



September 14, 2023

Mr. David Chanski  
City Administrator  
813 County Road 11  
Breezy Point, MN 56472

Sent via email to [dchanski@cityofbreezypointmn.us](mailto:dchanski@cityofbreezypointmn.us)

Dear Mr. Chanski:

GovHR USA, LLC ("GovHR") is pleased to provide the City of Breezy Point with a proposal for an Organizational Assessment to identify the City's immediate and future human capital needs.

GovHR USA, LLC ("GovHR") is a certified woman-owned business that provides comprehensive executive recruitment, management consulting, human resources consulting, and interim staffing to local governments and public agencies that serve those local governments across the country. GovHR consultants have worked in all areas of local government leadership and have assisted other communities and organizations with various strategic planning services over the years. Our combined hands-on knowledge and experience has made GovHR a proven leader in public sector consulting. A full list of our clients by state can be found on our website at [www.govhrusa.com/clients](http://www.govhrusa.com/clients).

If selected to work with the City on the Organizational Assessment, GovHR Executive Vice President Charlene Stevens will serve as the Project Manager, and she will be assisted by Senior Vice President John Prejzner. Biographies for the consultants are attached to the proposal, and Ms. Stevens' contact information is:

Charlene Stevens  
Executive Vice President, GovHR USA  
[Cstevens@govhrusa.com](mailto:Cstevens@govhrusa.com)  
Mobile: 320-262-0303

We believe we have provided you with a comprehensive proposal that addresses the stated objectives in the RFP. However, if there is a service you would like that is not included, please let us know. We can most likely accommodate your request.

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GovHR does not take any exceptions to the criteria specified in the RFP. This proposal shall remain in effect for a period of 90 days from the due date for proposals.

Following your review of our proposal, and if you find it acceptable, please sign the Contract Acceptance on the last page of this proposal and return to our office via email at [jschmittgens@govhrusa.com](mailto:jschmittgens@govhrusa.com).

We appreciate your consideration and hope to have the opportunity to work with the City of Breezy Point on this important project.

Sincerely,



Judith Schmittgens  
Corporate Secretary and Compliance Manager

CITY OF BREEZY POINT, MINNESOTA  
ORGANIZATIONAL ASSESSMENT PROPOSAL  
September 14, 2023

## UNDERSTANDING OF THE ENGAGEMENT

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The City of Breezy Point wishes to conduct an organizational assessment of its organization to provide a road map to the City in identifying and planning for its immediate and future human capital needs. Breezy Point has a population of 2,671, having grown considerably from a population of 1,009 since 2000. The City's total budget is \$4.4 million, and its municipal services are provided through 17 full-time employees, one seasonal employee, and two contract employees. The City provides public works, police, planning/zoning, building inspections and administration. The City desires an organizational assessment that will meet the following broad objectives:

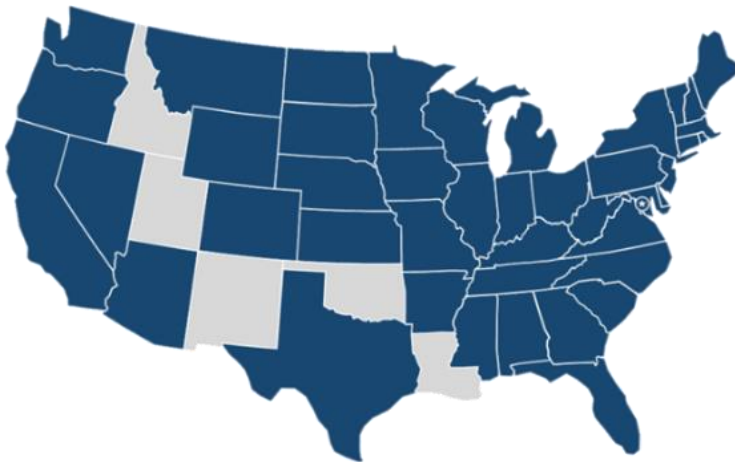
- Review current organizational structure and staffing levels.
- Review and summarize current services provided and staff workloads in each functional area. Identify gaps in management or services and/or duplication of services/tasks within the organizational structure.
- Review current and possible future City services and workloads to determine the most effective and efficient staffing structures to meet the demands and expectations of elected officials, City management, other City departments, residents, and business owners.
- Develop recommendations for both immediate and future staffing needs by functional area.
- Identify opportunities for reorganization or alternative service delivery models that can help to meet the City's future needs cost effectively.

