



# CITY COUNCIL REGULAR MEETING

**Monday, October 02, 2023 at 6:30 PM**

City Hall 8319 Co. Rd. 11 Breezy Point, MN 56472

(218) 562-4441 | Office Hours 8:00 a.m. - 4:00 p.m. | [cityadmin@cityofbreezypointmn.us](mailto:cityadmin@cityofbreezypointmn.us)

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## AGENDA

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**1. CALL TO ORDER**

**2. ROLL CALL**

**3. PLEDGE OF ALLEGIANCE**

**4. APPROVAL/AMENDMENT OF THE AGENDA**

**5. OPEN FORUM**

Items not included in the agenda.

**6. PRESENTATIONS**

A. Convention & Visitors Bureau - Brainerd Lakes Chamber of Commerce

B. Pequot Lakes School District Referendum

C. Pequot Lakes School District Safe Routes to School

D. Parks & Recreation Committee Update

**7. CONSENT AGENDA**

One action, topics will not be discussed unless removed from consent agenda. Items requiring the expenditures of funds are budgeted items or have been previously discussed by the City Council.

A. September 5, 2023 Regular City Council Meeting Minutes

B. Approval of Claims in the Amount of \$185,407.59.

C. Resolution 13-2023 Donation to Breezy Point Police Department

D. VOTER Account Agreement with Crow Wing County

E. FNC Corporate Resolution Certification

**8. ITEMS REMOVED FROM CONSENT AGENDA**

**9. NEW BUSINESS**

A. Organizational Assessment Proposals

B. Setting October and November Council Workshops

[C.](#) Resolution 14-2023 Expanding the Parks & Recreation Committee

**10. OLD BUSINESS**

[A.](#) Disc Golf Course Event Permit

[B.](#) Proposed Ordinance 2023-04 Cannabis Use Regulations

**11. STAFF REPORTS**

**12. MAYOR AND CITY COUNCIL REPORTS**

**13. AGENDA FORECAST**

[A.](#) November City Council Meeting Agenda Forecast

**14. ADJOURN**

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Convention & Visitors Bureau – Brainerd Lakes Chamber of Commerce  
DATE: October 2, 2023

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Matt Killian, President of the Brainerd Lakes Chamber of Commerce, has requested time to present the Chamber’s proposal for a regional convention & visitors bureau (CVB) to the City Council. David Spizzo, who (in addition to his role as Vice President with Whitebirch) serves as a Chamber board member and CVB steering committee member, will present along with Mr. Killian.

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Pequot Lakes School District Referendum  
DATE: October 2, 2023

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Pequot Lakes School District Superintendent Kurt Stumpf has requested to speak to the City Council about the District's bond referendum election that will take place on Tuesday, November 7.



TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Pequot Lakes School Safe Routes to School Plan  
DATE: October 2, 2023

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Tad Erickson with Region Five Development Commission has requested to present the Pequot Lakes Safe Routes to School Plan that was developed earlier this year. This plan has been approved by the District Board as well as accepted by the City of Pequot Lakes. Mr. Erickson, on behalf of the District, will be requesting that the City Council likewise accept the plan.

[PEQUOT LAKES]

# SAFE ROUTES TO SCHOOL

*A plan to make walking and biking to school a safe, fun activity*

## **Infrastructure** *Engineering projects that improve streets and routes*

### INFRASTRUCTURE RECOMMENDATIONS

**Goal #1:** County Road 11 Trail Development

**Priority:** High

**Recommendation:** Continue to seek funding and feasibility for the development of a trail along Crow Wing County Road 11 that would connect the communities of Pequot Lakes, and Breezy Point along with Eagleview Elementary school which sits between the two cities.



## **Programs** *Equity + Education + Encouragement + Engagement + Evaluation*



### INCREASED LAW ENFORCEMENT PRESENCE

**What:** This creates another layer of safety for walkers and bikers who may be intimidated by heavy traffic flow.

**Who:** School staff, Law Enforcement, and Volunteers.

**How:** This is an inclusive strategy to get more students walking and biking to and from school when and where it is safe to do so by supporting safety



### WALKING SCHOOL BUS PROGRAM

**What:** Consider developing a walking school bus program that would include local PTA and school staff.

**Who:** School staff, PTA, and volunteers.

**How:** This program would seek to get more kids outside walking before school and encourage them to be more active with the potential of encouraging more kids to walk to school.



### Safe and Strategic Drop Sites

**What:** When walking and biking isn't an option, consider identifying safe and strategic "Drop sites" for students to walk/bike to/from before and after school where they would then be picked up/dropped off by a school bus.

**Who:** School Staff, Volunteers

**How:** The location of Eagleview Elementary school poses unique barriers to walking and biking for students. Drop sites could potentially increase the likelihood of more students becoming more active.

## **Get Involved**

Want to help make it safer, easier, and more comfortable to walk and bike to school in the Pequot Lakes School District? Contact your school principal or SRTS lead to learn how to get involved.

[Tad Erickson, Transportation Planner at Region Five Development Commission - 218.820.9281. [terickosn@regionfive.org](mailto:terickosn@regionfive.org)

Learn more about Safe Routes to School at: [www.dot.state.mn.us/saferoutes/](http://www.dot.state.mn.us/saferoutes/)







# Safe Routes to School

A plan to encourage more students to walk and bike to/from school – when and where it’s safe.

**JUNE 27TH, 2023**

**PEQUOT LAKES, MINNESOTA**

Eaglevew Elementary, Pequot Lakes Middle School, and High School.



# The Vision

*Walking, biking, and rolling to school is safe, comfortable, and fun for all students in Pequot Lakes.*

Safe Routes to School (SRTS) programs are sustained efforts by parents, schools, community leaders, and local, state, and federal governments to improve the health and well-being of children by enabling and encouraging them to walk and bicycle to school WHEN AND WHERE IT IS SAFE TO DO SO.

The vision identified by the SRTS planning team is to increase opportunities for all students to walk or bike to and from school safely by identifying and addressing the issues and barriers that currently exist. Therefore, the local planning team hopes to accomplish three main goals through the SRTS planning process.

1. Determine the current environment surrounding walking and biking to school i.e., how many students district-wide are walking and biking to school?
2. Conduct an assessment of issues and barriers to walking and biking to school.
3. Develop strategies that lead to an environment more conducive to safe walking and biking to school.

## THE 6 E'S

Safe Routes to School (SRTS) programs rely on six core strategies, called the "Six Es", to work towards their vision. Successful Safe Routes to School projects see remarkable changes in the way students and parents choose to travel to and from school. These projects succeed by including each of the "Six E's" of Safe Routes to School to ensure that their project is a well-rounded, multi-prong and time-tested approach to getting students safely walking and bicycling. The Six E's of Safe Routes to School are:

### ENGAGEMENT

Working with students, families, school staff, and community members and organizations, especially those from priority Equity groups, to create and implement Safe Routes to School initiatives.

### ENGINEERING

Developing Equity-focused changes to the built environment, designed and prioritized through community Engagement.

### EDUCATION

Providing students and other community members, especially those from priority Equity groups, with skills and knowledge about walking, biking, and rolling.

### ENCOURAGEMENT

Normalizing a culture of walking, biking, and rolling through incentive programs, events, and activities that center priority Equity groups.

### EVALUATION

Measuring how Safe Routes to School initiatives are implemented (process evaluation) and what their impacts are (outcome evaluation), especially how initiatives Engage with and support priority Equity groups.

### EQUITY -

Prioritizing positive outcomes for students from lower-income households; Black, Indigenous, and other students of color; students with disabilities; and other students who face disproportionate barriers to walking, biking, and rolling to school.



# Acknowledgements

We gratefully acknowledge the participation of the following individuals and organizations in the development of this Safe Routes to School Plan.

## SRTS PLANNING TEAM

- Mike Davis**  
Pequot Lakes – Police Chief
- Sheri Fyle**  
Pequot Lakes – Police Officer
- Mike O’Neil**  
Principal – Middle School
- Melissa Hesch**  
Principal – Eagle View Elementary
- Mike Renford**  
Buildings and Grounds Director
- Joel Tvedt**  
Community Education Director
- Tim Bray**  
Crow Wing County - Engineer
- Matt Kallroos**  
Crow Wing County- Transportation Planner

## SRTS PLANNING TEAM

- Kurt Stumpf**  
Superintendent
- Rick Spiczka**  
Pequot Lakes – City Administrator
- Jess Devine**  
Pequot Lake Resident
- Reanne Hecker**  
Pequot Lake Resident
- Angel Zierden**  
Breezy Point - Mayor
- David Chanski**  
Breezy Point – City Administrator
- Kelly Johnson**  
Crow Wing Energized



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## INTRODUCTION - ORGANIZATION OF THIS REPORT

This report is designed to support multiple groups of people involved with Safe Routes to School in the Pequot Lakes School District, including students, caregivers, teachers, school administrators, public works staff, elected officials, and county and state employees. To help make the body of this report relevant to all readers—while also documenting all of the participation, analysis, and deliberation that went into development of the plan—some content has been moved to the Appendices.

SRTS programs examine conditions around schools and conduct projects and activities that work to improve safety and accessibility and reduce traffic and air pollution near schools. Thus, these programs help make bicycling and walking to school safer and more appealing transportation choices thus encouraging a healthy and active lifestyle from an early age.

The Region Five Development Commission (R5DC) has successfully developed numerous Safe Routes to School Plans for communities throughout the region, over many years. The Region Five Development Commission assists local units of governments and schools in all aspects of Safe Routes to School planning including developing a planning team, facilitating public informational meetings, facilitating planning team work sessions, administering both student and parent surveys, conducting local walk-audits, drafting the planning document itself, assisting in the adoption process, and much more.

## PLANNING PROCESS

The Region Five Development Commission working in cooperation with the Pequot Lakes School District have developed this SRTS plan through the efforts of an ad-hoc community group of volunteers, school staff, State Health Improvement Plan (SHIP) coordinator, and professional planning consultants. This local planning team collected and analyzed information, identified issues, barriers, community needs and priorities, and developed recommendations designed to increase bicycle and pedestrian safety for students.

## METHODOLOGY

The charge of the planning team was to provide oversight of the overall planning process as well as to provide vital input regarding issues and barriers to safety of students walking or bicycling to and from school; to identify areas of concern as well as to set forth a vision that will guide future transportation planning related to SRTS.

## PLANNING TEAM

After being awarded the Technical Assistance grant from the Minnesota Department of Transportation (MnDOT) in 2022, the Pequot Lakes School District staff, in coordination with the Region Five Development Commission began developing a local planning team (LPT) that would represent a diverse cross section of the community. The planning team was designed to both articulate the needs of the community as they relate to SRTS as well as develop strategies and recommendations going forward. The planning team was comprised of several key stakeholders from diverse backgrounds and areas of expertise including elected officials, tribal transportation planners, educators, engineers, members of law enforcement, local transportation planners, parents, community members as well as local transportation planners.

The Local Planning Team (LPT) communicated via email and met several times throughout 2022 and 2023. LPT members also oversaw the administration of both the parent survey and the in-class student tally. Additionally, the LPT conducted a walk audit and a hazard observation of school drop off and pick up at



each of the school sites to identify areas in need of improvement. The Planning Team reviewed the final draft of this plan and recommended it for submittal to MnDOT and approval to the Pequot Lakes School Board and Pequot Lakes City Council.

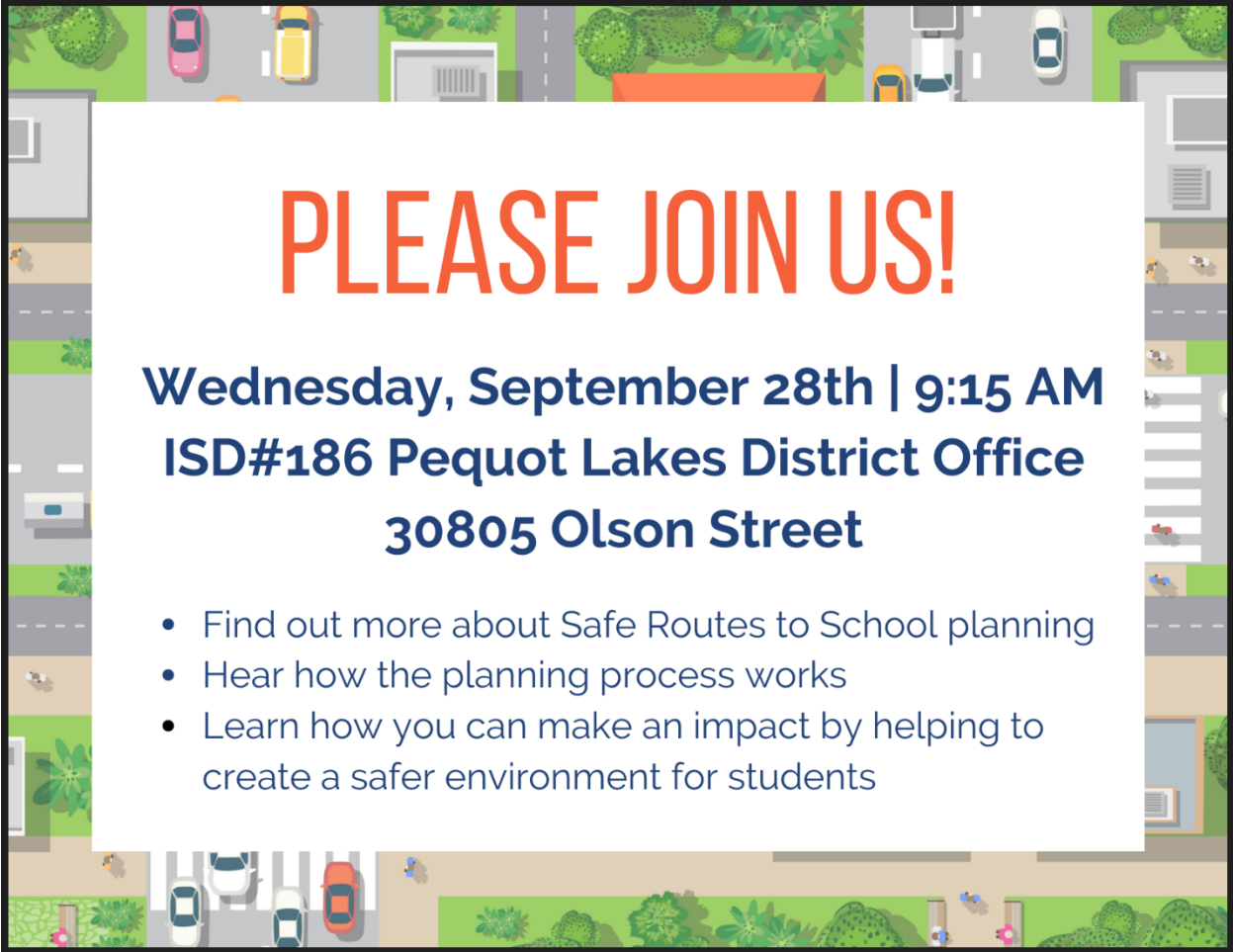
### TIMELINE AND MEETINGS

After the planning team was developed, they held a series of monthly working sessions throughout the planning process to determine issues and barriers as they relate to SRTS in the Pequot Lakes School District.

<b>Month</b>	<b>Purpose</b>
July 2022	Grants and Contract Awarded
August 2022	Development of the Local Planning Team (LPT)
September 2022	Public Informational Kick Off Meeting
October 23rd, 2022	LPT Meeting, Walk Audit, and launched in Class Student Tally
November 13th, 2022	LPT Meeting – Developed Community Survey
December 19th, 2022	LPT Meeting – Administered Community Survey
January 2023	LPT Meeting – Hazard Observation (Both schools)
February 2023	LPT Meeting – Identified Issues and Barriers
March 2023	LPT Meeting – Developed Goals and Strategies
April 2023	LPT Meeting – Reviewed Draft Plan
May 2023	LPT Meeting - Submitted DRAFT Plan for MnDOT Review
June 2023	LPT Meeting – Considered revisions to Final DRAFT
July 2023	LPT Meeting – Present Final Plan to School Board and City Council for formal adoption.







# PLEASE JOIN US!

**Wednesday, September 28th | 9:15 AM**  
**ISD#186 Pequot Lakes District Office**  
**30805 Olson Street**

- Find out more about Safe Routes to School planning
- Hear how the planning process works
- Learn how you can make an impact by helping to create a safer environment for students

## IN CLASS STUDENT TALLY

The planning team oversaw the administration of the in-class student tally which is intended to provide the LPT with baseline data regarding how many students are currently walking or bicycling to school.

The in-class student tally is a form distributed to educators that is intended to be administered in class by tallying students via a raised hand. The Tally directs educators to ask students how they arrived at and departed from school i.e., which mode of transportation they utilized for both trips. The tally is intended to be administered over a three consecutive day period in order to eliminate variability and obtain an accurate average count. Additionally, the LPT determined that the tally should be administered on a Tuesday, Wednesday, and a Thursday to further avoid variability associated with students' schedules on Mondays and Fridays. The complete In-Class Student Tally results can be found in Appendix A.

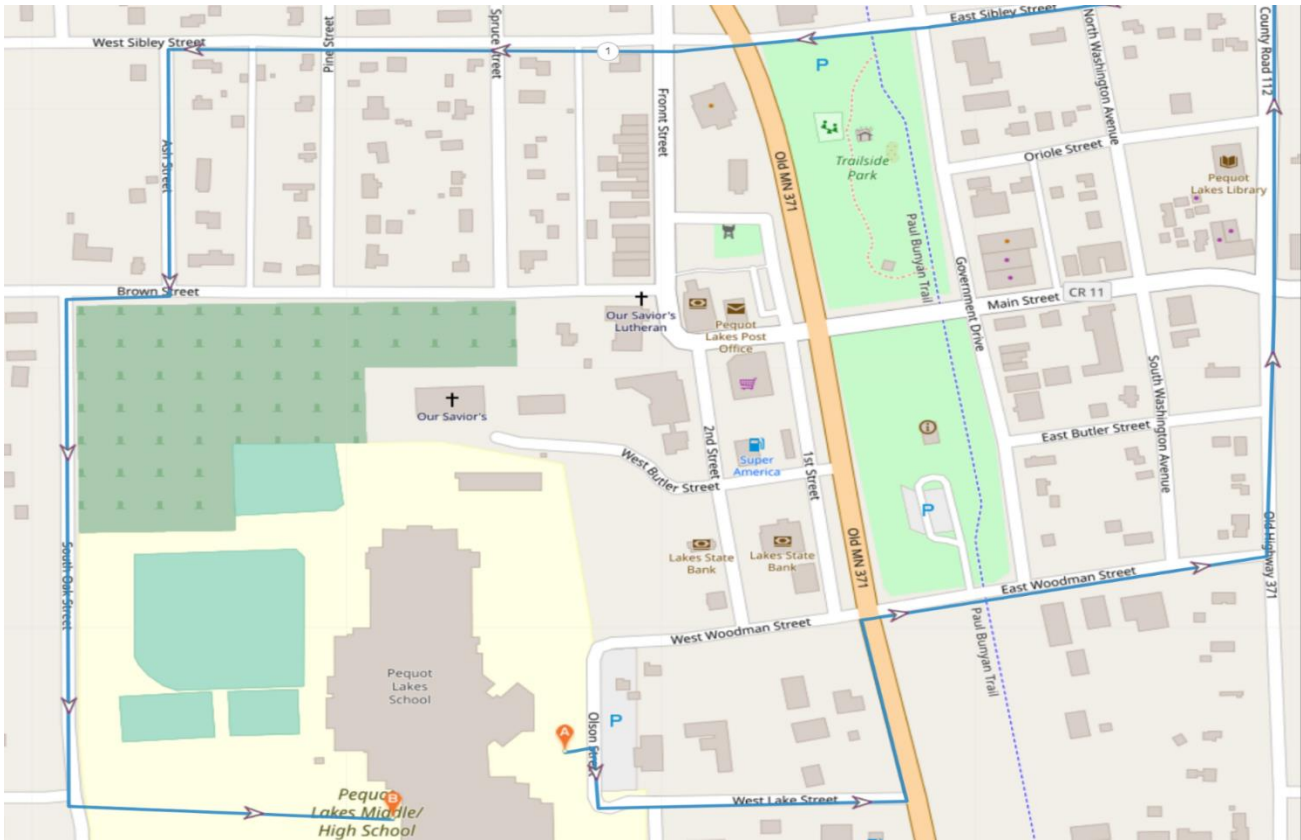
## PARENT SURVEY

The planning team oversaw the administration of the parent survey which is intended to provide insight into why parents allow or don't allow their students to walk or bike to or from school, which barriers prevent them, and to identify other opportunities to improve walking and bicycling. The surveys that were used were designed by the National Center for SRTS and asked respondents to answer 16 questions. A copy of the survey and the complete survey responses can be found in Appendix B.

The parent survey, which was conducted mostly online, but hardcopies were also made available at public locations throughout the community and yielded a good response rate. The input from the parent survey provided crucial information regarding issues and barriers to walking and biking to and from school.

## COMMUNITY WALKING AUDIT/SITE ASSESSMENTS

The planning team conducted walking audits around each of the school sites to further determine issues and barriers as well as to begin thinking about potential solutions to improve student's ability to safely walk or bike to and from school. The input from the walk audit proved invaluable to the planning team in determining where issues and barriers exist and in determining potential solutions.



### HAZARD OBSERVATION

In addition to the walk audit, the LPT spent time observing both driver and pedestrian behavior during peak hours including school drop off and pick up at both school sites. The purpose is to identify not only unsafe driver or pedestrian behaviors, but also to identify any issues and barriers such as congestion, back-ups, or unsafe crossings. Lastly, the LPT used this opportunity to attempt to reimagine the infrastructure layout of roads, sidewalks, crosswalks signage, lighting and any other aspect of driver or pedestrian safety should the need arise.

### ASSESSMENT OF ISSUES AND BARRIERS

Building on the information gathered from the in-class student tally, the parent survey, the walk audit and their observations from school drop off and pick up, the local planning team discussed, and assessed the issues and barriers that emerged and were identified. There is a great quote from Albert Einstein that goes: "If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions." With this aphorism in mind the local planning team spent a considerable amount of time assessing the issues and barriers in order to appropriately identify solutions to the challenges that they identified throughout the planning process.

The assessment of issues and barriers was meant to inform the decision-making process by bringing together all the information gathered from the surveys, walk audit, public meetings, and working sessions.

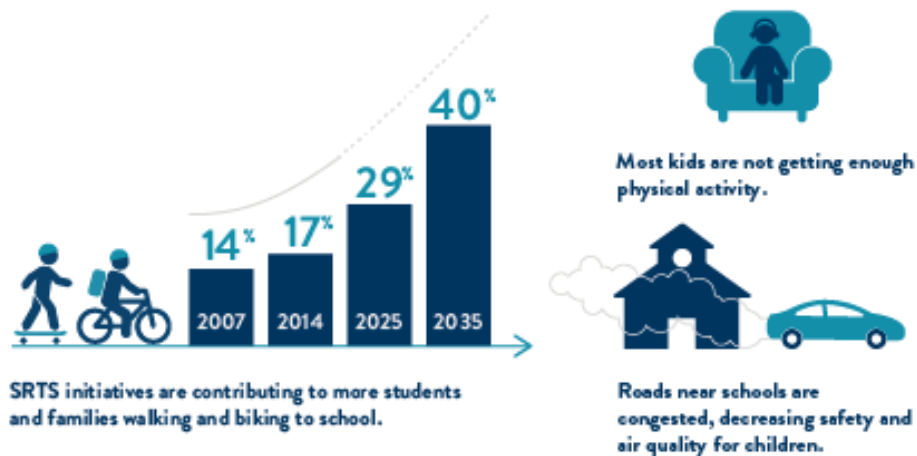
### OBSERVATIONS AND RECOMMENDATIONS

After collecting as much information as possible throughout the in-class student tally, the parent survey, the walk audit and their observations from school drop off and pick up; and after spending considerable time assessing the issues and barriers, the local planning team developed a list of observations and recommendations intended

to address the issues identified as well as to capitalize on some of the opportunities that were discovered along the way. The observations and recommendations were then arranged and organized accordingly within the nationally recognized six “E” approach.

## Why Safe Routes to School?

Today, less than 20% of K-8 students walk or bike to school, but as recently as 1970, nearly 50% of students walked or biked to school. Where schools and housing are located, how roads are designed, and how automobiles are regulated have all contributed to this decline. Through policy changes, infrastructure improvements, and programs, Safe Routes to School helps create physical and social environments that empower students, their families, and their communities to walk and bike more often. Communities that participate in Safe Routes to School also benefit from less air, noise, and water pollution; lower road maintenance costs; and more pleasant streetscapes for pedestrians, bicyclists, and drivers alike.



### KIDS WHO WALK OR BIKE TO SCHOOL:

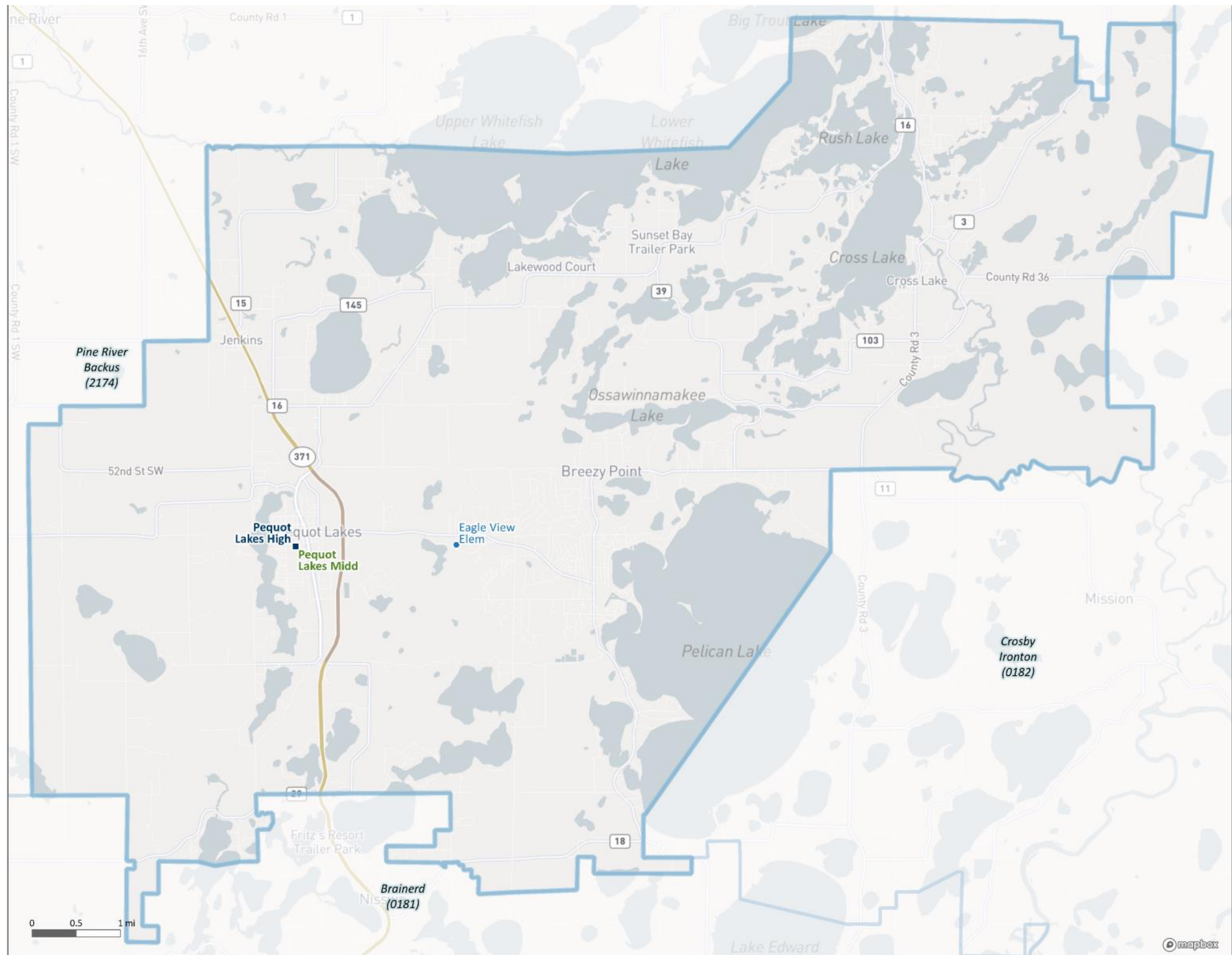
- Arrive alert and able to focus on school
- Get most of their recommended daily physical activity just from traveling to and from school
- Feel better about their physical health
- Have better school performance and test scores
- Are more likely to have good mental health

### A REINFORCING CYCLE OF WALKING AND BIKING TO SCHOOL



\*More information, including primary sources, can be found at <http://guide.saferoutesinfo.org>.

Map 1: Pequot Lakes School District Map





# [Eagleview Elementary] Community in Context



### SITE CIRCULATION

**Pedestrians:** Very few if any students walk or bike to or from Eagleview Elementary school as it is located over two (2) miles from the city of Pequot Lakes and over two and a half (2.5) miles from the city of Breezy Point. Additionally, Eagleview sits along County Road 11 which is one of the busiest East/West highways in the northern portion of the County. The vast majority of students are either dropped off by their parents or take the school bus. from high school to the elementary school.

**Bicyclists:** No students were observed walking and biking around the school area on the day of the hazard observation. This is again attributed to the distance between Eagleview Elementary and both Pequot Lakes and Breezy Point.

**School Buses:** Buses approach the school from both the East and the West, as students from both Pequot Lakes and Breezy Point and the surrounding rural areas attend Eagleview.

**Transit:** There is no public transit available at this time.

**Vehicles:** School staff recommend that parents drop off and pick up students by using the eastern most entrance/exit which leads up to the school and offers a turnaround. This keeps the parents separate from the school buses and works very well.

**SCHOOL CONTEXT:**

# Eagleview Elementary

**PRINCIPAL:**

Melissa Hesch

**ENROLLMENT:**

630

**GRADES SERVED:**

k-4

40% of students eligible for free or reduced lunch

\*Source: School district records

\*\*Source: School district records

**STUDENT DEMOGRAPHICS:**

- Eagleview Elementary's enrolled population of 630 students is spread across kindergarten through 4th grade and is drawn from a district comprising most of the northern part of Crow Wing County.

## [Pequot Middle School, High School, and District Office] Community in Context



**SITE CIRCULATION**

**Pedestrians:** Many students were observed walking to and from campus along several routes including West Lake St, West Woodman, and South Oak Street. Pedestrians included middle school students as well as high school students. It was noted that many of the students walk to a convenience store along West Lake Street before continuing their routes.

**Bicyclists:** A few students were observed biking around the school area on the day of the walk audit.

**School Buses:** Buses access the school campus from South Oak Street and continue along a roadway on school property along the northside of the school campus that leads to a dedicated bus parking lot with suitable space for parking, loading and turnaround.

**Transit:** There is no public transit available at this time.

**Vehicles:** School staff recommend that parents drop off and pick up students in a parking lot on the East side of the school campus and follow a known route once on school property which allows for a nice flow of vehicular traffic. There is some pedestrian traffic that crosses through the line of parked or slowly moving vehicles as the pedestrians access the staff and faculty parking lot. However, the majority of the students exit the school and follow a sidewalk that leads directly and uninhibitedly to a student parking lot.



**SCHOOL CONTEXT:**

# Middle School, High School, District Office

**PRINCIPAL:**

Aaron Nelson (High School Principal)

Mike O'neil (Middle School Principal)

**ENROLLMENT:**

1,170

**GRADES SERVED:**

5-12 40% of students eligible for free or reduced lunch

\*Source: School district records

\*\*Source: School district records

**STUDENT DEMOGRAPHICS:**

- Middle School and High School Campus's enrolled population of 1,170 students is spread across 5<sup>th</sup> through 12<sup>th</sup> grade and is drawn from a district comprising most of the northern part of Crow Wing County.

# Infrastructure

## Existing Conditions

*Physical changes to the streetscape are essential to making walking, biking, and rolling to school safer and more comfortable.*

Equipped with a wealth of information, gathered from the kickoff meeting, in-class student tally, the parent survey, the walk-audit and in talking with school transportation staff, parents and local residents, the planning team developed several observations regarding existing conditions and current issues and barriers.

The first overarching observation is that the two school sites have vastly different challenges. Being located in town, the middle school/high school offers far more opportunities for students to walk and/or bike to/from school. While Eagleview Elementary, being located approximately 2 miles out from downtown Pequot Lakes, and approximately 2.5 miles from downtown Breezy point experiences significant challenges and safety concerns for students walking and biking to/from school from either community.

In the paragraphs below we describe the specific issues and barriers that the planning team identified for each school site.

### MIDDLE SCHOOL/HIGH SCHOOL

#### **Rasmussen Road.**

The sidewalk network along Rasmussen road currently ends abruptly, creating a gap between where the sidewalk ends, and Pequot Terrace Estates is located.

#### **Patriot Avenue**

Similarly, the sidewalk network along Patriot Avenue ends, creating a gap to new and anticipated development to the south of town.

While not necessarily an issue or a barrier, the planning team also emphasized the importance of continuing to prioritize ongoing maintenance of pavement markings and lighting along pedestrian

routes in and around the middle school/high school campus as worn off markings and limited lighting can lead to potentially unsafe conditions.

#### **Oak Street.**

The planning team recognized that there is little to no parking on South Oak Street along the ball fields and bus drop area. Additionally, traffic speeds along this route were noted as being high creating a safety concern for pedestrians, particularly because there are no pedestrian facilities along this route as well. These three factors create a potentially dangerous environment for bicyclists and pedestrians, especially during peak traffic times such as before or after school, and during extracurricular school activities.

#### **Patriot Avenue South of Lake Street**

Early on in the planning process, the planning team noticed that this is one of the main intersections for students crossing Patriot Avenue as they walk or bicycle to/from school. Currently, there is no pedestrian facility enabling students to cross at this point which is a natural/logical crossing given pedestrian habits and a clear path that has been worn from this intersection through the ditch and woods to the Paul Bunyan Trail.

#### **Woodman and Patriot Avenue Crossing**

Another crossing that caught the attention of the planning team was the intersection of Woodman and Patriot Avenue, where there is currently a crossing, however, given the high volume of bicycle and pedestrian traffic at this location, some crossing improvements are in order.

At both of these crossings, safety was a paramount concern due to the high traffic volumes on Patriot and the increased bicycle and pedestrian traffic, particularly during peak hours before and after school.

**EAGLEVIEW ELEMENTARY**

The planning team has a lot of discussions and observations regarding what could be done to improve safety and ease bicycle and pedestrian travel to/from Eagleview from both Pequot Lakes and Breezy Point.

Both traffic volume and traffic speed were identified as significant barriers and safety concerns along the entirety of County Road 11. County Road 11 is a major east west corridor connecting two of the county’s larger communities. In addition, the seasonal traffic is significant along the corridor as well leading to additional volumes. All of this creates challenges and safety concerns regarding access to/from Eagleview onto County Road 11 for school buses, parent traffic, and bicycle and pedestrians showing a clear and present safety need for potential trail development along County Road 11 and intersection improvements at Eagleview and County Road 11

The responses from the parent survey indicated there was a significant safety concern that impacted parents’ decisions to not allow their students to walk or bike to school. Currently there is no continuous pedestrian facility between Pequot Lakes, and Breezy Point where Eagleview bisects the two communities. Additional safety concerns along the County Road 11 corridor include poor drainage at various intersections along the route.

Recommendations were prioritized on the basis of community and stakeholder input, traffic and roadway conditions, proximity to schools, and proximity to and use by priority populations to address equity concerns.

This plan does not represent a comprehensive list of every project that could improve conditions for walking and bicycling in the neighborhood. Instead, it calls attention to key conflict points and potential improvements. Recommendations range from simple striping changes and signing to more significant changes to the streets, intersections, and school infrastructure.

