



CONSULTING SERVICES
STATEMENT OF NEED REQUEST

REQUESTOR INFORMATION

Name of Issuing User Agency	City of Stonecrest	Response Due Date/Time:	Response Instructions:
State Entity Address	3120 Stonecrest Blvd, Ste 190 Stonecrest Ga 30038	October 31, 2022	
Request Date	October 25, 2022		

PROJECT SUMMARY (TO BE COMPLETED BY STATE ENTITY)

Business Owner Name	Gia Scruggs	Business Owner Title	Finance Director
Business Owner Phone	470-542-0017	Business Owner E-mail	gscruggs@stonecrestga.gov
Statement of Purpose:	The City of Stonecrest is looking for a consultant to assist with resetting the Human Resources Department as outlined in the attached scope.		
Desired Outcomes	Deliverables as outlined in scope		
Timeframe Requirements:	The City of Stonecrest would like for this work to begin as soon as possible and would like to have most of the task completed by December 31, 2022.		
Other Information (Budget, Desired Fee Structure, References, Website Links, etc.):			

RESPONSE STATEMENT OF NEED (TO BE COMPLETED BY QUALIFIED CONSULTANT)

Consultant Name	MGT of America Consulting, LLC	Consultant Title	Bruce Cowans, Vice President Performance Solutions Group
Consultant Phone	847.302.2006	Consultant E-mail	bcowans@mgtconsulting.com
Scope of Work:	See attached proposal		
Relevant Experience/Results:	See attached proposal		
Milestones/Deliverables:	See attached proposal		
Time to completion:	See attached proposal		
Staffing Plan:	See attached proposal		



Travel Requirements:

See attached proposal

Onsite Workspace Requirements:

See attached proposal

Cost (may respond to any combination of options):

See attached proposal

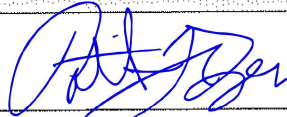
- Fixed fee
- Project Price by Milestones
- Time (hourly) and travel
- Estimate
- Ceiling

ATTACHMENTS

State entities and responsive consultant firms may submit additional attachments (including a Statement of Work) for consideration and clarification purposes. All documents may become binding within the final statement of work and executed contract between the two parties.

See attached proposal

SIGNATURES

State Entity Authorized Signature		Responding Firm Authorized Signature	
Name and Title		Name and Title	Patrick J. Dyer, Vice President
Date		Date	10/27/2022



October 31, 2022

Gia Scruggs
Financial Director
City of Stonecrest
3120 Stonecrest Blvd., Ste. 190
Stonecrest, GA 30038

Dear Ms. Scruggs,

You expressed a somewhat urgent need for advice in resetting the City of Stonecrest's Human Resources Department. As a national firm that advises on operations, we have helped local governments of all sizes with this type of project. We have a team with skills of management consulting, human resources industry knowledge, and auditing. We are confident our analysis will align with your mission, goals, and values.

This response provides the City with firm qualifications, key experience, a detailed work plan with timeline, and associated fees to provide services that exceed expectations. The cost quote addresses items whose scope we can identify now. Some of the items in your request have scopes we cannot identify at this time. You may wish to undertake this work in Phase 1, based on the attached proposal, and a Phase 2, which would address how to undertake the items whose scope remains unclear at this stage.

MGT has a **nearly 50-year history** of 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 prior careers at public sector agencies and many of whom have advanced degrees related to this work.



Defined by Impact



A human resources department is a key player in attracting and retaining a workforce that will accomplish your goal of having a positive impact in the community. An HR department has a substantial compliance mission as well. If these things do not happen, or do not happen well, it affects the rest of the City's efforts to execute its mission of helping citizens with services on which they rely for a good quality of life.

Our knowledge and expertise in Human Capital and organizational structures, including shared services, empower organizations to enhance their teams through innovations in people, processes, and technology to ***lift and strengthen City's mission to support its communities.***





Our ability to excel has been driven by our expertise, quality, and our commitment to exceeding client expectations. Part of MGT's 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 organizations. MGT is structured into several primary consulting business units:

MGT MAJOR CONSULTING LINES OF BUSINESS



Government Consulting

Everything from an organizational analysis to a jail privatization study to a strategic plan to move an organization from reactive mode to proactive mode.



Diversity and Inclusion

Disparity research and diversity studies to provide an organization or community with a more equitable and inclusive environment.



Education Solutions

From student outcomes and performance, to operational effectiveness, our solutions have impacted more than 50 million students across the globe.



Financial Solutions

Our nationally-recognized experts help clients weather fluctuating market conditions and rising demands on their budgets using a variety of proven solutions.



Human Capital

Specializing in classification and compensation studies, this practice helps public agencies retain and attract the right talent.



Cyber Security and Technology

We help IT and Cyber leaders navigate and manage cyber threats through a Cyber Security Office program that provides an "a la carte" menu for customization.

FIRM EXPERIENCE



MGT offers an **impartial perspective** of the outcomes and findings. As an independent entity, our only vested interest is that of our clients. We apply our extensive experience to generating objective, practical solutions to advance our clients' strategic priorities.