While not specifically identified in the RFP, GovHR has included a review of five comparable communities in Minnesota to help assess potential alternative staffing models, innovative technology use, and service delivery benchmarks. Per the requirements of the RFP, this component (Component 2) has been separately priced in the cost proposal.

## STATEMENT OF QUALIFICATIONS AND EXPERIENCE

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GovHR is a public management consulting firm serving municipal clients and other public-sector entities across the United States. Our office headquarters are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector with clients in 44 states. GovHR conducts management studies, provides consulting on a



variety of projects, and offers customized executive recruitment services for our clients. GovHR also offers interim staffing exclusively for local government clients through our affiliate arm, GovTEMPS USA.

Our organization has a staff of 47 consultants representing a breadth of executive and senior level experience across all aspects of

local government operations. The company was formed as Voorhees Associates in 2009 and changed its name to GovHR USA in 2013. GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees previously spent eight years with the nationally recognized public sector consulting firm, The PAR Group, serving as its president from 2006 to 2009. In addition to her 15 years of management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Cademartori is a seasoned local government executive with experience in municipalities in Massachusetts, North Carolina, and Illinois. She also served as a board member of the International City/County Management Association (ICMA).

## Our Leadership



**Heidi Voorhees**

President

847-380-3240

[HVoorhees@GovHRusa.com](mailto: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 ten years as Village Manager for the Village of Wilmette, Illinois.*



**Joellen Cademartori**

Chief Executive Officer

847-380-3238

[JCademartori@GovHRusa.com](mailto:JCademartori@GovHRusa.com)

*Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. 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 and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.*

Throughout their careers, Ms. Voorhees and Ms. Cademartori have strongly believed in the importance of local innovation, cost effectiveness and responsiveness for local government, and they have built their firm on providing clients with the kind of support they need to achieve excellence.

GovHR has one of the most experienced professional staff of any comparable public management consulting firm. The principals of our organization have over 250 years of combined municipal government experience. Our consultants not only have significant experience working in the public sector but are also experienced consultants with a history of helping other clients with organizational assessments like the one contemplated by the City of Breezy Point. The consultants assigned to this study have the time and commitment to take on this work on a timetable that would allow for completion of the study by December 31, 2023 as contemplated in the RFP.

## CONSULTING TEAM

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**GovHR Executive Vice President Ms. Charlene Stevens** will serve as the lead consultant and project manager for the organizational assessment engagement. She will serve as the primary point of contact for the firm. Ms. Stevens joined GovHR in 2019 and has extensive experience in executive search, classification and compensation, and general management consulting. She has over 20 years of experience in local government administration that spans three states -- Minnesota, Kansas, and Pennsylvania. Ms. Stevens has served on both the League of Minnesota Cities Board of Directors and the Coalition of Greater Minnesota Cities' Board of Directors and is based out of the Twin Cities metro area. Ms. Stevens' biography is attached to this proposal, and her contact information is:

**Charlene Stevens**  
**Executive Vice President, GovHR USA, LLC**  
[Cstevens@govhrusa.com](mailto:Cstevens@govhrusa.com)  
Mobile: 320-262-0303

**Mr. John Prejzner, Senior Vice President for GovHR**, will assist Ms. Stevens in data gathering and analysis. He recently joined GovHR and brings nearly 15 years of experience in local government policy analysis, finance, budgeting, and human resources management. Mr. Prejzner's biography is attached to this proposal and his contact information is:

**John Prejzner**  
**Senior Vice President, GovHR USA, LLC**  
[Jprejzner@govhrusa.com](mailto:Jprejzner@govhrusa.com)  
Mobile: 773-620-6528

## REFERENCES

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The following projects are comparable to the assessment sought in Breezy Point.