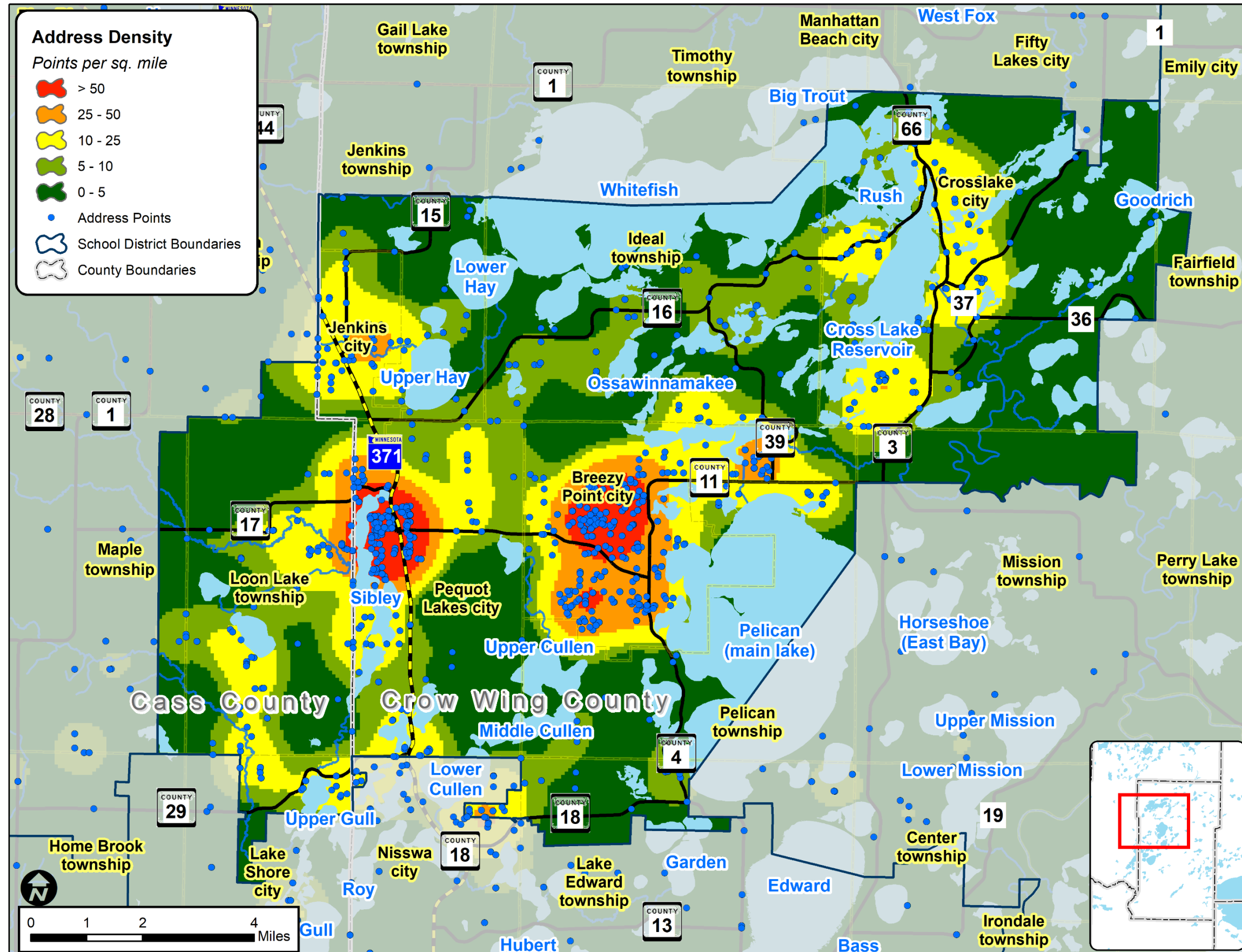
Engineering recommendations are described on the following pages. Recommendations are planning-level concepts and will require additional study to confirm feasibility and to finalize project prioritization.

**MAPS**

The Maps below provide illustrations of certain aspects of the existing conditions. The first map is a density heat map of the student population within the Pequot Lakes School District. This map will be useful to planners and decision makers alike, as they prioritize the allocation of public funds and resources to best serve the transportation needs of the community.

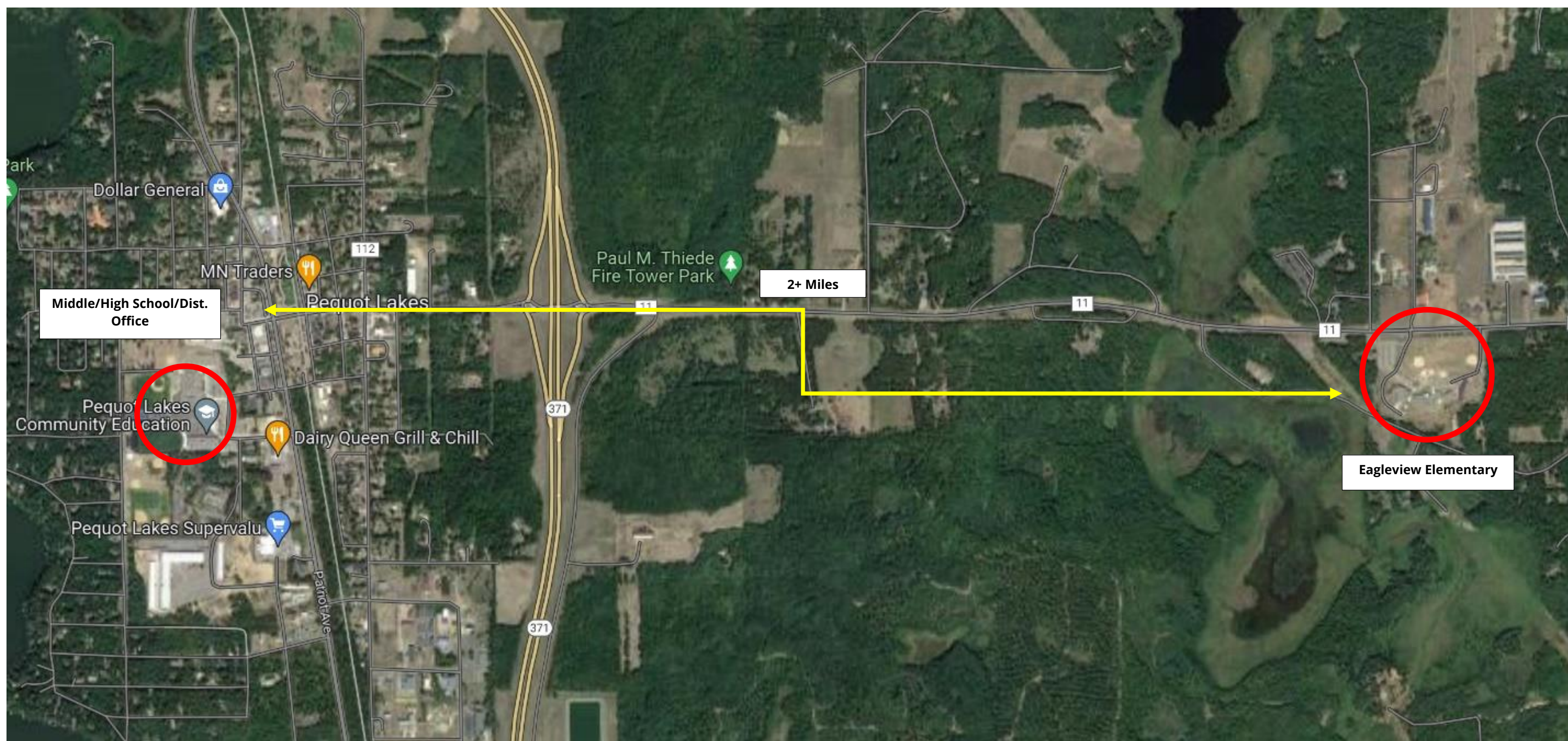
The Second Map illustrates the relative location of the two school sites in relation to one another and the City of Pequot Lakes.

Map 2: Student Population Density Heat Map





Map 3: Relative location of School Sites





Map43: Potential Trail Alignment Along County Road 11





# Introduction to Programs

*Programs are opportunities to increase awareness, understanding, and excitement around walking, biking, and rolling to school.*

Programs are focused on educating students, families, and the broader community about walking and biking, as well as on building a culture that supports and normalizes walking and biking to school and other destinations.

Because programs are low-cost and can often be implemented quickly by an individual school or the school district, they represent an important Safe Routes to School strategy that complements longer-term strategies, including infrastructure improvements and policy changes



## EXISTING PROGRAMS

The Pequot Lakes School District has been actively working towards providing safe and inviting spaces around school campuses for students. This foundation of encouraging student travel safety provides a valuable baseline for expanding programs to encourage more students to walk and bike.

### PROGRAMS ALREADY ACTIVE AT PEQUOT LAKES SCHOOLS:

- Walking and bicycling field trips
- Enhanced driver, bicycling and pedestrian safety curriculum.
- Bike giveaway
- Community Education programming
- Student involvement in community events
- Walk! Bike! Fun! Curriculum
- High Five Friday's

## PROGRAM RECOMMENDATIONS

Conversations with school and district staff, caregivers, students, community members, and city and county staff led to the following program recommendations. Programs were tailored to meet the needs, capacities, and interests of the community and were prioritized based on existing programs, input from local stakeholders, the extent to which the program would serve priority equity populations, and the readiness of the school to launch the program.

### RECOMMENDED PROGRAMS INCLUDE:

- Consider ways to continually improve and best utilize Crossing Guards
- Continue In-School Curriculum & Activities such as Walk! Bike! Fun!
- When walking and biking isn't an option, consider identifying safe and strategic Park & Walk
- Consider ways to ensure that underserved neighborhoods have equal access to public facilities.
- Continue meeting as a SRTS planning team.
- Continue conducting the parent survey annually to track changing perceptions.
- Continue conducting in-class-student tallies to track walking and bicycling numbers over time
- Develop Suggested SRTS route map.
- Continue to build on existing events and find new Walk & Bike Field Trip events.
- Promote observance of Walk and Bike to School Days
- Walking School Bus and Bike Train that would include local PTA and school staff





# Working for Change - Action Steps

*This plan and planning process provide two critical ingredients for creating a more equitable transportation system for Pequot Lakes: a prioritized set of infrastructure and program recommendations, and a network of caregivers, school staff, local government employees, and community members committed to improving walking and biking.*

### **PRIORITY SRTS INITIATIVES**

- Improve key crossings of Patriot Ave at Woodman, Lake and others.
- Improve parking situation and pedestrian facilities along South Oak St. and the route leading to the bus lot.
- Improve safety along County Road 11, by considering an off-street trail, connecting the school to both Pequot Lakes and Breezy Point.
- Consider intersection improvement at Eagleview Elementary and County Road 11.
- Improve sidewalk network by filling in sidewalk gaps, making some extensions and key connections and continuing to prioritize maintenance.

# ENGINEERING

*Creating physical improvements to streets, sidewalks, trails, infrastructure, and neighborhoods that make walking and bicycling safer, more comfortable, and more convenient.*

## Goal 1: County Road 11 Trail Development

**PRIORITY:** High

### RECOMMENDATION

Continue to seek funding and feasibility for the development of a trail along Crow Wing County Road 11 between Pequot Lakes and Breezy Point.

### WHY IS THIS RELEVANT?

Trail development would provide a barrier from heavy traffic and could potentially increase the number of walkers and bikers for all students K-12.

### WHO WILL MAKE THIS HAPPEN?

County, city and school staff, with funding from MnDOT.

### HOW WILL THIS ADDRESS EQUITY?

Improving pedestrian conditions makes walking and rolling easier and safer for people with disabilities and meet all ADA requirements.

## Goal 2: County Road 11 and Eagleview Intersection Improvements

**PRIORITY:** High

### RECOMMENDATION

Consider additional improvements to County Road 11

- Rapid Flashing Beacon
- Traffic Control
- Nickel Road (change to general terms for South of Eagleview access)
- Use Bushman to avoid CR11 in future.
- Intersection improvements

### WHY IS THIS RELEVANT?

Each of these recommended actions would improve the safety of bicyclists and pedestrians and all users on County Road 11 by improving traffic flow would making the intersection less intimidating for pedestrians while also reducing emissions by reducing vehicle idling.

### WHO WILL MAKE THIS HAPPEN?

County, city and school staff, with funding from MnDOT.

### HOW WILL THIS ADDRESS EQUITY?

Improving sidewalk conditions makes walking and rolling easier and safer for people with disabilities. This intersection is also a key crossing to schools for lower-income families and students from Grande Apartments.

## Goal 3: Rasmussen Road Pedestrian Infrastructure

**PRIORITY:** High

**RECOMMENDATION**

Consider extending the sidewalk along Rasmussen Road to the manufactured home park to the north.

**WHY IS THIS RELEVANT?**

The sidewalk network currently has gaps and extending along this route would connect key areas of town.

**WHO WILL MAKE THIS HAPPEN?**

City staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving sidewalk conditions makes walking and rolling easier and safer for people with disabilities. This intersection is also a key crossing to schools for lower-income families and students from the manufactured home community along Rasmussen Road.

**Goal 4: Pavement Markings and Lighting**

**PRIORITY:** High

**RECOMMENDATION**

Continue to consistently repaint and re-stripe crosswalks/ pavement markings and improve lighting to ensure a high degree of visibility.

**WHY IS THIS RELEVANT?**

Poor visibility of striping and pavement markings and poor lighting can lead to potentially unsafe routes. Continuing to maintain these pavement markings will lead to safer outcomes.

**WHO WILL MAKE THIS HAPPEN?**

County, city and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving pavement markings and lighting makes walking and rolling safer for people with disabilities along all routes that require striping and pavement markings.

**Goal 5: Patriot Ave**

**PRIORITY:** High

**RECOMMENDATION**

Consider extending sidewalk network to future development opportunities.

**WHY IS THIS RELEVANT?**

New and anticipated developments are taking place south of town and pedestrian facilities have not yet been put in place to accommodate these developments.

**WHO WILL MAKE THIS HAPPEN?**

County, city, and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving sidewalk conditions makes walking and rolling easier and safer for people with disabilities. Patriot Avenue is also a key route and crossing to schools for lower-income families and students.

**Goal 6: Patriot Ave Crossing**

**PRIORITY:** High

**RECOMMENDATION**

Consider improvements to the cross walk on Patriot Avenue, South of Lake Street. (Possible in conjunction with the City of Pequot Lakes Patriot Ave redesign).

**WHY IS THIS RELEVANT?**

This is one of the main intersections for students crossing Patriot Ave to and from school.

**WHO WILL MAKE THIS HAPPEN?**

City and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving crossing conditions makes walking and rolling easier and safer for people with disabilities. This intersection is also a key crossing to school for lower-income families and students.

**Goal 7: Woodman and Patriot Crossing**

**PRIORITY:** High

**RECOMMENDATION**

Seek funding and feasibility for Improving crossing and intersection markings on Woodman and Patriot Ave.

**WHY IS THIS RELEVANT?**

This is one of the main intersections for students crossing Patriot Ave to and from school.

**WHO WILL MAKE THIS HAPPEN?**

City and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving crossing conditions makes walking and rolling easier and safer for people with disabilities. This intersection is also a key crossing to school for lower-income families and students.

**Goal 8: Oak Street**

**PRIORITY:** High

**RECOMMENDATION**

Consider adding parking and sidewalks on South Oak Street along ball fields and bus drop area; and seek ways to slow traffic on Oak Street.

**WHY IS THIS RELEVANT?**

This is one of the main intersections for students crossing Patriot Ave to and from school.

**WHO WILL MAKE THIS HAPPEN?**

City and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving conditions along this route makes walking and rolling easier and safer for people with disabilities. This intersection is also a key crossing to school for lower-income families and students.

**Goal 9: Installation of Rapid Flashing Beacons**

**PRIORITY:** High

**RECOMMENDATION**

Consider installing Rapid Flashing Beacons at certain intersections or crossings as this will get more kids outside walking before school and getting active with the potential of encouraging more kids to walk to school.

**WHY IS THIS RELEVANT?**

This would potentially improve safety at several intersections.

**WHO WILL MAKE THIS HAPPEN?**

City and school staff, with funding from MnDOT.

**HOW WILL THIS ADDRESS EQUITY?**

Improving crossing safety would potentially make walking and rolling safer for people with disabilities. This intersection is also a key crossing to school for lower-income families and students.

**ENGAGEMENT**

*All Safe Routes to School initiatives should begin by listening to parents, students, teachers, and school leaders and seek to work with community organizations, to build intentional, ongoing engagement opportunities into the program structure.*

**Goal 1: Consider developing a walking school bus program that would include local PTA and school staff enabling local, vetted/verified/certified adults to walk or bike along with students along clearly identified route.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider developing a walking school bus program that would include local PTA and school staff.

**WHY IS THIS RELEVANT?**

This will get more kids outside walking before school and getting active with the potential of encouraging more kids to walk to school.

**WHO WILL MAKE THIS HAPPEN?**

School staff, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by providing adult supervision to help students walk to school if their caregivers are not able or willing to walk with them to school.

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**Goal 2: When walking and biking isn't an option, consider identifying safe and strategic "Drop sites" for students to walk/bike to/from before and after school where they would then be picked up/dropped off by a school bus.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider identifying safe and strategic "Drop sites" for students to walk/bike to/from.

**WHY IS THIS RELEVANT?**

The unique locations of the schools poses barriers to walking and biking for students. Drop sites will increase the likelihood of more students becoming more active.

**WHO WILL MAKE THIS HAPPEN?**

School staff, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

Allows all students to participate in SRTS whether they typically get to school by bus, car, bike or foot. Encourages safety with a larger presence of students walking and adult supervision.

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**Goal 3: Consider working with PTA to increase engagement (high five Fridays).**

**PRIORITY:** Medium

**RECOMMENDATION**

Consider working with PTA to increase school engagement activities such as developing a walking school bus program.

**WHY IS THIS RELEVANT?**

Increasing engagement will build a positive school culture and happier students.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

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**Goal 4: Continue staggering start times between grades to even the traffic flow during peak hours.**

**PRIORITY:** High

**RECOMMENDATION**

Continue staggering start times between grades to even the traffic flow during peak hours.

**WHY IS THIS RELEVANT?**

This is currently being done and helps reduce congestion of cars and buses.

**WHO WILL MAKE THIS HAPPEN?**

School staff

**HOW WILL THIS ADDRESS EQUITY?**

This strategy will reduce traffic around schools and ensure students are walking or biking to school during daylight year-round.

**Goal 5: Consider increasing law enforcement presence to encourage increased pedestrian and bicycle traffic when and where it's safe to do so.**

**PRIORITY:** Medium

**RECOMMENDATION**

Consider increasing law enforcement presence.

**WHY IS THIS RELEVANT?**

This creates another layer of safety for walkers and bikers who may be intimidated by heavy traffic flow.

**WHO WILL MAKE THIS HAPPEN?**

School staff and Law Enforcement.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by supporting safety.

**Goal 6: Seek opportunities to engage the public through developing events such as a bike giveaway in the community.**

**PRIORITY:** Low

**RECOMMENDATION**

Seek opportunities to engage the public through developing events such as a bike giveaway in the community and bike rodeos or safety courses.

**WHY IS THIS RELEVANT?**

The more bikes there are in the community for kids, the more likely kids are to ride them to school.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator, City Staff.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by providing bikes to kids who may not be able to afford them.

**EQUITY**

*Making an effort to ensure that Safe Routes to School initiatives are benefiting all demographic groups, in regard to safe transportation to and from school, where and when it is safe to do so.*

**Goal 1: Consider ways to ensure that low-income neighborhoods have equal access to public facilities including bike/ped facilities to schools when and where it's safe to do so.**

**PRIORITY:** Low

**RECOMMENDATION**

Seek opportunities to ensure all neighborhoods have equal access to public facilities such as identifying gaps in the sidewalk network like the gap between Rasmussen Road and Pequot Terrace Estates.

**WHY IS THIS RELEVANT?**

To ensure equal access to public facilities.

**WHO WILL MAKE THIS HAPPEN?**

School staff, City staff.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

**Goal 2: Continue to pursue ADA compliance and consider the development of an ADA plan.**

**PRIORITY:** Medium

**RECOMMENDATION**

Continue to pursue ADA compliance of the built environment and consider the development of an ADA plan for each City.

**WHY IS THIS RELEVANT?**

To improve access, inclusivity, and safety.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by ensuring equitable access and ADA compliance.



## ENCOURAGEMENT

*Generating enthusiasm and creating a culture of walking and biking that results in increased walking and bicycling for students through events, activities, and programs.*

### **Goal 1: Consider increasing the presence and usage of Crossing Guards to increase pedestrian safety.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider increasing the presence and usage of Crossing Guards to increase pedestrian safety.

**WHY IS THIS RELEVANT?**

To continually improve the safety for students by providing adult supervision crossing high volume and high speed roadways that would be considered hazards by parents and school staff.

**WHO WILL MAKE THIS HAPPEN?**

School staff, Local Law Enforcement and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by providing adult supervision crossing high volume and high speed roadways that would be considered hazards by parents and school staff.

### **Goal 2: Consider ways to partner with the Brainerd Lakes Area (BLA) Towards Zero Death (TZD) Coalition on ways to raise awareness and increase walking and biking when and where it’s safe to do so.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider how a partnership with the Brainerd Lakes Area (BLA) Towards Zero Death (TZD) Coalition Might lead to coordinated events to provide safety education and potentially lead to infrastructure improvement recommendations.

**WHY IS THIS RELEVANT?**

To improve safety for students who walk, bike, or drive to school

**WHO WILL MAKE THIS HAPPEN?**

School staff, TZD, and city staff.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so By increasing awareness of the challenges faced by both drivers and pedestrians.

**Goal 3: Consider ways that High Five can be instrumental in encouraging the development of a culture of walking and biking safely.**

**PRIORITY:** Low

**RECOMMENDATION**

Continue to promote the High Five Friday's. program that promotes a school culture of positivity.

**WHY IS THIS RELEVANT?**

To develop a culture of walking and biking safely by promoting a positive school culture.

**WHO WILL MAKE THIS HAPPEN?**

School staff, Parent Teacher organizations, SHIP Coordinator and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so  
By encouraging and developing a culture of walking and biking safely.

**Goal 4: Continue field trips that encourage biking.**

**PRIORITY:** Low

**RECOMMENDATION**

Continuing field trips that encourage biking and utilize use of a bike fleet.

**WHY IS THIS RELEVANT?**

To develop a culture of walking and biking safely to area destinations.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator, Parent-Teacher Organization, bike advocates and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so  
by allowing all students in the class to ride a bike regardless if they have access to one at home.

**Goal 5: Seek ways to continue to provide or enhance driver, bicycling, and pedestrian safety curriculum.**

**PRIORITY:** Low

**RECOMMENDATION**

Seek ways to continue to provide or enhance driver, bicycling, and pedestrian safety curriculum such as Walk!  
Bike! Fun!

**WHY IS THIS RELEVANT?**

To promote safety for students with increase knowledge for drivers in the community and safe skills for students walking and biking

**WHO WILL MAKE THIS HAPPEN?**

School staff, Law Enforcement, Volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by providing rules of the road safety training so that all students have access to the same information.

**Goal 6: Consider formally implementing or celebrating walk to school and or bike to school days.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider formally implementing or celebrating walk to school and or bike to school days.

**WHY IS THIS RELEVANT?**

To develop a culture of walking and biking safely.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy available to all students to encourage more students walking and biking to and from school or other destinations when it is safe to do so.

**Goal 7: Consider increasing law enforcement presence to encourage increased pedestrian and bicycle traffic when and where its safe to do so.**

**PRIORITY:** Medium

**RECOMMENDATION**

Consider increasing law enforcement presence to encourage increased pedestrian and bicycle traffic when and where its safe to do so.

**WHY IS THIS RELEVANT?**

To promote safety for students.

**WHO WILL MAKE THIS HAPPEN?**

School staff, local law enforcement.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

# EDUCATION

*Providing students and the community with the skills to walk and bicycle safely, educating them about benefits of walking and bicycling, and teaching them about the broad range of transportation choices.*

## Goal 1: Provide education on winter walking safety.

**PRIORITY:** Low

### RECOMMENDATION

Provide education on winter walking safety.

### WHY IS THIS RELEVANT?

To promote safety for students in winter conditions on icy or poorly maintained sidewalks and curbs, cold weather, and low light conditions with shorter days.

### WHO WILL MAKE THIS HAPPEN?

School staff, Law Enforcement and volunteers.

### HOW WILL THIS ADDRESS EQUITY?

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by providing equal access to safe bicycle and pedestrian infrastructure.

## Goal 2: Provide general education for drivers, bicyclists, and pedestrian safety rules of the road by expanding on bike safety rules of the road.

**PRIORITY:** Low

### RECOMMENDATION

Provide general education for drivers, bicyclists, and pedestrian safety rules of the road by expanding on bike safety rules of the road.

### WHY IS THIS RELEVANT?

To promote safety for students and a culture of walking and biking.

### WHO WILL MAKE THIS HAPPEN?

School staff, TZD Coalition, SHIP Coordinator, Law Enforcement and volunteers.

### HOW WILL THIS ADDRESS EQUITY?

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so that could provide education in different languages or modes that are more relevant to priority populations.

## Goal 3: Consider using Minnesota’s Walk!Bike!Fun! curriculum training for educators, community members, and students.

**PRIORITY:** Low

**RECOMMENDATION**

Consider using Minnesota’s Walk!Bike!Fun! curriculum training for educators, community members, and students to provide a comprehensive approach to safety education for all students in the school district

**WHY IS THIS RELEVANT?**

To promote safety for students through increase knowledge of traffic safety and a culture of walking and biking.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SHIP Coordinator, Local Bicycle Groups, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by ensuring that all students in the school district will have access to learn to ride a bike and safe skills for walking and biking to school.

**Goal 4: Consider creating a pickup and drop-off cheat sheet for individuals without local knowledge as this program is developed and progresses.**

**PRIORITY:** Low

**RECOMMENDATION**

Consider creating a pickup and drop-off cheat sheet for people who are new to the area or unfamiliar with the process.

**WHY IS THIS RELEVANT?**

To promote safety for students and people of all ability levels and a culture of walking and biking.

**WHO WILL MAKE THIS HAPPEN?**

School staff, City Staff, County Staff and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by seeking to reduce transportation inequities where they may exist and by bringing the built environment up to ADA standards.

**Goal 5: Continue to seek ways that Community Education programming beyond age 6 can be instrumental in increasing walking and biking when and where its safe to do so.**

**PRIORITY:** Low

**RECOMMENDATION**

Continue to seek ways that Community Education programming beyond age 6 can be instrumental in increasing walking and biking when and where its safe to do so.

**WHY IS THIS RELEVANT?**

To promote safety for students and a culture of walking and biking by providing additional awareness and education opportunities that reinforce other strategies taught in school or community TZD efforts.

**WHO WILL MAKE THIS HAPPEN?**

School staff, community education and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

**EVALUATION**

*Assessing which approaches are more or less successful, ensuring that programs and initiatives are supporting equitable outcomes, and identifying unintended consequences or opportunities to improve the effectiveness of each approach.*

**Goal 1: Complete student tally forms for grades k-12 annually.**

**PRIORITY:** Low

**RECOMMENDATION**

Complete student tally forms for grades k-12 annually.

**WHY IS THIS RELEVANT?**

To help school staff, and elected decision makers understand how many students are walking and biking to and from school.

**WHO WILL MAKE THIS HAPPEN?**

School staff.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so by ensuring that accurate data on students who are walking to and from school is being kept.

**Goal 2: Complete parent survey forms for k-12 regularly**

**PRIORITY:** Low

**RECOMMENDATION**

Complete parent survey forms for k-12 annually.

**WHY IS THIS RELEVANT?**

To promote safety for students and a culture of walking and biking by providing the opportunity for parents to provide input, and for school staff and elected leaders to understand concerns and issues relating to safe travel to and from school.

**WHO WILL MAKE THIS HAPPEN?**

School staff.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

### Goal 3: Review and make annual updates as necessary to the Safe Routes to School Plan.

**PRIORITY:** Low

**RECOMMENDATION**

Review and make annual updates as necessary to the Safe Routes to School Plan as strategies are implemented and as other barriers are identified through evaluation and engagement activities.

**WHY IS THIS RELEVANT?**

To continue to meet the safety needs of the students as improvements are made.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SRTS planning team, TZD Coalition, SHIP Coordinator, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

It will be an inclusive strategy to get more students walking and biking to and from school when it is safe to do so.

### Goal 4: Continue to meet as a Safe Routes to School task force regularly i.e., quarterly, bi-annually, or annually.

**PRIORITY:** Low

**RECOMMENDATION**

Continue to meet as a Safe Routes to School task force regularly i.e., quarterly, bi-annually, or annually.

**WHY IS THIS RELEVANT?**

This plan lays out a lot of goals and strategies and it will be important to have a group of volunteers meet regularly to continue to maintain momentum, track progress and make recommendations to the school board going forward in order to promote safety for students and a culture of walking and biking.

**WHO WILL MAKE THIS HAPPEN?**

School staff, SRTS Planning Team, Law Enforcement and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

This recommendation will address equity by ensuring all community members' voices are heard.

### Goal 5: Review crash reports

**PRIORITY:** Low

**RECOMMENDATION**

Review all relevant accident reports.

**WHY IS THIS RELEVANT?**

To promote safety for students and a culture of walking and biking by continuing to improve our understanding of the evolving barriers to students walking and biking to and from school.

**WHO WILL MAKE THIS HAPPEN?**

School staff, Law Enforcement, and volunteers.

**HOW WILL THIS ADDRESS EQUITY?**

This recommendation will assist staff and decision makers by highlighting where potential risks exist and where accidents are happening regardless of the populations being served.



# Appendices

Appendix A – Parent Survey

Appendix B – In-Class Student Tally



TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Parks & Recreation Committee Update  
DATE: October 2, 2023

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Parks & Recreation Committee Chair Megan Zierden will provide the City Council with an update on the activities of the Committee.

Per the City Council's request, the members of the Committee will provide the City Council an update at each City Council meeting moving forward, rotating which member provides the update each month.

**Breezy Point City Council  
September 5, 2023 - 6:30 pm  
Regular Meeting Minutes**

The meeting of the Breezy Point City Council was called to order by Angel Zierden at 6:30 p.m. Roll Call was taken by City Administrator Chanski. Councilmembers present were Rebecca Ball, Steve Jensen, Michael Moroni, and Brad Scott. Staff present included City Administrator/Clerk David Chanski, Assistant City Administrator Daniel Eick, Deputy Clerk Deb Runksmeier, Police Chief Brian Sandel, and Public Works Supervisor Joe Zierden. Also present were City Engineer Joe Dubel and City Attorney Joe Langel. All present stood for the pledge of allegiance.

Approval/Amendment of the Agenda

MOTION SCOTT/JENSEN TO MOVE 8.E. SALARY PLAN AND 8.F. LOCAL #359 WAGE OFF CONSENT AGENDA TO DISCUSS AT 9.A. AND 9.B. MOTION CARRIED 3-2, ZIERDEN AND BALL OPPOSED

MOTION MORONI/JENSEN TO APPROVE THE AMENDED AGENDA AS AMENDED, MOTION CARRIED 5-0

Closed Session Pursuant to MN Statute 13D.05 Subd. 3(B) Attorney-Client Privilege to Discuss Potential Litigation

MOTION ZIERDEN/MORONI TO MOVE TO CLOSED SESSION PURSUANT TO MN STATUTE 13D.05 SUBD. 3(B) ATTORNEY-CLIENT PRIVILEGE to DISCUSS POTENTIAL LITIGATION, MOTION CARRIED 5-0

MOTION MORONI/BALL TO RECONVENE OPEN SESSION, MOTION CARRIED 5-0

Open Meeting Resumed at 7:02

Open Forum

Bill Toft, 31877 Green Scene Drive  
Tracy Kurten, 31709 Green Scene Drive  
Rachel Kurten, 31709 Green Scene Drive

2024 Preliminary Budget & Levy Presentation, Public Hearing, and Adoption  
City Administrator Chanski presented the 2024 Preliminary Budget & Levy.

The City Council recessed the meeting for a 5 minutes break from 8:03pm to 8:08pm.

Following the presentation, Mayor Zierden conducted a public hearing on the Preliminary Budget and Levy, and the following members of the public spoke:

- Bill Toft, 31877 Green Scene Drive

Following the completion of the public hearing the City Council deliberated on the Preliminary Budget & Levy.

MOTION MORONI/JENSEN TO APPROVE RESOLUTION 11-2023 SETTING A PRELIMINARY LEVY OF \$3,226,922 GENERAL FUND BUDGET AND SETTING THE FINAL BUDGET HEARING FOR DECEMBER 4, 2023 AT 6:30PM, MOTION CARRIED 5-0

Consent Agenda

- A. August 1, 2023 City Council Workshop Minutes
- B. August 7, 2023 Regular City Council Meeting Minutes
- C. August 15, 2023 City Council Workshop Minutes
- D. Approval of Claims Totaling \$147,133.39
- G. Public Safety Building Furnace Replacement

MOTION BALL/MORONI TO APPROVE THE CONSENT AGENDA WITH "E" AND "F" MOVED TO 9A AND 9B, MOTION CARRIED 5-0

Resolution 12-2023 Implementing a Salary Plan

The City Council discussed the proposed salary plan and the reasoning behind the plan.

MOTION MORONI/BALL TO APPROVE RESOLUTION 12-2023 TO IMPLEMENT NEW SALARY PLAN JANUARY 1, 2024, MOTION CARRIED 4-1, SCOTT OPPOSED

MOTION MORONI/BALL TO APPROVE MEMORANDUM OF UNDERSTAND WITH LELS LOCAL #359 FOR 2024 AND 2025 WAGES, MOTION CARRIED 4-1, SCOTT OPPOSED

Proposed Ordinance 2023-03 Cannabis Regulations

City Administrator Chanski outlined the regulations on the use of cannabis in public spaces proposed in Ordinance 2023-03. Administrator Chanski recommended that the City Council conduct the public hearing as scheduled, but table any action on the proposed ordinance until after the Crow Wing County Board considers their identical ordinance on September 12. Administrator Chanski explained that the City should wait on adopting Proposed Ordinance 2023-03 as the County Attorney has indicated a willingness to prosecute cannabis related violations if the City's ordinance and in harmony with the County's ordinance.

Mayor Zierden opened the public hearing on Proposed Ordinance 2023-03, and the following members of the public spoke:

- Vern Voss, 6884 County Road 11
- Neil Narveson, Narveson Management and The Commander Bar and Restaurant

MOTION MORONI/JENSEN TO TABLE CANNABIS REGULATIONS TO OCTOBER MEETING, MOTION CARRIED 5-0

Proposed Ordinance 2023-04 Cannabis Licensure and Retail Sale Moratorium  
City Administrator Chanski explained the purpose behind a moratorium on the licensure and retail sale of cannabis is to give the City time to work through all the details related to the issue. Following Administrator Chanski’s explanation of the proposed ordinance, Mayor Zierden opened a public hearing. No members of the public spoke.

MOTION MORONI/JENSEN TO APPROVE ORDINANCE 2023-04 MORATORIUM OF CANNABIS LICENSEURE AND RETAIL SALES UNTIL DECEMBER 31, 2024, MOTION CARRIED 5-0

Outdoor Warning Siren Discussion  
Chief Sandel spoke about our current emergency sirens in the city and possible upgrades. No action was taken.

Planning & Zoning Administrator Position  
City Administrator Chanski shared that a full-time Planning & Zoning Administrator position is included in the Preliminary 2024 Budget as discussed by the City Council during the budget workshops on August 1 and August 15. However, it was unclear as to whether a full-time Planning & Zoning Administrator is being hire regardless of the pending organizational assessment or depending on the results of the assessment. Administrator Chanski requested that, if the position is being added regardless of the result of the assessment, to begin the hiring process immediately as it may take time to find the right candidate.

MOTION BALL/JENSEN TO APPROVE STAFF TO BEGIN HIRING PROCESS FOR FULL TIME PLANNING AND ZONING ADMINISTRATOR, MOTION CARRIED 4-1, SCOTT OPPOSED

Discussion on Council Committees  
City Administrator Chanski shared that Councilmember Scott has requested clarification from the City Council on the future of the two City Council committee. The City Council did briefly discuss the issue at the August 15 workshop, but Councilmember Scott was not present for the discussion. The City Council was in

consensus to disband the council committee and move forward with council workshops in their place.

Disc Golf Course Event Permit

Assistant City Administrator Eick reviewed the revised draft permit application. The City Council discussed sending the permit to the Parks & Recreation Committee for review and a recommendation. The also requested that the Committee consider the following issues related to the permit:

- Enforcement
- Number of tournaments
- What is considered a tournament
- Which courses are allowed for tournaments
- Cap on number of tournaments
- What if prize money is involved with a tournament
- Public use during tournaments
- Fee schedule
- Silencers
- Screening

MOTION BALL/MORONI TO SEND DISC GOLF PERMIT PROCESS TO PARKS FOR RECOMMENDATIONS, MOTION CARRIED 5-0

Staff Reports

City Administrator Chanski gave update on the Fire District’s decision to purchase a ladder truck and that the City of Breezy Point will likely need to bond for the truck on behalf of the District. More information to come.

Adjourn

MOTION JENSEN/BALL TO ADJOURN, CARRIED 5-0

Meeting was adjourned at 10:26p.m.