MGT understands that lasting and meaningful changes require **innovative and bold thinking**. We do not shy away from questioning everything from organizational structures and work processes to the policies that create and guide the work of an agency or institution. MGT is committed to offering useful recommendations that achieve real results and is ever mindful of the practical and political realities the Department may face.



Our Human Capital project leadership operates as a core team across all projects, and our analysts are fully versed in and proficient with our methodologies. A significant portion of MGT's work is repeat business, reflecting customer satisfaction and our team's ability to do the job properly.



MGT provides solutions which are specifically tailored to meet the needs of our clients. Our Human Capital team has an impressive history of providing **customized solutions**, objective research, creative recommendations, and quality products that respond to each client's unique needs and time requirements.



MGT has conducted more than 300 human capital studies for clients nationwide. Our Human Capital practice is dedicated to helping our clients find the procedures and people they need to deliver quality service to their constituents. An equitable, competitive, and compelling organizational structure is key to reaching that goal. As the Department pursues modernization of its organizational chart, assuring a fair, competitive, thoughtful hierarchy for current and new employees, this project will go far towards assuring continued quality in the provision of the Department's services. Below is a sample of relevant projects completed by MGT within the last five years. We are happy to provide additional information on any project listed below.

CLIENT	PROJECT
Dallas Area Rapid Transit (TX)	▪ Organizational Review
K12, Inc (VA)	▪ Organizational Review
Tampa Bay Water (FL)	▪ Organizational Review ▪ Classification & Compensation Study
Office of Program Policy Analysis & Government Accountability (FL)	▪ Organizational Review
Navajo Nation Utility Authority (AZ)	▪ Organizational Review ▪ Classification & Compensation Study
Florida Atlantic University (FL)	▪ Organizational Review
Texas A&M University (TX)	▪ Organizational Review ▪ Classification and Compensation Study
Florida State University (FL)	▪ Organizational Assessment
State of Colorado	▪ Organizational Review ▪ Training & Professional Development
City of Gainesville (FL)	▪ Organizational Review ▪ Executive Recruiting
Charles County (MD)	▪ Organizational Review ▪ Classification & Compensation Study
County of Maricopa (AZ)	▪ Organizational Review ▪ Classification & Compensation Study
County of Pinal (AZ)	▪ Organizational Review
Navajo Nation (AZ)	▪ Organizational Review ▪ Classification & Compensation Study

UNDERSTANDING OF ASSIGNMENT

MGT understands the Department's goals with the project. Our workplan is a custom-built approach to address the items in your proposed scope of work.



PROPOSED APPROACH/ MILESTONES & DELIVERABLES

Based on our understanding of the Department's needs, our proposed scope of work includes the following key tasks:

Task 1: PROJECT MANAGEMENT

- ♦ To meet with the designated Project Officer (and other key staff as determined by the Project Officer) to gain a comprehensive and mutual understanding of the project's background, goals, and scope.
- ♦ To identify, in more detail, the Department's specific objectives and expectations for the study, other specific needs and concerns, and to understand the current system's strengths and weaknesses.
- ♦ To agree upon a work plan, timeline, deliverables, and monitoring procedures that will lead to the successful accomplishment of all project objectives.

Task 2: DIAGNOSTIC PHASE

Before we can provide advice, we have much to learn. In this phase, we would have staff onsite for 72 hours of interviews with the project liaison, HR staff, and other City officials. The goal is to learn enough about your challenges to develop options, identify the pros and cons of each option, and to understand your values that would affect which strategies you want to pursue.

The questions will largely follow the very well articulated explanation of issues included in your request for services. We do not repeat them here, as they are in the workplan that follows this letter.

After the interviews, our team will debrief internally and prepare a summary of observations. We will review that with you and conduct follow-up research to address any gaps you note.

Task 3: COMPENSATION AND CLASSIFICATION STUDY

A good compensation and classification study is competitive with other relevant employers and fair in its differentiation of pay by the degree of difficulty of a job. The extent to which we weigh each factor may be an item for discussion.

In this phase, we would:

- ♦ Evaluate job content to understand the degree of difficulty of each job,
- ♦ Obtain competitor salary and benefit data,
- ♦ Develop pay ranges and classifications, and
- ♦ Provide information on how cost-neutral the plan would be.

Our workplan notes that the pricing for this service is per job title. You will receive drafts and provide feedback so that we can tailor this to your expectations.



Task 4: COLLECT DATA ON PEER COMMUNITIES

- ♦ Identify 4-6 peers to use for comparison and metrics that reflect on the recruitment, retention, compliance, and productivity issues at the heart of this project.
- ♦ Most of the data can be harvested from peer websites, but inevitably, we must call to clarify interpretation of data and to address data gaps. We cannot compel peer cooperation but have found that most jurisdictions will provide data if the list is not overly long.

You will receive a draft and provide feedback so that we can tailor this to your expectations.

Task 5: DEVELOP RECOMMENDATIONS

Recommendations will follow the list of diagnostic items in your statement of work and in our workplan. Once we have spoken with many people, researched your peers, and compared your findings to our experience, we will advise on your options.

Be leery of consultants who use the term “best practice,” as “best” is often subjective. An option is not likely to be simultaneously best in terms of cost, effectiveness, compliance, and customer satisfaction. If we know your values for an item in question, we can tell you what we believe to be the best way to accomplish it. But with a certain humility, a consultant must understand that “best” is an objective for a client to define.

