over \$25 million. The community is known for its significant historic buildings, with two downtown districts placed on the National Register of Historic Places. During Rachel's tenure, she completed numerous projects, including creating utility policies, developing operating and capital budgets, streamlining human resource operations, consolidating utility billing, refinancing debt, and successfully negotiating multiple union contracts.

Prior to her time with the City of Princeton, Rachel served as the management analyst for the Village of Schaumburg and for the Village of Montgomery. During her time as a management analyst, she was responsible for human resources tasks, capital improvement planning, budgets, special events, and community outreach.

Rachel is passionate about community engagement, diversity and inclusion, and volunteerism. Rachel has co-authored two articles that focus on women in government and the history behind the low numbers of women in executive-level positions in local government. Throughout her tenure as a City Manager, Rachel developed committees and commissions to help lead the City forward and to increase community engagement and volunteerism. Rachel believes cities and towns all over the U.S. can succeed with community interaction, citizen involvement, diversity and inclusion, and trust.

Professional Education

Master of Public Administration, Northern Illinois University

Bachelor of Arts – English and Political Science, Northern Illinois University

Memberships and Affiliations

International City and County Management Association

Illinois City/County Management Association

Illinois Public Employer Labor Relations Association

The Legacy Project

Princeton Rotary Club



Rachel Skaggs

Senior Vice President, Classification and Compensation Project Manager | GovHR, within MGT's Social Impact Solutions

Professional Background

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

Professional Development and 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

John Prejzner is a Senior Vice President with GovHR USA with over 15 years of experience in local government management. He has extensive experience in executive leadership, award-winning public budgeting, collective bargaining, and software management and implementation. He has managed substantial capital and operating budgets, implemented process improvements, and engaged in multiple human resources initiatives.



John Prejzner has over 10 years of experience in local government management in Illinois, including the Village of Wilmette and the Village of Lincolnwood, and several years in the City of Westminster, Colorado.

John is a native of Park Ridge, Illinois, and a Maine South High School graduate. He possesses a Master's Degree in Public Administration from Northern Illinois University in DeKalb, Illinois.

John is engaging, strategic, thoughtful, and resourceful in his approach. His vast experience in working with all municipal departments and successful track record in project management will be a tremendous asset to clients. John is dedicated to building relationships and providing high-quality results.

Professional Education, Training, & Instruction

Master of Public Administration (M.P.A.), Northern Illinois University, DeKalb, Illinois

Bachelor of Science in Political Science, Northern Illinois University, DeKalb, Illinois

Certified Professional (SHRM-CP), Society for Human Resource Management

Memberships and Affiliations

Colorado City/County Management Association (CCCMA)

International City/County Management Association (ICMA)

Government Finance Officers Association

National Public Employer Labor Relations

Society for Human Resources Management

Professional Background

15 Years of Experience in Local Government

City of Westminster, Illinois

- Policy and Budget Manager 2022-2023
- Policy and Budget Coordinator 2020-2021

Village of Wilmette, Illinois

- Assistant Director of Administrative Services 2017-2020
- Assistant to the Village Manager 2011-2016

Village of Lincolnwood, Illinois

- Management Analyst 2010-2011
- Administrative Intern 2008-2010

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

Most recently, Katy worked with Elgin Community College and the Forest Preserve District of Kane County. Both of these opportunities highlighted Katy's ability to engage and contribute to organizational effectiveness in various 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 support the organization's operational needs.

Professional Education and Training

Bachelor of Arts degree in Urban Studies from Elmhurst College

Certificate in Marketing Analytics from Udacity

SHRM-CP certified through the Society for Human Resources

Certified Time Management Trainer

Advanced Project Management

Memberships and Affiliations

Society for Human Resources (SHRM)

Illinois Park and Recreation Association (IPRA)

Professional Background

Over 29 Years of Local Government Experience

Forest Preserve District of Kane County, Geneva, IL

- Director of Human Resources

Elgin Community College, Elgin, IL

- Director of Compensation and Talent Acquisition

DuPage County Health Department, Wheaton, IL

- Director of Organizational Development
- Human Resources Manager

DuPage County Government

- Interim Director of Human Resources Human Resources Manager
- Human Resources Supervisor
- Human Resources Generalist and Recruitment Specialist



Susan Brennan

Vice President | GovHR, within MGT's Social Impact Solutions

Susan Brennan is a Vice President at GovHR USA. She has over 21 years of experience as a leader in libraries. She has led multiple organizations' strategic planning, productivity/efficiency studies, and organizational change management initiatives. Since joining GovHR, Ms. Brennan has participated in over 40 classification and compensation studies nationwide.