---

David Chanski, City Administrator/Clerk

CITY OF BREEZY POINT

\*Check Detail Register©

Batch: 090523PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>10100 Primary</b>					
<b>3354 e</b>	09/05/23	<b>TDS TELECOM</b>			
E 100-42100-308		Software / IT Support	\$20.17	AUG 2023	INTERNET 8/13/23 - 9/12/23
E 100-43000-308		Software / IT Support	\$2.16	AUG 2023	INTERNET 8/13/23 - 9/12/23
E 600-43250-308		Software / IT Support	\$3.60	AUG 2023	INTERNET 8/13/23 - 9/12/23
E 100-41900-308		Software / IT Support	\$7.20	AUG 2023	INTERNET 8/13/23 - 9/12/23
E 100-41910-308		Software / IT Support	\$2.88	AUG 2023	INTERNET 8/13/23 - 9/12/23
		Total	\$36.01		
		<b>10100</b>	\$36.01		

Fund Summary

<b>10100 Primary</b>	
100 GENERAL FUND	\$32.41
600 SEWER OPERATING FUND	\$3.60
	\$36.01



CITY OF BREEZY POINT

\*Check Detail Register©

Batch: 090523 29287PINEY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>10100 Primary</b>					
138747	09/05/23	Henderson, Jim			
E 800-46500-810		Refund/Reimbursements	\$70.00	01000038200	29287 Piney Way Sewer Acct 01-00003820-00-0 Overpayment Release
		Total	\$70.00		
		<b>10100</b>	\$70.00		

Fund Summary

<b>10100 Primary</b>	
800 Escrow Reserve Fund	\$70.00
	\$70.00

**CITY OF BREEZY POINT**

**\*Check Detail Register©**

Batch: 090623PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>10100 Primary</b>					
<b>138748</b>	09/06/23	<b>ACTION TARGET</b>			
E 100-42100-208		Training and Education	\$470.59	578870-IN	PD Targets
		Total	\$470.59		
<b>138749</b>	09/06/23	<b>AT&amp;T MOBILITY</b>			
E 100-42100-321		Telephone	\$653.19	X09032023 A	PD Cell Phones 7/26/23 - 8/25/23
		Total	\$653.19		
<b>138750</b>	09/06/23	<b>APH Stores Inc.</b>			
E 100-43000-220		Repair/Maint Supply (GEN	\$58.99	66232859	PW Hydraulic Fluid
		Total	\$58.99		
<b>138751</b>	09/06/23	<b>Best Oil Company</b>			
E 100-43000-212		Motor Fuels	\$1,528.00	48412	PW #2 Dyed Diesel
		Total	\$1,528.00		
<b>138752</b>	09/06/23	<b>BREEZY POINT HARDWARE</b>			
E 100-43000-212		Motor Fuels	\$127.58	30013	PW Fuel
E 100-43000-220		Repair/Maint Supply (GEN	\$36.98	30082	PW Hardware
E 100-43000-220		Repair/Maint Supply (GEN	\$7.99	30227	PW Hardware
E 100-43000-212		Motor Fuels	\$22.03	30228	PW Fuel
E 600-43250-220		Repair/Maint Supply (GEN	\$1.29	30228	Sewer Fasteners
E 100-43000-220		Repair/Maint Supply (GEN	\$8.37	30230	PW Hardware
E 600-43250-200		General Operating (Suppli	\$9.99	30238	Sewer Duster
E 100-45100-210		Operating Supplies (GEN	\$56.38	30254	Parks Fuel
E 100-43000-220		Repair/Maint Supply (GEN	\$1.49	30256	PW Thread Seal
		Total	\$272.10		
<b>138753</b>	09/06/23	<b>CROW WING CO TREASURER</b>			
E 100-41910-302		E911 / Permit Exp	\$75.00	6376	E911 Addressing - AUG 2023
		Total	\$75.00		
<b>138754</b>	09/06/23	<b>CULLIGAN</b>			
E 100-42100-381		Combined Utilities	\$25.50	589736	PD Water - August 2023
		Total	\$25.50		
<b>138755</b>	09/06/23	<b>D&amp;N LANDWORKS LLC</b>			
E 270-49010-222		Landscaping	\$600.00	5829	Cemetery Black Dirt
		Total	\$600.00		
<b>138756</b>	09/06/23	<b>DETECTACHEM INC</b>			
E 401-35202-630		Forfeitures Drugs	\$1,395.41	INV12112	PD Drug Testing Kits
		Total	\$1,395.41		
<b>138757</b>	09/06/23	<b>FYLES SATELLITES INC.</b>			
E 100-45100-300		Professional Srvs (GENE	\$340.00	9614	Parks Portable Restroom Rental 6/30/23 - 8/25/23
		Total	\$340.00		
<b>138758</b>	09/06/23	<b>GOPHER STATE ONE CALL</b>			
E 600-43250-332		Gopher One Locates	\$44.55	3080247	Locates

## CITY OF BREEZY POINT

**\*Check Detail Register©**

Batch: 090623PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
		Total	\$44.55		
<b>138759</b>	09/06/23	<b>HOLDEN ELECTRIC CO, INC.</b>			
E 270-49010-534		Site Improvements	\$9,435.00	72610	Cemetery Install Sign & flagpole
		Total	\$9,435.00		
<b>138760</b>	09/06/23	<b>LAW ENFORCEMENT LABOR SERVICES</b>			
G 100-21710		Other Deductions	\$202.50	Sept 2023	PD Union Dues - Sept 2023
		Total	\$202.50		
<b>138761</b>	09/06/23	<b>LEAGUE OF MINNESOTA CITIES</b>			
E 100-41100-433		Dues and Subscriptions	\$3,451.00	388711	Membership Dues 9/1/23 - 8/31/24
		Total	\$3,451.00		
<b>138762</b>	09/06/23	<b>M&amp;R SIGN CO., INC.</b>			
E 100-43000-226		Sign Materials	\$532.72	220912	PW Street Signs
		Total	\$532.72		
<b>138763</b>	09/06/23	<b>MARCO TECHNOLOGIES LLC</b>			
E 100-42100-400		Equipment	\$127.02	509357000	PD Copier Lease 8/17/23 - 9/17/23
E 100-41900-400		Equipment	\$275.70	509712592	CH Copier Lease 8/22/23 - 9/22/23
E 600-43250-200		General Operating (Suppli	\$68.93	509712592	PW Copier Lease 8/22/23 - 9/22/23
		Total	\$471.65		
<b>138764</b>	09/06/23	<b>MELBERG, PAULA</b>			
R 100-00000-34101		City Hall Rent	\$25.00	AUG 2023	8/6/23 Pavilion Rental Deposit Refund
		Total	\$25.00		
<b>138765</b>	09/06/23	<b>MENARDS- BAXTER</b>			
E 600-43250-200		General Operating (Suppli	\$13.44	3515	Sewer Water
E 100-43000-220		Repair/Maint Supply (GEN	\$66.86	3515	PW Tape Measure & A/C Refrigerant
E 100-43000-229		Culverts/MB Supports	\$191.84	3959	PW Culvert Couplers
		Total	\$272.14		
<b>138766</b>	09/06/23	<b>MIDWEST MACHINERY CO</b>			
E 100-43000-220		Repair/Maint Supply (GEN	\$205.03	9737870	PW Grass Defl & Spindle
E 100-43000-220		Repair/Maint Supply (GEN	\$62.28	9737873	PW Mower Blade
E 600-43250-220		Repair/Maint Supply (GEN	\$330.12	9748553	Sewer Assembly & Pump
		Total	\$597.43		
<b>138767</b>	09/06/23	<b>ON SYSTEMS INC</b>			
E 100-41900-308		Software / IT Support	\$610.55	10376	IT Support - Sept 2023
E 100-41910-308		Software / IT Support	\$244.22	10376	IT Support - Sept 2023
E 100-42100-308		Software / IT Support	\$1,709.55	10376	IT Support - Sept 2023
E 100-43000-308		Software / IT Support	\$183.16	10376	IT Support - Sept 2023
E 600-43250-308		Software / IT Support	\$305.28	10376	IT Support - Sept 2023
		Total	\$3,052.76		
<b>138768</b>	09/06/23	<b>PEQUOT LAKES SANITATION</b>			
E 100-41900-381		Combined Utilities	\$96.70	Sept 2023	Trash Service - Sept 2023
E 100-41900-324		Recycling	\$40.00	Sept 2023	Recycling Service - Sept 2023

**CITY OF BREEZY POINT**

**\*Check Detail Register©**

Batch: 090623PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
E 100-42100-381		Combined Utilities	\$64.34	Sept 2023	Trash Service - Sept 2023
		Total	\$201.04		
<b>138769</b>	09/06/23	<b>PLACID LAKE ADVISORS</b>			
E 100-41910-100		Compensation (GENERAL)	\$3,757.50	Aug 2023	Planning & Zoning Services - Aug 2023
		Total	\$3,757.50		
<b>138770</b>	09/06/23	<b>QUALITY FLOW SYSTEMS, INC.</b>			
E 600-43250-220		Repair/Maint Supply (GEN)	\$990.00	45460	Adapter Plate 4" pump & Profile gasket
		Total	\$990.00		
<b>138771</b>	09/06/23	<b>SADUSKY RENOVATIONS</b>			
E 100-41910-309		Building Inspector	\$4,610.93	AUG 2023	Bldg Inspection Services - AUG 2023
		Total	\$4,610.93		
<b>138772</b>	09/06/23	<b>PUBLIC SAFETY EQUIPMENT LLC</b>			
E 100-42100-220		Repair/Maint Supply (GEN)	\$317.00	9823	PD Certification of Radar & Laser Units
		Total	\$317.00		
<b>138773</b>	09/06/23	<b>TDS TELECOM</b>			
E 100-42100-308		Software / IT Support	\$28.14	0124060304	Internet 8/13/23 - 9/12/23
E 100-43000-308		Software / IT Support	\$3.02	0124060304	Internet 8/13/23 - 9/12/23
E 600-43250-308		Software / IT Support	\$5.03	0124060304	Internet 8/13/23 - 9/12/23
E 100-41900-308		Software / IT Support	\$10.04	0124060304	Internet 8/13/23 - 9/12/23
E 100-41910-308		Software / IT Support	\$4.02	0124060304	Internet 8/13/23 - 9/12/23
		Total	\$50.25		
<b>138774</b>	09/06/23	<b>THURLOW HARDWARE &amp; RENTAL</b>			
E 100-43000-220		Repair/Maint Supply (GEN)	\$7.48	B220372	PW Hardware
		Total	\$7.48		
<b>138775</b>	09/06/23	<b>US AUTOFORCE</b>			
E 100-42100-220		Repair/Maint Supply (GEN)	\$914.56	INV00018227	PD Tires
E 100-42100-220		Repair/Maint Supply (GEN)	\$584.00	INV00018227	PD Tires
		Total	\$1,498.56		
<b>138776</b>	09/06/23	<b>VORTEX OPTICS</b>			
E 100-42100-590		Capital Outlay	\$3,119.92	1639099	PD Viper 10x42 HD
		Total	\$3,119.92		
<b>138777</b>	09/06/23	<b>ZIEGLER INC</b>			
E 100-43000-220		Repair/Maint Supply (GEN)	\$1,016.26	SI000373757	PW Repair Hydraulic Leak
		Total	\$1,016.26		
		<b>10100</b>	<b>\$39,072.47</b>		



CITY OF BREEZY POINT

\*Check Detail Register©

Batch: 091523UB Refund

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>10100 Primary</b>					
138778	09/15/23	<b>Kearney, Will</b>			
	R 600-00000-37210	Sewer Service Payments	\$312.50	SEPT 2023	30331 N Spruce Dr overpayment on acct release
		Total	\$312.50		
		<b>10100</b>	\$312.50		

Fund Summary

<b>10100 Primary</b>	
600 SEWER OPERATING FUND	\$312.50
	\$312.50



**CITY OF BREEZY POINT**

**\*Check Detail Register©**

Batch: 092023PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>10100 Primary</b>					
<b>138779</b>	09/20/23	<b>Abdo Financial Solutions</b>			
E 100-41900-301		Auditing and Acct g Servic	\$132.50	475604	Accounting Support - August 2023
		Total	\$132.50		
<b>138780</b>	09/20/23	<b>APH Stores Inc.</b>			
E 100-43000-220		Repair/Maint Supply (GEN	\$10.08	66232920	PW Gasket
E 100-43000-220		Repair/Maint Supply (GEN	\$31.98	66232921	PW Prime Green
E 100-43000-220		Repair/Maint Supply (GEN	\$24.50	66233079	PW V-Belt
E 100-43000-220		Repair/Maint Supply (GEN	\$38.41	66233088	PW HD Air Construction
E 100-43000-220		Repair/Maint Supply (GEN	\$13.99	66233370	PW Wiper Blade
		Total	\$118.96		
<b>138781</b>	09/20/23	<b>Best Oil Company</b>			
E 100-43000-212		Motor Fuels	\$989.82	48791	PW #2 Dyed Diesel
		Total	\$989.82		
<b>138782</b>	09/20/23	<b>BREEZY POINT HARDWARE</b>			
E 100-43000-212		Motor Fuels	\$117.98	30330	PW Fuel
E 600-43250-200		General Operating (Suppli	\$15.98	30335	SEWER Wasp & Hornet Spray
E 600-43250-200		General Operating (Suppli	\$7.00	30337	SEWER Wasp & Hornet Spray
E 100-43000-200		General Operating (Suppli	\$5.98	30386	PW Soap
E 100-43000-220		Repair/Maint Supply (GEN	\$19.84	30400	PW Fasteners
E 100-43000-220		Repair/Maint Supply (GEN	\$27.96	30403	PW Grease
E 100-41900-401		Maint Buildings	\$3.50	30456	CH Wasp & Hornet Spray
E 100-43000-220		Repair/Maint Supply (GEN	\$19.23	30457	PW Brake Cleaner & Fasteners
E 600-43250-212		Motor Fuels	\$31.80	30461	SEWER Fuel
E 600-43250-220		Repair/Maint Supply (GEN	\$59.98	30461	SEWER Battery & Pick Clay w/Handle
E 600-43250-200		General Operating (Suppli	\$38.98	30462	SEWER Gloves
E 600-43250-212		Motor Fuels	\$23.94	30463	SEWER Fuel
		Total	\$372.17		
<b>138783</b>	09/20/23	<b>David Chanski</b>			
E 100-41300-331		Travel Expenses / Mileage	\$99.17	AUG 2023	Mileage Reimbursement - July & Aug 2023
		Total	\$99.17		
<b>138784</b>	09/20/23	<b>CHARTER COMMUNICATIONS</b>			
E 100-43000-200		General Operating (Suppli	\$0.71	41845090823	Internet Service 9/8/23 - 10/7/23
E 100-42100-308		Software / IT Support	\$56.00	41845090823	Internet Service 9/8/23 - 10/7/23
E 600-43250-200		General Operating (Suppli	\$27.00	41845090823	Internet Service 9/8/23 - 10/7/23
E 100-41910-200		General Operating (Suppli	\$0.42	41845090823	Internet Service 9/8/23 - 10/7/23
E 100-41900-381		Combined Utilities	\$54.03	41845090823	Internet Service 9/8/23 - 10/7/23
E 100-41300-200		General Operating (Suppli	\$1.40	41845090823	Internet Service 9/8/23 - 10/7/23
E 100-41100-100		Compensation (GENERAL	\$0.42	41845090823	Internet Service 9/8/23 - 10/7/23
		Total	\$139.98		
<b>138785</b>	09/20/23	<b>CHARTER COMMUNICATIONS - PA</b>			
E 100-42100-381		Combined Utilities	\$30.88	17560430109	PD Cable TV 9/2/23 - 10/01/23
		Total	\$30.88		

**CITY OF BREEZY POINT**

**\*Check Detail Register©**

Batch: 092023PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
<b>138786</b>	09/20/23	<b>CITY OF PEQUOT LAKES</b>			
E 100-41900-310		Fire Service (Pequot)	\$94,531.98	2297	Fire Contracts 2023-2024
E 100-41900-310		Fire Service (Pequot)	\$16,720.95	2297	Fire Relief Contribution 2023-2024
		Total	\$111,252.93		
<b>138787</b>	09/20/23	<b>COMPENSATION CONSULTANTS LTD</b>			
E 100-41900-313		Benefits Administration	\$50.00	SEPT 2023	FSA/HSA Plan Administration - Sept 2023
		Total	\$50.00		
<b>138788</b>	09/20/23	<b>Crow Wing Auto Body Inc.</b>			
E 100-42100-220		Repair/Maint Supply (GEN	\$2,032.33	6281	PD Repair 2021 Ford Explorer Deer Hit
		Total	\$2,032.33		
<b>138789</b>	09/20/23	<b>CTC</b>			
E 100-41300-321		Telephone	\$206.24	21259006	Phone Service 9/12/23 - 10/11/23
E 100-43000-321		Telephone	\$28.70	21259006	Phone Service 9/12/23 - 10/11/23
E 100-42100-321		Telephone	\$469.66	21259006	Phone Service 9/12/23 - 10/11/23
		Total	\$704.60		
<b>138790</b>	09/20/23	<b>DACOTAH PAPER</b>			
E 100-41300-200		General Operating (Suppli	\$186.06	48475	CH Towels & Toilet Tissue
		Total	\$186.06		
<b>138791</b>	09/20/23	<b>FORUM COMMUNICATIONS COMPANY</b>			
E 100-41910-351		Legal Notices Publishing	\$61.15	AD #254398-	PC 9/12/23 Public Hearing
E 100-41910-351		Legal Notices Publishing	\$16.52	I2023.000860	9/6/23 PH Ord 2023-04
E 100-41910-351		Legal Notices Publishing	\$14.88	I2023-000860	9/6/23 PH Ord 2023-03
E 100-41100-351		Legal Notices Publishing	\$14.05	I2023-000860	9/5/23 PH Prelim 2024 Budget
		Total	\$106.60		
<b>138792</b>	09/20/23	<b>FYLES SATELLITES INC.</b>			
E 100-45100-300		Professional Srvs (GENE	\$440.00	9717	Beach Portable Restroom Rental 7/11/23 - 9/5/23
		Total	\$440.00		
<b>138793</b>	09/20/23	<b>GALLS LLC</b>			
E 100-42100-417		Uniforms	\$187.50	25463360	PD Boots
		Total	\$187.50		
<b>138794</b>	09/20/23	<b>LAKES AREA WILDLIFE CONTROL</b>			
E 100-41900-306		Animal Control	\$550.00	14794	Animal Control - July 2023
E 100-41900-306		Animal Control	\$550.00	14795	Animal Control - August 2023
		Total	\$1,100.00		
<b>138795</b>	09/20/23	<b>LAKES PRINTING INC</b>			
E 100-41300-200		General Operating (Suppli	\$43.24	217255	#10 Window & Security Envelopes
E 100-43000-200		General Operating (Suppli	\$95.13	217255	#10 Window & Security Envelopes
E 270-49010-200		General Operating (Suppli	\$12.97	217255	#10 Window & Security Envelopes
E 100-41910-200		General Operating (Suppli	\$12.97	217255	#10 Window & Security Envelopes
E 100-42100-200		General Operating (Suppli	\$43.24	217255	#10 Window & Security Envelopes
E 600-43250-200		General Operating (Suppli	\$224.85	217255	#10 Window & Security Envelopes

**CITY OF BREEZY POINT**

**\*Check Detail Register©**

Batch: 092023PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
Total			\$432.40		
<b>138796</b>	09/20/23	<b>MILLS MOTOR INC</b>			
E 100-42100-220		Repair/Maint Supply (GEN)	\$78.52	587186	PD Repair 2015 Ford Explorer
Total			\$78.52		
<b>138797</b>	09/20/23	<b>ON SYSTEMS INC</b>			
E 100-41900-308		Software / IT Support	\$237.50	10367	Non-Contract IT Service & USB Flash Drive
Total			\$237.50		
<b>138798</b>	09/20/23	<b>PAPER STORM</b>			
E 100-41900-300		Professional Svcs (GENE)	\$26.00	23539	Document Destruction 9/7/23
E 100-42100-300		Professional Svcs (GENE)	\$26.00	23539	Document Destruction 9/7/23
Total			\$52.00		
<b>138799</b>	09/20/23	<b>PREMIER AUTO REPAIR</b>			
E 100-42100-220		Repair/Maint Supply (GEN)	\$96.58	41351	PD 2022 Ford Explorer Oil Change & Tire Rotation
E 100-42100-220		Repair/Maint Supply (GEN)	\$100.20	41415	PD 2018 Ford Utility Mount & Balance Tire
E 100-42100-220		Repair/Maint Supply (GEN)	\$96.58	41417	PD 2017 Ford Explorer Oil Change & Tire Rotation
E 100-42100-220		Repair/Maint Supply (GEN)	\$176.73	41495	PD 2020 Ford Explorer Oil Change, Mount & Bal Tire
Total			\$470.09		
<b>138800</b>	09/20/23	<b>RATWIK ROSZAK &amp; MALONEY PA</b>			
E 100-41610-304		Legal/Prosecution Fees	\$221.00	74390	Legal Fees - July 2023
Total			\$221.00		
<b>138801</b>	09/20/23	<b>TDS TELECOM</b>			
E 100-42100-308		Software / IT Support	\$48.02	SEPT 2023	Internet 9/13/23 - 10/12/23
E 100-43000-308		Software / IT Support	\$5.14	SEPT 2023	Internet 9/13/23 - 10/12/23
E 600-43250-308		Software / IT Support	\$8.57	SEPT 2023	Internet 9/13/23 - 10/12/23
E 100-41900-308		Software / IT Support	\$17.15	SEPT 2023	Internet 9/13/23 - 10/12/23
E 100-41910-308		Software / IT Support	\$6.86	SEPT 2023	Internet 9/13/23 - 10/12/23
Total			\$85.74		
<b>138802</b>	09/20/23	<b>WIDSETH SMITH NOLTING &amp; ASSOC</b>			
E 602-41950-592		Engineering Costs	\$4,618.00	225195	EIW, Flow Calc Evaluation thru 8/11/23
E 100-41910-258		Mapping	\$318.00	225196	Disc Golf Parking thru 8/11/23
Total			\$4,936.00		
<b>138803</b>	09/20/23	<b>WSB</b>			
E 401-41900-300		Professional Svcs (GENE)	\$21,408.25	R-022038-00	Buschmann Rd & Ranchette Dr Engineer Services - July 23
Total			\$21,408.25		
<b>138804</b>	09/20/23	<b>XCEL ENERGY</b>			
E 100-42100-381		Combined Utilities	\$7.05	5152190951	8361 Co Rd 11 Natural Gas Service 7/31/23-8/29/23
E 100-41900-381		Combined Utilities	\$44.56	5166231916	8319 Co Rd 11 Natural Gas Service 7/31/23-8/29/23
Total			\$51.61		

**CITY OF BREEZY POINT**  
**\*Check Detail Register©**  
Batch: 092023PAY

Check #	Check Date	Vendor Name	Amount	Invoice	Comment
			<b>10100</b>	\$145,916.61	

**Fund Summary**

<b>10100 Primary</b>	
100 GENERAL FUND	\$119,439.29
270 CEMETERY Special Revenue Fund	\$12.97
401 Revolving Capital Fund	\$21,408.25
600 SEWER OPERATING FUND	\$438.10
602 Sewer Capital Projects Fund	\$4,618.00
	<hr/>
	\$145,916.61

CITY OF BREEZY POINT  
RESOLUTION 13-2023

A RESOLUTION ACCEPTING THE DONATION OF \$100.00 FROM CHARLES AND  
KARLENE HAMILTON FOR THE CITY OF BREEZY POINT POLICE DEPARTMENT

WHEREAS, Charles and Karlene Hamilton have donated \$100.00 to the City of Breezy  
Point Police Department.

NOW THEREFORE BE IT RESOLVED by the Breezy Point City Council that they accept  
the donation of the \$100.00

Rebecca Ball: \_\_\_

Brad Scott: \_\_\_

Steve Jensen: \_\_\_

Angel Zierden: \_\_\_

Michael Moroni: \_\_\_

Adopted this 2<sup>nd</sup> Day of October 2023

\_\_\_\_\_  
Mayor Angel Zierden

Attest:

\_\_\_\_\_  
David Chanski, City Administrator/Clerk

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: VOTER Account Agreement with CWC  
DATE: October 2, 2023

---



**Background**

The Minnesota State Legislature created an annual statewide \$1.25 million appropriation for the Voting Operations, Technology, & Elections Resources (VOTER) account as part of the most recent legislative session. 20% of these funds will be distributed equally between all 88 counties in Minnesota (roughly \$2,800 per county). The remaining 80% will be distributed based on proportion of registered voters, which would result in Crow Wing County receiving roughly \$15,600.

By default, the \$15,600 received by Crow Wing County must be allocated 50% for county use, 25% for each unit administering absentee voting, and 25% to each municipality based on proportion of registered voters. Crow Wing County will automatically retain 75% of the funds as they administer all absentee voting within the county. The remaining 25% would equate to an allocation of approximately \$76.89 per precinct (Breezy Point has only one precinct).

**County Request**

Crow Wing County is requesting that municipalities enter into an agreement with them to allow the County to retain the entire \$15,600 VOTER account allotment (see attached letter from Crow Wing County Administrative Services Director Debby Erickson). The reasoning behind this request is the County currently absorbs all costs associated with the purchase and maintenance of all election related equipment and supplies (e.g. poll pads, tabulators, ballots, stickers, etc.) for every precinct within the county.

**Council Action**

Staff recommends that the City Council approve the attached agreement with Crow Wing County for the County to retain the City's VOTER account allocation for qualifying election related expenditures.



August 24, 2023

TO: CITY AND TOWN CLERKS

Enclosed you will find an agreement regarding the Voting Operations, Technology & Election Resources (VOTER) account that I had referenced in my video update of July 19th. As a reminder, during this past legislative session, a \$1.25 million annual appropriation was approved for the statewide VOTER account. These funds are a dedicated stream of state funding for election administration at the county and municipal level. The legislation requires that 20% of the funds are allocated equally to all 87 counties (about \$2,873 per county) and the remaining 80% is allocated based on proportion of registered voters. Crow Wing County has about 46,000 registered voters and our total appropriation for the VOTER account funds is \$15,600.59 annually.

The legislation requires the county and municipalities to agree on how those funds should be distributed or sets a default formula that 50% is for county use, 25% is allocated for each unit administering absentee voting, and 25% is allocated to each municipality based on proportion of registered voters. As Crow Wing conducts all absentee voting for all precincts, the county would automatically retain 75% of the funds and \$3,900 would be available to be allocated to the municipalities based on voter counts - which equates to an average amount of \$76.89 per precinct.

Currently, Crow Wing County absorbs all costs associated with equipment purchase and maintenance, as well as all costs for programming, ballots, materials and supplies. As such, and given the limited amount of VOTER funds allocated, we are requesting the municipalities to enter into an agreement which would allow the county to retain the full \$15,600.59 annual appropriation to be used for election administration expenses. If the county's annual appropriation from the VOTER account would ever surpass \$50,000 this agreement would be revisited for potential allocation distribution.

Please review the attached agreement with your council or board and once approved and signed, please return to my attention. We will return a fully completed copy for your records once the county board has approved the agreements.

If you have any questions, please feel free to contact me.

Sincerely yours,

DEBORAH A. ERICKSON  
Administrative Services Director

Deborah A. Erickson  
Administrative Services Director  
326 Laurel Street  
Brainerd, MN 56401

Our Vision: Being Minnesota's favorite place.  
Our Mission: Serve well. Deliver value. Drive results.  
Our Values: Be responsible. Treat people right. Build a better future.

Office: (218) 824-1049  
Mobile: (218) 831-4037  
Fax: (218) 824-1049  
www.crowwing.



STATE OF MINNESOTA  
VOTING OPERATIONS, TECHNOLOGY & ELECTION RESOURCES (VOTER) ACCOUNT  
COUNTY – MUNICIPALITY AGREEMENT

This Agreement (hereinafter “Agreement”) is made between Crow Wing County ("County"), and City of Breezy Point (“Municipality”).

**Recitals**

1. Under Minnesota Laws 2023, Chapter 62, Article 4, section 6, the Voting Operations, Technology, and Election Resources (VOTER) Account was established requiring the Office of the Secretary of State, hereinafter the OSS, to distribute funds to each county as prescribed.
2. Total allocation to County is approximately \$15,600 annually.
3. Upon receipt of funds, County and Municipality must agree on a distribution plan for allocating funds from the account which must be used for expenditures directly related to election administration.
4. County is responsible for elections within its county and Municipality operates polling places within its jurisdiction.
5. County is responsible for all costs associated with administering absentee and mail balloting for all precincts in County.
6. County is responsible for all costs associated with procurement and maintenance of all election equipment utilized by all polling places in County.

**Agreement**

**1. Effectiveness of Agreement**

- 1.1. **Effective date.** August 30, 2023, or the date all required signatures have been affixed to the agreement by County and Municipality, whichever is later and shall continue until annual funding allocated to County exceeds \$50,000.

**2. Allocation of VOTER Account Funds**

- 2.1. **Allocation determination.** The Municipality agrees to receive no direct allocation under this agreement. The Municipality’s default allocation amount as provided by the OSS will instead be retained by the County for qualifying expenditures of the County and the Municipality as referenced in this Agreement.

**5. Signatures and Certification**

*County and Municipality certify that the appropriate person(s) have executed the Agreement on behalf of County and Municipality as required by applicable resolutions or ordinances.*

**CROW WING COUNTY**

**CITY OF BREEZY POINT**

By: \_\_\_\_\_  
Deborah A. Erickson,  
Administrative Services Director

By: \_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
\_\_\_\_\_

Date: \_\_\_\_\_

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: FNC Corporate Resolution Certification  
DATE: October 2, 2023

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FNC is one of the companies that holds the City's various investments. Periodically, these investment companies require the City to update the Corporate Resolution Certification with them. This is a routine procedure.

**Council Action**

Staff recommends that the City Council approve the attached Corporate Resolution Certification with FNC.

# Corporate Resolution Certification

## STEP 1. ACCOUNT INFORMATION

Account Title CITY OF BREEZY POINT
Account Number QRT137200

## STEP 2. CERTIFICATION

I HEREBY CERTIFY that at a meeting, duly called, of the Board of Directors of CITY OF BREEZY POINT, a Corporation, at which said meeting a quorum was present and acting throughout, the following preamble and resolution was adopted and ever since has been and now is in full force and effect.

WHEREAS this Corporation is duly authorized and permitted by its Charter and Bylaws to:

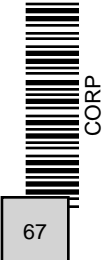
- Engage in cash and/or margin transactions in any and all forms of securities including, but not limited to, stocks, options, mutual funds, stock options, stock index options, short sales, foreign currency options and debt instrument options, bonds, bond debentures, annuities, notes, scrips, participation certificates, rights to subscribe, warrants, certificates of deposit, mortgages, choses in action, evidences of indebtedness, commercial paper certificates or indebtedness, and certificates of interest of any and every kind and nature whatsoever, secured or unsecured, whether represented by trust, participating and/or other certificates or otherwise.
- Receive on behalf of the Corporation or deliver to the Corporation or third parties, including but not limited to the President, Vice President, Treasurer or any other authorized officer or person listed in Certification and Signatures below giving such instruction, monies, stocks, bonds, and other securities. To sell, assign, and endorse for transfer, certificates representing stocks, bonds, or other securities now registered or hereafter registered in the name of the Corporation.
- Establish and maintain an asset management account with debit card, check writing and margin privileges, from which account funds are directly spent, in the names of each authorized person and/or any additional signatories (as indicated in the separate Asset Management Account Agreement), the responsibility for which is entirely that of the Corporation.
- Borrow money or make any contract the effect of which is to borrow money, and secure such obligations by mortgages or other liens upon Corporate property; borrow, guarantee and/or pledge any Corporate assets as collateral, as the case may be, with respect to a loan; guarantee a borrowing of money or to make any contract the effect of which is to guarantee a borrowing, and secure such obligations by mortgages or other liens upon any Corporate property.

NOW THEREFORE BE IT RESOLVED that this Corporation opened an account or accounts in its name with

Financial Northeastern  
Name of Introducing Firm

- and that the individuals named in Certification and Signatures below ("Authorized Person") or any one of them acting individually, may, on behalf of this Corporation, be and they hereby are and each of them hereby is authorized and empowered to (1) give written or oral orders in the said account or accounts for the purchase, sale, or other disposition of stocks, bonds, and other securities, (2) deliver to and receive from Pershing LLC (Pershing), on behalf of this Corporation monies, stocks, bonds, and other securities, (3) establish and maintain an asset management account with debit card, check writing and margin privileges from which account funds are directly spent with each authorized person as indicated in the separate asset management account agreement having check writing and debit card privileges, (4) order the transfer or delivery of funds, monies or securities to any other person whatsoever, including the President, Vice President, Treasurer or any other authorized officers or persons indicated below giving such instructions, (5) sign acknowledgements of the correctness of all statements of accounts, (6) borrow, pledge, guarantee or otherwise encumber Corporate assets, and (7) make, execute, and deliver under the corporate seal any and all written endorsements, releases and documents necessary or proper to effectuate the authority hereby conferred; the within authorization to each of said officers to remain in full force and effect until written notice of the revocation thereof shall have been received by

Financial Northeastern and Pershing.  
Name of Introducing Firm



**STEP 3. CERTIFICATION AND SIGNATURES**

I FURTHER CERTIFY that the following are the names, titles and signatures of the officers (or others) authorized by the foregoing resolution to act for this Corporation:

Printed Name <b>David C. Chanski</b>	Date
Title <b>City Administrator/Clerk/Treasurer</b>	
Signature <b>X</b>	

Printed Name	Date
Title	
Signature <b>X</b>	

Printed Name	Date
Title	
Signature <b>X</b>	

Printed Name	Date
Title	
Signature <b>X</b>	

Printed Name	Date
Title	
Signature <b>X</b>	

Printed Name	Date
Title	
Signature <b>X</b>	

**Certification**

This individual may or may not be listed in the authorized persons box above and may also be an Officer, Director, Secretary or Sole Officer/Secretary of the corporation.

Printed Name	Date
Title	
Signature	
X	

**If the Certification is executed by a Signer who is empowered to act for the Corporation pursuant to these resolutions and certifications, but is not an Officer of the Corporation, an Officer must complete and execute the Additional Certification in Additional Certification below.**

**If the Corporation has only one Sole Officer, that Sole Officer must make the certification immediately above indicating his or her company title in addition to filling in and executing the Additional Certification in Additional Certification below.**

**STEP 4. ADDITIONAL CERTIFICATION**

This section to be completed only if the Signer in Certification and Signatures above is authorized to act pursuant to the foregoing Resolutions, but is not an Officer of the Corporation, OR if the Corporation has only one Officer.

**Check one:**

- I FURTHER CERTIFY that the Signer in Certification and Signatures above is authorized by the foregoing resolutions and its operating documents to act hereunder if listed as an authorized person.
  
- I FURTHER CERTIFY that the Corporation has only one Sole Officer/Secretary and that I am that Sole Officer/ Secretary and am authorized to execute legal and binding documents in the name of and on behalf of the Corporation pursuant to its governing documents.

Printed Name	Date
Title	
Signature	
X	

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Organizational Assessment Proposals  
DATE: October 2, 2023

---



**Background**

During budget discussions in August, the City Council expressed the desire to have an organizational assessment conducted, ideally by the end of the year. Conducting an organizational assessment should provide the City the information it needs to adequately plan for future staffing and other organizational needs as the city continues to grow and service provision changes. Following this discussion, staff published a Request for Proposals (RFP) for an organizational assessment (RFP is attached). The scope of services as listed in the RFP was for an organizational assessment to identify the City’s immediate and future human capital needs including but not limited to:

- Analysis of current staffing levels
- Analysis of current service provisions
- Analysis of future projects’ impact on staffing levels and service provisions
- Recommendations for immediate and future staffing needs
- Recommendations for reorganization
- Recommendations for service delivery improvements

**Proposals**

The deadline for consultants to submit proposals was September 15, and the City received proposals from 7 consulting firms (proposals are attached). These firms were (in order of receipt):

- Resource Management Associates
- Public Knowledge
- GovHR USA
- Abdo
- Octagon Consulting, LLC
- Erickson Northstar, LLC
- Flaherty & Hood, P.A.

Each proposal addresses the scope of services in various ways, and the proposed fees for service range between \$9,250 and \$29,335 with some firms proposing additional services for an additional fee. Staff’s estimate for how much an organizational assessment might cost prior to issuing the RFP was around \$20,000. So, these proposals are in line with expectations.