You asked for some process flow recommendations. In that regard, it is vital to share an understanding of the level of detail. The top level of a process flow should fit on a page but break the work into a handful of sub-steps. Then, each sub-step should be decomposed into a page. We do not propose to go deeper than that. We could if you wished, but it would affect the cost of that effort.

One of our steps is to develop a workload vs. capacity analysis by job title. Some staff may be available for special projects, but others may not. We need to identify those gaps because they may affect the compliance and timeliness of the work done by the HR Department.

We provide performance auditing services and would be pleased to do so for you, but a quote on that effort needs to wait until the scope of that audit effort is defined.

Task 6: REPORT RESULTS

In this task, we synthesize our findings into a document. We will discuss the nature of that document with you, with an eye to gearing the message to the audience. Senior staff often prefer a slide deck with working papers attached, but some clients want a lengthier narrative report.

You will have the opportunity to edit the document to ensure that we answer your questions and state our findings clearly and in technical or policy terms appropriate to the audience. However, we generally assume that there will be a high-level slide deck for senior City officials.

PROJECT TIMELINE

The proposed project tasks are expected to commence within a week of the date of award. Typically, the work takes 4-5 months, but this is somewhat flexible. Given the apparent urgency of your request for services, we may restructure the deliverables to address those needs.



PROPOSED COST

MGT's total cost for this engagement is **\$74,973** for the tasks shown in our workplan. In some cases, your needs are not yet known. At some point during the project, the scope of those items will become clear, and we can discuss the most effective way to accomplish them. Those unidentified efforts are in Note 3 to the attached workplan (Appendix 1 to this proposal), and consist of:

TASK	COMMENT
Audit of HR compliance	We do not know the scope of audit issues yet
Review of employee handbook	The entire handbook may not need revision, so we cannot define the effort to revise it yet
Assist with development of staff training	We need to understand your priorities to comment effectively
Consult on high-level HR risks across organization	Until the nature of the risks are identified, we cannot quote a fee for this advice

We would invoice monthly based upon workplan tasks performed.

While the timeframe for this project is just a few months, sometimes clients need to delay or extend the work for a longer period. This has been particularly so for many projects during the pandemic. Our hourly rates shown in the proposal will increase 3 percent on the anniversary date of the contract and will apply to services provided after that date.

Our kickoff meeting will include discussion of what you would like us to do to escalate any concerns if the City is unable to keep to the proposed schedule.

STAFFING PLAN

Bruce Cowans will serve as project manager. He is a vice president of our firm and leads our management study efforts. He is also a former elected city council member.

Sheena Horton will be the senior HR staff member. She has a deep background in HR consulting, operations reviews, and compensation and classification studies.

Ricardo Cepin, CPA, will lead our audit efforts. He leads our performance auditing efforts and has reviewed most types of local government services. Mr. Cepin is also a certified fraud examiner.

Rachel King will be the HR specialist staff. She has conducted compensation and classification studies, HR process reviews, and operational review projects.

Brandon Ledford, SHRM-SCP, a senior vice president of our firm, will advise on technical and policy issues. He has led our human capital practice and is an experienced management consultant.



This is a team of consultants that has worked together and that belong to the same organizational unit of our firm.

Qualifications and expertise of our team members are provided in the attached resumes.



BRANDON W. LEDFORD, SHRM-SCP, PMP, PROSCI, MPP

Senior Vice President

Mr. Ledford is responsible for driving the growth and execution of MGT's performance solutions group, which includes project and change management, classification and compensation/salary studies, policy and procedure development, organizational reviews, finance, and best practice research. For over fifteen years, he has assisted global clients in all industries with human capital, public policy, management consulting, revenue project and change management, strategy, business transformation, data analytics, and strategic communications. Prior to joining the MGT leadership team, he was the Vice President overseeing the Human Resources and Policy and Compliance departments of a global technology company and has been a consultant for both Booz Allen Hamilton and Deloitte. Mr. Ledford also has interned for the U.S. Supreme Court and White House Office of Science and Technology Policy. He holds a Master of Public Policy from George Mason University's School of Public Policy, a Bachelor of Arts from the Pennsylvania State University, is a certified Project Management Professional (PMP), Change Management Professional (Prosci), and a Society of Human Resources Management Senior Certified Professional (SHRM-SCP).