### **Ferguson Township, PA**

#### **Organizational Assessment of Administration, Communications, Human Resources, and Finance/Tax Departments (2022)**

Charlene Stevens and Donald Carlsen

Centrice Martin, Township Manager

814-954-7642

[Cmartin@twp.ferguson.pa.us](mailto:Cmartin@twp.ferguson.pa.us)

### **City of Burnsville, Minnesota**

#### **Organizational Analysis of Human Resources (2020)**

Charlene Stevens and Rachel Skaggs

Gregg Lindberg, City Manager

952-895-4465

[Gregg.lindberg@burnsvillemn.gov](mailto:Gregg.lindberg@burnsvillemn.gov)

### **City of Kaukauna, Wisconsin**

#### **Organizational Analysis, Public Works, Planning & Development (2021)**

Charlene Stevens and Lee Szymborski

Anthony J. Penterman, Mayor

920-766-6310

[mayor@kaukauna.gov](mailto:mayor@kaukauna.gov)

## APPROACH TO PROJECT

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The work plan for the study is organized around the purposes articulated in the Understanding of the Engagement section of this proposal and based on methodology that we have found successful in other studies of similar scope. The consultants will initially seek input from City leaders as to how this study and its desired outcomes will seek to align with the City's mission and goals. It is important for the consultants to have a good understanding of the direction the City desires to go in the future. The remainder of the tasks outlined below will be undertaken with these policy and management understandings in mind as the basis for the analysis.

There are three components to the project. The first is to inventory and understand the current state of the City's Departments, support services and staff structure. The second is to complete a comparative analysis with other similar Breezy Point area organizations. The third component will analyze and provide options and recommendations for organizational structures and staffing levels considering the services and workloads provided by each department. Additional recommendations will focus on any cost savings potential, or policy and administrative processes improvements. If GovHR were to be awarded the contract and given a Notice to Proceed by October 5, 2023, in accordance with the schedule specified in the RFP, we would be able to deliver a draft report by December 31, 2023.

**Component 1 (Weeks 1 – Week 4):** Organizational Inventory and Service Delivery Assessment using multiple data gathering points. Tasks include:

- Review the existing organizational system via document study and interviews with key administrative staff members and administrators that will include pertinent department heads and the City Administrator.
- Collect, review and analyze past and existing organizational charts, position descriptions, and other relevant documents such as department and City budgets, personnel handbooks, capital improvement plans, any recent classification and compensation documents, the City's Comprehensive Annual Financial Report, any recent departmental and/or City strategic plans, bylaws and administrative enabling documents for position content and authorizations.
- Develop discussion-point questions for employees. Consultant submits questions to the City's point of contact for distribution to employees in advance of one-on-one meetings or group meetings, noted in next step.
- Consultants conduct remote one-on-one meetings with key department personnel.
- Conduct a survey of all employees, regular full time and part-time.
- Review and collect, as appropriate, departmental input, output and throughput data including any best practices currently in use.



- Compare existing duties and relationships to the formalized structure; synthesize information and diagram existing organization structure and workflow.

**Component 2 (Weeks 1 – Week 4):** Conduct a comparative analysis of Breezy Point’s current organizational structure, services, and staffing levels in comparison to comparable communities in Minnesota.

- Identify and survey at least five Minnesota communities comparable to Breezy Point.
- In narrative and tabular format, analyze results, and identify any best practices and/or organizational structures whose replication, in whole or in part, may benefit Breezy Point’s organization.

**Component 3 (Weeks 4 – Week 8):** Analyze and provide options and recommendations. Tasks include:

- Analyze staff workloads and demands placed on staff, and the impact on service delivery.
- Recommend an organizational chart and staffing requirements.
- Review and recommend changes, if necessary, to current and possible future City services and workloads, and determine the most effective and efficient structure to meet the demands and expectations of internal and external stakeholders.

**Component 4 – Draft Report and Recommendations (Weeks 9 –10).** GovHR will electronically deliver a draft report and recommendations to the City designated project lead. Report will include, at a minimum, the following components:

- Provide analysis of staff workloads and demands placed on staff, and the impact on service delivery.
- Provide recommended changes, if necessary, to current and possible future City services and workloads, and determine the most effective and efficient structure to meet the demands and expectations of internal and external stakeholders.
- Provide analysis and comparison of peer cities and other data gathered.
- Provide summary of policy recommendations.

Consultants will remotely review the draft report with City’s project team within one week of delivery of the draft report and make necessary revisions within two weeks of receipt of City’s comments. Consultants will present final report remotely or in person if desired to identified organizational stakeholders or decision makers as requested by the City.