**Staff Recommendation**

Having reviewed each proposal thoroughly, staff is recommending that the City Council select Resource Management Associates (RMA) to conduct an organizational assessment on the City. Elements in the proposal that stood out to staff that put RMA at the head of the pack include:

- Thorough understanding of the City’s objectives, size, and ongoing projects.
  - o No other consultant appeared to conduct the level of background research prior to submitting a proposal that RMA did.
- Intent to conduct interviews with all staff members and all council members as well as other outside parties such as the City Engineer, auditor, Pequot Lakes Fire District.
  - o Only one other consultant specifically identified City Council involvement, and no other consultant identified interviewing all employees or outside parties.
- Intent to be on-site for an entire work week from Monday, October 16 through Friday, October 20.
  - o No other consultant identified the exact amount of time (if any) that would be spent in-person. By being on-site the week of October 16, RMA would have the additional benefit of observing the city council workshop that is currently scheduled to take place on October 17.
- Description of overall project approach was thorough and descriptive.
  - o No other consultant seemed to be as descriptive and thorough in their approach as RMA.
- A fixed, all-inclusive fee for service.
  - o While other proposals identified a fixed or not-to-exceed fee for service, most other proposals identified important services that would come at an additional fee.

Staff also recommends that the cost of assessment be paid out of the capital fund. While an organizational assessment was not included in the 2023 budget, Capital Fund revenue was budgeted to exceed expenditures by just over \$200,000 in 2023. However, City Administrator Chanski now anticipates that revenues will likely exceed expenditures by over \$300,000. This is due to a combination of revenues being higher than anticipated and expenditures being lower than anticipated. So, conducting this assessment will still result in a positive net position in the Capital Fund in 2023.

**Council Action**

Staff recommends that the City Council select the proposal from Resource Management Associates to conduct an organizational assessment on the City of Breezy Point.

# THE CITY OF BREEZY POINT, MN



REQUEST FOR PROPOSALS (RFP)  
FOR  
ORGANIZATIONAL ASSESSMENT

**CONTENTS:**

1. ORGANIZATIONAL INFORMATION
2. SCOPE OF SERVICES AND DELIVERABLES
3. SCHEDULE
4. COMPENSATION FOR SERVICES
5. GENERAL REQUIREMENTS FOR PROPOSALS
6. PRE-CONTRACT COSTS
7. EVALUATION CRITERIA

## **ORGANIZATIONAL INFORMATION**

With 12% growth over the last 5 years and a staggering 184% growth since 2000, the City of Breezy Point, MN is currently the fastest growing community in Crow Wing County. Seeing as a municipalities ability to maintain a high level of service is dependent upon its organizational needs, the City of Breezy Point desires to assess those needs to better fit our growing community.

The City is currently comprised of 17 full-time employees, 1 seasonal employee, and 2 contract employees making up administration, public works, police, planning/zoning, and building inspections. The City receives fire service from the Pequot Lakes Fire District of which the City is a governing member.

The City has a 2023 General Fund budget of \$3,250,115 with a total budget of \$4,410,293.

## **SCOPE OF SERVICES AND DELIVERABLES**

The City of Breezy Point is seeking proposals for a qualified consultant to conduct an assessment on the organization to identify the City's immediate and future human capital needs. Such an assessment should include but not be limited to:

- Analysis of current staffing levels
- Analysis of current service provisions
- Analysis of future projects' impact on staffing levels and service provisions
- Recommendations for immediate and future staffing needs
- Recommendations for reorganization
- Recommendations for service delivery improvements

## **SCHEDULE**

It is the City's desire that the services described in this document be delivered no later than December 31, 2023. The Consultant shall include intermediate deadlines in the proposal for all project deliverables defined in this document.

<b>Response to Proposals Due/RFP Receival:</b>	September 15, 2023
<b>Potential Consultant Interviews:</b>	September 20, 2023
<b>Final Consultant Selection:</b>	October 2, 2023
<b>Notice to Proceed:</b>	October 5, 2023
<b>Delivery of Final Report:</b>	December 31, 2023

## **COMPENSATION FOR SERVICES**

It is the intention of the City of Breezy Point to enter into a professional service contract for the scope of work provided in this document. The Consultant developed compensation schedule shall be in direct alignment with the stated deliverables and project deadlines.

The City of Breezy Point reserves the right to administer and issue all notices to proceed in a manner that is in the best interest of the City.

## **GENERAL REQUIREMENTS FOR PROPOSALS**

### **I. Inquiries and Submittal**

Please submit final RFP documentation and direct questions regarding this proposal to:

David Chanski  
City Administrator  
8319 County Road 11  
Breezy Point, MN 56472  
(218) 562-4441  
[dchanski@cityofbreezypointmn.us](mailto:dchanski@cityofbreezypointmn.us)

All firms submitting a proposal shall identify a single point of contact to correspond with the City. The preferred method of communication is by email.

### **II. Contractual Responsibility**

Consortia, joint ventures, or teams, although encouraged, will not be considered responsive unless the proposal explicitly establishes that all contractual responsibility rests solely with one firm.

At all times during the term of the contract, the Consultant shall be required to have and keep in force the following insurance policies:

- **Workers Compensation:** Insurance covering all employees meeting statutory limits in compliance with applicable state and federal laws.
- **Comprehensive General Liability:** A single limit or combined limit or excess umbrella general liability insurance policy of an amount not less than \$500,000 per claim and \$1,500,000 for any number of claims arising out of a single occurrence. If the claim arises out of the release or threatened release of a hazardous substance, the insurance must be for an amount no less than \$1,000,000 per claim and \$3,000,000 for any number of claims arising out of a single occurrence.
- **Business Auto Liability:** A single limit or combined limit or excess umbrella automobile liability insurance policy for all vehicles used regularly in the provision of services under this contract for an amount no less than \$500,000 per accident or

property damage, \$500,000 for bodily injury and/or damage to any one person, and \$1,500,000 for total bodily injuries and/or damage arising out of a single occurrence.

### III. Addenda and Supplements to this RFP

In the event it becomes necessary to revise any part of this RFP, or if additional information is necessary to enable proposers to adequately respond to this request, a supplemental to the RFP will be issued.

### IV. Owners' Rights

The City of Breezy Point reserves the right to reject any or all proposals if deemed (under its sole discretion) to be in the best interest of the City.

### V. Proposal Content

Please submit one electronic copy of the proposal no later than September 15, 2023, by 4:00 p.m. The City reserves the right to request hard copies of proposals at any time in the review process. These documents must be signed by a duly authorized representative of the respondent. At a minimum the proposal shall:

- Include a narrative that describes the responder's understanding of the project, goals, objectives, and any known challenges to be overcome.
- The proposal should include a summary of the project management measures required to ensure that the project is completed on time, within budget and in accordance with applicable laws, policies, standards, and good engineering practice. Include a graphical timetable that identifies achievable milestones.
- Include an itemized list of anticipated objects, goals, and sub-tasks for all deliverables, assign the number of hours required by each team member, and indicate the maximum not to exceed fee amounts for each sub-task. Identify any tasks not outlined in the deliverables that the respondent deems are critical to the success of the project. Include detailed cost breakdowns for these tasks as "alternate" options that we may review and/or consider as part of the contract. Provide and explain new technology and/or innovative strategies within these tasks to provide additional quality to this project.
- Provide and elaborate on key tasks this RFP may not include. Provide costs to each as alternative options.
- Identify anticipated involvement required by the City.
- Summarize the firm's relevant qualifications and experience related to similar projects. List all personnel who will conduct the project, detailing their training, work experience and job title. The project manager assigned to the project must be stated in the proposal and shall continue as such throughout the project, as long as he/she is still employed by the firm.



**PRE-CONTRACT COSTS**

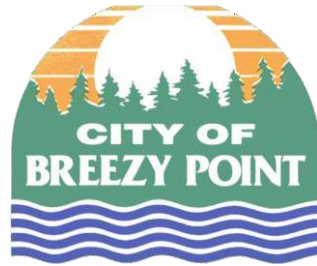
All costs related to the preparation of the proposal will be the sole responsibility of the respondent and will not be reimbursed by the City of Breezy Point. Likewise, no reimbursement will be made for costs incurred prior to a formal written notice to proceed.

**EVALUATION CRITERIA**

Selection of the Consultant will be based on the best quality of services provided. Proposals will be primarily evaluated on the Scope of Services defined in this document. All respondents will be graded on a 100-point scale to determine the best overall value for this project. Project manager and team members experience in providing similar services or projects will strongly influence evaluation scores. Consideration will be given based on the following factors and corresponding scale:

1. Expressed understanding of project scope/objectives:	20%
2. Quality and technical evaluation of the proposal, project approach, methodology, and the use of technology/innovation:	20%
3. Experience and qualifications of the project manager and team members:	20%
4. Quality of the work plan and project schedule:	20%
5. Overall not to exceed cost:	20%
<hr/>	
Total	100%

The City of Breezy Point will not automatically award a contract to the respondent with the lowest overall cost. The City reserves the right to interview any, all, or none of the respondents at its discretion. If necessary, interviews will be held at the Breezy Point City Hall on September 15, 2023.



**Proposal  
for  
Organizational Assessment**

**September 15, 2023**

September 15, 2023

David Chanski  
City Administrator  
City of Breezy Point  
8319 County Road 11  
Breezy Point, MN 56472

Dear Mr. Chanski:

Resource Management Associates (“RMA”) is pleased to present to the City of Breezy Point (the “City”) this Proposal for Organizational Assessment (the “*Organizational Assessment*”) in response to the City’s Request for Proposals (the “RFP”), responses to which are due September 15, 2023.

RMA’s proposal responds specifically to each element in Breezy Point’s Scope of Services and Deliverables at page 3 of the RFP for these consulting services.

We wish to suggest several reasons why Resource Management Associates is uniquely qualified to serve the City in this project:

- **RMA’s Focus on Local Government.** Since our founding 42 years ago in 1981, RMA has been dedicated to serving local governments in states across the USA from Maine to California including Minnesota. Serving municipalities like Breezy Point is at the core of our services. *RMA works with municipalities like Breezy Point every day.*
- **Senior Specialist in City Management.** RMA’s Principal Consultant, Sheldon Cohen, has been involved professionally in city management as a practitioner and consultant for decades. He has addressed many of the same organizational issues which Breezy Point has presented in its RFP. *RMA will apply this significant body of knowledge and experience to our work with Breezy Point.*
- **Understanding of Small Cities.** Sheldon Cohen, has more than 40 years of experience consulting with small cities around the country. *We particularly appreciate the nature of smaller local governments like Breezy Point.*
- **Minnesota Experience.** RMA just finished working with the Metropolitan Council in the Twin Cities earlier in 2023. *Minnesota is very familiar to RMA.*
- **Cost Consciousness.** RMA is very aware of the economics of small cities. This provides us with the ability to carry out the *Organizational Assessment* while grounded in the realities of the City’s finances. We can apply this knowledge fully and realistically for Breezy Point in the *Organizational Assessment*.

- **Structured Methodology.** Resource Management Associates employs a structured methodology which has been proven over the years in our work with municipalities. *This methodology is comprehensive and flexible, enabling us to meet the full range of Breezy Point's requirements thoroughly and carefully.*
- **Emphasis on Involvement of the City's Leadership and Personnel.** RMA will conduct confidential, individual interviews with the Mayor and City Council as well as every one of Breezy Point's employees. Especially given the small size of Breezy Point, these individual interviews are critical in assuring that the City's leadership and personnel are involved meaningfully and productively in the *Organizational Assessment*. This ownership is important in building the foundation for successful implementation of the *Organizational Assessment's* recommendations.
- **Evaluation of Options.** RMA will identify and evaluate options which may arise in the course of the *Organizational Assessment*. Our evaluation will treat these options in equal detail.
- **Full Scope of Services.** Resource Management Associates will provide the complete Scope of Services which Breezy Point has presented in the RFP. Our approach in providing this Scope of Services is distinguished by the depth with which we pursue our work with the City in every area.
- **Service to Breezy Point.** RMA is driven in our relationship by our dedication to serving the City's best interests. We will do whatever is necessary within the Scope of Services to assure Breezy Point's complete satisfaction as a valued client.
- **Success in Implementation.** Our clients succeed in implementing the recommendations of our work with them because of the way we structure our methodology. In working with the City, we emphasize from the beginning participation, education and self-sufficiency on the part of Breezy Point and its personnel. This builds the foundation both for (1) the institutional support which may be needed to secure appropriations for implementation and (2) the staff's extending the extra effort at all levels which will be required in the implementation.

The City of Breezy Point is about to make decisions with significant implications for its public services and finances: this requires the specialized experience Resource Management Associates can provide.

In summary, we are prepared to start work immediately and deliver the *Organizational Assessment* by December 31, 2023 as Breezy Point has specified in the schedule at the bottom of page 3. RMA will make every effort to expedite completion of the *Organizational Assessment* to the City's full satisfaction as long as this does not jeopardize the quality or value of our work with Breezy Point. Meeting this timeline requires response forthwith throughout the course of the *Organizational Assessment* to RMA's request for data, information and meetings from Breezy Point and other potential partners. This proposal is good for 90 calendar days from the date of submission.

As requested at page 5 of the RFP, the anticipated involvement required by the City in the **Organizational Assessment** is close cooperation throughout the engagement mainly in project management, scheduling of interviews and other tasks, timely responsiveness to requests for information, timely review of work products, and provision of a small, private meeting room for interviews.

The undersigned, Charles D. Hale, is authorized to bind the company contractually. He may be reached as follows:

Charles D. Hale, President  
Resource Management Associates  
17730 S. Oak Park Avenue, Suite A  
Tinley Park, IL 60477  
Phone: 708-444-2326  
Mobile: 708-606-3653  
FAX: 708-444-2844  
email: [rma2500@gmail.com](mailto:rma2500@gmail.com)

Please refer all substantive questions regarding this proposal to RMA's Principal Consultant and Project Manager, Sheldon Cohen, at [shelcons@aol.com](mailto:shelcons@aol.com) or 978-470-1470.

Resource Management Associates thanks the City of Breezy Point for the opportunity to submit this proposal. We look forward to working with Breezy Point on this important project.

Sincerely,

*Charles D. Hale*

Charles D. Hale  
President

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## Section 1 Understanding of the Project and Key Issues.

The City of Breezy Point wishes to determine a specific strategy to meet two of its core elements in the delivery of municipal services as specified in the RFP:

- Maintaining a high level of service.
- Establishing an organizational structure to support this high level of service now and into the longer-term future.

These both occur in the context of the rapid growth in population which Breezy Point has been experiencing over the last approximately 20 years.

Breezy Point’s RFP is very specific in what it wishes to have the *Organizational Assessment* address as stated on page 3:

- Analysis of current staffing levels
- Analysis of current service provisions
- Analysis of future projects’ impact on staffing levels and service provisions
- Recommendations for immediate and future staffing needs
- Recommendations for reorganization
- Recommendations for service delivery improvements

The City has issued this RFP in order to obtain the services of a highly experienced, independent consulting firm specializing in municipal government to work with the City in meeting these goals through the final work product, the *Organizational Assessment*.

Successful execution of the *Organizational Assessment* requires not only the full cooperation of the City of Breezy Point but also agencies such as Crow Wing County, the Pequot Lakes Fire District or others as the City may identify.

RMA asks that Breezy Point appoint a Project Manager for the City who holds a senior position and can coordinate whatever activities may be involved for the City. This begins with the Project Organization Conference and request for background information, and extends through the review of the draft of the *Organizational Assessment* and presentation of its recommendation to the Breezy Point City Council. As well, the City’s Project Manager will be in almost-daily contact with RMA’s Project Manager.

Our Principal Consultant, Sheldon Cohen, has spent his career over decades working in municipal government as a practitioner and consultant. He understands how smaller cities like Breezy Point

work. Thus, RMA can address the scope of services which Breezy Point presents from a full, balanced perspective.

As our references will attest, RMA prides itself on the thoroughness, detail and objectivity of our work and the close relationship we maintain with Breezy Point throughout the *Organizational Assessment*. Our findings and recommendations will be clear and practical, enabling Breezy Point to make well informed decisions.

## Section 2 Organization and Management Approach.

### A. Experience and Qualifications of the Firm

Resource Management Associates is pleased to present the information which follows regarding our experience and qualifications. This reflects our 42 years of experience in consulting with hundreds of local governments across the United States including Minnesota.

Based near Chicago in Tinley Park, Illinois and founded in 1981, RMA is a fully independent consulting firm with a strong record of serving municipalities throughout the United States.

RMA has been profitable in all 42 years of our existence and finished a banner year in 2022.

### B. Project Management

Project management is critical to the success of the *Organizational Assessment*.

RMA’s approach to project management is characterized by close, continuous contact with Breezy Point’s Project Manager and personnel. As much as anything else, this is the best way to assure the City’s full satisfaction with RMA’s work.

We see three, key elements in RMA’s approach to project management.

- We involve Breezy Point fully in the project-management process. This looks mainly to (1) the City Administrator and (2) the City’s project manager who may very well be the City Administrator.

Breezy Point’s project manager should be a senior-level person who has full knowledge of the scope of the *Organizational Assessment* and can provide all necessary coordination for the City throughout the course of the *Organizational Assessment*. This person will serve as the single point of contact (“SPOC”) for Breezy Point with RMA for all activities related to the *Organizational Assessment*.

The City may also wish to establish a review panel. This would be comprised of approximately five of Breezy Point’s key appointed and elected officials. The review panel helps to assure that there is appropriate input into the *Organizational Assessment* from Breezy Point’s key stakeholders. As well, the review panel should continue to be active in the implementation of whatever recommendations may come from the *Organizational Assessment*.

- Sheldon Cohen, RMA’s Project Manager and single point of contact for Breezy Point, brings exceptional experience as a project manager in this kind of local-government project. Mr. Cohen has managed more than 200 projects for local governments in Minnesota and more than 20 other states over the last 43 years. Most recently in 2022-2023, this included high-profile engagements in Minnesota and Iowa among other states.
- Internal peer review is also a critical part of RMA’s approach to project management. RMA’s consultants have worked together for 42 years and are open with each other in “brainstorming” and sharing constructive criticism of drafts of work products and other issues which may arise in the course of our work with Breezy Point.

This joint project management between Breezy Point and RMA ensures that the *Organizational Assessment* will be managed well and enriched by the complete collection of information, the organization of this information into a readily understandable format, the discussion of ideas and observations, the input of other stakeholders and the transfer of knowledge necessary for successful implementation.

As Breezy Point has requested in the second bullet under Section V Proposal Content on page 5, RMA presents on the next page the timetable with milestones, hours and fee amounts. We do not see any critical tasks not already outlined in the deliverables which are critical to the success of the project. Likewise, RMA is not offering “alternate” options. As well, we do not see any new technologies needed to be applied in this engagement.

Overall, then, we ask Breezy Point to examine closely the following Section 3, Scope of Services, to see the detail we are presenting with each task. These tasks in Section 3 form the basis for the timetable which follows on the next page.

**C. Role and Biography of RMA’s Principal Consultant**

RMA’s Principal Consultant, Sheldon Cohen, will work closely with Breezy Point in addressing the six areas of interest in the *Organizational Assessment* which the RFP specified on page 3 under Scope of Services and Deliverables.

Mr. Cohen will address the various elements of the *Organizational Assessment* in terms of both (1) the present and (2) the foreseeable future, extending about five to 10 years. RMA believes that the detailed information presented in this proposal presents a clear picture of our approach to the organization and substance of the *Organizational Assessment* which Mr. Cohen will follow.

Task	Phase	Days From Notice	Consult Hours	TOTAL FEE
A	Project Organization Conference	1	6	\$710
B	Review of Background Information	1-8	8	940
C	Role of the Review Panel	1-8	1	115
D	Interviews	10-14	40	5,775
E	Organizational Performance	1-70	8	920
F	Costs	1-70	8	920
G	Facilities	1-70	2	230
H	Evaluation of Options	1-70	8	920
I	Daily Debriefing	10-14	INCL	0
J	Draft <i>Organizational Assessment</i>	1-70	32	3,680
K	Review Draft <i>Organizational Assessment</i>	77	8	920
K1	Revise <i>Organizational Assessment</i>	77-80	8	920
L	Deliver <i>Organizational Assessment</i> : Final Presentation	87	8	3,940
	<b>TOTAL</b>	<b>N/A</b>	<b>137</b>	<b>\$19,990</b>

*Sheldon Cohen* began his professional involvement in city management as a Seasongood Summer Intern for the International City/County Management Association (“ICMA”) in a city in the Midwest where he lived with the Members of the Fire Department for 10 weeks at Central Fire Headquarters.

As a consultant since 1980, Mr. Cohen has worked with more than 200 local governments in 28 states from Maine to California, including Minnesota. He has managed more than 200 projects and has frequently been reengaged because of his clients’ high level of satisfaction with his services.

In the last 43 years, he has been invited to make presentations to meetings of many professional organizations including among others ICMA, the American Society for Public Administration (“ASPA”), Massachusetts Society of Certified Public Accountants and the New England Women Business Owners (“NEWBO”). He has contributed many articles to ICMA’s *Public Management* and other publications. His clients have been involved in several high-profile incidents including the “DC Sniper” in 2002, the Boston Marathon Bombing in 2013 and the Camp Fire in California in 2018.

Mr. Cohen was a Visiting Instructor in Criminal Justice at the University of Massachusetts Lowell and has been a guest lecturer on topics in local government at Boston University, Clark University, University of Massachusetts Boston, Merrimack College, Christopher Newport University and Old Dominion University.

He is a *cum laude* graduate of Case Western Reserve University in Cleveland with majors in Political Science and Classics, and received his Master's in Public Administration from Cornell University.

Mr. Cohen will serve as Project Manager and Principal Consultant for Breezy Point, and will also be the author of the *Organizational Assessment*.



## Section 3 Scope of Services.

### Approach to the Scope of Services

RMA's approach to this important engagement with Breezy Point views the *Organizational Assessment* in the context of:

- The full range of services which Breezy Point provides.
- The quality of these services looking in particular at what Breezy Point might do now or in the future to deliver services more efficiently and effectively.
- The resources--human, fiscal, technological and informational--which would be needed to support these services for the City.
- How Breezy Point's delivery of services compares with best practice for smaller cities nationally.
- The relatively significant increase in population and development in Breezy Point.
- The inextricable interconnection among the various elements in the RFP's Scope of Services and Deliverables.
- The comprehensive goals and objectives of the City and the other participating agencies.
- The demand for services from customers both internal among Breezy Point's departments and City agencies as well as external among the public or other entities.

This is the only way in which the *Organizational Assessment*--and the actions which may be taken subsequently--can have logic, coherence and value to Breezy Point and its customers, and support the functioning of the City government at the highest level possible.

Almost all of the tasks involved in the City's Scope of Services are closely related in many respects. The methodology we recommend is founded on this concept of *functional integration*. The issues which Breezy Point now faces in the development and implementation of the *Organizational Assessment* are not new for local governments like Breezy Point or for us as consultants. Indeed, success for Breezy Point here requires that these matters be addressed with the depth and breadth which our approach encompasses.

The *Organizational Assessment*, the central product of this engagement, incorporates in one volume all of the findings and recommendations related to the Scope of Services and Deliverables which the City has presented in its consulting RFP for this engagement. In this way, Breezy Point has in one place the comprehensive view its services, organization and fiscal impact which it is seeking. The *Organizational Assessment* must do this in a way which enables the City to take the greatest advantage it can in: (1) leveraging its established capabilities and resources; and (2) considering the range of choices it may have for strengthening these critical functions and enhancing their contribution to life in Breezy Point.

Throughout our work, we will make a concerted effort to include all related parties in all activities.

The specific tasks which RMA will undertake to ensure that the *Organizational Assessment* is completed fully and to Breezy Point's complete satisfaction follow.

**A. Project Organization Conference.**

Prior to beginning any work, Mr. Cohen will meet virtually with a group of about four key representatives of the City including the City Administrator, Project Manager and others whom Breezy Point may designate. This conference will map out the specifics of the project plan and assure that all parties have clear agreement on the conduct of the *Organizational Assessment*--what will happen when, who will participate in different activities, and what other preparations (e.g., background information) will need to be completed before the project can proceed at full speed. This meeting should occur as soon as possible after award of the consulting contract.

**B. Background Information.**

Much can be learned from background information in the possession of Breezy Point or other parties. Here, we will want to examine such items as: (a) minutes of the City Council related to the *Organizational Assessment*, (b) operating budgets and expenditures for Fiscal Years 2021 through 2023 and the City's Capital Improvement Program ("CIP"); (c) personnel policies related to all positions in the City including the applicable position classification and compensation plan; and (d) existing contracts with vendors of goods or services related to the scope of the *Organizational Assessment*, e.g., for IT or communications systems and services, or with the Pequot Lakes Fire District.

This information is valuable in two ways. First, it helps us to commence our work with the fullest possible knowledge of the background of these services in Breezy Point. Second, it provides an introduction to various issues which we will need to address in developing the *Organizational Assessment*.

**C. Role of the Review Panel.**

Breezy Point's review panel will have an active role throughout our work with the City, including the following tasks, among others: (a) coordination of key project activities; (b) review and comment on the draft of the *Organizational Assessment*; (c) representation before the City Council or other elected or appointed leadership; and (d) implementation planning and oversight on an on-going basis.

*The active participation of the review panel from the beginning of the Organizational Assessment process is critical to establishing the organizational foundation for implementing whatever recommendations may flow from the Organizational Assessment.*

#### D. Interviews.

*RMA will conduct individual, confidential interviews on site with the Mayor and City Council as well as every employee in Breezy Point.*

Where the City is so small, it is essential to provide Breezy Point's elected leadership and every employee with the opportunity to have input into the *Organizational Assessment*. In addition, we will interview other parties as the City may instruct. These may include, as examples, representatives of the business community, a community organization, Crow Wing County and the Pequot Lakes Fire District. We will also confer with the City's independent auditor, CliftonAllenLarson LLP, and Widseth, the architect for the City Hall project.

These interviews with a broad range of stakeholders and interested parties are critical to obtaining (1) the broadest and deepest understanding possible of whatever issues may be involved in the *Organizational Assessment* and (2) the perceptions of a wide range of stakeholders.

#### E. Organizational Performance.

Fundamental to the *Organizational Assessment* is the question of how to measure organizational performance as it affects both (1) the evaluation of the current organization and services and (2) what might be most appropriate in the foreseeable future.

RMA sees three ways in which this occurs.

1. We look at all of the data which may be available currently in whatever form, i.e., hard copy or electronic. This data typically is provided by the City's personnel, annual reports, the consultant's review of whatever software may be in use, or in the course of interviews or follow-ups to interviews.
2. We observe operations first-hand in order to see how Breezy Point now addresses various functions. The context for these observations and RMA's evaluation of what we see is our more than four decades of experience in municipal government, looking specifically to best practice for a smaller city like Breezy Point.
3. We apply the combination of common sense and experience to the data and observations. As an analogy, a team in the National Football League would like to have an offensive tackle who is about 6'8" in height and weighs around 320 pounds. RMA looks at human resources and organization somewhat similarly in terms of seeing whether a function in Breezy Point is staffed or organized appropriately.

The assessment of organizational performance relies heavily on cooperation from Breezy Point and whichever other parties may have information or opinions affecting the *Organizational Assessment*.

**F. Costs.**

The documentation of costs associated with the *Organizational Assessment* will rely largely on cooperation from Breezy Point.

Specifically, this regards RMA's examining in detail the total cost, both operating and capital, as budgeted and actually incurred for Fiscal Years 2021, 2022 and 2023 for all services which need to be addressed as part of the *Organizational Assessment*.

The underlying issues here are (1) whether Breezy Point's current costs for these services are reasonable and (2) what these costs might look like in the future.

Where the cost of personnel is usually the majority of a municipality's budget, RMA will take great pains, working with the City to make sure that we have addressed these costs completely. Table A on the next page shows the Fully Loaded Cost Per Employee for a position with a recent client. Among other things, this shows the cost of employee benefits which often runs in the range of approximately 30 to 40 per cent or more of an employee's salary or wages (in the example in Table A on the next page, 50.5 per cent).

The example in Table B shows Net Available Work Hours ("NAWH"). One sees here the actual time at work, which may run in the range of approximately 75 to 80 per cent of time scheduled on the job.

These two tables together provide an example of how RMA will address this full costing of personnel.

This space intentionally left blank.

**Table A: Fully Loaded Cost Per Employee**

<b>Account</b>	<b>Description</b>	<b>Amount</b>
<b>5100</b>	<b>Salaries &amp; Benefits</b>	
5101	Salaries – Permanent	\$51,407
5103.102	Differential Pay Out of Class	51
5103.105	Differential Pay Swing/Graveyard Shift	1,696
5104	Wages - PS Holiday Pay	2,365
5105	Salaries - Overtime/FLSA	9,510
5106.101	Incentives & Admin. Leave School Incentive	2,211
5106.200	Incentives & Admin. Leave Gym Reimbursement	360
5106.205	Incentives & Admin. Leave PS Recruitment	0
5109.100	Allowances Uniform Allowance	682
5111	Medicare	1,028
5112.101	Retirement Contribution PERS	4,113
5113	Worker’s Compensation	4,832
5114.101	Health Insurance Medical	12,099
5114.102	Health Insurance Dental	1,339
5114.103	Health Insurance Vision	121
5116.101	Life & Disability Insurance	257
5116.102	Life & Disability Long/Short Term Disability	563
5119.1	Retiree Costs Medical Insurance	3,103
-----	Unfunded Liability	8,117
	<b>TOTAL SALARIES AND BENEFITS</b>	<b>\$103,854</b>

**Table B: Net Available Work Hours**

Description	Hours
Number of hours per employee per day	8
Total workdays	261
<b>Available work hours</b>	
A. Total hours for one full time employee	2,088
B. Average vacation and leave in hours	80
C. Average sick leave in hours	72
D. Average holiday leave in hours	104
E. Average training leave in hours	24
F. Average Military, FMLA, etc. in hours	0
G. Average lunch and break in hours	226
H. Total unavailable time in hours (B through G)	506
I. Net available work hours (NAWH = A-H)	1,582

As just seen in Table B, Net Available Work Hours (“NAWH”) takes into consideration the time during which an employee is not available to work for reasons ranging from training to sick, vacation, military, personal or other leaves. To put this in context, it is not unusual for NAWH to be on the order of 75 per cent of gross scheduled time after leaves and other time not at work are subtracted, as it is in this example.

**G. Facilities.**

RMA is aware from the City’s web site that Breezy Point has already started to address the design of a new City Hall utilizing Widseth as the City’s architect.

Clearly, Breezy Point needs to consider carefully the findings and recommendations of the *Organizational Assessment* as the City proceeds in the design of the new City Hall.

RMA will work closely with the City and Widseth to integrate the work of the *Organizational Assessment* with the design of the new City Hall. Where the *Organizational Assessment* must be completed by December 31, 2023, this should synchronize well with the City Hall project.

**H. Evaluation of Options.**

As RMA’s work with Breezy Point proceeds, we will be looking to identify options which may be feasible for the *Organizational Assessment* to explore.

The *Organizational Assessment* needs to look not only at estimated one-time and annual cost but also at several, other characteristics of each option. These include among other things:



- Current and future demand for services.
- Staffing required.
- Facilities and equipment required.
- Information systems and technology, including communications infrastructure.

We will evaluate each of these to indicate suitability of an option for deployment with Breezy Point.

#### **I. Daily Debriefing.**

At the end of each business day on site when we are doing interviews, RMA will meet with the City Administrator.

This daily debriefing has three, main purposes: (1) to share what we will have learned each day in the course of our interviews; (2) to see whether the City Administrator factually validates what we learned that day; and (3) to get the City Administrator's thoughts about ideas which we may have for addressing various topics as part of the *Organizational Assessment*.

#### **J. Drafting the Organizational Assessment.**

The *Organizational Assessment* is the central product of this engagement. It brings together the findings and recommendations from all tasks as specified in the City's RFP into one coherent document. This provides the comprehensive, consistent direction which Breezy Point is seeking.

In order to meet the City's needs and expectations, the *Organizational Assessment* must combine both (1) an understanding of the nature of Breezy Point's current services and organization and (2) an informed view of the future of the City and its services, appropriate to Breezy Point's functional requirements as this may affect the *Organizational Assessment*.

Specifically, the *Organizational Assessment* includes:

- An Executive Summary.
- The definition of the City's goals and objectives for the *Organizational Assessment*.
- The analysis and evaluation of Breezy Point's options for services, based on the combination of data, interviews, observation and the consultant's decades of related experience.
- The articulation of a specific strategy for the City to take with respect to each service individually and all services as a whole in order to provide high performance.
- Priorities among actions which Breezy Point ought to take with respect to the recommended strategy, incorporated in a realistic schedule for implementation, consistent with Breezy Point's vision or other circumstances.
- Cost estimates on a one-time and continuing basis over a five-year lifecycle for all findings and recommendations.
- Short-range actions which the City should take to address services and organization, notwithstanding other longer-range recommendations.

The *Organizational Assessment* provides the complete factual basis on which the City will be able to make prudent decisions regarding how it may wish to proceed in responding to the Scope of Services of this engagement. Among other things, this includes direct integration with Breezy Point’s operating budget and Capital Improvement Program (“CIP”).

**K. Reviewing the Draft of the *Organizational Assessment*.**

RMA will follow a careful process of review with Breezy Point to be sure that the *Organizational Assessment* responds fully to the City’s Scope of Services.

This process of review has two elements. First, when the draft of the *Organizational Assessment* has been completed, we will send it to the City’s review panel about one week in advance of our virtual meeting. This will provide ample time for the review panel to examine the draft thoroughly and prepare for the review meeting.

The review meeting will take one full day. The morning will be devoted to a presentation from RMA of key elements of the *Organizational Assessment*--its major findings and recommendations, alternatives that were considered, significant issues on which Breezy Point needs to focus as it moves ahead, and so forth. Thereafter, we will be available during the afternoon for follow-up meetings with individuals or groups to discuss specific concerns which they may have.

After the review meeting, we will make all appropriate changes to the draft of the *Organizational Assessment* and prepare it in final form.

**L. Deliver the *Organizational Assessment*: Final Presentation.**

RMA will provide a final presentation of the *Organizational Assessment* to the Breezy Point City Council in person. This helps to assure that there is a common understanding of the *Organizational Assessment*’s key findings and recommendations, which will have been provided to the City Council before the meeting in the Executive Summary of the *Organizational Assessment*. We will be prepared to respond to questions and focus on any areas in the Scope of Services which may be of special interest.

RMA will provide the City with seven printed copies of the *Organizational Assessment* and one electronic copy in pdf format.

## Section 4 Schedule of Work

Resource Management Associates is prepared to start work immediately and complete all services as the City's RFP has specified through the Delivery of Final Report by December 31, 2023.

Meeting this timeline requires response forthwith throughout the course of the *Organizational Assessment* to RMA's request for data, information and meetings from Breezy Point and other parties.

RMA will spend the entire week of October 16-20, 2023, Monday through Friday, on site in Breezy Point for the purpose of conducting interviews and gathering other information related to the *Organizational Assessment*.

RMA will make every effort to expedite completion of the *Organizational Assessment* to the City's full satisfaction as long as this does not jeopardize the quality or value of our work with Breezy Point.

## Section 5 References

RMA is pleased to provide the references which follow. All of these involved significant organizational assessments and show RMA's established practice in this area.

### **City of Oskaloosa, Iowa**

Project Dates: November, 2022-February, 2023

Ms. Amal Eltahir, City Manager

City Hall

220 South Market Street

Oskaloosa, IA 52577

641-295-5886

[aeltahir@oskaloosaiowa.org](mailto:aeltahir@oskaloosaiowa.org)

In February, 2023, RMA completed an *E911/EMA Study* for the City of Oskaloosa and Mahaska County. Sheldon Cohen served as Project Manager and Co-Principal Consultant. The two, main sections of this project, as set forth in the RFP, involved a Phase I Organizational Assessment and a Phase 2 Operational Efficiencies. Ms. Eltahir served as Project Manger for Oskaloosa, a city of approximately 11,500 population. RMA interviewed a total of 41 individuals on a confidential basis including among others elected and appointed leadership and vendors. RMA presented a 115-page report with 23 tables. Final presentation at a meeting of the City Council took place on February 6, 2023.