Areas of Expertise

- ♦ Human Capital
- ♦ Business Transformation
- ♦ Project and Change Management
- ♦ Public Policy
- ♦ Strategic Communications
- ♦ Strategy

Education

M.P.P., Health Policy, Science and Technology Policy, George Mason University, 2011

B.A., Comparative Literature, Latin, The Pennsylvania State University, 2006

Innovation and Entrepreneurship Certificate, Stanford University, 2020

Society of Human Resources Management, Senior Certified Professional (SHRM-SCP), February 2021

Prosci Change Management Certificate, February 2020

Project Management Professional (July 2013 – Present)

Lean Six Sigma Yellow Belt (August 2012 – Present)

Honors

The Horatio Alger Scholarship, four consecutive years
Martha V. and Walter A. Pennino Endowed Scholarship
American Cancer Society Champion College Scholarship
Carolyn's Compassionate Children Scholarship
The Harry W. Klinger University Scholarship, four consecutive years
The Brandon Ledford Scholarship

Sample of Relevant Project Experience

- Antelope Valley College District (CA) | Classification and Compensation Study
- Beaufort County School District (SC) | Needs Assessment
- Brevard County School Board (FL) | Districtwide Compensation Study
- Centre Area Transportation Authority (PA) | Classification and Compensation Study
- CF Solutions | Classification and Compensation Study
- Gogebic County (MI) | Classification and Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Class Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services



BRANDON W. LEDFORD, SHRM-SCP, PMP, PROSCI, MPP

Senior Vice President

- City of Apopka (FL) | Classification and Compensation Study
- City of Gainesville (FL) | Executive Recruiting
- City of Hermiston (OR) | Classification and Compensation Study
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado Division of Accounts and Control | Trainers, Facilitators, Organizational Development Consultants
- County of Charles (MD) | Operational and Organizational Assessment
- County of Glades (FL) | Employee Policy and Handbook Development
- County of Jackson (OR) | Classification and Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Human Resources Services, Project and Change Management
- County of Maricopa (AZ) | Rate Methodologies & Recommendations
- County of Maui (HI) | Performance Audit
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of York (SC) | Ongoing Classification and Compensation Services
- Dallas Area Rapid Transit (TX) | Organizational Review
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation and Classification Study
- Florida Atlantic University | Organizational Assessment
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Development Disabilities Council | Classification and Compensation Study
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- Harford County Public Schools (MD) | Compensation and Benefits Study
- Hawaii Health Systems Corporation | Classification and Compensation Study; Executive Performance Review System Design
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Administrator Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Lancaster County (SC) | Classification and Compensation Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation | Compensation Study
- North Carolina Education Lottery | Compensation and Classification Study
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Study
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- State of Colorado | Organizational Review; Training
- Tampa Bay Partnership (FL) | Organizational Review
- Tampa Bay Water (FL) | Compensation and Classification Study
- Texas Southmost College | Market Surveys and Evaluations
- University of Arkansas for Medical Sciences | Compensation Study
- University of Nevada, Las Vegas | Strategic Planning
- Washington Suburban Sanitary Commission (MD) | Consulting Services for a Disparity Study
- West Shore Community College (MI) | Compensation and Classification Study



BRUCE COWANS

Vice President | Performance Solutions

Mr. Cowans has spent more than 30 years helping hundreds of public officials make decisions on how best to serve the public and how to properly fund those efforts. He has been a speaker, panelist, and contributor of articles for professional associations throughout his career. He spent 10 years as a city council member and chair of its Finance Committee.

Recent projects include operations reviews of several departments for the cities of Nashville, Atlanta, Hillsborough County FL, Greenville SC, and Charles County MD, among others.



Areas of Expertise

- ♦ Process Reviews
- ♦ Productivity Standards
- ♦ Financial Management
- ♦ Staffing Reviews
- ♦ User Fee Studies
- ♦ Expert Witness

Education

Master of Arts, Public Policy, Duke University

Bachelor of Arts, Environmental Studies, Pitzer College (The Claremont Colleges)

Professional Experience

MGT of America Consulting, LLC, *Vice President, 2019-Present*

Fiscal Choice Consulting, *Partner (merged with MGT in 2019)*

Village of Glencoe, Illinois, *City Council Member and Finance Chair*

MAXIMUS (NYSE listed), *Senior Vice President*

JMB Institutional Realty Corp., *Portfolio Analyst*

US Treasury Department, Office of the Secretary, *Budget Analyst*

Price Waterhouse, Office of Government Services, *Senior Consultant*

Client Service Highlights

Land Development Process Improvement | Hillsborough County, FL

Development activity surged and project deadlines became a challenge for Hillsborough County, Florida. In addition to developing a fee study for this client, the project streamlined the application processes for land development. It included stakeholder interviews, process maps, identification of bottlenecks, and assignment of roles to implement the changes. The client Board approved the report unanimously.

Fee Study of All City Applications and Permit Types | City of Las Vegas, NV

Mr. Cowans managed a cost allocation and citywide fee study team. The client had not attempted a cost-based fee study in recent memory. The pandemic threatened municipal finances. The City



BRUCE COWANS

Vice President | Performance Solutions

retained MGT to develop a cost allocation plan and to review the cost of fee services in all offices. We compared prices to peers, advised on processes to make future updates easier, and transferred files and knowledge to enable the City to maintain the data. The project highlighted areas where current prices did not recover actual costs.

Operations Improvement Studies of Various Offices | Metropolitan Government of Nashville & Davidson County, TN

Nashville is a combined city/county entity that has a good government tradition. It has retained Mr. Cowans for review of several functions, including: 1) Can inspection duties of different departments be consolidated? 2) Can restaurant inspections go from two standard inspections annually to one standard and one risk-targeted inspection? 3) Is the Fire Department organized properly to fulfill its mission? 4) How should it regulate code enforcement issues, including short-term property rentals? 5) Is regulation of beer sales efficient? 6) How can it address bottlenecks in permitting of use of the public right-of-way? and 7) What are alternative scenarios, costs, and benefits for use of the State Fairgrounds property?