**Component 5: Ongoing Project Coordination** – Internal GovHR collaboration discussions and meetings with client to update throughout the process.

**A Note about Process Consultation.** We believe it is important to emphasize the nature of our approach and relationship with City management and staff during the study. GovHR takes pride in employing the “Process Consultation” approach developed by the noted Organizational Development scholar and consultant, Edgar Schein of the Massachusetts Institute of Technology. In broad terms, Process Consultation emphasizes ongoing communication with the client during the engagement, a sharing of the diagnostic process and actively involving the client in generating and understanding remedies.

GovHR employs this approach by fostering an environment of open communication, understanding and objectivity. Our primary objective is to conduct a fair evaluation of departmental operations and effectiveness. For this reason, we believe it is imperative during the study to develop an open and mutually supportive relationship between the project staff, management, and departmental staff. While it is important that we maintain our posture of independence and objectivity during the study, it is no less important that City management, impacted department heads and key staff be kept regularly informed of the progress and results of our inquiries. In this way, you can be confident that the study is proceeding according to plan, and that it is accomplishing its intended objectives. Moreover, it has been our experience that this approach leads to the consideration of meaningful changes because of the study.

### ***Assistance From City Staff***

The anticipated assistance from the City’s staff is:

- Coordination of the consultant’s meetings with key City and department staff.
- Gathering of documents as requested by the consultant.
- Review and input on employee interview questions.
- Distribution of draft report to internal stakeholders for review, collection of all comments, and distribution of all comments to GovHR consultants in a single, collated response.
- Assistance in sending out the survey to peer cities to ensure response to survey document.
- Assistance in sending employee survey to all regular full time and part-time employees.

## WORK PLAN

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GovHR will work with the City of Breezy Point on a mutually agreed upon timetable to establish the initial kickoff meeting date and project timeline. GovHR is prepared to commence the study within three weeks of the notice to proceed. The City can expect the project to be completed within 12 weeks of the project’s kickoff date.

Component	Item	Timeline	Hours and Cost
<b>Component 1</b> Organizational Inventory and Service Delivery Assessment	Review of existing organizational system	Weeks 1 - 4	14 hours, \$2,100
	Develop discussion-point questions		
	1:1 meetings with staff		
	Synthesize information and diagram existing structure and workflow		
<b>Component 2 (Optional)</b> Comparative Analysis	Identify and survey 5 comparable Minnesota communities	Weeks 1 - 4	14 Hours \$2,100
	Analyze results in narrative and tabular format		
<b>Component 3</b> Analyze and Develop Recommendations	Analyze staff workloads and impact on service delivery	Weeks 4-8	15 Hours \$2,250
	Recommend an organizational chart		
	Review and changes to City services		
<b>Component 4</b> Draft Report and Recommendations	Provide analysis of staff workloads	Weeks 9 – 12	12 hours \$1,800
	Provide recommended changes		
	Provide analysis of peer cities (optional)		
	Provide summary of policy recommendations		

Project coordination (Component 5) has been included in the overall hours estimated for the other components of the engagement.

**Travel** – This proposal includes minimal travel. Travel and related expenses will be billed at actual costs with receipts provided. Any services requested beyond the given scope specified in this proposal will be billed at a rate of \$150 per hour. GovHR is estimating a maximum of \$1,000 in travel expenses.

Total fixed cost for study: \$8,250

Estimated Travel Costs: \$1,000 not to exceed, billed at actual cost

**Total Not to Exceed Project Cost: \$9,250**

**Payment Terms:** 50% of the professional fees due after the initial project meeting, and the balance of fees plus expenses due after delivery of the Draft Report. Invoices will be sent to the City and are payable within 30 days of receipt, after which a 2% monthly charge will be added.

## DELIVERABLES

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The City can expect to receive a draft report and a final written report. The consultant will also meet with the appropriate City officials to verbally present and conduct an overview of the final report's findings.

At approximately the tenth week from the project's inception (meaning the consultant is actively engaged with the staff and pursuing the goals of the project), City officials can expect a draft of the written report delivered in electronic format to the City's point-of-contact for the project. Within a week of the City's receipt of the draft, the consultant will review the draft report with the City's point-of-contact, and others as determined by the City, for input and reactions. Presentation of an electronic draft report follows along the lines of our approach to Process Consultation, as described above.