Ms. Brennan is known for her vision, leadership, problem-solving skills, and ability to achieve consensus within organizations. She is a skilled manager regularly called on for input into hiring decisions, personnel problems, and union negotiations for the public sector.

For over 14 years, Brennan led the Weston Public Library, which regularly ranked among the top-performing libraries in Massachusetts. During her tenure, she founded the Weston Art and Innovation Center and secured \$4.6 million in town funding to renovate a historical building to house this new venture. Additionally, she secured \$500,000 in town funding to create an archival vault for town records and directed the catalog of over 3,000 linear feet of unique records.

She has served in multiple leadership positions for library organizations as President and Treasurer of the Minuteman Library Network, President of the MetroWest Regional Library System, and Chair of the Massachusetts Book Awards.

Prior to her career in libraries, Ms. Brennan was a senior clinical researcher in neuropsychology at McLean Hospital, a Harvard Medical School-affiliated hospital. While there, she developed software for spectroscopy analysis and conducted clinical studies for neurocognitive disorders.

Ms. Brennan holds a Master's in Library and Information Science from Simmons College. In her spare time, she supports non-profit organizations that promote literacy and volunteers for local food pantries. Throughout her career, she has generously devoted her energy to mentoring students and young professionals.

Professional Education

Master of Library and Information Science, Simmons University, Boston, MA

Memberships and Affiliations

American Library Association

Professional Background

Over 21 years of experience as a leader in libraries

- Founder, Weston Art and Innovation Center, Weston, MA, 2018-Present
- Director, Weston Public Library, Weston, MA, 2004-2018
- Director, Medway Public Library, Medway, MA, 2000-2004
- Head of Technical Services, Reference Librarian, Westwood Public Library, Westwood, MA, 1997-2000
- Competitive Intelligence Consultant, Harvard Business School, Boston, MA, 1994-1996

Alice Bieszcztat is a Classification and Compensation Specialist with over 25 years of experience spanning the private, non-profit, and public sectors.

Ms. Bieszcztat has managed or assisted in over 120 classification and compensation studies in 15 states over the past 10 years. Alice has worked with various organizations, including municipalities, counties, park districts, special services agencies, and not-for-profit organizations. Studies varied in size and complexity, including union, non-union, management, technical, and administrative positions.



Ms. Bieszcztat has provided human resources consulting services for both Voorhees Associates and the PAR Group, as well as non-profit consulting services for clients including the Ann & Robert H. Lurie Children's Hospital of Chicago, the North Shore Senior Center, Aurora Healthcare, and the Archdiocese of Milwaukee. Her most recent consulting assignments have included Classification and Compensation Studies in Wisconsin, Indiana, Iowa, Illinois, Massachusetts, Connecticut, Ohio, Pennsylvania, West Virginia, Washington, and Michigan.

Ms. Bieszcztat also worked for the Chaddick Institute of Metropolitan Development at DePaul University. During her tenure there, she helped implement programs advancing the field of urban planning and design review for municipalities in metropolitan Chicago. Her research on transportation innovations was published in the *Transportation Research Journal* and featured in national media such as the *New York Times*, *Atlantic Cities*, and *Planning Magazine*. She has lectured on transportation innovations in conferences, seminars, and university settings. At Lurie Children's Hospital of Chicago, Ms. Bieszcztat led the Foundation Gifts team in securing leadership gifts to support its community-based outreach programs and the construction of its new facility in downtown Chicago. Ms. Bieszcztat began her career in telephony as a Radio Frequency Engineer for Sprint Cellular and Alltel, where she partnered with local maintenance technician teams to plan, design, implement, and optimize cellular phone networks nationwide.

Professional Education

Master of Public Service Management, DePaul University, IL

Bachelor of Science in Mathematics, DePaul University, IL

Professional Development & Speaking Engagements

Published research on transportation innovations in *Transportation Research Journal* and *Transport Policy*

Lecturer on Transportation Innovations

Professional Background

More than 25 Years of Experience in Private, Non-Profit, and Public Sectors

- GovHR USA/MGT, 2008; 2012 – Present
- Chaddick Institute of Metropolitan Development at DePaul University, IL; 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

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

Julie Hawkins is a local government professional who has served municipalities for over 30 years in local government administration and human resources.

Julie has worked collaboratively with numerous elected and appointed officials in municipalities, park districts, library districts, water agencies, etc. Julie's primary areas of expertise include classification and compensation studies, personnel policy and job description creation and updates, recruitment, and staffing studies. Julie has also written and presented on various human resource-related training topics, including hiring and onboarding, performance management, HR compliance in the public sector, I-9 compliance, and ethics programs.