Relevant Project Experience

- Reviewed operations and organization of the Kansas City MO HR Department.
- Review processes to streamline bottlenecks for agencies in such areas as document management, permitting, inspection and customer intake / work order management
- Evaluate local government operations for scheduling, staffing, use of technology, alignment of efforts with guidance from elected officials and the public
- Hundreds of user fee studies nationally of virtually every type of billable governmental service, analyzing service delivery methods, costs and cost recovery options.
- Test business case for electronic tax filing for the Colorado Department of Revenue
- Set permit prices to recover costs, devise funding for a permit management system and streamline permit processes to reduce delays and errors – City of Tampa, Florida, Hillsborough County, Florida
- Review the service levels of all departments, validating staffing and spending levels and streamlining service delivery
- Consolidate inspection efforts by different departments to reduce cost without reducing service - Metropolitan Government of Nashville and Davidson County, Tennessee
- Establish overhead spending targets and reduce overhead costs across all departments. Define what to centralize and what to assign to each department – Sacramento County, California
- Define call center staffing requirements using a mathematical simulation of call patterns to confirm required shift coverage – Kenosha County, Wisconsin E911 center
- Expert reports and expert witness service on cost of service issues for cities of Chicago and New York; Kenosha County, Wisconsin; St. Clair County, Illinois, and an engineering firm
- Establish productivity standards, balance workflow and determine staffing needs – McLean County, Illinois Recorder; City of Los Angeles, California; and the City of Chicago, Illinois



BRUCE COWANS

Vice President | Performance Solutions

Speeches, Panels and Articles

Alternative Service Delivery, Panelist, Western Canada GFOA, 2012 Annual Meeting

Effective User Fee Strategies, GFOA 2009 Annual Conference, Speaker

Fiscal Issues Affecting Information Technology Consolidation, National Association of State Comptrollers, 2006 Annual Conference, Speaker

The Future of Government Employment, Central Illinois American Society for Public Administration, 2011, Panelist

Outsourcing, Wisconsin Public Employers Labor Relations Association, Speaker

Performance Measurement and Benchmarking, Instructor, www.bettermanagement.com

Development Impact Fees, University of Wisconsin College of Engineering, Speaker

Activity-Based Costing, West Central Municipal Conference (Chicago), Speaker

User Fees, Illinois County Auditors Association, Speaker

Performance Management, Illinois Assistant Municipal Managers, Speaker

User Fees, Illinois GFOA, Speaker

Disaster Grant Management, Missouri Association of Counties, Speaker

Public Employee Compensation Analysis, Missouri Municipal League, Speaker

User Fees, Illinois Tax Foundation, Speaker

User Fees, Illinois Association of County Clerks & Records, Speaker

Predicting the Cost of Jail Expansion, Iowa State Association of Counties, Speaker

Predicting Jail Operation Costs, Association of Minnesota Counties, Speaker

Using Cost Data to Improve Fiscal Condition, Wisconsin County Finance Officers Association, Speaker



Sheena Horton, PMP

Director

Ms. Horton is a certified Project Management Professional (PMP) and provides oversight and project management for MGT's human capital projects. She has significant experience conducting classification and compensation studies, organizational reviews, program/performance evaluations, needs assessments, program/service realignments, policy development, best practices research, strategic planning, and business process analyses. In addition to her work on human capital projects, Ms. Horton also has assisted other MGT practices with student housing studies, facilities and education suitability assessments, student literacy and school safety program evaluations, and community engagement projects. She holds a Master of Science degree from Florida State University's School of Criminology and Criminal Justice, and two Bachelor of Arts degrees from the University of North Carolina at Greensboro in Sociology with a Criminology concentration and in English. Ms. Horton currently serves on the Southeast Evaluation Association's Board as Outreach Chair and is a former President of the Association. She also is regularly involved with the American Evaluation Association's Topical Interest Groups and AEA365 blog.



Education

M.S., Criminology and Criminal Justice, Florida State University, 2008

B.A., Sociology with a concentration in Criminology, English, University of North Carolina-Greensboro, 2004