### **North Dakota Department of Emergency Services Division of State Radio**

Project Dates: September-December, 2020

Mr. Dan Donlin, Former Director

Fraine Barracks Lane, Building 35

Bismarck, ND 58504

701-328-9700

[daodonlin@nd.gov](mailto:daodonlin@nd.gov)

In 2020, Sheldon Cohen was Project Manager and Co-Principal Consultant for a comprehensive *Staffing Needs Assessment and Compensation Market Analysis Study* for State Radio which dispatches 25 counties and the Highway Patrol among other agencies for law, fire and EMS. Director Donlin is the former Chief of Police in the City of Bismarck, the State capital. RMA presented a 148-page report with 48 recommendations organized in two phases by priority, supported by 51 tables and 29 graphs. Final presentation to the leadership and key stakeholders of State Radio occurred on December 18, 2020. State Radio, with the support of the North Dakota Legislative Assembly, has implemented key recommendations including among other things (1) adding the new position of Operations Manager to provide sorely needed depth in management of this critical agency, (2) hiring additional telecommunicators for a power shift to handle peak call volume and (3) initiating discussions with the State legislature about the need for improved facilities for the center.

**City of Springfield and Greene County, Missouri  
9-1-1 Advisory Board**

Project Dates: January-April, 2016

Ms. Zim Schwartz, Director (now Chief of Missouri Capitol Police)

330 West Scott Street

Springfield, MO 65802

573-751-2764

[Zim.Schwartz@dps.mo.gov](mailto:Zim.Schwartz@dps.mo.gov)

In 2016, Sheldon Cohen was Project Manager and Co-Principal Consultant for a comprehensive **9-1-1 Staffing Services Study** of the Emergency Communications Department (“ECD”) for the Springfield-Greene County 9-1-1 Advisory Board. This project focused on issues in staffing and organization, and also looked in detail at several ancillary issues which have a direct impact on staffing such as information systems, facilities and finances. The 9-1-1 Advisory Board, ECD’s governing body, had been very concerned with apparent issues in the number and classification of personnel as well as call-answering and dispatch times. Director Schwartz and the staff worked closely with the 9-1-1 Advisory Board to implement many changes related to the recommendations of the **Staffing Services Study**. This ranged from new software to additional staffing in order to eliminate bottlenecks and service issues in its call taking and dispatching. RMA’s **staffing Services Study** was 115 pages and provided 49 tables and 12 graphs to document our findings and 44 recommendations.

## Section 6 Fee for Services

Resource Management Associates will complete the *Organizational Assessment* for the City of Breezy Point for the all-inclusive fixed fee of \$19,990.

The fixed fee of \$19,990 will be invoiced in two parts:

1. \$7,540 upon completion of the interviews and site work during the week of October 16, 2023.
2. \$12,450 upon delivery of the Final Report by December 31, 2023.

Each payment shall be due and payable upon presentation.

RMA approaches the determination of a fee for services by:

- Analyzing carefully Breezy Point's Request for Proposals.
- Seeking clarification of any questions we may have regarding the RFP as we have done here with Breezy Point since receiving the RFP.
- Measuring carefully (1) the hours of professional services and (2) other expenses such as travel involved in delivering an outstanding work product, based on the nature of the RFP and clarifications.

We would be glad to negotiate costs such as fixing the fee for professional services and reimbursing travel and sundry expenses at cost.

Alternatively, RMA is available to provide the services which Breezy Point's RFP has requested on the basis of time and expenses at the rate of \$920 per day plus travel and sundry expenses at cost for any services delivered on site in Breezy Point, or \$115 per hour in quarter-hour increments for any services delivered at our offices plus sundry expenses. These rates are also good for any additional services which Breezy Point may request through December 31, 2024.

*RMA wishes to emphasize our interest in working with the City of Breezy Point on any mutually agreeable basis.*



600 Airport Rd  
Lakewood, NJ 08701-5995

September 15, 2023

Dear David Chanski:

We are pleased to propose a solution for the City of Breezy Point's Organizational Assessment. We have received, read, and accepted RFP 9511. We understand the specific challenges of a growing community and understand deeply what accommodations are required. We have extensive organizational assessment expertise and are prepared to be your consultant for this project.

We understand that you wish to strengthen your organization to better support your community. We bring local knowledge, subject matter expertise, and a range of well-adapted tools to perform this organizational assessment. We have conducted such assessments for more than 30 years and we understand incumbent challenges.

As President of Public Knowledge® (PK), I am authorized to submit this response and to make representations. Lamar Smith is the Vice President supporting this project, and you may contact him for further information or clarification of this response at [lsmith@pubknow.com](mailto:lsmith@pubknow.com) or (678) 539-0815. Melissa Murphy is our proposed project manager and will serve as your primary point of contact for the duration of the project.

Our response to RFP 9511 and pricing are valid for 60 days. In submitting this response, PK accepts all terms and conditions. We certify that we meet all minimum qualifications, and that we are capable, willing, and able to perform the services described within the required timeframe. We look forward to working with you on the Organizational Assessment project.

Sincerely,

Stacey Moss  
President





# Organizational Assessment

Proposal to: The City of Breezy Point, Minnesota  
In Response to: RFP 9511  
Due: September 15, 2023



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Stacey Moss, President  
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(307) 223-1461



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# 1 Executive Summary

The City of Breezy Point is seeking proposals for a qualified consultant to conduct an assessment on the organization to identify the City's immediate and future human capital needs. Such an assessment should include but not be limited to:

- Analysis of current staffing levels
- Analysis of current service provisions
- Analysis of future projects' impact on staffing levels and service provisions
- Recommendations for immediate and future staffing needs
- Recommendations for reorganization
- Recommendations for service delivery improvements

Include a narrative that describes the responder's understanding of the project, goals, objectives, and any known challenges to be overcome.

The City of Breezy Point is experiencing significant and rapid growth, and it is essential to prepare for the community's needs. With more people and businesses moving in, you want to organize departments and agencies to keep up with the demand. You need a partner to conduct an organizational assessment of your administrative structure to determine what is working well and what needs improvement.

We recognize the challenges of accommodating a rapidly growing population, including service delivery, infrastructure and housing availability, zoning and land use, cultural and social integration, and financial disparities. We want to help you create an efficient and flexible administration that can handle the challenges of growth, ensuring that your residents continue to enjoy a high quality of life.

Over the years, Public Knowledge® (PK) has grown and expanded into a larger organization. As a result, we have gained a deeper understanding of the challenges that come with managing a growing community. To ensure that we are well-equipped to handle these challenges, we have conducted a series of comprehensive internal organizational assessments to optimize our processes and systems for success. We are excited to share this expertise and our project experience with you.

We understand that every organization is unique, and we look forward to collaborating with you to identify areas where process improvements are needed. Our comprehensive assessment will consider your organization's size, structure, and goals, and we will work closely with your staff to recommend practical and sustainable changes.

Your staff and community are fortunate to be led by an administration that cares deeply about its future, and we are committed to helping you achieve your goals and thrive in the years ahead.

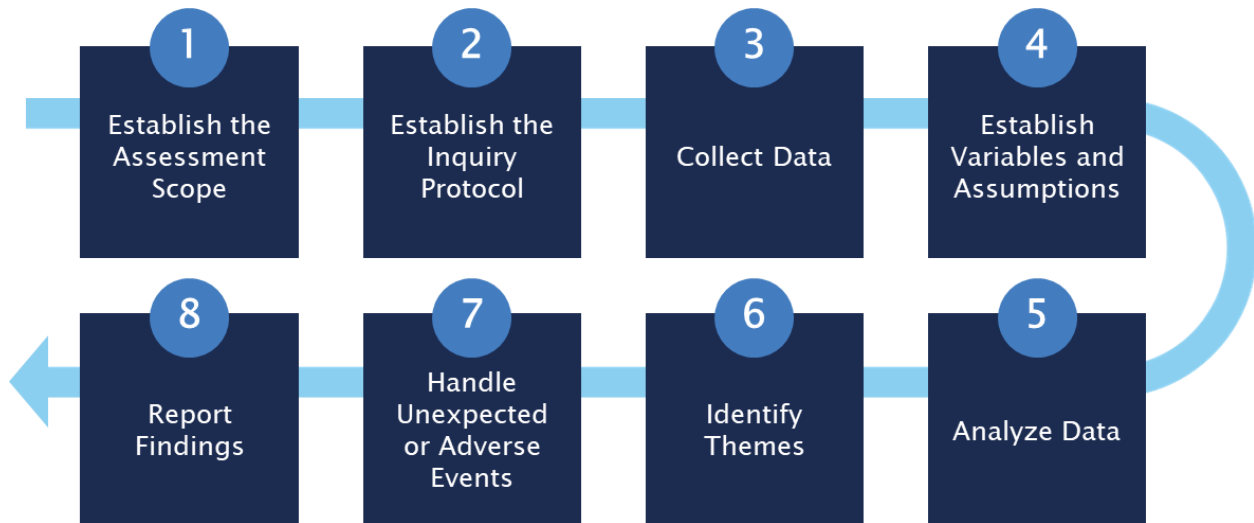


## 2 Our Approach

### 2.1 Organizational Assessment Methodology

PK’s standard organizational assessment methodology includes eight steps, illustrated in the figure below. We will work with the City of Breezy Point team using this methodology to provide the high-quality organizational review and assessment required.

Figure 1. PK’s Organizational Assessment Methodology










**Establish the Assessment Scope.** We approach establishing the scope of the organizational assessment by developing research questions to be answered in the assessment process. We will meet with your team to understand which factors should be assessed, including your staffing levels, service provisions, and the impact of future projects on the City of Breezy Point staff and provisions. We will work with you to curate research questions that will correctly guide us in assessing your organization.

**Establish the Inquiry Protocol.** Once research questions are developed, we will establish the Seven-Element Inquiry Protocol. The Seven-Element Protocol aims to ensure an understanding of the strategies, tools, and techniques the review team will employ to conduct a comprehensive assessment. The seven protocol elements are included for each selected research question below:



Figure 2. Protocol Elements

	<b>Inquiry Questions</b>	Defines the inquiry questions that explore the topic elements for each Research Question
	<b>Method of Inquiry</b>	Details the methods employed to explore the inquiry questions and the methods for analyzing the collected data
	<b>Universal Participants</b>	Describes all stakeholders or populations impacted by the inquiry questions
	<b>Representative Sample of Participants</b>	Describes the representative sample of the universal participants used in this assessment
	<b>Data Elements</b>	Details the data sources required to explore the inquiry questions
	<b>Preliminary Data Sources</b>	Lists all preliminary sources planned for review
	<b>Types of Regulation, Documentation, and Information Sources</b>	Lists all sources planned for review

**Collect Data.** Once we have worked with you to establish the scope and inquiry protocol, we begin collecting data. This process includes gathering qualitative data from various sources, which include:

- **Interviews.** We will conduct individual interviews with key members of the City of Breezy point to gather their perspectives on staffing, service provisions, and any concerns or anticipated risks.
- **Focus Groups.** We will also conduct focus group sessions. One team member asks questions according to the focus group protocol, and the other records responses. The team records notes, aggregates the data, and identifies and analyzes themes.



- **Surveys.** Our team will administer online surveys to collect information from various members of the City of Breezy Point administration. The surveys include both quantitative and qualitative data. We will share draft survey questions with you to ensure that the survey methodology respects access to the survey tool and cultural sensitivity and employs the most effective method of gathering information for each member. Our review team will use common industry standards and non-clinical human subject review guidelines for data collection activities.
- **Document Review.** Finally, we will review relevant documents, such as policies, procedures, and regulations, to research progress toward meeting goals.

Quantitative data is also gathered from various sources, including internal reports, previous organization assessments (if relevant), and other sources.

**Establish Variables and Assumptions.** PK will establish variables and assumptions that may affect the outcomes of the analyses. Variables include factors that may explain discrepancies in data or research. For instance, data collected from other sources is only as accurate as the data received from the sources. Our teams also make assumptions about the data, including that it is the most current and accurate available and that participants share information to inform the assessment as accurately as possible.

**Analyze Data.** We analyze data based on best and promising practices and the PK team's experience. The data analyzed will all be directly connected to answering the research questions, and the PK team will maintain confidentiality, present the data as themes, and maintain cultural sensitivity. Our team's analysis combines qualitative and quantitative data to provide a comprehensive view.

**Identify Themes.** Themes and data results will be summarized and documented in relation to each research question. Findings will be based on qualitative and quantitative data analyses and perceptions.

**Handle Unexpected or Adverse Events.** Our team will work with you to address any unexpected or adverse events that may affect the assessment process or outcomes of the report or work during the assessment process. Unexpected or adverse events could include leadership changes, staffing cuts, natural disasters, public health crises, or other events. The report findings will reflect the events and the impact those had on the assessment process and outcomes.

**Report Findings.** The final Organizational Assessment Report will include an executive summary of the entire assessment, an overview of the assessment process (with the approved assessment protocol), the identified scope of the assessment, qualitative and quantitative data collected, data analysis, identified key themes, description of unexpected or adverse events, and report findings with recommendations.





## 2.2 Project Management Methodology

The proposal should include a summary of the project management measures required to ensure that the project is completed on time, within budget and in accordance with applicable laws, policies, standards, and good engineering practice. Include a graphical timetable that identifies achievable milestones.

To internally manage our projects, deliver project management (PM) services, and provide independent PM oversight, we apply the knowledge, skills, tools, and techniques recommended by the Project Management Institute (PMI) Project Management Body of Knowledge (PMBOK) 7th Edition. We supplement PMBOK guidelines with our proprietary **DitDah™ Method**.

Our methodology is named after the dots (Dits) and dashes (Dahs) of Morse Code, the language of the single-wire telegraph. The Morse system revolutionized communication and business practices and bridged gaps of time and space to bring people together. Like the Morse system, the **DitDah™ Method** is responsive to immediate needs, yet forward thinking. It brings the right people together to solve problems and bring positive change. It uses data-based methods to identify and analyze needs, collaborative facilitation to visualize creative solutions, and strategic thinking to plan more effective ways forward.

The **DitDah™ Method** strengthens PMBOK’s task-based approach to project strategy with a focus on the people side of projects through strategic partnerships, healthy project teams, and individual contributions. We also draw on more than 30 years of project management experience to customize and improve PMBOK’s performance reporting techniques and repeatable project management processes.

Our use of this methodology will allow for efficient, thoughtful, and people-centric management of this organizational assessment. Your project will be led by a team that prioritizes the needs of your staff. All 20 employees at the City of Breezy Point are crucial to its future and will be utilized accordingly.

Figure 3. PK Project Management Methodology

### Project Management Methodology





**Strategic Partnerships.** Focusing on client and stakeholder relationships builds the trust needed to make informed decisions quickly and resolve issues. We communicate clearly and regularly, and we use a collaborative consulting approach, involving the right people at the right time.

**Individual Contributions.** Building personal capacity fosters innovation, creative problem solving, and team effectiveness. We promote individual growth through regular feedback, coaching, mentoring, one-on-one meetings, and opportunities for professional development.

**Healthy Project Teams.** Attending to team dynamics, behaviors, and relationships increases project efficiency and quality. We use participative facilitation methods and other collaborative tools and processes to build effective internal, client, and joint project teams.

**Repeatable Project Management Processes.** A well-defined strategy and rigorous application of sound processes keep projects on track to achieve the desired outcomes. We adapt our proven tools and techniques, rooted in PMBOK best practices, to meet each client's unique needs.

**Predictive Performance Reporting.** Data-driven project monitoring, measuring, and reporting help our clients make informed and strategic decisions. We supplement PMBOK's approach with additional industry-leading data tools and techniques to provide accurate and predictive project insight.

**Phase 1 (Initiate) and Phase 2 (Plan).** Prior to kicking off the project, we help your project team transition from the initiation phase to the planning phase. We review your team's initiation artifacts, such as the project initiation document (PID), contracts, project charter, requirements definition, or business case. We establish our relationship with leadership, project team, and stakeholders and conduct internal team building activities. We verify the project scope, costs, resources, and guidelines; develop tools; document protocols; and create the roadmap we will follow to accomplish the project goals. When all relationships, tools, plans, and protocols are established, we conduct a kick-off meeting with your project team to communicate the project need, benefits, objectives, deliverables, schedule, and key milestones.

**Phase 3 (Execute).** Phases 3 and 4 of the PMBOK project management framework begin after the project kickoff and continue through the end of the project lifecycle. Phase 3 tasks focus on executing the project management plan, including resource allocation, scheduling, communication, contract administration and compliance monitoring, and other project control and management processes. Our proposed project manager, Melissa Murphy, will direct, manage, and support the project team's execution and modification (as needed) of project tasks and conduct check-ins and ad hoc communication with the City of Breezy Point team. This execution phase also includes deliverables management. This



includes developing a Deliverable Expectation Document and sign-off process and conducting our rigorous internal quality assurance process on each deliverable. As needed and requested and approved by you, we implement facilitating processes, such as procurement and staff acquisition, and we conduct regular internal project sync, teambuilding, targeting, and mentoring meetings.

**Phase 4 (Control).** Throughout the project lifecycle, we monitor the Organizational Assessment project's progress and performance, and we use predictive data analytics to measure and forecast variances from the project plan. We classify each variance as a risk (might impact the project) or issue (is impacting the project) and notify the Client/project PM immediately of significant issues. We use PMBOK-based processes to assess risk probability and impact, assign risk ratings, and categorize and prioritize risks and issues. We document this information and conduct regular status reporting calls with the City of Breezy Point team. We collaborate on risk response strategies and address contract or scope issues as needed by updating the project plan.

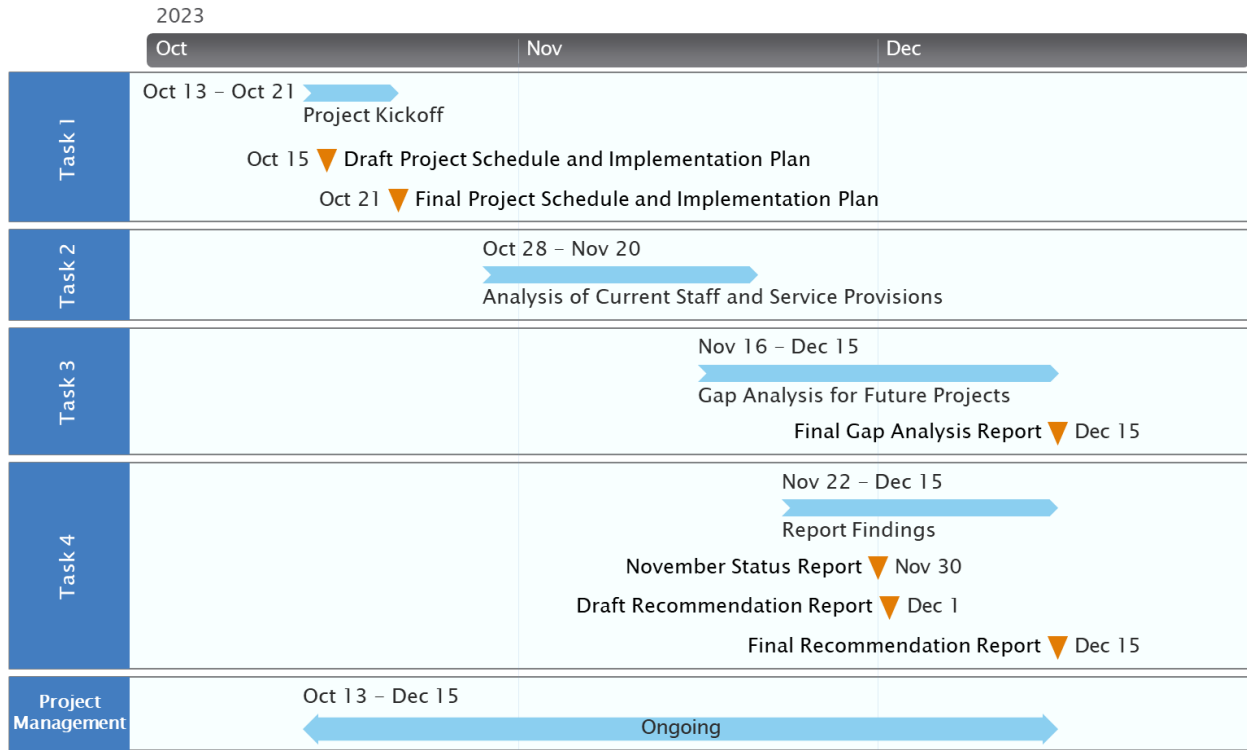
**Phase 5 (Close).** In the final phase of the project management lifecycle, we formalize the acceptance of the project and bring it to an orderly end. We follow a project closure procedure to make sure that we have met our obligations, documentation is complete, and you are satisfied with our work. We verify that the project has met the terms of the written agreement and finalize outstanding issues or discoveries outside the project scope. We review the final status of the project deliverables, budget, and resources, and we document lessons learned. We provide the closeout information to your leadership, management, accounting, project team, and stakeholders through documentation and project closure sessions as appropriate.

## 2.3 Detailed Work Plan

Include an itemized list of anticipated objects, goals, and sub-tasks for all deliverables, assign the number of hours required by each team member, and indicate the maximum not to exceed fee amounts for each sub-task. Identify any tasks not outlined in the deliverables that the respondent deems are critical to the success of the project. Include detailed cost breakdowns for these tasks as "alternate" options that we may review and/or consider as part of the contract. Provide and explain new technology and/or innovative strategies within these tasks to provide additional quality to this project.



Figure 4. Project Timeline



**Task 1: Project Kickoff**

This Organizational Assessment will be a fast-moving project and will involve completing various activities in parallel. PK is committed to making the assessment activities as productive and painless as possible for the City of Breezy Point leadership, staff, and stakeholders. To complete a thorough and actionable assessment within the three-month project timeframe, we will start with an agreed-to project schedule and plan that will serve as a roadmap for both PK and designated leadership of the City of Breezy Point.

Table 1. Project Kickoff

<b>Estimated Hours</b>	18
<b>Expected Duration</b>	October 13, 2023, to October 21, 2023
<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Conduct project kickoff meeting to initiate development of project schedule and plan</li> <li>• Finalize project schedule and plans</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The City of Breezy Point will invite appropriate staff for the initial kickoff meeting.</li> <li>• PK and the City of Breezy Point will work collaboratively to identify any known scheduling challenges.</li> </ul>



Table 1. Project Kickoff

<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Draft project schedule and implementation plan</li> <li>• Final project schedule and implementation plan</li> </ul>
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### Task 2: Analysis of Current Staff and Service Provisions

We will design an independent assessment methodology that ensures a thorough review of qualitative and quantitative data. The resulting deliverable for this task, Analysis of Current Staff and Service Provisions, documents how we will conduct the assessment and the results of our findings.

Table 2. Analysis of Current Staff and Service Provisions

<b>Estimated Hours</b>	102
<b>Expected Duration</b>	October 28, 2023, to November 20, 2023
<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Develop research questions</li> <li>• Identify documents needed for review</li> <li>• Develop interview and focus group protocols</li> <li>• Develop survey questions</li> <li>• Identify candidates for interviews and focus groups</li> <li>• Identify survey audiences</li> <li>• Identify necessary data to acquire to support analysis of research questions</li> <li>• Meet with stakeholders to vet the assessment methodology and protocols, obtain feedback, and revise as necessary</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The City of Breezy Point will help ensure the PK team has access to the individuals or documents needed to develop the Assessment Methodology and Protocols.</li> <li>• The City of Breezy Point will review and provide timely feedback to draft documents.</li> <li>• The City of Breezy Point will identify stakeholders for receiving surveys, participating in focus groups, and for interviews.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Analysis of Current Staff and Service Provisions</li> </ul>

### Task 3: Gap Analysis for Future Projects

After the facilitated focus groups, our team will review notes and diagrams to identify opportunities for process improvement. We will compile the inefficiencies, pain points, and improvement opportunities identified in Task 2 with our own process expertise. Our focus



is on identifying barriers and strategies for improvement and presenting them in a format that makes it easy for your team to determine which improvements are the most important to your objectives. This activity includes determining the level of effort to make each change and assessing the impact of making each change. We want to help your team replace short-term workarounds with long-term process improvement solutions, which is why engaging end users throughout the process is so vital.

Table 3. Gap Analysis for Future Projects

<b>Estimated Hours</b>	52
<b>Expected Duration</b>	November 16, 2023, to December 15, 2023
<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Identify improvement opportunities</li> <li>• Develop draft report</li> <li>• Submit draft report for feedback</li> <li>• Revise draft report in response to project feedback</li> <li>• Submit final report, including a list of prioritized proposed process improvements</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• No onsite work is planned for this task. Remote work, when appropriate, provides cost savings and increases flexibility for all stakeholders.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Final Gap Analysis Report</li> </ul>

#### Task 4: Report Findings

PK will provide one monthly status report in November that will list our activities and identified risks and issues.

Upon receipt of all pertinent information related to the Assessment of Current Staff and Service Provisions, and the Gap Analysis, a final recommendation will be provided. The final recommendation will include immediate and future staffing needs, recommendations for reorganization, and recommendations for workforce skill sets or additional training needed to enhance service delivery.

Table 4. Reporting

<b>Estimated Hours</b>	21
<b>Expected Duration</b>	November 22, 2023, to December 15, 2023
<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Deliver monthly status report</li> <li>• Develop a Draft and a Final Report with findings and recommendations for next steps</li> <li>• Present findings</li> </ul>



Table 4. Reporting

	<ul style="list-style-type: none"> <li>• Solicit feedback and edits</li> <li>• Revise the Final Report based on feedback</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The City of Breezy Point will review and provide timely input to drafts.</li> <li>• No onsite work is planned for this task. Remote work, when appropriate, provides cost savings and increases flexibility for all stakeholders.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• November Status Report</li> <li>• Draft Findings Report</li> <li>• Final Findings Report</li> </ul>

### Task 5: Project Management

As we noted above, to manage client projects, we supplement the Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK) guidelines with our proprietary **DitDah™ Method**. The **DitDah™ Method** strengthens PMBOK’s task-based approach to project strategy with a focus on the people side of projects through strategic partnerships, healthy project teams, and individual contributions. We also bring 35 years of project management experience to customize and improve on PMBOK’s performance reporting techniques and repeatable project management processes.

Table 5. Project Management

<b>Expected Duration</b>	Throughout project duration
<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Confirm initial timeline and project responsibilities based on the project requirements</li> <li>• Finalize the work plan and schedule with the City of Breezy Point team</li> <li>• Determine the project reporting and communication protocols</li> <li>• Conduct regular project status meetings and communicate the status of the project to the City of Breezy Point project managers and team</li> <li>• Assist in identifying, documenting, prioritizing, and managing project issues and risks</li> <li>• Track, manage, and follow up on action items for project team members</li> </ul>





<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The City of Breezy Point will identify stakeholders and key project participants and provide PK with their contact information.</li> <li>• The City of Breezy Point will have a project manager dedicated to the organizational assessment who will serve as a point of contact for PK.</li> <li>• The appropriate City of Breezy Point representatives will be available for the project kickoff and closeout meetings, status update meetings, and any other relevant meetings.</li> <li>• The City of Breezy Point will coordinate reviews of deliverables and will review deliverables within five days of submission.</li> <li>• The City of Breezy Point will provide PK with requested performance measurement data as requested or provide access to relevant artifacts, stakeholders, processes, and meetings.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Kickoff meeting agenda and minutes</li> <li>• Final timeline and task plan</li> <li>• Agendas and minutes for project status meetings</li> <li>• Project plan and/or scope updates</li> <li>• Closeout letter</li> </ul>

## 2.4 Cost

PK will be pleased to work in partnership with the City of Breezy Point to complete an organizational assessment. We will lead, manage, and complete a comprehensive assessment of the city’s operations to improve performance and optimize services provided to its citizens.

Table 6 offers a breakdown of each task and its corresponding deliverables, the estimated number of consultant hours required, each consultant’s hourly rate, and the total not to exceed fee per deliverable. Our total cost to complete the work is **\$29,335** (please note travel expenses are not included in the below table but can be added if on-site work is required).



Table 6. Anticipated Tasks and Deliverables

Task	Deliverable	Consultant	Hours	Rate	Total Cost
Task 1: Project Kickoff	Project Kickoff Meeting	Lamar	2	\$285	\$570
		Melissa	2	\$160	\$320
		Monique	2	\$160	\$320
		Taylor	2	\$135	\$270
		<b>Total Deliverable Cost</b>			
Task 1: Project Kickoff	Draft Project Schedule and Implementation Plan	Lamar	-	\$285	\$0
		Melissa	4	\$160	\$640
		Monique	-	\$160	\$0
		Taylor	2	\$135	\$270
		<b>Total Deliverable Cost</b>			
Task 1: Project Kickoff	Finalize Project Schedule and Implementation Plan	Lamar	1	\$285	\$285
		Melissa	1	\$160	\$160
		Monique	1	\$160	\$160
		Taylor	1	\$135	\$135
		<b>Total Deliverable Cost</b>			
Task 2: Analysis of Current Staff and Service Provisions	Report: Assessment Methodology, Protocols and Processes	Lamar	-	\$285	\$0
		Melissa	14	\$160	\$2,240
		Monique	29	\$160	\$4,640
		Taylor	59	\$135	\$7,965
		<b>Total Deliverable Cost</b>			
Task 3:	Report: Gap Analysis	Lamar	1	\$285	\$285
		Melissa	6	\$160	\$960



Task	Deliverable	Consultant	Hours	Rate	Total Cost
Gap Analysis for Future Projects		Monique	15	\$160	\$2,400
		Taylor	30	\$135	\$4,050
		<b>Total Deliverable Cost</b>			
Task 4: Report Findings	November Status Report	Lamar	-	\$285	\$0
		Melissa	1	\$160	\$160
		Monique	2	\$160	\$320
		Taylor	-	\$135	\$0
		<b>Total Deliverable Cost</b>			
Task 4: Report Findings	Draft Findings Report	Lamar	-	\$285	\$0
		Melissa	2	\$160	\$320
		Monique	5	\$160	\$800
		Taylor	10	\$135	\$1,350
		<b>Total Deliverable Cost</b>			
Task 4: Report Findings	Final Findings Report	Lamar	1	\$285	\$285
		Melissa	1	\$160	\$160
		Monique	-	\$160	\$0
		Taylor	2	\$135	\$270
		<b>Total Deliverable Cost</b>			
<b>Total Project Cost</b>					\$29,335



### 3 Key Tasks Not Included

Provide and elaborate on key tasks this RFP may not include. Provide costs to each as alternative options.

Below we provide the option for as-is and to-be business process mapping. Business process mapping allows your team to deeply consider whether your existing business processes can support your current business needs and the vision you have for the future. Mapping business processes provides additional data to determine how to best align processes; business needs; your vision; and your staff’s current skills, training needs and hiring needs.

The cost to perform both optional tasks is **\$3,980**.

#### Optional Task 1: Document Current State Process Model

To make recommendations for improving processes and workflows, we will begin by mapping existing processes end to end. We will create Microsoft (MS) Visio charts depicting current processes and provide time for staff to validate (and edit) the charts, including estimating the time needed for the various steps in the end-to-end process. Through this activity, we will look for inefficiencies and estimate the time savings that could be achieved through changing processes. In similar engagements, we found that a picture is worth a thousand words. Often, the staff involved in a particular process are the first to identify the easy fixes. We will produce an “As Is” report from our work under this Task. That Report will become part of the Operational Assessment final report.

Table 7. Document Current State Process Model

Representative Activities	
	<ul style="list-style-type: none"> <li>• Identify members of focus groups by program area (e.g., Intake, Establishment, Enforcement, etc.) and schedule focus groups</li> <li>• Conduct focus groups</li> <li>• Conduct individual follow-up interviews for clarification as needed</li> <li>• Create MS Vision charts depicting end-to-end processes</li> <li>• Produce poster-size versions of the Visio charts to be hung in each office</li> <li>• Invite all staff to mark up the charts, including the time they estimate a step in the process takes</li> <li>• Revise the Visio charts as needed</li> <li>• Gather existing outcomes data</li> </ul>



	<ul style="list-style-type: none"> <li>• Produce “As Is” Report, with initial analysis of process costs, and areas for process improvement</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• The City of Breezy Point will identify members for the various focus groups and provide PK with names and contact information.</li> <li>• Focus groups will be conducted virtually.</li> <li>• PK may elect to host multiple focus groups for a given process to keep the group size small.</li> <li>• The City of Breezy Point will make available any existing relevant performance data related to the various business processes.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Process flow charts</li> <li>• Draft “As Is” Report</li> <li>• Final “As Is” Report</li> </ul>

### Optional Task 2: Document Future State Process Model

Future state process models serve dual purposes from informing future system vendors, helping end users navigate the system, and improving processes over time. Before these processes are implemented and assessed against your needs, the City of Breezy Point resources will have the opportunity to review and rethink the new processes. This step means that processes with unintended impacts or unique change management needs can be discussed before implementation.

Table 8. Document Future State Process Model

<b>Representative Activities</b>	<ul style="list-style-type: none"> <li>• Document “to be” process flows for each provision, ensuring: <ul style="list-style-type: none"> <li>• Process maps include process flow diagrams and documentation of resources used to execute the process, which can be easily understood and confirmed by the City of Breezy Point</li> <li>• Process maps include all agreed-upon the City of Breezy Point business processes</li> <li>• Process maps and supporting documentation delivered electronically to the City of Breezy Point</li> <li>• Relevant members can independently access and edit process maps and supporting documentation</li> </ul> </li> <li>• Review “to be” processes with the City of Breezy Point leadership</li> <li>• Revise process flows in response to project feedback</li> </ul>
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	<ul style="list-style-type: none"> <li>• Submit final “to be” process flows</li> </ul>
<b>Assumptions</b>	<ul style="list-style-type: none"> <li>• No onsite work is planned for this task. Remote work, when appropriate, provides cost savings and increases flexibility for all stakeholders.</li> </ul>
<b>Deliverables</b>	<ul style="list-style-type: none"> <li>• Draft Future State Process Models</li> <li>• Final Future State Process Models</li> </ul>

## 4 City Involvement

Identify anticipated involvement required by the City.

We discuss anticipated City involvement in Sections 2 and 3 under the Assumptions section of each task.

## 5 Experience and Qualifications

### 5.1 Firm Experience and Qualifications

Summarize the firm’s relevant qualifications and experience related to similar projects.

We have the experience, history, and expertise that will enable our proposed team to conduct a successful operational assessment for the City of Breezy Point. We have vast experience in initiating and implementing operational enhancements and training professionals to improve job performance by using advanced program techniques, automated systems, and enhanced skills. We have worked with state and local agencies in all 50 states. We have produced a wide range of reports and guides that have proven valuable resources for state and local child support staff and officials. Audiences for our materials have included policymakers, legislators, state and local public agency staff, employers, social services providers, and children’s advocates. Products include manuals, workbooks, handbooks, guides, monographs, computer-based training, and a range of audiovisual products.

“Public Knowledge® was successful because of the expertise they brought to the table. They brought the best of both worlds—consultants who had national expertise but also people who understood the complexities of our state and local system and our operational nuances.”

~North Carolina State Department of Health and Human Services Leader



A Multinational Management Consulting Firm Focusing on

**Systems**

We build consensus and commitment to help your team plan, procure, and implement transformational technology projects.

**Programs**

We integrate people, processes, policies, systems, and structures to improve outcomes.

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We build high-performing organizations, teams, and individuals focused on impact.

**30 + Years Experience** | **We exist to solve tough problems and thrive in complex environments.**

Our vision is to be the catalyst for change, leaving each person, project, client, colleague, and community better than we started.

We summarize some relevant project experience below.



**North Carolina Department of Health and Human Services  
Comprehensive Child Welfare and Social Services Transformation**

North Carolina embarked on a journey to improve services to families and stakeholders across DHHS social services programs, particularly with Child Welfare Services and Aging and Adult Services. In the Child Welfare Services arena due, in part, to legislation after the death of a child in the child welfare system, state and county leaders came together to assess ways to improve service delivery, cross-agency collaboration, data sharing, and funding options across multiple programs. Realizing that a reform initiative is not an easy undertaking, the legislation required an independent third party to facilitate and inform the effort. PK was selected to help.

To achieve North Carolina's goals, we conducted a comprehensive review of North Carolina's social services and child welfare systems and developed recommendations. We completed an organizational assessment using individual and group interviews, surveys of all North Carolina's 100 counties, and analyzing staffing and salaries for counties providing services locally. Our assessment resulted in comprehensive reform plans for both social services and child welfare.<sup>1</sup>

<sup>1</sup> <https://www.osbm.nc.gov/stewardship-services/archived-reports/social-services-and-child-welfare-reform-reports> (PK was formerly known as the Center for the Support of Families, or CSF.)





## California San Bernardino County Child Support Services Operational Assessment

PK is completing an end-to-end assessment of San Bernardino, California's, Child Support Services program. Our team is charged with identifying operational efficiencies and ways the agency can improve customer engagement, leading to improved performance. The work involves conducting individual interviews and focus groups to map the agency's business processes: "As Is". We are also assessing the agency's training team and reports team. We will also look for best practices in other jurisdictions. The final deliverable is a "To Be" report, incorporating the vision and recommendations for the agency.