Julie is familiar with and dedicated to the public sector and its impact on our daily lives. Over the years, Julie has assisted many organizations by serving on various boards, speaking at annual conferences, and organizing events. These organizations are listed below.

Professional Education, Training, & Instruction

Master of Arts in Public Administration (M.P.A.), Northern Illinois University

Bachelor of Arts in Public Administration & Political Science, Augustana College

Memberships and 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 Background

37 Years of Experience in Local Government Administration & Human Resources

Sikich LLP, Naperville, Illinois – Human Resources Consultant, 2009-2017

CCF Consulting, Public Sector Human Resources Consulting Services, St. Charles, Illinois – Owner 1996-2009

Village of Carol Stream, Illinois – Assistant to the Village Manager, 1989-1996

Village of Elk Grove, Illinois – Administrative Assistant, Village Manager's Office; Administrative Assistant, Public Works; Administrative Intern – 1987-1989

City of Rock Island, Illinois – Administrative Intern, 1986-1987

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Nashville

Texas

Dallas

Austin

San Antonio

Houston

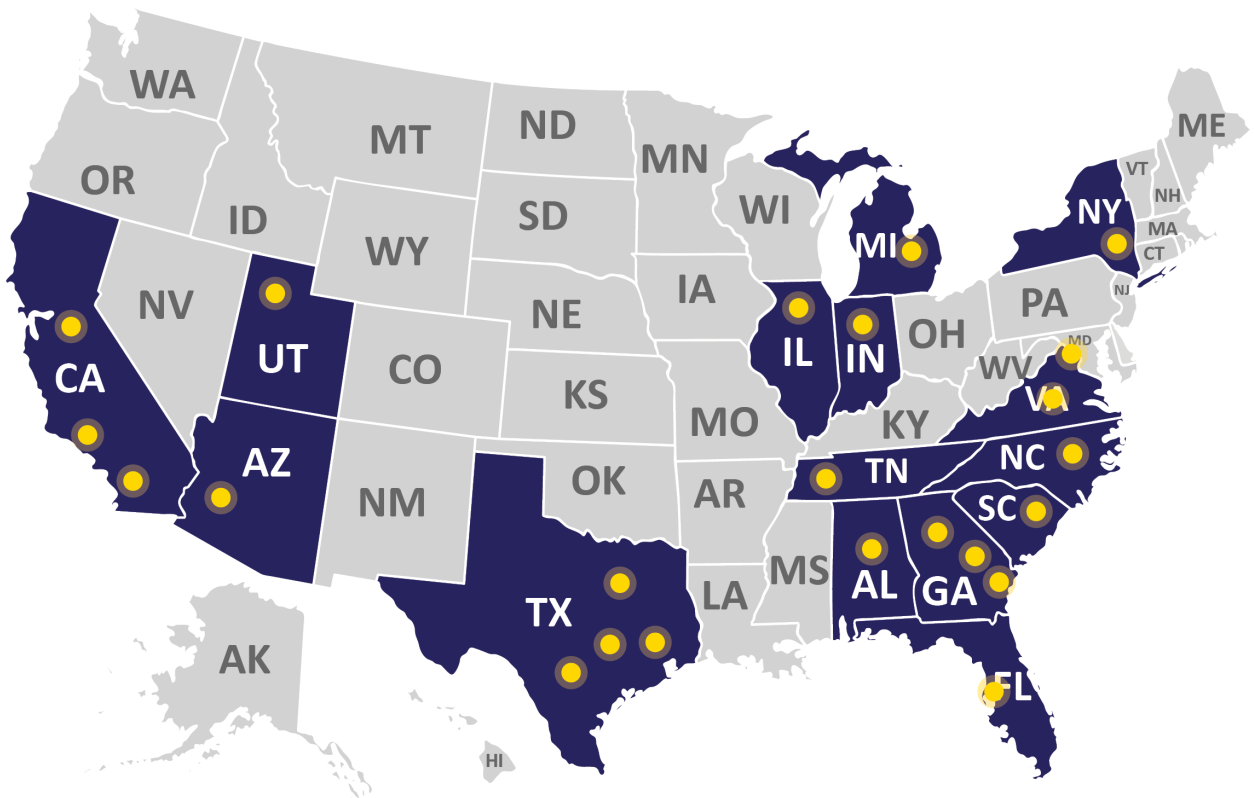
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