Professional Affiliations

American Evaluation Association, 2011–Present

Southeast Evaluation Association, 2001–2021

Project Management Institute, 2015–Present

RTP Evaluators, 2019–Present

Sample of Relevant Project Experience

- Antelope Valley College District (CA) | Classification and Compensation Study
- Bastrop County (TX) | Classification and Compensation Study
- Brevard Public Schools (FL) | Compensation Study
- Centre Area Transportation Authority (PA) | Compensation Study
- City of Apopka (FL) | Classification and Compensation Study
- City of Hermiston (OR) | Classification and Compensation Study
- City of Kingsport (TN) | Classification and Compensation Study
- City of New York (NY) | Disparity Study
- City of Portsmouth (VA) | General Employees' Pay Study Phase I & II
- City of Woodinville (WA) | Classification and Compensation Study
- Colorado School of Mines | Job Architecture and Pay Equity Consulting
- County of Galveston (TX) | Galveston County Sheriff's Office Compensation Review
- County of Gogebic (MI) | Classification and Compensation Study
- Gulf Coast State College (FL) | Compensation and Classification Study
- Gwinnett County Public Library (GA) | Compensation Plan Evaluation Services
- Harford County Public Schools (MD) | Compensation and Benefits Study
- Hawaii Health Systems Corp | Classification and Compensation Studies
- Hillsborough Area Regional Transportation Authority (FL) | Classification and Compensation Study
- Hillsborough Community College (FL) | Classification and Compensation Study
- Horry County Schools (SC) | Classification and Compensation Study
- Indiana Department of Administration | School Corporation Emergency Management Services
- Maricopa County Sheriff's Office (AZ) | Internal Affairs Staffing Study
- Maryland Environmental Service | Classification and Compensation Study
- Navajo Nation (AZ) | Classification and Compensation Study
- North Carolina Education Lottery | Classification and Compensation Study



Sheena Horton, PMP

Director

- County of Jackson (OR) | Classification and Compensation Study
- County of Kerr (TX) | Compensation/Classification Study
- County of Klamath (MI) | Classification/Compensation and Equal Pay Studies
- County of Lancaster (PA) | Total Compensation Study
- County of Lancaster (SC) | Classification and Compensation Study
- County of Maricopa (AZ) | Rate Methodologies and Recommendations
- County of Ouray (CO) | Classification and Compensation Review and Update
- County of St. Clair (MI) | Peer Selection Compensation Study
- County of York (SC) | Classification and Compensation Study (2); Pay Grade, FLSA Review, & Job Description; Classification/Compensation Updates
- Disability Rights Florida | Classification and Compensation Study
- East Central College (MO) | Compensation Study
- Florida Developmental Disabilities Council | Classification and Compensation Study
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Transportation Commission | Management Salary Compensation Study
- Green River College (WA) | Classification and Compensation Study
- Oconee County (SC) | Position Evaluations and Job Descriptions; Compensation and Classification Study
- Ohio Department of Education | Evaluator of the Ohio Teacher Evaluation System Pilot Program
- Office of Program Policy Analysis and Government Accountability (OPPAGA) (FL) | Organizational Review of Florida Clerks
- Pittsburgh Public Schools (PA) | Classification and Compensation Study
- Rhode Island Student Loan Authority | Compensation and Benefit Study
- Santa Fe College (FL) | Classification and Compensation Study
- Sault Tribe (MI) | Classification and Compensation Consulting Services
- South Carolina Education Lottery | Classification and Compensation Plan
- Southern Nevada Regional Housing Authority | Classification and Compensation Study
- Southwest Vermont Supervisory Union | Organizational Review
- State of Colorado | Organizational Review
- Tampa Bay Water (FL) | Classification and Compensation Study
- Texas Legislative Budget Board (6 ISDs) | Student Behavior Management Performance Review
- Texas Southmost College | Market Surveys and Evaluations
- University System of Georgia | South Georgia Needs Assessments
- West Shore Community College (MI) | Compensation and Classification Study

Honors

- ♦ Seminole 100 Honoree, Florida State University, 2020
- ♦ International Sociology Honor Society, 2004
- ♦ International Student Honor Society, 2003

Professional Background

MGT of America Consulting, LLC, 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



RACHEL KING

Consultant

Ms. King is a highly effective Human Resources Manager with 6 years of experience. She is experienced with both startups and corporate organizations. In prior positions, Ms. King has raised employee effectiveness by 18%, and training participation by 15%. At Edward Jones, she improved managerial performance by 23% and implemented a program to gain an increase of 32% in employee engagement and satisfaction.



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
- ♦ HRM Knowledge & Expertise
- ♦ Compensation Management

Education

B.S., HR Management, Southern New Hampshire University, 2020

Professional Background

cove.tool inc., HR Manager, May 2021 – March 2022

- Researched, recruited, staffed, onboarded, and trained new company hires according to the needs of department managers and company budget.
- Administered payroll, company benefits packages, corporate events, and team building meetings and outings.
- Structured and implemented programs and policies in the areas of training, compensation structures, benefits packages, incentives, and new-employee orientation.
- Reduced benefits costs by 18% annually through meticulous recordkeeping and ensuring accurate benefit payments.
- Wrote employee manual covering issues including disciplinary procedures, code of conduct, FMLA policy, and benefits information and introduced employee required benefits training.
- Introduced the company's first formal performance review program, PIP, PDP, and created flexible and well-received tool adopted company wide.
- Developed procedures for improving organization and efficiency while creating, maintaining, and administering all personnel files and managing all documentation related to employment

Edward Jones, HR Generalist, June 2019 – May 2021

- Created a recruitment plan and calendar according to operation and sales projections
- Created onboarding plans and educated newly hired employees on HR policies, internal procedures, and regulations.
- Created employee engagement plans, got necessary budget approval, and initiated activities.
- Collaborated with outside vendors, upper management, and employees to maintain standards.
- Responsible for taking appropriate disciplinary action against employees who violate rules and regulations and addressing employee grievances.

Edward Jones, Office Manager/Retirement Specialist, February 2016 – June 2019

- Explained retirement benefit plan policies, procedures, and legal requirements to eligible employees and beneficiaries.
- Conducted presentations for groups of beneficiaries or individual interviews with employees regarding retirement options.