We have identified operational inefficiencies in current business practices to achieve enhanced alignment with the Department of Child Support Services' holistic case management approach, expanded customer engagement strategies, and improved performance results. Our team developed findings and recommendations that will result in improved operational efficiencies, responsive and timely customer service, and compliance with all regulatory and legal requirements.



## Wyoming Department of Health Division of Healthcare Financing Development Disabilities Section Organizational Redesign

The Wyoming Department of Health Behavioral Health Division, Developmental Disabilities Section (DD) has an increasing number of automated processes within the division. Subsequently, the number of manual processes employees must perform is decreasing. As the operations of the DD Section are being streamlined and automated through IT enhancements, job roles and duties must be re-assessed and aligned so that employees are being utilized in a way that adds value and meets the division's needs.

We assisted the DD Section by joining the effort to align job roles to division needs through an organizational assessment, a findings and recommendations report, developing a staff communication plan that will prepare staff for the change, and assisting with the development of an implementation plan.

## 5.2 Personnel Qualifications

List all personnel who will conduct the project, detailing their training, work experience, and job title. The project manager assigned to the project must be stated in the proposal



and shall continue as such throughout the project, as long as he/she is still employed by the firm.

In this section, we include an organizational depiction of the proposed project team and the hierarchy of the members. The chart below identifies the staff members and their roles. We identify key personnel, their qualifications, education, and experience in the table that follows.

Figure 5. Organizational Chart



Table 9. Staff Responsibilities and Qualifications


Consultant	Responsibilities	Summary of Qualifications
	<ul style="list-style-type: none"> <li>• Responsible for overall project delivery</li> <li>• Acts as a liaison to the City of Breezy Point</li> <li>• Manages project initiation and planning</li> </ul>	<p>As a regional vice president and child welfare industry leader at PK, Lamar is a seasoned child welfare and public services professional. He is an expert at optimizing fiscal activities and funding strategies and securing federal</p>



Table 9. Staff Responsibilities and Qualifications


Consultant	Responsibilities	Summary of Qualifications
<p>Lamar Smith Engagement Officer</p>	<ul style="list-style-type: none"> <li>• Assigns and monitors organizational assessment tasks</li> <li>• Oversees the development of project deliverables</li> <li>• Responds to special requests from the City of Breezy Point</li> <li>• Submits deliverables</li> <li>• Monitors and responds to scope change requests</li> <li>• Identifies quality issues and risks</li> <li>• Escalates issues and risks to the project sponsor or engagement officer for decision-making and risk mitigation strategies</li> </ul>	<p>funding to enhance child welfare services. His leadership at the Georgia Department of Human Services reflects his holistic approach, encompassing education, youth development, and healthcare coordination. His strategic planning prowess, regulatory compliance skills, and skill with fostering collaborative networks highlight his commitment to empowering children and families and the agencies that serve them. Lamar holds a bachelor’s degree in mass media arts and public relations. He is trained Government Communication by the Performance Institute, and Hogan Assessment certified.</p>
 <p>Melissa Murphy, MSW, MPH Project Manager</p>	<ul style="list-style-type: none"> <li>• Responsible for overall project delivery</li> <li>• Acts as a liaison to the City of Breezy Point</li> <li>• Manages project initiation and planning</li> <li>• Assigns and monitors organizational assessment tasks</li> <li>• Oversees the development of project deliverables</li> </ul>	<p>Melissa has six years of experience conducting organizational needs assessments, program evaluation, research design, and implementation. Her expertise extends to strategic planning, where she has dedicated five years of her career to helping organizations chart their course for the future with precision and foresight.</p>



Table 9. Staff Responsibilities and Qualifications


Consultant	Responsibilities	Summary of Qualifications
	<ul style="list-style-type: none"> <li>• Responds to special requests from the City of Breezy Point</li> <li>• Submits deliverables to the City of Breezy Point</li> <li>• Monitors and responds to scope change requests</li> <li>• Identifies quality issues and risks</li> <li>• Escalates issues and risks to the project sponsor or engagement officer for decision-making and risk mitigation strategies</li> </ul>	<p>Melissa has led and authored reports for statewide initiatives, including environmental scans, health publications, and critical state reports. Her role in producing and disseminating statewide health publications ensures crucial information reaches its intended audience. Her dedication to quality is also evident in her work on state reports, where her meticulous attention to detail and commitment to accuracy stand out. Melissa completed coursework toward a Doctor of Philosophy in Public and Community Health, Medical College of Wisconsin. She holds both a Master of Social Work and a Master of Public Health.</p>
 <p>Monique Magee, MS Analyst and Human Resources Subject Matter Expert</p>	<ul style="list-style-type: none"> <li>• Reviews and contributes to PK deliverables</li> <li>• Conducts analysis of the City of Breezy organization and staffing</li> <li>• Supports the project manager in identifying risks and process improvements</li> <li>• Facilitates interviews and focus group sessions</li> <li>• Offers expertise in Human Resources</li> </ul>	<p>Monique boasts over a decade of expertise in successful performance management and leadership. She excels at leading high-performing teams, talent acquisition, and driving organizational change. Her pivotal role in implementing Michigan statewide initiatives and computer programs has significantly advanced that state's progress. With five</p>



Table 9. Staff Responsibilities and Qualifications


Consultant	Responsibilities	Summary of Qualifications
		<p>years of personnel management guidance, especially in labor-employment and staffing relations, Monique's multifaceted experience and commitment to excellence distinguish her as a standout professional. Monique holds a Master of Science in Administration and Human Resources Management from Central Michigan University. She is Franklin Covey trained in Project Management Essentials.</p>
 <p>Taylor Carroll, JD Analyst and Legal Subject Matter Expert</p>	<ul style="list-style-type: none"> <li>• Reviews and contributes to PK deliverables</li> <li>• Conducts analysis of the City of Breezy organization and staffing</li> <li>• Supports the Project Manager in identifying risks and process improvements</li> <li>• Facilitates interviews and focus group sessions</li> <li>• Offers Legal and Reporting expertise</li> </ul>	<p>With a deep expertise in military procurement law and criminal defense, Taylor has honed her skills to provide exceptional legal counsel. She assists Michigan municipalities in tackling various legal challenges, including zoning, land use, drainage districts, and compliance with the Open Meetings Act (OMA) and Freedom of Information Act (FOIA). Notably, Taylor has collaborated closely with city councils to navigate the complex landscape of evolving state regulations, leveraging city ordinances and resolutions to safeguard the rights of citizens. Her strategic acumen</p>



Table 9. Staff Responsibilities and Qualifications

Consultant	Responsibilities	Summary of Qualifications
		<p>shines through Michigan counties, devising comprehensive plans to meet specific metrics for state grant deadlines, such as post-secondary education attainment through the College Access Network. Taylor holds a Juris Doctorate, University of Toledo School of Law.</p>



## Appendix A: Resumes

Resumes for our team are included in the following order:

- Melissa Murphy, Project Manager
- Monique Magee, Analyst and Human Resources Subject Matter Expert
- Taylor Carroll, Analyst and Legal Subject Matter Expert





## Melissa Murphy, MSW, MPH Project Manager

### Key Qualifications

- **Project Management:**
  - 13 years of experience, including roles as Director of Public Health and Senior Research Analyst, for she successfully led initiatives, conducted data analysis, and collaborated with diverse stakeholders to advance public health objectives
- **Strategic Planning**
  - Assisted with strategic plan revisions and created action plans
  - Devised methodology for staff input on SWOT analysis
  - Revised and created mission, vision, and value statements
- **Organizational Assessments (six years):**
  - Conducting needs assessments, program evaluations, and research design and implementation
  - Leading and authoring reports for various statewide initiatives
- **Research Study Evaluation:**
  - Directed research design implementation to establish evidenced-based trauma-informed practice
  - Collaborated with program staff and external stakeholders for strategic direction
  - Developed and executed participant recruitment strategies
  - Designed qualitative data collection strategy
  - Managed operational planning, logistics, and evaluation activities

### Sample of Relevant Projects

<b>North Carolina Child Welfare Transformation</b> , North Carolina Department of Health and Human Services, Project Controller	7/2023 – 6/2024
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PK assists the Department of Human Services in planning and implementing comprehensive child welfare reform. This includes work to support the Child Welfare Reform Team, operationalize the Practice Model, maximize available funding, reinstate the Education Collaborative, and implement the Family First Prevention Services Act (FFPSA). Melissa’s responsibilities include:



**Melissa Murphy, MSW, MPH**  
Project Manager

- Collaborate with North Carolina Department of Social Services staff to plan for the statewide implementation of new evidence-based prevention programs.
- Identifying counties for program roll-out based on available data
- Development and operationalizing of the statewide communication plan for the new prevention framework
- Goal monitoring and timeline setting for FFPSA implementation
- Implementation and coordination planning for the state Child and Family Services Review (CFSR)
- Qualitative data collection and analysis
- Updating policies and procedures consistent with new federal and state laws and regulations

**Annual Governor’s Report,** Wisconsin Office of Children’s Mental Health (OCMH), Senior Research Analyst

9/2019 –  
5/2021

The WI OCMH reports all children’s mental health activities to the Governor’s Office. The Senior Research Analyst is solely responsible for compiling data, interpreting findings, and presenting results to the public at a live event at the Capitol once a year. Melissa’s responsibilities included:

- Data collecting, analysis, and dissemination of 42 child health and well-being indicators
- Selecting indicators and recommending measurements by using established criteria with a public health lens
- Preparing data and presentations to four Collective Impact Workgroups with state-wide membership from all sectors, including those with lived experience
- Responsible for the Office’s strategic planning and consultation for workgroup execution of activities
- Co-collaborated with the First Lady of Wisconsin, Kathy Evers, to develop a social-emotional parental awareness campaign
- Developing OCMH survey and evaluation questions, data visualization, and technical report writing
- Researching and writing monthly fact sheets related to children’s mental health subject matter, communicated to the public via media press release



**Melissa Murphy, MSW, MPH**  
Project Manager

- Researching all children’s mental health programs and funding in Wisconsin, highlighting where activities overlap to improve state agency and community collaboration

**Data Collection and Policy Development** Wisconsin Department of Health Services, Program and Policy Analyst 9/2018 – 4/2019

Wisconsin develops a State Health Plan every five years that informs future health Improvement priorities. Melissa’s responsibilities included:

- Completing the Community Themes and Strengths Assessment as part of the Mobilizing for Action through Planning and Partnerships Framework
- Collecting and analyzing qualitative data from state residents
- Providing coordination, technical assistance, and performance monitoring

**Work Experience**

**Public Knowledge®**, Management Consultant 5/2023 – Ongoing  
Providing management consulting services to help government agencies solve tough problems and thrive in complex situations

**STRYV365 Inc**, Director of Public Health 2/2020 – 1/2023  
STRYV365 is a non-profit organization that creates customized, non-clinical trauma-informed programming. The programs are designed to foster positive childhood relations, strengthen interpersonal skills, and increase the ability to be resilient during challenging times.

**Wisconsin Office of Children’s Mental Health**, Senior Research Analyst 9/2019 – 5/2021  
The Office of Children’s Mental Health supports Wisconsin’s children in achieving their optimal mental health and well-being. By encouraging collaboration across child and family service systems in WI, including state agencies, nongovernment mental health programs, advocates, and people with lived experience, OCMH supports children’s mental health system improvements.



**Melissa Murphy, MSW, MPH**  
Project Manager

**Wisconsin Department of Health Services, Senior Training Officer –** 4/2019 –  
**Bureau of Communicable Diseases** 9/2019

The Bureau is responsible for surveillance, control, and prevention of more than 70 reportable communicable diseases. In addition, the BCD provides education, outreach, and assistance to local departments.

**Wisconsin Department of Health Services, Program and Policy Analyst** 9/2019 –  
**– Office of Policy and Practice Alignment** 4/2019

The Office is responsible for building partnerships and providing leadership and support through the development and recommendations of statewide policy related to the Wisconsin Public Health System.

**Department of Health, Village of Greendale, Program Planner** 1/2018 –  
5/2018

The Village serves over 14,000 residents with a focus on mental health, physical activity and nutrition, and older adult health.

**Department of Health, City of Greenfield, Strategic Planner** 1/2018 –  
5/2018

The City of Greenfield serves over 38,000 residents with a focus on behavioral health, healthy aging, nutrition and physical activity

**Princeton Hospital, Princeton House, Quality Improvement Director/** 1/2000 –  
**Joint Commission Accreditation Manager** 12/2002

Princeton House Behavioral Health, a unit of Princeton Health, is a leading provider of inpatient, outpatient, and emergency services for adults with mental illness, substance use disorder, or both.

**Magellan Behavioral Health, NCQA and URAC Accreditation Manager** 5/1998 –  
12/2000 and  
12/2002–  
3/2004

Magellan Healthcare partners with states to manage behavioral health programs through care coordination, case and utilization management programs, and a vast network of behavioral health and specialty providers.



**Melissa Murphy, MSW, MPH**  
Project Manager

**Education**

Doctor of Philosophy: Public and Community Health, Medical College of Wisconsin (coursework only)	2022
Master of Public Health: Community Health and Preventative Medicine, Medical College of Wisconsin	2019
Master of Social Work: Social Administration, Temple University School of Social Administration	1998

**Certifications and Training**

Human Subject Research/Social Behavior Research, CITI	2020
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**Monique N. Magee, MS**  
Human Resources Subject Matter Expert

**Key Qualifications**

- **Holistic HR Leadership (two years):** Orchestrated a dynamic initiative spanning comprehensive human resource functions, benefiting over 100 employees.
- **Training and Mentorship Pioneer (four years):** Spearheaded a transformative training program, elevating the capabilities of the Department of Human Services (DHHS) and private agency staff.

**Sample of Relevant Projects**

**Policy Oversight and Support Management for Social Service Programs, State of Michigan, Program Manager** 3/2020 – 8/2023

Provided support direction and served as a resource to over 50 subordinate supervisors and staff to properly apply policies, procedures, laws, and regulations for various social service programs. Monique’s responsibilities included:

- Providing ongoing interpretation of policy in place and new policy as issued that governs program functions
- Evaluating and monitoring policy implications across program areas
- Managing, monitoring, coordinating, and providing guidance on personnel actions within the organization structure
- Monitor and evaluate statistical/data reports and evaluate local trends to support the administration of programs and determine if objectives have been met

**Comprehensive HR Management and Employee Engagement Project, Lowes Companies, Inc., Human Resources Manager** 6/2008 – 5/2010

Led a dynamic initiative encompassing diverse human resource functions, benefiting over 100 employees. Her multifaceted role touched every aspect of employee well-being, from recruitment and training to fostering a positive workplace culture. Monique’s responsibilities included:

- Managing human resource functions, including staffing, training, employee relations, recognition programs, benefits, and initiatives



**Monique N. Magee, MS**  
Human Resources Subject Matter Expert

- Serving as the point of contact for managers and employees regarding the interpretation of benefits, departmental and corporate policies
- Maintaining all personnel files and following company requirements for record-keeping, assuring accuracy, compliance, and confidentiality
- Addressing job-related issues and performance improvement and consulted on salary increases and performance reviews
- Reestablished a mentoring program, which helped to improve employee retention and increase job satisfaction

**Strategic Training and Mentorship Initiative for Department of Human Services and Private Agency Staff, State of Michigan, Lead Human Resources Developer**

10/2004 –  
6/2008

Spearheaded a dynamic training program that significantly enhanced the knowledge and capabilities of the Department of Human Services (DHS) line and private agency staff. Through her innovative training design and mentorship efforts, she played a pivotal role in aligning staff practices with state policy and federal regulations. Monique’s responsibilities included:

- Designing and conducting classroom training for DHS line and private agency staff per state policy and federal regulations
- Providing staff with the skills and knowledge to perform their jobs and translating theory into practice to align with the agency’s policy, federal and state law
- Acting as the lead trainer responsible for supporting new trainees through mentoring, observation, and feedback through formal evaluation processes
- Responsible for developing assessment techniques and evaluating programs such as staff development and training to make recommendations for improvement
- Responsible for co-developing and co-training a segment to improve workplace safety injunction with the Governor’s Task Force to over 1,000 service workers statewide





**Monique N. Magee, MS**  
Human Resources Subject Matter Expert

**Work Experience**

**Public Knowledge®, Management Consultant** 8/2023 – Ongoing  
Providing management consulting and learning services to help our clients solve tough problems and thrive in complex situations

**State of Michigan, Services Program Manager 15** 3/2020– 8/2023  
Directly managed first-line TANF and child welfare supervisors to ensure the proper application of policies and procedures.

**State of Michigan, Services Program Manager 14** 5/2011 – 3/2020  
First-line supervisor in multiple programs, including foster care, protective services, juvenile justice, centralized intake, Michigan Youth Opportunity Initiatives, and child welfare funding specialist.

**State of Michigan, Services Specialist** 5/2010 – 5/2011  
Provided casework services to dependent, neglected, abused, and delinquent children, youth, and socially and economically disadvantaged and dependent clients.

**Lowe’s Companies Inc, Human Resources Manager** 6/2008 – 5/2010  
Led activities and ensured achievement of objectives related to employee engagement, workforce management, performance management, talent development succession planning, DEI (diversity, equity, and inclusion), and change management.

**State of Michigan, Lead Human Resource Developer** 10/2004 – 6/2008  
Provided staff with the skills and knowledge to perform their jobs and translated theory into practice to show alignment with federal and state law policy.



**Monique N. Magee, MS**  
Human Resources Subject Matter Expert

**Education**

Master of Science: Administration and Human Resources Management, 2006  
Central Michigan University

Bachelor of Arts: Psychology Saginaw Valley State University 2004

**Certifications and Training**

Project Management Essentials, Franklin Covey 2022

Middle Management Training Track, Franklin Covey 2020

Systemic Racism, ERRACE 2017



## Taylor Carroll, JD

Analyst and Legal Subject Matter Expert

### Key Qualifications

- **Legal Expertise (four years):**
  - Experience in various aspects of law, including municipal law, military criminal law, bankruptcy, and criminal defense, demonstrating a diverse legal skill set.
  - Experience working closely with local city council in a legal capacity to write and propose resolutions and city ordinances.
  - Success in identifying federal legal loopholes to reroute ARPA dollars to better support women affected by the recent abortion bans.
- **Research and Analysis:** Strong research background, enabling her to provide thorough and creative solutions to complex legal issues.
- **Litigation Support:** Actively contributed to legal proceedings, including conducting examinations, preparing memoranda, and filing legal documents.

### Sample of Relevant Projects

**Legal Solutions for Municipalities**, Fahey, Schultz, Burzych, Rhodes, LLC, Law Clerk 1 /2023 – 5/2023

Taylor worked with municipalities to solve legal issues involving zoning and land use matters, Open Meetings Act and Freedom of Information Act, county drains and drainage issues. Taylor’s responsibilities included:

- Researching and writing memorandums to creatively solve various legal issues presented to municipalities.
- Prepping for and attending Drain Commissioner meetings to assist supervising attorney to solve questions presented during the open forum.
- Drafting drainage affidavits on behalf of municipalities to properly notice landowners of easements and other land encroachments.

**Military Criminal Law Analysis and Advocacy**, United States Army Judge Advocate General's Corps, 2L Internship 6/2022 – 8/2022



Taylor worked as a civilian in the office of the XVIII Airborne Corps Staff Judge Advocate, assisting JAG attorneys in prosecuting criminal matters on behalf of the Military Justice Department. Taylor’s responsibilities included:

- Researching military criminal matters and reporting to the Staff Judge Advocate and 2–star Commanding General at Fort Bragg.
- Prepared for and conducted direct examination of testifying witnesses—including two court martials on Fort Bragg military base.
- Prepared prosecution memoranda to be submitted to the Eastern District of NC Federal Court under direct supervision of the Special Assistant U.S. Attorney.
- Co–authored with Maj. Sean Zehtab, an article addressing the competitive advantage of former government employees arising from personal conflicts as former government employees, was published in the Procurement Lawyer Vol. 58, No. 1.

**Bankruptcy and Debt Resolution Support, Perez Conrique Law,**  
Bankruptcy Law Clerk

6/2021 –  
1/2022

Taylor helped clients better understand and navigate the bankruptcy, debt defense, and debt negotiation process. Taylor’s responsibilities included:

- Assisting supervising attorney to file Chapter 7 and Chapter 13 bankruptcies on behalf of clients.
- Working directly with the advising attorney to draft and answer requests for admission, interrogatories, requests for documents, and other discovery tools.
- Negotiated to accomplish debt settlement on behalf of clients involving debts up to \$500,000.
- Researched complex issues arising from matters involving foreclosure, defense of homeowners against HOA’s, and bankruptcy matters at the height of COVID–19 regulations.

**Criminal Defense and Victim Representation Support, Sarah Anjum**  
Attorney at Law, Legal Intern

9/2017 –  
1/2018

Taylor worked with the lead attorney to provide criminal defense and victim representation. Taylor’s responsibilities included:

9/2022 –  
1/2023



- Conducting criminal defense research, writing legal memorandums, and filing pleadings for the supervising attorney.
- Aiding supervising attorney throughout the litigation of criminal defense matters, including a high-profile death penalty case.

## Work Experience

<b>Public Knowledge®</b> , Management Consultant Providing management consulting services to help government agencies solve tough problems and thrive in complex situations	8/2023 – Ongoing
<b>Fahey, Schultz, Burzych, Rhodes, LLC</b> , Law Clerk Assisted Michigan municipalities in solving legal issues involving zoning and land use matters, the Open Meetings Act and Freedom of Information Act, and county drains and drainage issues	1/2023 – 5/2023
<b>United States Army Judge Advocate General's Corps</b> , 2L Internship Worked as a civilian in the office of the XVIII Airborne Corps Staff Judge Advocate, assisting in prosecuting criminal matters on behalf of the Military Justice Department.	6/2022 – 8/2022
<b>Perez Conrique Law</b> , Bankruptcy Law Clerk Assisted clients to understand better and navigate the process of bankruptcy, debt defense, and debt negotiation.	6/2021 – 1/2022
<b>Orange County Legal Aid</b> , Intake Volunteer for Pro-Bono Assisted low-income and elderly individuals with their legal problems regarding the following areas: Bankruptcy, Family Law, and Property Law.	5/2021 – 9/2021
<b>Sarah Anjum Attorney at Law</b> , Legal Intern Assisted in helping the lead attorney provide criminal defense and victim representation.	9/2017 – 1/2018  9/2022 – 1/2023

## Education

Juris Doctorate, University of Toledo School of Law	2023
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Masters in Islamic Studies, University of Sarajevo (coursework only)	2019
Bachelor of Arts: Middle Eastern Studies, University of Toledo	2018

## Professional Affiliations

### Barry Law Rotaract Club, President, 2021

Taylor founded the Barry Law Rotaract club during her first year of law school with the help of the Orlando Rotary Club. Working alongside the parent club, the Barry Law Rotaractors were able to participate in legislative reform surrounding police sexual abuse of detainees and various philanthropic projects aimed at bettering the City of Orlando.

### United Way of Monroe and Lenawee County, Volunteer, 2010–2018

Taylor has worked with the United Way's dedicated team for many years to accomplish day-to-day administrative tasks and annual fundraising campaigns.

### Girls Varsity Basketball, Assistant Coach, 2021–2022 Season

Taylor volunteers her time helping out with the varsity girls' practices and hosting little girls' basketball camps. However, in mid-season, the team unexpectedly lost their head coach, and Taylor gladly filled in as coach for the remainder of the season.



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.

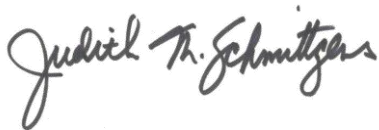


GovHR does not take any exceptions to the criteria specified in the RFP. This proposal shall remain in effect for a period of 90 days from the due date for proposals.

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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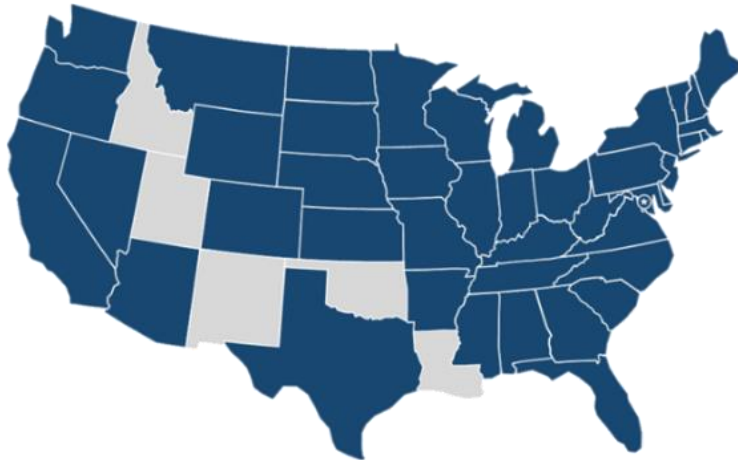
The City of Breezy Point wishes to conduct an organizational assessment of its organization to provide a road map to the City in identifying and planning for its immediate and future human capital needs. Breezy Point has a population of 2,671, having grown considerably from a population of 1,009 since 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

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

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

Section 9, Item A.



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

Section 9, Item A.



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 (CCMA)
- 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





Proposed by

**Leah Davis**

Partner | Abdo

leah.davis@abdosolutions.com

**P** 507.524.2347

September 15, 2023

SERVICE PROPOSAL FOR

# City of Breezy Point

8319 County Rd 11, Breezy Point, Minnesota 56472

[abdosolutions.com](http://abdosolutions.com) | Mankato, MN - Edina, MN - Scottsdale, AZ





# Executive Summary

David Chanski, City Administrator  
City of Breezy Point  
8319 County Rd 11  
Breezy Point, Minnesota 56472

Dear David,

Thank you for the opportunity to submit this proposal to the City of Breezy Point (the City) for partnering with your team on a formal Organizational Assessment project. Based on our experience with the type of work outlined in the proposal, we're confident our experience and expertise will allow us to address your needs and goals and exceed your expectations.

We understand that the City is experiencing very rapid growth and considers the goal of maintaining high-performing services and operations a key priority. In order to uphold this commitment to performance, the City is seeking a consulting partner to conduct a comprehensive assessment of the current and projected future human capital needs to ensure that you have the right systems and talent in the right roles to grow along with you.

Abdo's success has been driven by utilizing staff that is experienced and well trained in governmental planning, human resources, payroll, compensation systems, and operations. We understand that there are certain factors that are most important to the City in the selection of a consultant. Factors like our attention to detail, overall project approach, collaboration with City Staff and the quality of work and outcomes are just a few of the ways we set ourselves apart in our abilities and value to your city.

Our approach to this project is to engage with City staff to ensure we have an exceptional understanding of the project, each individual's role in the project, overall expectations and needs, as well as exceptions to standard operations. Throughout the project, there will be periodic meetings with City staff to share information, solicit input and provide updates. Based on our experience, we will structure each phase of the project to emphasize efficiencies and streamline processes. By spending time on the front-end evaluating positions, City operations, project goals, objectives, and needed deliverables, the end product for the City will be one that provides analysis and recommendations for a organizational framework that provides your team with clarity, capacity, and confidence as you move forward.

**INVOLVEMENT OF CITY PERSONNEL** - No matter the experience of our Abdo team, we recognize that the most critical goals and deliverables of any project relies on collaborating with the right people at the right time. Your internal staff and leadership are key to truly understanding your organization and developing solutions that work in "real life."

**ABILITY TO SUCCESSFULLY COMPLETE ALL REQUIREMENTS** - A component of our mission statement is a philosophy that we will assist clients in reaching their maximum potential by open communications and teamwork. This means we will do the following for you:

- Present to you a clear project plan
- Use portal technology to share and collaborate documents
- Provide an environment that solicits and welcomes ideas and strategies from the city team
- Present recommendations in clear, concise and non-technical terms to all members of the city team
- Collaborate with city team and software vendor to ensure alignment
- Return phone calls and emails promptly

**EXPERIENCE WITH SIMILAR PROJECTS** - We believe our experience with similar projects and our expertise in governmental planning, human resources, payroll, organizational development, and process and planning is greater than any other CPA or advisory Firm in Minnesota, making Abdo uniquely qualified to provide you with the insights and recommendations that you expect.

**UNDERSTANDING OF THE PROJECT AND ABILITY OF THE FIRM TO COMPLETE THE EXPECTED SCOPE OR WORK ON SCHEDULE AND WITHIN BUDGET** - Abdo is committed to a team environment that gives us the ability to complete projects on time and on budget. We leverage our staff to ensure the work is being completed by the appropriate individuals and reviewed by a partner of Abdo. We understand the parameters and expectations of this project and will complete the expected scope of work on schedule and within budget.

**ACCOMPLISHING PROJECT OBJECTIVES** - Our approach to a project is heavily dependent on communication and technology. We believe that listening to your needs, concerns and challenges is of the utmost importance for a successful project. Our experience and knowledge of City government operations allows us to provide independent assessment and recommendations, lighting a clear path forward for City leadership. We use portal technology to securely share and collaborate on documents. This allows us to expedite our work, provide answers to staff questions quickly and communicate instantaneously with City staff.

We look forward to meeting with you to discuss our proposal and appreciate this opportunity to present Abdo for your consideration.

**Abdo**



**Leah Davis**

Partner | Abdo

# Your Team

Based on our ability to provide the requested services, our shared core values, and an understanding of your unique needs, we have the resources, knowledge, people and services to light the path forward for your city.

We have assembled a team with relevant experience who are committed to working with you to ensure success. Each team member is briefly profiled below, and full biographies can be found in Appendix C.



**LEAH DAVIS, CPA**

**Partner**  
*leah.davis@abdosolutions.com*  
**P** 507.524.2347



**VICTORIA HOLTHAUS, CPA**

**Partner**  
*victoria.holthaus@abdots.com*  
**P** 952.715.3069



**BRENNA RAMY, CPA**

**Senior Manager - PROJECT MANAGER**  
*brenna.ramy@abdosolutions.com*  
**P** 952.449.6216



**BRITTANY BAUER, CPA**

**Senior Associate**  
*brittany.bauer@abdosolutions.com*  
**P** 507.304.6836





# Project Plan and Timeline



A clear implementation process coupled with frequent and consistent updates is critical to any successful project. The project scope and timeline below includes update meetings with the City leadership and other staff, designed to provide project updates, solicit comments, review progress, and address any challenges.

Timeline assumes a project completion date of December 31, 2023.

PROJECT PHASE	TIMELINE
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### Introduction and Project Orientation

The first step to this project is to review and analyze data provided by the City. This includes review of the existing job descriptions, organizational structure, documentation of operational processes to gain an understanding of how the City is staffed, the types of services provided, and how work moves throughout the organization. After this review, we will meet with the City and Department leadership to discuss overall project expectations, define strategic goals and outcomes, identify current or anticipated challenges, and discuss project timelines. This is also an opportunity for the City and Department leadership to ask for clarification on the project and address any questions or concerns they may have.

**DAY 1 - 15**  
*depending on City availability*

**CITY RESPONSIBILITY:** Provide all requested information to Abdo via secure document sharing portal and provide candid feedback and participation in project kick-off meetings.

### Analysis of Current Staffing Levels and Services

Using the information gathered during project orientation, Abdo will document and analyze the City's current staffing levels and services, highlight areas of gaps or duplication of responsibilities, evaluate hours worked and compensation levels, and identify opportunities for automation and/or technology solutions. This summarized analysis, whenever possible, will be compared to the structures of other similarly situated Minnesota cities through the use of a variety of database resources, including the League of Minnesota Cities Salary Survey and the MN Office of Management and Budget.

**DAY 16 - 35**

Abdo will frequently follow up with City leadership to ask questions and clarify understanding.

**CITY RESPONSIBILITY:** Provide candid and timely responses to Abdo questions throughout the analysis phase.

### Analysis of Projected Future Projects and Growth

Looking ahead, Abdo will use City growth projections and anticipated future projects/ initiatives to compare the current staffing structure to that of other cities that may be a good model for Breezy Point to follow as it grows. Special attention will be given to identifying opportunities to leverage technology and automation to maximize both capacity and service delivery effectiveness. The analysis will also include recommendations related to new or additional talent and skills that the City will need in order to meet changing operational and service demands.

**DAY 36 - 55**

Abdo will frequently follow up with City leadership to ask questions and clarify understanding.

**CITY RESPONSIBILITY:** Provide candid and timely responses to Abdo questions throughout the analysis phase.

PROJECT PHASE	TIMELINE
<p><b>Development of Findings and Recommendations</b></p> <p>After completing the analysis of current and projected future staffing and service levels, Abdo will compile a summary of findings and recommendations for the City to consider. Recommendations will address immediate and future staffing needs, proposed organizational structure changes, and identified opportunities for service delivery improvements.</p> <p><b>CITY RESPONSIBILITY:</b> Carefully review and provide feedback on final assessment summary and recommendations.</p>	<p><b>DAY 56 - 70</b></p>

**Final Documents and Deliverables**

All documents will be reviewed with the City Management team in draft format before finalization and distribution. Final reporting (2 draft revisions included) will include comprehensive project findings, recommendations, description of overall methodology utilized in the project, data analysis, and estimated implementation costs.

Once approved by the City Management team, report findings and recommendations may be presented, in person or virtually, to the City Council (up to 2 separate meetings included in pricing, additional meetings will incur fees) for review and discussion.

**DAY 71 - 90**  
*depending on City availability*

# Value

## SERVICE GUARANTEE

Our work is guaranteed to the complete satisfaction of the client. If you are not completely satisfied with the services performed by Abdo, we will, at your discretion, either refund the price or accept a portion of said price that reflects the level of value received. Upon payment of each of your scheduled payments, we will judge you have been satisfied.

## PRICE GUARANTEE

Furthermore, if you ever receive an invoice without first authorizing the service, payment terms, and price, you are not obligated to pay for the unauthorized service. Please understand, however, that the price we have quoted considers and relies upon the following:

- The information you agree to provide is on time and complete to the degree indicated in our agreement.
- Your key management, finance, or human resources team members don't change during our service period.
- No undisclosed or newly arising complexities, claims, or significant transactions, occur that impact our service period. This includes emergence of
- yet unspecified revisions to any prior period work that would need to occur before we can perform our agreed services.
- No new tax, regulatory, or other reporting requirements are introduced between now and the end of our service period.

A full scope of services, including estimated hourly charges, can be found below.

## ADDITIONAL SERVICES

Should you request services in addition to the Contracted Services, we will provide you with proposed fees for the services to be provided. You shall be required to sign a written or electronic confirmation of your request for additional services prior to implementation.

## PAYMENT TERMS

Initial invoice will be sent within 10 days of the execution of this agreement.

Project Kick-Off - 30% of Contract due

Delivery of 1st Draft Report - 40% of Contract due

Delivery of Final Report - Remaining Balance due

**This quote is valid for ninety (90) days following the proposal submission deadline.**

ABDO PROJECT PHASES	TOTAL COSTS NOT TO EXCEED
<b>Introduction and Project Orientation</b>	
OPTION #1: In-person kick-off meeting and interviews	OPTION #1: \$ 2,000
OPTION #2: Virtual kick-off meeting and interviews	OPTION #2: \$ 1,000
<b>Analysis of Current Staffing Levels and Services</b>	
	4,000
<b>Analysis of Projected Future Projects and Growth</b>	
	2,500
<b>Development of Findings and Recommendations</b>	
	2,200
<b>Final Documents and Deliverables:</b>	
OPTION #1: In-person project delivery meeting	OPTION #1: \$ 1,700
OPTION #2: Virtual project delivery meeting	OPTION #2: \$ 700
<b>TOTAL PROJECT INVESTMENT (LUMP SUM NOT TO EXCEED)</b>	
	<b>\$10,400 or \$12,400 (depending on meeting options selected)</b>



# Technology

We believe technology should enhance our service offerings, making our work less intrusive, our time with you more productive and everyone’s data more secure. The use of technology in our HR and consulting services enables us to streamline our processes and helps to automate certain functions of our work so we are able to spend more time analyzing our results and working directly with you.

Through the outbreak of COVID-19, our team has been able to seamlessly move to a completely remote work environment with no loss of productivity, cooperation, or communication. Since March 17, 2020, our staff has been successfully conducting remote HR and consulting services using the latest video conferencing and secure file sharing technology. Through Zoom, Microsoft Teams, or whatever technology your city may use, our team will continue to work through normal procedures, including regular meetings with you during the consulting services to ensure effective collaboration with your team.