At about the 12<sup>th</sup> week, depending on the extent of changes requested and mutually agreed upon, the consultant will deliver an electronic version of the final draft of the report. After receipt of the final report, City officials can also expect to meet with the consultant.

## CONCLUDING REMARKS

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GovHR is a public sector management consulting firm devoted to assisting only public sector entities. We believe that the GovHR team assembled for the City of Breezy Point's organizational assessment is of the highest caliber and qualifications. Our experience and knowledge are what sets us apart and allows us to provide you with a tailored, comprehensive approach to this engagement. We also welcome the opportunity to meet with you to discuss the proposal and consider any modifications that would better meet the City's expectations and available resources.

## CONTRACT ACCEPTANCE

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### ACCEPTED BY THE CITY OF BREEZY POINT, MI

BY: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_

Billing Contact: \_\_\_\_\_

Billing Email: \_\_\_\_\_



# CHARLENE STEVENS



Ms. Stevens has over twenty years of experience in municipal management. Ms. Stevens has worked in both county and city government and her career covers work in urban, suburban and rural communities. Her career has spanned three states: Minnesota, Kansas and Pennsylvania.

Ms. Stevens has expertise in community and civic engagement, having started her career in neighborhood services and led community wide visioning and strategic planning efforts for two different communities. Ms. Stevens' strength is her ability to develop strong partnerships with multiple and diverse stakeholders. Through those partnerships, Ms. Stevens helps communities develop consensus and achievable plans.

Ms. Stevens' results-oriented management has included projects that have expanded parks and preserved greenspace in rapidly developing communities, developed a workforce training center for a large urban county, led downtown development plans for two communities and created mentoring and training programs for city staff. Ms. Stevens has appreciated the opportunity to mentor many young professionals, including helping to establish women's mentoring groups in three different communities.

## PROFESSIONAL EDUCATION

- Master of Public Administration, University of Kansas, Lawrence, Kansas
- Bachelor of Arts, International Relations, Pomona College, Claremont, California
- Leadership Wichita Graduate

## PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Instructor, International City and County Management Association (ICMA), Emerging Leaders Development Program
- Instructor, ICMA Mid-Career Institute

## MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association (ICMA) – Current Member
- ICMA Task Force on Welcoming New Members - Chair, 2009 - 2015
- ICMA Task Force on Women in the Profession - Member 2012-2014
- ICMA Regional Vice President - ICMA Executive Board Member, 2003 - 2006
- ICMA Committee of Professional Conduct - Chair, 2006
- ICMA Conference Host Committee - Co Chair, 2002
- ICMA Conference Planning Committee - Member, 2001 and 2002

- ICMA Task Force on Small Communities - Member, 1999-2001
- League of Minnesota Cities (LMC) - Board Member, 2013 - 2015
- Coalition of Greater Minnesota Cities (CGMC) - Board Member, 2011 - 2015
- Minnesota City and County Management Association (MCMA) - Current Member
- MCMA Task Force on Women in the Profession - Current Member
- YMCA of Woodbury Community Board - Current Member and Board Vice Chair
- KUCIMAT President - University of Kansas, 2013 - 2014
- Willmar Area Rotary, 2011 - 2015
- Kansas Association of City and County Managers (KACM) - Member, 2006 - 2011
- Association of Pennsylvania Municipal Managers (APMM) - Member, 1997 - 2006

## PROFESSIONAL BACKGROUND

*Over 20 Years of Local Government Leadership and Management Experience*

- |   |           |
|---|-----------|
| • City Administrator, Cottage Grove, MN         | 2015-2018 |
| • City Administrator, Willmar, MN               | 2011-2015 |
| • Assistant County Manager, Sedgwick County, KS | 2006-2011 |
| • Assistant Township Manager, Lower Gwynedd, PA | 1999-2006 |
| • Assistant Township Manager, Buckingham, PA    | 1997-1999 |
| • Neighborhood Assistant, City of Wichita, KS   | 1995-1996 |





# JOHN PREJZNER



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 graduate of Maine South High School. He possesses a Master's Degree in Public Administration from Northern Illinois University in DeKalb, Illinois.

GovHR clients can expect John to be 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, AND 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