RACHEL KING

Consultant

- Conducted retirement and benefits-related calculations and analysis, including withdrawal of contributions, and deferred retirement.
- Maintained records of participants and beneficiaries including active, deferred, retired, and separated members.



RICARDO CEPIN, CPA, CFE

Manager, Principal Auditor | Performance Solutions

Mr. Cepin, a Manager for MGT, is a skilled audit and accounting professional with over eight years of experience conducting financial, operational, compliance, and performance audits. He is a detail-oriented team member and has proven success in conducting accurate appraisals of state and local agencies with conditions and financial controls.



Areas of Expertise

- ♦ Data Analytics
- ♦ Fluent in Spanish
- ♦ Experience in FLAIR Accounting software and AutoAudit

Education

M.B.A., Florida State University, 2019
B.S., Accounting, University of South Florida, 2007

Professional Affiliations

Certified Public Accountant (CPA), licensed in Florida - 2015
Certified Fraud Examiner (CFE) - 2016

Project Experience

- **Alachua County School District (FL) | Performance Audit**
- City of Charlottesville (VA) | Disproportionate Minority Study
- City of Dallas (TX) | Availability and Disparity Study
- City of Fort Lauderdale (FL) | Disparity Study
- City of New York City (NY) | Local Hiring Study
- City of Port St. Lucie (FL) | User Fee Study
- City of Safety Harbor (FL) | Building Permit Application Review Fee Study
- **City of Scottsdale (AZ) | General IT Controls Audit**
- City of Tallahassee (FL) | Disparity Study
- City of Winston-Salem (NC) | Disparity Study
- **County of Broward (FL) | Performance Audit**
- **County of Collier (FL) | Performance Audit**
- County of Garfield (CO) | Uniform Guidance Compliance Review
- **County of Maui (HI) | Fiscal and Performance Audit**
- **County of Okaloosa (FL) | Performance Audit**
- **County of Orange (CA) | Capital Project Performance Audit**
- County of Peoria (IL) | Cost Allocation Plan
- County of Riverside (CA) | Performance Audit
- **County of St. Lucie (FL) | Performance Audit**
- Florida Department of Education | Review of Florida Safe School Assessment Tool
- Florida Office of Program Policy Analysis and Government Accountability | Florida Clerks of Court Organizational Review
- **Franklin County School District | Performance Audit**
- **Gwinnett County Public Schools (GA) | SPLOST Audit Review (Annual/Ongoing)**
- **Hendry County School District | Performance Audit**
- Indiana Department of Administration | Emergency Management Services: Gary Community School Corporation
- Inter American University of Puerto Rico | Feasibility/Impact Study
- Maricopa County (AZ) | Performance Audit
- North Texas Tollway Authority | Disparity Study
- Pinellas County (FL) | Cost Allocation Plan
- Prince Georges County and Community College (MD) | Availability and Utilization Studies
- The Government of Washington, D.C. | MWSDBE Program Evaluation and Review
- **Texas Department of Family and Protective Services | Performance Audit**
- Virginia Mines, Minerals and Energy | Indirect Cost Recovery Rate
- **Walton County | Performance Audit**

Additional Experience

Audits of State Agencies – Auditor/Senior Auditor. During his time with the Auditor General's Office, Mr. Cepin conducted financial, operational, and compliance audits of state agencies.

- Planned and managed all aspects of the audit process for comprehensive financial, operational, and compliance audits.
- Participated in the Statewide Financial Statement Audit (SWFS), including evaluating internal controls.



RICARDO CEPIN, CPA, CFE

Manager, Principal Auditor | Performance Solutions

- Oversaw the cost allocation audit of the Northwest Regional Data Center, including the creation of an audit plan and budget, coordination of on-site visits, and performing detail testing.

Internal Audits of County Agencies – Senior Internal Auditor. During his time with the Hillsborough County Internal Auditor's Office, Mr. Cepin evaluated county agencies' and programs' performance and compliance with a wide range of local laws and regulations:

- Identified and documented weaknesses in internal controls through questionnaires, narratives, and flowcharts.
- Conducted financial and performance audits of local programs, including Safe & Sound Hillsborough and the County's Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP), respectively.



Thank you for consideration of MGT as your consultant for this project. We look forward to your reaction to our proposal, and we are prepared to make any modifications that are needed to better align with your requirements. If you have questions on any aspect on this proposal, please contact **Mr. Bruce Cowans** at bcowans@mgtconsulting.com or **847.302.2006**.