We take the security of our client's data - and our own - very seriously. A number of systems are in place to ensure the safety of your city’s data. We operate on a remote distributed infrastructure leveraging Microsoft’s Cloud Platform Azure. This not only allows our staff to securely work from any computer, anywhere, any time, but also provides large-scale, cutting-edge technology and security for your data. Your data is housed in secure data centers that reside exclusively in the U.S. and not on laptops or local servers which could be stolen or misplaced. We continually provide security awareness training to our staff members to ensure they are good digital stewards of your data. In addition to this, we also consult bi annually with 3rd party security experts to conduct risk assessments and conduct annual penetration tests.

## IT ALSO MEANS:



All firm staff use dual authentication to ensure that every login to our remote environment is secure and authorized.



All data is saved on redundant servers and data centers so if one server fails, another immediately takes over with no data lost.



All data is backed up continually which means we always have an extra copy for safe-keeping.



All incoming emails, attachments, and embedded links are scanned for viruses prior to landing in our inbox, which allows us to operate with more protection from phishing emails, malware attacks, and other digital threats.

Our cloud platform, Azure, is globally trusted by companies and governments and has numerous security compliance standard they adhere to. Reports of these can be provided as requested.





# What Our Clients Say

## CLIENT REFERENCES

One of the things we enjoy most about our work is developing long-term relationships with our clients and watching their city thrive as we help them to evolve and grow. Our client listed below serves as a reference of those we partner with for their organizational assessment services. Additional references are available upon request.

### **CITY OF SAVAGE**

*Casey Casella*

*Assistant City Administrator*

**P 952.882.2668**

***2022 Finance Department Organizational Assessment and Restructure Recommendations***

***2023 Interim Human Resources Consulting***

# Value-Added Services

When you partner with Abdo, you get access to our entire catalog of services. Below is a selection of the additional solutions that we believe could be of great value to your city. If you have need of these services, please reach out to us so we can help! Our additional service offerings can be found at [www.abdosolutions.com](http://www.abdosolutions.com).

## **HR & PAYROLL SERVICES**

**We help employers better support their most valuable resource...their people.** Having clear and consistent HR practices that best suit the individuality of your city is key, even more so in today's tight employment environment. And because the right policies are just as important, we lend our HR expertise to help you strategically plan for your future.

We help cities with:

- Employee management and development
- Regulatory compliance
- Benefits analysis and administration, including the Affordable Care Act (ACA) and workers' compensation
- HR/Payroll software implementation and management
- Advisory services such as specialized labor cost analysis, compensation studies, and HR process development and implementation

## **ACCOUNTING & FINANCIAL SERVICES OUTSOURCING**

With a staff of experienced professionals, we develop and implement creative solutions for cities of all shapes and sizes. We rely on a proven process to provide your city with the very best quality and value in financial management solutions.

Our outsourced accounting and financial services include:

- Monthly accounting
- Temporary accounting help
- CFO/Finance Director outsourcing

## ENTERPRISE RESOURCE PLANNING (ERP) ANALYSIS & IMPLEMENTATION

When choosing an ERP system, the options are seemingly endless. How do you know which ERP system is best for your city? Abdo Financial Solutions can help. We can partner with you to design and implement an ERP system that fits your needs by:

- **Assisting with the RFP Process** - We'll define the technical specifications to include in your RFP and provide support through the ERP vendor selection process.
- **Facilitating a Seamless Implementation** - If needed, we can manage the organization-wide implementation of your ERP system in accordance with your budget and schedule.
- **Communicating Change** - We'll communicate with staff members to explain the "why" behind ERP and demonstrate how it will make their lives easier. To help staff members navigate new processes, we'll provide training as needed.

# Why Partner with Abdo

## LIGHTING THE PATH FORWARD

In a world of ever-changing complexity, people need caring, empathetic and highly skilled professionals they can depend on to provide the right advice and solutions for them. Our clients seek growth and success, but also want security and confidence. For nearly 60 years, Abdo has provided insights for our clients to help them achieve their goals.

That same innovative spirit is also what has earned us the title of being one of the top accounting firms in the Midwest. Abdo is a better firm today because of the efforts we made to support a culture driven by our core values of growth, relationships, and teamwork.

With this foundation in place, we have successfully helped our clients identify and break through their own growth barriers. Every challenge they face is an opportunity for us to listen, understand and empower them with solutions and a plan to achieve their goals. It's fulfilling to serve as the catalyst that helps them overcome obstacles that block their progress.

When it comes to our working relationships, we are partners. We're confidants. We're the catalyst that sparks true business growth, providing guidance through every challenge and opportunity along the way.

## ABOUT ABDO

Abdo is a full-service accounting and consulting firm that delivers customized strategies and innovative solutions to help businesses, governments and nonprofits succeed. With more than 180 professionals and nearly six decades of experience, Abdo is ranked as one of the top accounting firms in the Midwest. It is a licensed CPA firm with offices located in Minneapolis and Mankato, Minnesota, and Scottsdale, AZ. Abdo's commitment to its clients is to gain in-depth knowledge of their unique challenges, opportunities, and needs. Through this consultative approach, Abdo partners with organization leaders to light the path forward to confidently reach their goals.

"Listening to our clients' needs, understanding their challenges, and adjusting how we work together is key to our partnership with the people we serve."

– **Steve McDonald, CPA** | *Managing Partner*



*An ongoing quest to be better, together*

**OUR COMMITMENT TO DIVERSITY, EQUITY, & INCLUSION**

At Abdo, we recognize the need for continuous improvement in diversity, equity and inclusion initiatives throughout our firm and the accounting industry at large. We believe that when we understand each other better, we grow better together.

Over the past year, we have increased our efforts to promote diversity, equity, and inclusion within our firm and community through implicit/unconscious bias, anti-harassment, and interview training. Our Diversity, Equity, and Inclusion Committee continues to implement new ideas, projects, and initiatives to move our firm forward through learning, understanding, and improving on these issues.

We continue to increase our number of women at the highest leadership level. We strive for continued growth in our ability to attract and retain women and people of color within our firm and we are working towards greater equity and diversity for all within our industry.

In order to build a more inclusive work environment, the firm has implemented diversity and inclusion education through partnering with expert speakers and trainers. Please let us know if you have any ideas on how we can improve diversity, equity, and inclusion at Abdo.



**61%**

*of our employees are female*



**51%**

*of our management level employees are female*



**23%**

*of our interns this year were people of color*



# DEI Initiatives



## ABDO DIVERSE SCHOLARSHIP & INTERNSHIP PROGRAM

Abdo was a proud co-sponsor of the AICPA PCPS George Willie Ethnically Diverse Student Scholarship & Internship, which allows 10 ethnically diverse accounting students the opportunity to be awarded internships with a firm that has been selected by the AICPA. Upon conclusion of this successful partnership, we were inspired to create our own DEI Sponsorship program, annually awarding a rising diverse accounting student a scholarship & internship.



## PARTNERSHIP WITH NABA

Abdo is proud to sponsor the Minnesota State University, Mankato Chapter of NABA (National Association of Black Accountants) Inc. NABA is committed to increasing the number of African Americans in the accounting and finance professions and to promoting their success. As a firm, we are invested in not only increasing diversity within our organization but support diversifying the industry as a whole. We are committed to providing guidance and mentorship along with financial support to this organization.



## GREATER MANKATO GROWTH DEI COLLABORATIVE

Abdo is a founding sponsor and member of Greater Mankato Growth's (the Mankato region's chamber of commerce) DEI Collaborative. This collaborative was formed to discuss what we could do as individuals, organizations, and the community to increase diversity and make our community a welcoming one. Together, we explored our individual biases, developed action plans to make a difference within our organization, and pledged to continue the work to make our community inclusive.

## CEO ACTION PLEDGE

We are proud signatories of the CEO Action Pledge, a pledge signed by CEOs from different sectors, sizes, and geographical area to support more inclusive workplaces. As part of this pledge, we work toward goals including DEI education and recruiting. We promise to have the difficult conversations and make our firm, and this industry—one that better reflects the communities we live and work.



## YWCA

We are committed to the continued support and advancement of women in our firm and in our communities. One of the ways we do this is through a partnership with YWCA Mankato, an organization whose mission is dedicated to eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all. We are proud sponsors of the Elizabeth Kearney Women's Leadership Program, Women's Leadership Conference, and Women of Distinction event.



## COMMUNITY INVOLVEMENT

Every year, we come together as a firm to participate in what we call a "Day of Action." This gives us an opportunity to give back to organizations within our communities that support underserved populations. You can catch us volunteering at a food shelf, building houses, or helping at an After School Program. In addition, the firm pledges 24 hours of VTO (Volunteer Time Off), for each employee to volunteer at the nonprofit of their choosing. We truly believe we are better, together.

# Appendix A

AGREEMENT FOR SERVICES





# Agreement for Services

THIS AGREEMENT, is made and entered into on September 15, 2023, by and between the City of Breezy Point, Minnesota (hereinafter referred to as the “Client”), and Abdo LLP (hereinafter referred to as “Abdo” or the “Contractor”).

### Articles of Agreement & Recitals

WHEREAS, the Client is authorized and empowered to secure from time to time certain professional services through contracts with qualified consultants; and

WHEREAS, the Contractor understands and agrees that:

The Contractor will act as an Independent Contractor in the performance of all duties under this Agreement. Accordingly, the Contractor shall be responsible for payment of all taxes, including federal, state and local taxes and professional/business license fees related to its own operations and arising out of the Contractor’s activities;

The Contractor shall have no authority to bind the Client for the performance of any services or to obligate the Client. The Contractor is not an agent, servant, or employee of the Client and shall not make any such representations or hold itself out as such;

The Contractor shall perform all professional services in a competent and professional manner, acting in the best interests of the Client at all times.

The Contractor may make recommendations and/or perform services on behalf of the Client but the Client is responsible for all final management decisions and for setting and administering any organizational policies, procedures, or other guidance that result in the services being performed. Further, with respect to the payroll services that are being provided, the Client is responsible for all originating documents (i.e. salary or hourly wage amounts, hours worked, benefits, premium pay policies, etc.) that affect payroll processing, and the Client will review and approve the payroll before or after its processed. The Contractor will not hold or have access to any Client funds as part of the services being provided.

The Contractor shall not accrue any continuing contract rights for the services performed under this contract.

NOW THEREFORE, in consideration of the mutual covenants and promises contained herein, it is agreed as follows:

### ARTICLE I

#### INCORPORATION OF RECITALS

The recitals and agreement set forth above are hereby incorporated into this Agreement.

### ARTICLE II

#### LIABILITY INSURANCE

**Section 1 Liability Insurance:** The Contractor shall obtain professional liability insurance, at its expense with liability insurance coverage minimums in the amount of \$2,000,000, which Contractor must secure and maintain during the term of this Agreement. Contractor will provide the Client with proof of liability insurance coverage under this Agreement in writing upon request by the Client.

**ARTICLE III**

DURATION OF THE AGREEMENT

**Section 1 Duration:** This Agreement shall commence upon date of execution by all parties and shall remain in effect for the duration of the consulting engagement, unless earlier terminated as provided in Subsections 2 or 3.

**Section 2 Client’s Termination Rights:** Client may terminate this Agreement for its convenience by providing written notice of termination to Contractor. Upon any termination by Client for convenience, Client shall be obligated to pay for all services provided by Contractor through the date of termination set forth in the written notice. In addition, Client may terminate this Agreement for Contractor’s failure to perform its services in accordance with the terms of this Agreement (termination for “cause”) by providing Contractor written notice of intent to terminate that sets forth in detail the reasons for cause to terminate, which written notice shall afford Contractor a reasonable period of time of not less than ten (10) business days to cure the stated grounds for termination to the reasonable satisfaction of Client. In the event of Client’s termination of the Agreement for cause, Client shall be obligated to pay for all services provided by Contractor through the date of termination.

**Section 3 Contractor’s Termination Rights:** Contractor may terminate this Agreement upon thirty (30) days written notice to the Client in the event the Client does not pay Contractor compensation as required under Article 5, Section 9 within fifteen (15) days after invoice is received by the Client. In the event of non-payment within thirty (30) days, Contractor shall give the Client an opportunity to cure the default by giving a notice of such non-payment and an additional five (5) days after the Client’s receipt of the notice to remit such payment, prior to giving a notice of termination. Contractor can also terminate the Agreement with sixty (60) days written notice.

**ARTICLE IV**

GENERAL

**Section 1 Authorized Client Agent:** The Client’s authorized agent for the purpose of administration of this Agreement is the Client Operations Manager. Said agent shall have final authority for approval and acceptance of the Contractor’s services performed under this Agreement and shall further have responsibility for administration of the terms and conditions of this Agreement. All notices under this Agreement shall be sent to the person and address indicated below on the signature lines.

**Section 2 Amendments:** No amendments or variations of the terms and conditions of this Agreement shall be valid unless in writing and signed by the parties.

**Section 3 Assignability:** The Contractor’s rights and obligations under this Agreement are not assignable or transferable, but the Client’s rights and obligations may be assigned to any successor entity upon ten (10) days notice.

**ARTICLE IV (CONTINUED)**

GENERAL (CONTINUED)

**Section 4 Data:** Any data or materials, including, but not limited to, reports, studies, photographs or any and all other documents prepared by the Contractor or its outside consultants in the performance of the Contractor's obligations under this Agreement shall be the exclusive property of the Client, and any such data and materials shall be remitted to the Client by the Contractor upon completion, expiration, or termination of this Agreement conditioned upon Client's payment of all fees and expenses due to Contractor pursuant to this Agreement. Further, any such data and materials shall be treated and maintained by the Contractor and its outside consultants in accordance with applicable federal, state and local laws. Further, Contractor will have access to data collected or maintained by the Client to the extent necessary to perform Contractor's obligations under this Agreement. Contractor agrees to maintain all data obtained from the Client in the same manner as the Client is required under the Minnesota Government Data Practices Act, Minnesota Statutes Chapter 13 or other applicable law (hereinafter referred to as the "Act"). Contractor will not release or disclose the contents of data classified as not public to any person except at the written direction of the Client. Upon receipt of a request to obtain and/or review data as defined in the Act, Contractor will immediately notify the Client. The Client shall provide written direction to Contractor regarding the request within a reasonable time, not to exceed fifteen (15) days. The Client agrees to indemnify, hold harmless and defend Contractor for any liability, expense, cost, damages, claim, and action, including attorneys' fees, arising out of or related to Contractor's complying with the Client's direction. Upon termination and/or completion of this Agreement, Contractor agrees to return all data to the Client, as requested by the Client.

**Section 5 Data Accuracy and Prompt Delivery:** Client understands, acknowledges and agrees that Contractor's performance of services under this Agreement is dependent on Client promptly providing Contractor with accurate data, documents, and other information pertinent to the subject consulting engagement. Client shall provide Contractor access to data, documents and other information requested by Contractor in accordance with the project schedule mutually agreed to by Client and Contractor. Contractor also represents and warrants that said data, documents and information shall be reliable and accurate to the best of Client's knowledge and agrees that Contractor shall be entitled to rely on the accuracy of the same in the performance of its services under this Agreement. Client agrees to indemnify, hold harmless and defend Contractor from and against any liability, expense, cost, damages, claim and action, including attorneys' fees and costs, arising out of or relating to any errors, inaccuracies, or omissions in the data, documents and other information provided by Client to Contractor pursuant to this Agreement. Further, in the event of any delay on the part of Client to provide to Contractor required data, documents or other information or the identification of any errors, inaccuracies, or omissions in the data, documents or other information provided by Client, Contractor shall be entitled to an equitable adjustment of the schedule and compensation for the performance of its services resulting from said delay or need to address any errors, inaccuracies, or omissions in the data, documents or other information provided by Client.

**Section 6 No Legal Advice:** Client understands, acknowledges and agrees that the consulting services provided by Contractor under this Agreement do not include or constitute legal advice and that Contractor is not undertaking to provide Client legal advice in connection with the consulting engagement hereunder. Client further understands, acknowledges and agrees that the subject matter of this engagement, including regulatory compliance, implicates complex legal issues requiring assessment and advice from competent legal counsel. Client shall be responsible for engaging and/or consulting with legal counsel of its choosing to assess and advise Client regarding the propriety and legality of any recommendations, guidance or advice of Contractor arising from or relating to Contractor's performance of its services under this Agreement. Client agrees to indemnify, hold harmless and defend Contractor from and against any liability, expense, cost, damages, claim and action, including attorneys' fees and costs, arising from or relating to Client's payroll or other human resources policies and/or practices both prior to, during and following Contractor's provision of services under this Agreement, including, but not limited to, any claims by current or former employees of Client challenging the propriety or legality of said practices.

**ARTICLE IV (CONTINUED)**

## GENERAL (CONTINUED)

**Section 7 Entire Agreement:** This Agreement is the entire agreement between the Client and the Contractor and it supersedes all prior written or oral agreements. There are no other covenants, promises, undertakings, or understandings outside of this Agreement other than those specifically set forth. Any term, condition, prior course of dealing, course of performance, usage of trade, understanding, or agreement purporting to modify, vary, supplement, or explain any provision of this Agreement is null and void and of no effect unless in writing and signed by representatives of both parties authorized to amend this Agreement.

**Section 8 Severability:** All terms and covenants contained in this Agreement are severable. In the event any provision of this Agreement shall be held invalid by any court of competent jurisdiction, this Agreement shall be interpreted as if such invalid terms or covenants were not contained herein and such holding shall not invalidate or render unenforceable any other provision hereof.

**Section 9 Contractor Fiscal Decision Waiver:** Contractor is responsible for providing the Client with timely and accurate human resource recommendations and information that allows the Client the ability to make final human resource decisions. Contractor will provide final human resource recommendations, but Contractor is not responsible for the final decisions made regarding human resource matters and Client shall indemnify and hold Contractor harmless from the same.

**Section 10 Client Employment of Contractor's Employees:** The Client acknowledges and agrees that Contractor's workforce, including employees assigned to staff the engagement provided for under this Agreement, constitutes an important and vital aspect of Contractor's business. In recognition of the foregoing and the harm that Contractor will suffer in the event of the loss of one or more of its employees, the Client agrees that during the Term of this Agreement and for a period of six (6) months following the termination of this Agreement for any reason (the "Restrictive Time Period") the Client shall not, directly or indirectly, on behalf of itself or any person, firm, corporation, association or other entity, (a) recruit, solicit, or assist anyone else in the recruitment or solicitation of, any of Contractor's employees to terminate their employment with Contractor and to become employed by or otherwise engaged with or by the Client in any capacity independent of Contractor; (b) hire or engage any Contractor employee; or (c) otherwise encourage or induce any of Contractor's employees to terminate their employment with Contractor.

Notwithstanding the foregoing, Contractor may (but shall not be obligated to) consent to the Client's recruitment, solicitation, employment or other engagement of a Contractor employee otherwise prohibited by this paragraph provided that (a) the Client discloses to Contractor in writing its desire to recruit, solicit, employ or otherwise engage the Contractor employee independent of Contractor before engaging with the Contractor employee regarding any such potential relationship; (b) the Client agrees to pay Contractor a Restrictive Covenant Exception Fee (as hereafter defined) in the event the Contractor employee becomes employed by or otherwise engaged with the Client independent of Contractor; and (c) Contractor provides written consent to the Client to engage with the Contractor employee regarding any such relationship. For purposes of this Agreement, the Restrictive Covenant Exception Fee shall be the greater of: (i) 200% of the annual contracted cost of Contractor's services under this Agreement in addition to the annual contracted cost paid or due Contractor hereunder; or (ii) 200% of the fees paid or due Contractor for services provided under this Agreement during the twelve (12) month period immediately prior to the termination of this Agreement or, in the event the Agreement has not been terminated, during the twelve (12) month period immediately prior to Contractor's provision of written consent to the Client to engage in the recruitment, solicitation, employment or other engagement of a Contractor employee otherwise prohibited by this paragraph.

**Section 11 Compensation:** The parties agree that the Contractor shall be paid compensation for the services provided hereunder, based on the fees indicated in the proposed client investment schedule and under the attached scope of services. Additional fees will not be incurred without prior approval of the Client.

Initial invoice for anticipated first month fees will be sent within 10 days of the execution of this Agreement. Monthly installment fees will be invoiced throughout the remainder of this Agreement. If the Agreement is for an hourly fee basis, invoices will be sent monthly.

**ARTICLE IV (CONTINUED)**

GENERAL (CONTINUED)

**Section 12 Additional Services:** Should the Client request additional services in addition to the Contracted Services, the Contractor will provide the Client with proposed fees for the additional services to be provided. The Client shall provide a written or electronic confirmation prior to the proposed services implementation.

**Section 13 Outside Contractors:** It shall be the responsibility of Contractor to compensate any other outside consultants retained or hired by Contractor to fulfill its obligations under this Agreement and shall be responsible for their work and Contractor, by using outside contractors, shall not be relieved of its obligations under this Agreement.

LIMITATION OF LIABILITY

**Section 1 Disputes:** If any dispute arises between Abdo and the Client under this Agreement, the dispute shall first be submitted to mediation. The costs of mediation shall be shared equally by the parties. All disputes between Abdo and the Client arising out of this Agreement which cannot be settled directly or through mediation shall be resolved through binding arbitration in Mankato, Minnesota in accordance with the rules for resolution of commercial disputes then in effect of the American Arbitration Association, and judgment upon the award may be entered in any court having jurisdiction thereof. It is further agreed that the arbitrator may, in its sole discretion, award attorneys' fees and costs to the prevailing party.

**Section 2 Limitation of Liability:** Abdo's entire liability, and the Client's exclusive remedy, for Abdo's performance or non-performance under this Agreement shall be for Abdo to reimburse the Client the total charges for related services provided during the previous twelve months. ABDO WILL NOT, UNDER ANY CIRCUMSTANCES, BE LIABLE FOR ANY INCIDENTAL, INDIRECT, SPECIAL OR CONSEQUENTIAL DAMAGES OR FOR LOST PROFITS, SAVINGS OR REVENUES WHICH THE CLIENT MAY INCUR AS A RESULT OF ABDO'S FAILURE TO PERFORM ANY TERM OR CONDITION OF THIS AGREEMENT (EVEN IF IT HAS BEEN SPECIFICALLY ADVISED OF THE POSSIBILITY OF SUCH DAMAGES). The Client shall indemnify Abdo against, and hold each of them harmless from, any and all liabilities, claims, costs, expenses and damages of any nature (including reasonable attorney's fees and costs) in any way arising out of or relating to disputes or legal actions with Client's employees or any third parties concerning the provision of the services under this Agreement. The Client's obligations under the preceding sentence shall survive termination of this Agreement.

# Appendix B

AGREEMENT FOR THE PROVISION OF  
PROFESSIONAL SERVICES



# Agreement for the Provision of Professional Services

WHEREFORE, this Agreement was entered into on the date set forth below and the undersigned, by execution hereof, represent that they are authorized to enter into this Agreement on behalf of the respective parties and state that this Agreement has been read by them and that the undersigned understand and fully agree to each, all and every provision hereof, and hereby, acknowledge receipt of a copy hereof.

**City of Breezy Point**  
8319 County Rd 11  
Breezy Point, Minnesota 56472

 SIGNATURE  
David Chanski

**Abdo, LLP**  
100 Warren Street, Suite 600  
Mankato, Minnesota 56001



**Leah Davis**  
Partner | Abdo  
*September 15, 2023*



# Appendix C

PROFESSIONAL BIOS





TEAM MEMBER BIO



# Leah Davis

## CPA

Partner, HR and Payroll Services  
leah.davis@abdosolutions.com  
Direct Line 507.524.2347

Leah joined the firm as Partner of the Firm's HR and Payroll Service segment. She spends her time helping employers find creative ways to overcome their HR and payroll challenges. As an active CPA and after owning and operating an outsourced HR and payroll consulting business for nearly a decade, Leah has worked with employers across all industries and has several years of experience in public accounting, focusing on business tax and financial institutions. This variety of experiences equip Leah with a unique perspective on the complex HR, financial, and strategic planning issues that employers face every day.

### EDUCATION

- Bachelor of Science in Accounting and Business Administration, Minnesota State University, Mankato
- Continuing professional education

### PROFESSIONAL MEMBERSHIPS

- American Institute of Certified Public Accountants  
Minnesota Society of Certified Public Accountants  
Society for Human Resource Management (SHRM)

### QUALIFICATIONS

- Human Resources Management, Consulting, and Compliance, including a focus on leveraging technology to maximize employee experience and streamline administrative HR workflows
- HR and Leadership Team Coaching and Training, focused on building technical and practical skills to improve overall performance and operational effectiveness
- Employee Benefit Plan Administration and Analysis, including Affordable Care Act (ACA) compliance, benefit workflow optimization, and evaluation of benefit plan design options to evaluate costs and maximize employee value recognition
- Employee Incentive and Compensation Plan Development, including position classification and compensation plan design and total compensation analysis
- Complex State and Federal employment tax and regulatory compliance consulting, including wage and hour analysis and tax agency amendments and negotiations



# Victoria Holthaus

## CPA

Partner | Abdo Financial Solutions

Municipal Advisor Representative (Series 50)

Municipal Advisor Principal (Series 54)

victoria.holthaus@abdofs.com

**P** 952.715.3069

Vicki aims to simplify the complex for her clients. Her goal is to give them a solid understanding of their finances, so they can confidently plan ahead. She specializes in working with local governments and nonprofit agencies to strategize capital improvements, develop long-range financial plans, and troubleshoot accounting and financial challenges. She also provides process evaluation and process improvement services for nonprofit and private sector clients. Over the past several years, Vicki has helped many organizations with strategic upgrades to technology and software as they navigate new ways of interacting with constituents and customers. Along with the ability to creatively explain technical terms, Vicki has firsthand knowledge of the issues local governments often face. Prior to joining the firm, she served Minnesota municipalities and joint ventures in various finance and administrative roles.

### EDUCATION

- Bachelor of Science in Accounting, National American University
- Master of Arts in Public Administration, Hamline University
- Minnesota Certified Municipal Clerk
- Continuing professional education

### PROFESSIONAL MEMBERSHIPS

- Minnesota and Arizona Society of Certified Public Accountants
- American Institute of Certified Public Accountants
- Minnesota Clerks and Finance Officers Association
- Government Finance Officers Association of the United States and Canada
- Minnesota and Arizona Government Finance Officers Association

### AFFILIATIONS

- Hamline School of Business, Accounting Board Member
- Arizona Women Leading Government Member

### QUALIFICATIONS

- 17 years of experience working with local governments and nonprofits in finance and administration
- Experience with budgeting, capital planning, debt management, as well as being the process evaluation and improvement engagement lead
- Previous speaker at MCFOA Municipal Clerks and Finance Officers Association, League of Minnesota Cities and has developed newsletter content on automation, long-term planning and process improvements





# Brenna Ramy

PHR, SHRM-CP

Senior Manager

brenna.ramy@abdosolutions.com

Direct Line 952.449.9216

Brenna joined the Firm in 2019 and is a Senior Manager. She has experience in organization development and working with leaders to determine the most effective employment model to meet business needs and strategic direction. She has over 20 years of Human Resources experience in the industries of hospitality, retail, multifamily housing, and consulting. She has worked in a variety of organizations in size ranging from less than 20 to over 300,000 employees. Brenna believes in finding practical solutions to HR needs and determining where the best place to spend time is. Brenna brings energy to every meeting, training and event she participates in. She is most at home connecting with owners, leaders, employers, civil servants and volunteers in meaningful ways that help them achieve whatever success they're looking for. Brenna has created and presented dozens of webinars, podcasts and trainings over the last 20 years and loves connecting with groups in that way.

## EDUCATION

- Bachelor of Business in Human Resources, University of Minnesota, Duluth

## PROFESSIONAL MEMBERSHIPS

- Professional in Human Resources (PHR)
- Society for Human Resource Management Certified Professional (SHRM-CP)

## QUALIFICATIONS

- Supports Senior Business Leaders in determining leadership needs in the organization and how they can be met.
- Developed dozens of specialized trainings for organizations and teams and presented for success
- Completes assessments and development tools to leverage team competencies in support of leadership and business objectives. Also works extensively on employee relations issues
- Partners with Senior Leaders and HR Peers in their professional development and gaining new skill sets
- Experience in leaves – specifically in FMLA and ADA and how they align in meeting state and federal guidelines
- Engaged in change management strategies for communicating to employees gaining buy-in
- Provide in-depth on-going analysis on current compensation programs, including salary structure, merit budget, additional pay programs, hiring rates and guidelines



TEAM MEMBER BIO



# Brittany Bauer

Senior HR Associate  
brittany.bauer@abdosolutions.com  
Direct Line 507.304.6836

Brittany Bauer joined Abdo in 2017 as a Human Resources Specialist after spending many years in the staffing and recruiting industry as well as providing HR, payroll, and operational support for an agribusiness software development company. Brittany has over 15 years of both HR and payroll experience working with clients from a broad range of industries including agriculture, non-profit and government. She has a passion for leveraging technology to streamline processes, manage compliance, and improve the overall employee experience.

### AFFILIATIONS

- Greater Mankato Growth Young Professionals
- Southern Minnesota Human Resource Association (SMAHRA)

### QUALIFICATIONS

- Payroll processing and compliance, HRIS/payroll software implementation support, maximizing HRIS/ payroll system utilization, timeclock, HR, and payroll database integrations
- HR and payroll process review, improvement, and training
- Development of effective recruiting, hiring, employee onboarding, engagement and retention programs and policies
- HR/payroll compliance, employee management and communication, unemployment claim management, and employee off-boarding support
- Worker’s compensation administration, including Carrier Communications, employee claim management, OSHA reporting/filing, and annual policy audit reporting
- Employee benefits administration, including plan compliance, COBRA, benefit program analysis, employee enrollment/terminations, and plan renewals



**OCTAGON CONSULTING, LLC**  
BRIDGING THE GAP BETWEEN GROWTH AND PEOPLE

**Octagon Consulting, LLC  
2000 Crawford  
Suite 1220  
Houston, Texas 77002**

**For**



**City of  
Breezy Point  
Minnesota**

**City of Breezy Point, Minnesota**

**Organizational Assessment**

**September 15, 2023**



**OCTAGON CONSULTING, LLC**  
BRIDGING THE GAP BETWEEN GROWTH AND PEOPLE

September 15, 2023

City of Breezy Point  
8319 County Rd. 11  
Breezy Point, MN 56472

Attention: David Chanski,  
City Administrator

Octagon Consulting, LLC appreciates the opportunity to respond to the City of Breezy Point (“City”) Request for Proposal (RFP) to provide an Organizational Assessment.

**Octagon Consulting, LLC**  
2000 Crawford, Suite 1220  
Houston, TX 77002  
Phone Number:  
www.octagonhr.com

**Single Point of Contact:**  
Andy Soles  
Managing Partner/Founder  
(281) 547-7657  
andy@octagonhr.com

Our proposal is intended to become an extension of your organization, working together to meet your needs and expectations. Octagon Consulting, LLC will develop a comprehensive program that is customized to meet the City of Breezy Point objectives.

As a human capital management solution, Octagon Consulting, LLC can assist companies by utilizing client-specific processes and leveraging technology to transform HR landscapes. Elevating HR above transactional tasks to a level where more strategic planning and programs can take place and will facilitate success for organizations today and tomorrow.

No matter the goal, Octagon Consulting, LLC is committed to providing the necessary resources to get the job done. We know that you have options for using other consulting firms, however, we believe that our approach sets us apart from our competitors.

We are very interested in establishing a long-term business partnership with the City of Breezy Point and we are prepared to make the process as smooth as possible. If we are awarded this contract, Octagon intends to self-perform this work with no use of subcontractors.


If you or any of the City Council should have questions, please feel free to contact me directly. This proposal and its contents shall remain valid for one hundred-twenty (120) days.

Sincerely,

Andy Soles

2000 Crawford St., Suite 1220

Houston, TX 77002

 (281) 885-7782

 www.octagonhr.com



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## COMPANY OVERVIEW

A business solutions firm specialized in Recruiting, Human Resources Solutions, and Business Consulting, Octagon Consulting, LLC (“Octagon”) was built by Human Resource, Business Consultants, and Recruiting professionals to serve companies in need of tactical as well as strategic Human Capital Management Solutions.

Founded in 2018, Octagon is a Limited Liability Corporation incorporated in the state of Texas brought together by a team of experts with a combined 30 years’ experience in the administration of human resources policies and procedures. With unmatched expertise, Octagon serves as internal consultants by analyzing a company's current HR programs and recommending solutions. Our networks are strong and fully functional in these areas as well as the several other states we are registered to work in.

## QUALIFICATIONS

Octagon Consulting regularly reviews the quality and applicability of the data retrieved during client interaction. Then based on the strength of this data, makes recommendations to adopt. Recommendations are based on the experience of our consultants reviewing business operations over the last decade. The goal is to provide recommendations and supporting evidence necessary to add leadership in improving culture, work accountability and profits. With, Octagon Consulting has meets and exceeds all requirements to conduct business in the Domestic United States.

Qualified, involved and with a robust outlook, our consultants bring a premium experience to each engagement. Our internal standard to provide outstanding services that exceeds client’s expectations is reflected through our unique approach and personal touch. Octagon truly understands the importance of supplying our clients with a diverse and qualified group of professionals from which to pick the best fit to help your organization continue to thrive. We wholeheartedly welcome the opportunity to build a solid and long-term relationship with the City by providing high quality consulting services.

## KEY LEADERSHIP AND PERSONNEL



*Andy Soles – Managing Partner*

A South Carolina native, Andy has more than twenty years in human capital management with the last fourteen in executive leadership roles. Prior to founding Octagon Staffing, LLC, he was the President of ChaseSource, LP a national human capital consulting firm for seven years. During his tenure with ChaseSource, LP the business grew from a small business enterprise to one of the top minority firms in the US, operating in more than twenty states. Andy manages the overall strategic direction, sales and marketing efforts, business operations, and employee development for Octagon Staffing, LLC. His distinguished career in both business and general staffing will serve him well as he and his teams focus on the growth of their accounts.

Andy Soles has a history of unparalleled passion for serving clients, driving excellence building opportunities. With over a decade and a half of success in human capital management, he is uniquely positioned to help businesses sustain productivity, retain profitability, and grow.

Significant to his executive-level experience in the talent industry is his proven ability to identify and develop leaders and teams that achieve consistently high levels of performance. His enthusiasm and instincts for eye-for-talent recruitment enables companies and partners to discover the right people solutions for small to medium businesses, global Fortune 100 companies and organizations that operate in multiple locations.

Mr. Soles is a graduate of North Carolina A&T State University with a degree in Business.



*Elizabeth Gutierrez – Chief Operating Officer*

Elizabeth has more than ten years as an experienced Human Resource and Client Relationship Manager, with a demonstrated history of working in multiple industries. Elizabeth joined Octagon Staffing in February 2019, after relocating to Dallas, TX, from McAllen, Texas. Adept at creating winning strategies for clients, Elizabeth is responsible for Octagon’s top clients and leads a team of talent advisors and consultants.

Elizabeth and her team are responsible for but not limited to recruitment and resourcing (full lifecycle), employee relations and records management. Skilled in Team Building, Staffing & Recruiting, Client Management and Human Capital, Elizabeth graduated Cum Laude with a Bachelor of Arts focused in Psychology and a minor in Business Administration from The University of Texas-Pan American.

Elizabeth will be an integral consultant assigned to the Houston Housing Authority. Elizabeth’s attention to detail and understanding of her client’s needs continues to create long-term partnerships with numerous clients with a wide spectrum of requirements.



**Teresa Hudson, JD**

**Of Counsel**

Teresa is an accomplished human resource leader with nearly 25 years of experience leading, directing, and energizing diverse cross-functional teams. She is a trusted adviser to senior leadership with a successful track-record aligning complex HR programs with business objectives and establishing long lasting relationships. Teresa received a Bachelor of Arts degree in Social Sciences with a minor in Human Resources from Tulane University. She earned a Doctor of Jurisprudence from Texas Southern University, with a focus on employment law.

Teresa is recognized as a solid leader possessing the communication and interpersonal skills that establishes rapport with all levels of staff, management, board members, and business partners with experience leading substantial growth within short time frame resulting from market needs and advancement with an emphasis on creative workforce management programs. She has direct experience with Board members advising, counseling, and directing team members regarding various human resources projects. This experience includes instituting various HR programs and

working with senior administration and finance leadership to develop system-wide protocols and administrative services.



**Darin Coble**

**EVP/Senior Project Executive**

Darin Coble is the Senior Project Executive with Octagon Consulting, LLC. Through the first half of his career Darin observed that success in today's marketplace requires organizations and leaders to leverage a versatile set of tools and skillsets.

Darin has over 20 years of human resources, operations, and leadership experience across a wide variety of industries in a global environment. He is a business strategist and leader with specializations in Human Resources and Coaching. He is an experienced Senior Human Resources Manager, Generalist and Leader with a demonstrated history of partnering with leaders through growth, volatility, and downturn. Skilled in Operations, Employee Life Cycle, Change Leadership, Organizational Development, Labor Relations, and Leadership, Darin brings a business focused approach of Human Resources consulting and executive coaching. He is a strong human resource professional with a passion for business and an MS focused on HR Management from Purdue University: Krannert Graduate School of Management.