Regards,

Patrick Dyer
Vice President

Authorized to bind the firm



APPENDIX 1

DETAILED PROJECT WORKPLAN, PRICING, AND TIMELINE

City of Stonecrest, GA Resetting the HR Department											
#	Task	MGT					Month				
		Project Manager (Cowans)	HR Senior Specialist (Horton)	Auditor (Cepin)	HR Specialist Staff (King)	Total	City				
1	Project management										
a	Initial call regarding planning logistics and data request	0.50				0.50		0.50			
b	Review budget, organization chart, and relevant reports or memos	1.00			2.00	3.00					
c	Initial project planning and governance discussion with project liaison	1.00	1.00		1.00	3.00		2.00			
	Review and confirm baseline work plan					-					
	Confirm expectations for deliverables, draft reviews, and acceptance criteria					-					
	Confirm project communication and status report protocols					-					
d	Status reports and project financial management	2.00				2.00					
						-					
2	Diagnostic Phase					-					
a	Interview HR staff and City officials to understand:	24.00	24.00		24.00	72.00					
	Compliance issues with HR laws, policies, and procedures					-					
	Perceived inefficiencies of status quo					-					
	Workload/staffing mismatches by job title					-					
	Challenges of relying on current job descriptions					-					
	Organization structure challenges to efficiency and effectiveness					-					
	Challenges of current employee handbook					-					
	Shortcomings of performance review process					-					
	Staff training needs					-					
	Internal investigation procedure					-					
	Succession planning practices					-					
	Employee retention challenges					-					
b	Project team debriefs on initial interviews	4.00	4.00		4.00	12.00					
c	Summarize initial findings in call with project liaison	2.00	2.00		2.00	6.00					
d	Additional research per comments received	1.00	1.00		2.00	4.00					
						-					

City of Stonecrest, GA Resetting the HR Department												
#	Task	MGT					Month					City
		Project Manager (Cowans)	HR Senior Specialist (Horton)	Auditor (Cepin)	HR Specialist Staff (King)	Total	1	2	3	4	5	
3	Compensation and Classification Study (see note 1)					-						
	a Discuss goals for study		2.00		1.00	3.00		6.00				
	b Conduct data gathering and job evaluation					-						
	c Conduct salary and benefits survey					-						
	d Benchmark positions					-						
	e Develop pay plan with grade assignments					-						
	f Review with project liaison		1.00		1.00	2.00						
	g Revise per comments received					-						
						-						
4	Collect data on peer communities					-						
	a Select 4-6 communities for peer comparison	0.25			0.25	0.50		0.25				
	b Discuss and select a handful of metrics that address productivity, service levels, and processes	0.25	0.25		0.25	0.75		1.00				
	c Harvest available data from peer websites				16.00	16.00						
	d Calls to peers to clarify and obtain missing data as feasible				4.00	4.00						
	e Review draft comparison with project liaison	1.00	1.00		1.00	3.00		2.00				
	f Revise comparison per City comments	0.25	0.25		1.00	1.50						
						-						
5	Develop recommendations					-						
	a Explain how to improve compliance with applicable rules		4.00		4.00	8.00						
	b Explain any changes to workflow at a high level (see note 2)	4.00	4.00			8.00						
	c Advise on HR issues other departments experience		4.00			4.00						
	d Address staffing level needs based on workload-capacity comparison	1.00				1.00						
	e Revise job descriptions (see note 3)					-						
	f Recommend changes to HR org structure as appropriate	1.00	1.00			2.00						
	g Audit of HR compliance (see note 3)					-						
	h Review of employee handbook (see note 3)					-						
	i Recommend changes to performance review as appropriate		16.00			16.00						
	j Assist with development of staff training (see note 3)					-						
	k Develop internal investigation procedure	16.00	16.00			32.00						
	l Consult on high-level HR risks across organization (see note 3)					-						
	m Outline retention, compensation, and benefits strategies		16.00		8.00	24.00						

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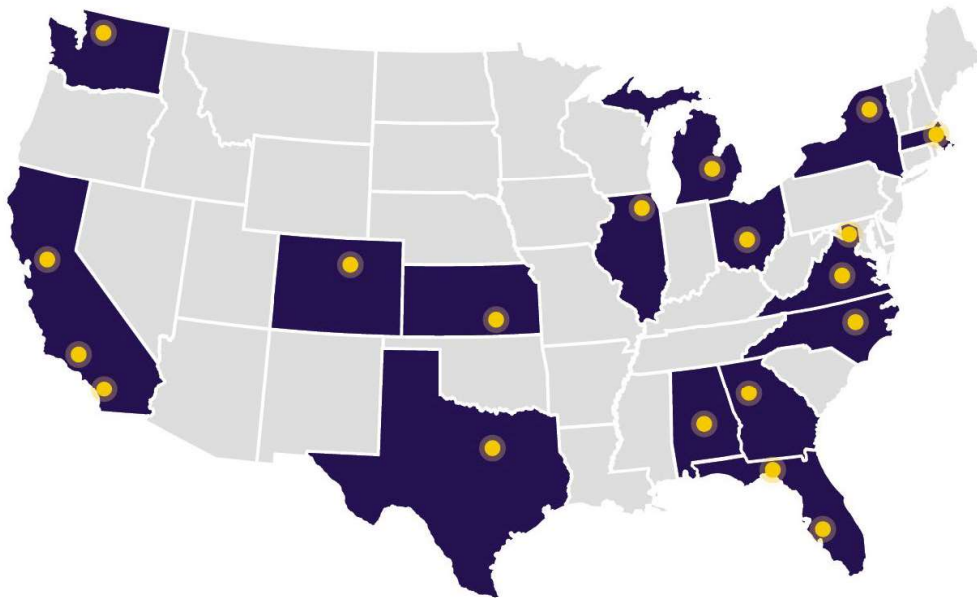
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