## PROJECT EXECUTIVE & STRATEGY

At Octagon, we focus on one client at a time, thus allowing for faster, consistent scalability in shorter time frames. Octagon will provide you with your own team that will be solely dedicated to the project(s) you give us. We feel that this is necessary to ensure every client has our full and complete attention in dealing with their specific needs.

Octagon will make available to the City a Project Team consisting of a Project Executive, Project Counsel and Project Consultant. Total responsibility for the scope of the engagement and established lines of communication will reside with Andy Soles, the Project Executive (PE).

The PE's responsibilities and essential duties will be, but not limited to:

- Maintain good working relationship with clients to enhance customer satisfaction and work with client management and staff to perform engagement services
- Manage and support all aspects of this assessment
- Lead project management activities, such as status reporting and data capture
- Lead assessor for leadership, management, and training
- Actively participate with project team to conduct assessments
- Prepare and present reports to City management and officials

Our PE, along with the team assigned, will work closely with the City to fully analyze the organization's needs, objectives, culture, timelines, and establish benchmark for reporting measures. Cultivating this conversation will allow our team to adjust our program as needed to ensure all your requirements are met.

## METHODOLOGY

Octagon Consulting, LLC utilizes the reverse engineered approach, whereas our clients job description is compared to those duties of the individual that currently holds the position and as compared to market analytics from companies of the same vertical and size. All recommendations are based on the results from the market analytics as compared with City's existing templates.

The project will be assessed using tools and techniques prescribed by Octagon's methodology including but not limited to strategy, impact analysis, phone, and face-to-face interviews, focus groups, job shadowing, communication, training plans/ materials and job design.

## STUDY OF WORK PLAN

With the intent to create and implement a organizational assessment, the City has opened their search for a qualified and experienced consulting service to conduct a Human Capital Assessment of positions, classifications, and structure. With Octagon's experience, and proven capability to audit, design and implement a comprehensive classification plan, Octagon would like to propose services to analyze operations, job design, retention factors, and development of the City's new structure. Furthermore, we will identify strategies to help you achieve any goals for the City that align with their fast-growing community.

## THE CITY’S RESPONSIBILITIES

The City will provide Octagon’s Project Team the following:

- Job summaries listing duties and responsibilities for each position involved, as well as the educational and experience requirements, based on current job descriptions and knowledge of the job.
- Current organization charts
- Current and accurate employee census data
- Any access to requested data, facilities, employees, and systems as required to accomplish agreed upon assessment and deliverables.

## PROJECT APPROACH

To explore items defined above, Octagon recommends a two-phase approach:

### Phase I – Job Audit

*A systematic examination of the tasks performed in a job and the competencies required to perform them. This is a study of what workers do on the job, what competencies are necessary to do it, what resources are used in doing it, and the conditions under which it is done.*

- Conduct assessments consisting of, but not limited to
  - Data analysis and job audits to gage service provisions
  - Update/ Create job descriptions for each role
  - Test FLSA on each position within organization

### Phase II – Market Survey & Organizational Chart Development

*The purpose of an employee market survey is to gather data and compare similar organizations both within your specific vertical and geographical territory. The collected data aids business and human capital decision making. Therefore, reducing the risks of employee loss and increasing retention.*

- Take data from Project I and compare to current market information to then formalize/ create organizational chart.
- Each individual position will have a market analysis with recommendations.

Octagon will look at both qualitative data and quantitative data throughout both the study. Information amassed from this process will be utilized to develop an understanding of the position in relation to business operations and continuity and to define opportunities for ongoing improvement for the coming six months and /or year.

## KEY DATES & PROJECT STAGES

### KEY DATES

**Project Start Date:** TBD

**Project End Date:** Assessment Delivery & Presentation TBD.

### PROJECT STAGES

#### Stage I: Kick-off Meeting (1 week)

The first stage of this project will be to conduct a meeting, onsite or via video conference, with the City manager and the Octagon Project Team. The purpose of the meeting is to:

- Confirm the goals and objectives of the study
- Discuss current compensation and classification structures
- Finalize the timeline and specific dates for deliverables
- Clarify Octagon’s and the City’s roles in each project stage
- Establish parameters and protocols for keeping the City updated and informed
- Identify data or information needed to support the overall assignment
- Facilitate the collection of job descriptions and project control data

#### Stage II: Data Collection and Analysis (1-3 weeks, from the completion of Stage I)

Octagon will conduct a detailed analysis of the data provided by client to evaluate:

- Current organization structure
- Job description and project control data
- Compensation competitiveness

Octagon project leadership will conduct collaborative discussions with key client leadership prior to initiation of Phase II. A representative from Octagon will partner with a designated client resource to schedule these discussions. Logistics surrounding on-site interviews and focus groups will be established during Phase I.

#### Stage III: Onsite or Virtual Assessments (if necessary; 1 week, from the completion of Stage II)

Octagon will perform an assessment that will include leadership engagements with management and Human Resources. Additionally, Octagon resources will evaluate current employee assessment and understanding of current job duties, role, scope, and functions. The process will uncover and identify current:

- System supports and inhibitors for desired
  - Leadership engagement and retention
  - Associate behaviors and performance
  - Training retention and application
- Employee strengths
- Employee gaps and possible weaknesses

Information amassed from this process will be utilized to define opportunities for ongoing improvement for the coming six months and /or year. Estimated time on-site: TBD



### **Stage V: Preparation of Draft Report (2-3 weeks, from the completion of Stage IV)**

As the final stage of the project, this will be where Octagon presents a well-written, comprehensive, and detailed report of Octagon’s finding and recommendations. Within the report, Octagon will compile all surveys, assessments, in addition to blueprints on retention. We will address identified areas of opportunity for the following:

- Job Audit
- Market Analysis & Org Chart Development

### **DELIVERABLES**

At the conclusion of Stage V, Octagon’s Project Executive will provide an in-depth presentation and discussion on the assessment results and recommendations associated with the following areas of focus.

- Onsite or Virtual Kick-off meeting with Octagon’s Project Team and the City
- On-site or Virtual Assessments with all employees to go over the scope of the project and their role.
- Organizational Assessment & Evaluation
- Market Analysis
- Job Audit
- Organizational chart development
- Key Structural Changes/ Recommendations
- Recommended Plan
- Cumulative Final Report which shows methodology, procedures, development of findings, work product deliverables and the financial impact of recommendations.

Additionally, Octagon will also provide recommendations for future actions and a proposal of future partnership between Octagon and the City, to include specific departmental development and consultancy.

Octagon submits the following client references as evidence of our experience in providing similar services to those requested by the City. This list is meant to be a sample of our experience, not an exhaustive list.

Third Coast	
Third Coast Terminals is the Premier Chemical Service Company of Choice. Third Coast Terminals is a unique provider in the chemical industry, offering services such as Reaction Chemistry, Toll Processing, Chemical Logistics, Terminaling, Blending, and Packaging.	
<b>Contact:</b>	Paul Glenn, Vice President of HR
<b>Address:</b>	1865 Mykawa Road, Pearland, Tx 77581
<b>Phone:</b>	(281) 997-5065
<b>Email:</b>	pglenn@thirdcoast.com



**Team:** Andy Soles (PE), Elizabeth Gutierrez, and Angelica Jaquez

**Project Name(s):** Performance Review Program, Compensation Study and Succession Plan

**Applicable Dates of Contract Work:** November 2020-Present

**Project Size:** 300 employees

**Deliverable for Performance Review Program:** Octagon worked closely with the Third Coast Human Resource Department to establish and implement their performance review process. Created to capture employees by their hire anniversary date, employee “self” and “manager” reviews are distributed monthly. All reviews are filed in the employee’s personnel file and tracked for completion.

**Deliverable for Compensation Study:** Octagon successfully completed a compensation study on the Inside Sales and Reaction Chemistry departments for this project. Octagon utilized comparable market information for similar companies within a forty-five (45) mile radius of the client’s location. Then based on the strength of the data retrieved during the job audit process and the information gathered from the comparable market data, Octagon made recommendations to adopt.

**Deliverable for Succession Plan:** Octagon is currently developing a comprehensive succession plan as well as creating a robust learning and development program for leadership team. Over the last six months we have completed job audit for all departments, identified leadership gaps and implemented a performance evaluation platform.

City of Lago Vista, Texas	
Lago Vista, TX is located on the North Shore of Lake Travis just outside the City of Austin.	
<b>Contact:</b>	Tracie Hlavinka, City Manager
<b>Address:</b>	5803 Thunderbird Street Lago Vista, TX 78645
<b>Phone:</b>	512-267-1155
<b>Email:</b>	<a href="mailto:Tracie.Hlavinka@lagovistatexas.gov">Tracie.Hlavinka@lagovistatexas.gov</a>



**Team:** Andy Soles (PE)

**Project Name:** Classification & Compensation Study

**Applicable Dates of Contract Work:** January 2022 – September 2022

**Project Size:** 150 employees

**Deliverable for Classification and Compensation Study:** Octagon completed a comprehensive classification and compensation survey within three months of all departments, identifying pay and wage suppression issues and salary recommendations.

Texas Southmost College, Brownsville, Texas	
Texas Southmost College is a two-year college located in the Rio Grande Valley	

<b>Contact:</b>	Elizabeth Balderama, HR Director
<b>Address:</b>	80 Fort Brown Brownsville, TX 78520
<b>Phone:</b>	956-295-3000
<b>Email:</b>	Elizabeth.balderama@tsc.edu



**Team:** Andy Soles (PE)  
**Project Name:** Classification & Compensation Study  
**Applicable Dates of Contract Work:** March 2022 – September 2022  
**Project Size:** 220 employees

**Deliverable for Classification and Compensation Study:** Octagon completed a comprehensive classification and compensation survey within five months of all departments, identifying pay and wage suppression issues and salary recommendations.

City of Arcola, Texas	
Arcola, TX is located on the Southeast side Fort Bend County just outside the city of Houston.	
<b>Contact:</b>	Dr. Annette Guajardo, City Administrator
<b>Address:</b>	13222 Highway 6 Arcola, TX 77583
<b>Phone:</b>	281-431-0606
<b>Email:</b>	<a href="mailto:aguajardo@arcolatexas.org">aguajardo@arcolatexas.org</a>



**Team:** Andy Soles (PE)  
**Project Name:** Classification & Compensation Study  
**Applicable Dates of Contract Work:** January 2022 – March 2022  
**Project Size:** 100 employees

**Deliverable for Classification and Compensation Study:** Octagon completed a comprehensive classification and compensation survey within three months of all departments, identifying pay and wage suppression issues and salary recommendations.

Houston First Corporation	
Houston First Corporation is a local government corporation, formed in 2011, locally owned by the City of Houston and created to pursue economic activities on behalf of the City government. HFC manages city owned facilities and has unique taxing authority that differentiates it from other commercial enterprises. In addition, HFC has a broad range of responsibilities, including day-to-day management and maintenance of 10 City-owned buildings, conventions and trade shows, and theatrical performances.	
<b>Contact:</b>	Karen Williams
<b>Address:</b>	701 Avenida de las Americas, Suite 200 Houston, TX 77010
<b>Phone:</b>	713-853-8304
<b>Email:</b>	kwilliams@houstonfirst.com



**Team:** Andy Soles (PE) and Teresa Hudson  
**Project Name:** Human Capital Assessment  
**Applicable Dates of Contract Work:** October 2018 – October 2021  
**Project Size:** 280 employees

**Deliverable for Compensation Study:** Octagon successfully completed a salary study of all departments for this project. Octagon utilized comparable market information for similar

municipalities with comparable size, revenue, and location. Then based on the strength of the data retrieved during the job audit process and the information gathered from the comparable market data, Octagon made recommendations to adopt.

**Deliverable Human Capital Assessment:** Comprehensive, in-depth assessment to identify and organize Houston’s First resources to address possible impacts due to alignment with Greater Houston Visitors Bureau. With this realignment, we acutely identified internal stakeholders to take on additional responsibilities and to develop a plan by which re-alignment would occur. This provided a valuable opportunity to align existing policies, procedures and methodologies in a way that created tangible benefits for Houston First and its primary beneficiary, the City of Houston.

**Deliverable for Succession Plan:** Comprehensive succession planning process to identify and organize Houston’s First resources is more apparent and necessary today to address possible departures due to retirement and employee attrition. With this potential loss of critical knowledge and skills, succession planning has been identified to prepare individuals for future roles and responsibilities and to develop a plan by which knowledge is shared.

## FEE PROPOSAL

The fees for services shall be in accordance with the table below.

Services	Description	Amount
Organizational Assessment	Project I – Job Audit	\$10,000.00
	Project II – Market Survey	\$5,000.00
Not-To-Exceed Amount:		<b>\$20,000.00</b>

### Project Cost

The total is an estimation based on the number of positions stated on page 1 labeled “Goal and Objectives”. The fee will be split into three (3) invoices, upon effective date of the contract, at fifty (50) percent completion, and final delivery. The Client agrees to pay fifteen (15) days from the date of invoice by electronic funds transfer.

**This is proprietary information and not to be shared.**

**Summary:** Accomplished, results driven executive with proven success within several verticals while building productive work environments. A hands-on leader adept at developing and implementing streamlined processes and procedures that enhance accountability and corporate profitability.

- Strategies supporting our services procurement, integrated talent acquisition, domestic expansion, business intelligence and customized human capital solutions.
- Program expansions, in collaboration with our customers' long-term strategic objectives to include incorporating services procurement (SOW), RPO and/or MSP solutions into their current talent management models.
- Established professional with a highly successful record of assisting corporations in achieving objectives through effective leadership and human capital management. Adept at developing teams in areas of administration, recruitment, upper management as well as accounting and finance.

**Leadership:** Proven track record of success in sales & marketing, management, negotiations, sales training & development, and financial analysis.

**Business & Performance Management:** Clearly communicate the mission and goals of an organization to direct reports, creating and implementing strategies to accomplish, identifying and manage the resources to ensure compliance with budget and time constraints.

**Client Services:** Develop and deliver high quality business client services. Effectively market business within selected verticals, so as to meet annual deliverables. Ability to be close to the customer, to identify a customer’s needs and to accommodate their needs with appropriate services.

**Professional Experience:**

**Octagon Consulting, LLC** Managing Partner/Founder **2018- Present**

*“Octagon Consulting, LLC helps companies throughout their business lifecycle by offering a robust portfolio of human capital solutions based on your organization's requirements, ranging from workload and workforce planning and analytics to workforce acquisition, competency modeling, and attrition management.”*

Responsibilities: Day-to-day management of the business affairs. Communicating and reaching decisions on implementation of firm policies and objectives. Lead company business development, internal recruiting, and retention as well as financial responsibilities.

**ChaseSource, LP** President **2011- 2018**

*“ChaseSource is a minority owned enterprise specializing in helping organizations solve their “people” issues. ChaseSource combines the energy, excitement, and the fast pace of an entrepreneurial enterprise with the stability and resources of a large corporation.”*

Responsibilities: ChaseSource, LP (CSLP) is the parent company of ChaseSource Real Estate Services (CRES) and ChaseSource Construction Services (CSCS). CSLP is a full-service staffing and recruiting firm that specializes in the delivery of talent for multiple industries. CSCS is a construction management and consulting division that solely focuses on all facets of commercial building upgrades, from technology to ground up construction. CRES is a facility management firm that handles day to day operations of commercial buildings and their occupants across the state of Texas. Our core competencies and focus are providing and managing human capital to support operations at various levels.

**Advantage Resourcing, Inc.** Area Director **2010-2011**

*As one of the world’s leading staffing companies, our primary objective is clear-cut: To perfectly align the best people with appropriate positions around the world. Every day, we talk to hiring managers, HR directors and senior management to learn their needs.*

Responsibilities: Manage operations for six branch locations: Bryan/ College Station, Conroe, Bay County, Pasadena, Houston (2). Responsible for Quarterly Business Reviews and business development throughout Houston and surrounding territory. Simultaneously merged eight branches to six during corporate merger and rebranding. Responsible for jobsite evaluations, collections and establishing relationships with existing clientele. Combined revenue of territory exceeded 20 million annually.

**Certified Companies, Inc.** Executive Vice President **2002-2009**

**Education:** North Carolina Agricultural & Technical University BS, General Management

**Summary:** Experienced, motivated professional with five years as a human resource and client relationship manager. A proven strategic partner willing to go above and beyond to exceed expectations and produce high quality results.

- Demonstrates a history of working in multiple industries with a special emphasis on team building, staffing services, human capital management and recruiting.
- Integral consultant experience working one on one with client contacts.
- Executes projects with a focused attention to detail and understanding of client’s needs to continue creating long-term partnerships.

**Leadership:** Continued success in building teams, developing talent, and getting the most of our organization’s human capital assets.

**Business & Performance Management:** Facilitating the process constantly improving an organization’s people by giving evolving goals and giving continuous feedback to help achieve long-term goals.

**Client Services:** Willingness to go out of the way to get a deep, detailed understanding of what the business is looking to accomplish, as well as continually communicate to improve overall client experience.

**Professional Experience:**

**Octagon Consulting LLC** **Chief Operating Officer** **July 2019- Present**

- Coordinate and identify staffing requirements, objectives, and goals with hiring managers
- Determine selection criteria, plan interview and selection procedures, including screening calls, assessments and in-person interviews
- Source potential candidates through online channels (e.g., social platforms and professional networks), assess candidate information, including resumes and contact details, using our Applicant Tracking System
- Design job descriptions and interview questions that reflect each position’s requirements
- Develop, standardize, and evolve the processes for reporting, evaluating, resolving, and documenting production support
- Act as a point of escalation for operations services team members, ensure all operations/support spend is approved, budgeted appropriately annually, monitored, and reported quarterly.
- Identify, troubleshoot, and leverage all available resources to resolve issues and communicate issues to appropriate groups and management as required.

**ChaseSource** **Client Relationship Manager** **May 2015- July 2018**

- Identify and submit qualified candidates to Client Hiring Managers based on the provided job description.
- Acquire a thorough understanding of job requisition, description for required competencies, skills, knowledge required of successful applicants
- Identify and implement sourcing strategies based upon the job position by creatively conducting research and/or utilizing a multitude of resources
- Work with recruiting team to screen, test, and qualify applicants through the use of qualifying interviewing techniques and skill assessment testing
- Provide Hiring Manager with updates and summaries of recruiting progress and activity, along with working with Hiring Manager to determine best fit candidates, coordinate interviews, receive timely feedback, and present/manage offers and present offers and conduct offer negotiations with candidates
- Participate in onboarding tasks as needed (i.e., offer letter submittals, final paperwork completion)

**Michoacana Marketing Services** **Human Resource Manager** **December 2013- July 2014**

- Recruit and interview potential applicants on experience, skills, and education
- Analyzes staffing logistics and organizes documentation and maintain employee records and paperwork
- Contact applicant references and perform background checks required by company
- Organize and manage new employee orientation, on-boarding, and training programs
- Explain and provide information on employee benefits, programs, and education.
- Cover all legal compliance for human resource federal and state requirements

**Education**

The University of Texas-Pan American, Edinburg, TX  
Bachelor of Arts in Psychology with a Minor in Business Administration- Honors: Cum Laude -May 2011



**Summary:** A proven strategist successful in building and executing human capital/operations strategies to promote and ensure corporate profitability and employee engagement across multiple industries, business units and geographies.

- Strategic HR leader and business partner across all levels of an organization: C-Suite to hourly field personnel
- Focused specialization in business strategy, restorative business and organization evaluation, change leadership, executive and career coaching, performance management, accountability and consequence management.
- Progressive leader that approaches all HR aspects strategically.

**Leadership:** Twenty years of progressive success in a variety of industries including, Oil & Gas, Government contracting, Non-Profits, etc.

**Professional Experience:**

**Versa Business Partners LLC**

**CEO & Founder**

**July 2019- Present**

*Selling business to return to career in Corporate HR. VersaBP currently provides outsourced HR contracting, HR consulting and/or coaching across a range of clients including non-profits, start-ups, family offices and publicly traded companies.*

- As Fractional VP of HR for small-to-midsize businesses, partner with owners and C-Suite while leading HR delivery team across all aspects of HR (e.g., HR Business Partnership, Talent Management, Performance Management, Payroll, Benefits, HRIS, etc.)
- At peak, led a team of 14 employees and contractors through service delivery to clients. Levels of employees/contractors range from VP of HR to payroll specialists
- Effectively stood up multiple start-up businesses for employment in the United States, with parent companies from across the globe
- With official launch date of February 2020, built a business that delivered over \$1MM of revenue in 2022

**Southwestern Energy Corporation (SWN)**

**Senior Human Resources Manager**

**June 2014 – February 2020**

*Provide strategic HR leadership and coaching across Corporate, Upstream (E&P), Services (Drilling and Frac companies), and Midstream (gathering and marketing) business units for populations ranging from 1750 – 750 employees, which averaged 70% of corporation.*

- Maintained in-depth understanding of cash flow allocations, planned activity and forecasted commodity pricing across the corporation to partner with leadership and broader HR organization to deliver proactive workforce planning, leadership development, and communication strategies
- Established recruitment, staffing and on-boarding strategy for a fleet of drilling rigs and frac spread that recognized the volatility of the industry and planned geographic shift from Arkansas to West Virginia and Pennsylvania. This effort resulted in the initiation of drilling and frac activity in record time with unprecedented levels of retention and safety
- Served as project manager for organization redesign, selection, day-of logistics, leader training, security, and general execution of multiple reductions in forces across Arkansas operations. Populations impacted ranged from 85 – 700 employees across E&P, Service Companies and Corporate functions
- Develop annual strategic directives and programs to support client groups, with presentations to leadership aimed at educating on key business objectives and HR programmatic opportunities to align with each business unit
- Redesigned talent identification and succession process for the COO's organization with specific focus on developing PetroTechnical and Operational leadership throughout the corporation
- Revamped and led the delivery of legacy front-line leadership training, resulting in 240 leaders attending the course over a period of 6-months.
- In partnership with the CFO, designed, led, and implemented a new performance management process that resulted in the elimination of ratings communications, enhancing significance of performance, development and pay-for-performance efforts.

**United Technologies Corporation (UTX)**

**Human Resources Manager**

**May 2013 – June 2014**

*Provided strategic HR and business leadership to a division of Space Systems in direct support of multiple government (NASA) engineering services contracts totaling \$75M annually. Total client population of approximately 200 employees.*

- Utilized LEAN tools and experience to drive an increase in quality and delivery of HR services and business partnership as evidenced by higher levels of employee engagement (corporate on-site assessment conducted in December 2013)
- Facilitated a business, talent and organizational assessment which led to a complete reorganization of the site leadership team and RIF that aligned the organization and workforce to efficiently address booked and forecasted sales, while also driving a 10% reduction in rates to the customer (NASA)
- Designed and executed change management strategies that drove leadership, employees and the overall business from a "cost-plus" mindset to that of a commercial/firm-fixed-price business
- In support of a unique low-cost rate structure for a government contract, developed business case to modify benefits offerings, which required, and received, approval from the corporate UTC Pension Advisory Council (PAC)

**Education**

Master of Science in Human Resource Management – May 2005

Bachelor of Arts in Psychology and Sociology – December 2001



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September 15, 2023

David Chanski  
City Administrator  
8319 County Road 11  
Breezy Point, MN 56472

RE: Organizational Assessment Proposal

Dear Mr. Chanski:

Erickson Northstar, L.L.C. is thankful for the opportunity to share our qualifications to assist the City of Breezy Point (the City) with the completion of an organizational assessment of the City. Our consulting team has extensive hands-on and consulting knowledge and experience with local government organizational management and staffing analyses and practices and is ideally suited to furnish support to you in this important assignment.

**Erickson Northstar, L.L.C. understands the City’s needs**

There are a number of consultants and consulting firms that possess the baseline competencies required to meet the specific technical requirements of this project. However, we believe the City is seeking more than just technical skills to realize your goals. We believe the City is seeking a collaborative relationship with an experienced consulting team who understands the challenges facing the City and who possess a solid background, experience, and knowledge assisting local governments with organizational and staffing analysis, and the preparation of a detailed operational improvement plan to assist the City in meeting the public services demands of its residents and businesses.

We offer the City of Breezy Point an experienced and highly qualified team of municipal government consultants with extensive experience working with elected officials, City staff and the citizens and business they serve to achieve the City’s service delivery goals. Erickson Northstar is the right choice for the City because:

- **We have a highly- talented and experienced team of local government consulting specialists.** We can bring the City a highly skilled team possessing a sophisticated understanding of the multi-faceted functions required for an effective local government operation. Our consultant’s experience is substantial, our knowledge is deep, and they bring a record of success in helping other similar organizations.
- **You will benefit from our extensive knowledge and hands-on experience in the analysis and improvement of local government management and operations.** The scope of work defined by the City requires a consulting team that understands how to optimize the staffing levels and service delivery functions of City operations and services that will be responsive to the citizens expectations today and in the future.
- **We will apply a proven process to analyze, compare, and advise the City on its staffing levels, organizational structure and service delivery tailored to meet your specific needs.** Over many years of assisting local governments improve organizational efficiencies, evaluate staffing needs, and improve their operations and processes we have developed and refined a proven process and framework methodology to guide both the City and the consulting team throughout the project.
- **We are local government specialists by choice.** We believe in the values of public service and have a deep and abiding respect for public servants. We understand the challenges well because our consulting team members have served as senior-level managers in local government before beginning their consulting careers. Their experience includes services as an elected mayor, finance director, city engineer, city administrator and city manager. Our consultants choose to work in the local public service sector because that is their passion.

**In summary**

Helping local governments succeed is not just our livelihood, it is our passion. Over our careers as both local government managers and consultants, each member of the Erickson Northstar team has built a record of success helping local governments improve their services across the United States. We are confident that a careful review of our proposal, the qualifications and experience of our team, and significant experience with similar organizations will provide the City with the confidence that the Erickson Northstar team is the best choice to assist you on this important engagement.

Erickson Northstar submits this proposal with the understanding that, if awarded, we will be afforded the opportunity to negotiate in good faith with the City to reach mutually agreeable terms and conditions prior to executing a final contract.

Should you have any questions or desire further information, please feel free to contact us at any time. Our team would consider it a professional and personal privilege to provide these services to the City of Breezy Point.

Sincerely,



Alan J. Erickson



Nicholas R. Dragisich

Erickson Northstar, LLC  
8225 133<sup>rd</sup> Place,  
Savage, MN 55378  
(612) 799-0236  
aandmerickson@gmail.com





## Project Understanding

# Our understanding of Breezy Point's needs

The City of Breezy Point is seeking a qualified consultant, highly experienced in conducting a staffing and operational assessment to identify the City's current and future human capital needs, service provisions, and organizational structure. The outcome of this study is to provide recommendations for current and future staffing needs, reorganization, and improvements in service delivery where warranted.

The study is driven by the city's past growth and projected future growth and its desire to maintain a high level of services for its residents and businesses both today and going forward. The outcome will provide recommendations and a plan to guide the City going forward.

The City's current organizational structure includes:

- Administration
  - City Administrator/Clerk (FT)
  - Assistant City Administrator (FT)
  - Deputy Clerk/Office Manager (FT)
  - Finance Specialist (FT)
  - Planner (PT Consultant)
  - Building Official (consultant as needed)
- Public Works
  - Public Works Supervisor (FT)
  - Assistant Public Works Supervisor (FT)
  - Public Works Worker (3 FT)
  - Seasonal Worker
- Police
  - Police Chief (FT)
  - Sergeant (FT)
  - Patrol Officer (5 FT)
  - Part-Time Officer (as needed)
  - Police Administrative Support (FT)

The City's anticipates a conservative growth rate of 3% annually which would result in an estimated 2030 population of approximately 3,500.

They have issued 12 new building permits year-to-date in 2023 (while an additional 3 are currently in review). Historical growth in housing units shows that between 2014 and 2022, 225 housing units were built which combined with the current new building would seem to place them on track to meet or exceed the 348 housing units by 2030 projected in their Comprehensive Plan. One thing to note is that, in addition to the new construction, there has been a transition of historically seasonal properties converting to full-time properties.

To meet these requirements, Erickson Northstar will provide a team of senior, experienced consultants with direct experience in organizational management, staffing analyses, and service delivery improvement. They will use a time-tested methodology to perform their analyses working in close collaboration with City staff and the City Council.



**Qualifications**

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# **Erickson Northstar, L.L.C. Qualifications**

Erickson Northstar is a recently formed consulting practice providing consulting services to local government across the United States. Our consultants bring a solid background of experience to our clients both as former local government managers and as consultants to local governments. Their experience includes service with Springsted Incorporated and with Baker Tilly, LLP. Our focus is providing local governments and not-for-profit organizations with high quality consulting services providing a balance of national perspective and local expertise.

Local governments are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. The evolution of technology and the impacts of the pandemic have impacted residents and businesses expectations of service delivery resulting in traditional methods and means of service delivery no longer meeting expectations. This scenario is not likely to change at any time in the future. Elected officials and public administrators are under pressure to adapt and to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. There is a compelling need in the public sector to enhance and enrich their organization, their people, their processes, and their systems to deliver more value by maximizing the use of public resources in meeting the current and future need of their stakeholders to achieve more success in the marketplace of public opinion.

Erickson Northstar’s consultants have extensive experience in advising local government and not-for-profit clients in organizational management and development. Our staff has direct experience in managing and leading local city and county governments. Our team of professionals brings practical, realistic, and creative solutions to the challenges faced by local government entities.

Over the past five years Erickson Northstar consultants individually have assisted approximately thirty local governments in nine states with organizational management and staffing studies. These local governments have ranged in population served from less than 5,000 to over 8 million.





# Qualifications

## Demonstrating successful relationships with similar clients

We encourage you to connect with the clients below to learn more about the quality of services our consultants have provided to them. Each client will offer a different perspective as you consider your own needs.

City of Big Lake, Minnesota			
<b>Name</b>	Hanna Klimmek	<b>Title</b>	City Administrator
<b>Phone</b>	+1 (763) 251-2979	<b>Email</b>	<a href="mailto:hklimmek@biglakemn.org">hklimmek@biglakemn.org</a>
<b>Services</b>	Baker Tilly was engaged the City of Big Lake to perform a staffing analysis and market rate compensation comparison of its departments. The scope of the work included a visioning process with elected officials and department heads relative to the services to be provided by the City over the next ten years, the development of an organizational structure for City departments and a ten-year staffing plan for the City based on projected growth and development. The outcome of the study provided the City of Big Lake with a strategic direction for the future operation and staffing of City departments going forward. Nick Dragisich was the lead consultant on this project for Baker Tilly.		
City of Chaska, Minnesota			
<b>Name</b>	Matt Podhradsky	<b>Title</b>	City Administrator
<b>Phone</b>	+1 (952) 448-9200	<b>Email</b>	<a href="mailto:MPodhradsky@chaskamn.com">MPodhradsky@chaskamn.com</a>
<b>Services</b>	The City of Chaska engaged Springsted Incorporated to conduct a staffing analysis study to assess the current staffing levels in City departments and to determine how future population and business growth in the City will affect the demand for increased service and consequently, the need for staff resources. The outcome of this provided a strategic direction for staffing and service delivery through 2035. Nick Dragisich was the lead consultant on this project for Springsted Incorporated.		
City of Hermantown, Minnesota			
<b>Name</b>	John Mulder	<b>Title</b>	City Administrator
<b>Phone</b>	+1 (218) 729-3600	<b>Email</b>	<a href="mailto:jmulder@hermantownmn.com.gov">jmulder@hermantownmn.com.gov</a>
<b>Services</b>	Baker Tilly US, LLP was engaged by the City of Hermantown, Minnesota to perform an organizational management and staffing analysis of its City Departments excluding Public Safety (Police and Fire). The scope of the study included conducting a review of business processes and operations, a review of the organizational structure of the city overall and of each department, an analysis of staffing levels and needs. The study outcome provided recommendations for organizational structure, staffing levels, operational improvement, and increased efficiencies.		



# Qualifications

City of Eagan, Minnesota			
<b>Name</b>	Gene Van Overbeke	<b>Title</b>	Director of Administrative Services (Retired)
<b>Phone</b>	+1 (651) 233-6949	<b>Email</b>	<a href="mailto:gjvanoverbeke@gmail.com">gjvanoverbeke@gmail.com</a>
<b>Services</b>	The City of Eagan engaged Alan Erickson to conduct a review of the organization of the Administrative Services Department. In particular the City asked Mr. Erickson to review and propose how the department should be configured in the near term considering the recent departure of a department employee. Additionally, a further desire of the engagement was to propose a department configuration in the longer term as the department director and other key City leaders considered retirement. The study as completed was used to make strategic changes to department staffing in both the short and long term.		



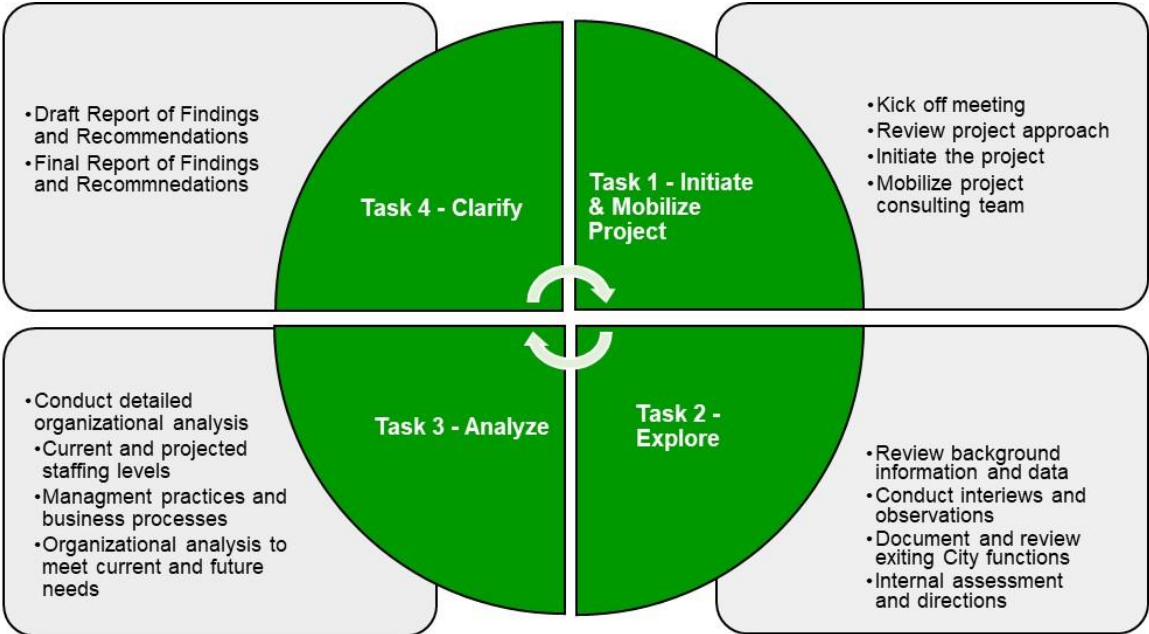
# Project Approach

# Project Approach

*Erickson Northstar, LLC's staff's expertise in local government management, nationwide consulting expertise and extensive consulting experience make our firm the natural choice to perform your staffing model analysis.*

## Project Plan

To fully meet the City of Breezy Point's needs in this organizational assessment Erickson Northstar will complete a detailed scope of work to address the project deliverables, outcomes and expectations detailed in the City's Request for Proposals. Our approach to this project is shown in the process diagram below and described in detail in the tasks, and subtasks that follow.



## Task 1 *Initiate and mobilize the project*

This task includes identifying a process to develop a mutual understanding of the project scope, objectives, deliverables, and timing as well as ensuring that appropriate City and consultant resources are available and well-coordinated.

### Task 1.1 **Review project approach**

- Review the project approach and tasks to identify and confirm major work steps, timelines, milestones, and resource assignments.
- Present the agenda and other briefing materials for project initiation/ "kickoff" activities.

### Task 1.2 – **Initiate the project**

- Meet with the City's project team to commence the project and review the overall objectives, scope, schedule, and work products to be delivered.



# Project Approach

- Establish points of contact and project reporting structure.
- Establish a partnership between the Erickson Northstar project team and their City of Breezy Point counterparts to gain a commitment for the project.
- Review the project communication plan, status reporting, and control procedures to be used.
- Discuss and develop an agreement on key drivers of the required level of effort, including:
  - Processes to be used in completing the scope of the project
  - Internal interview participants
  - Elected official involvement
  - Project management and status reporting frequencies and protocols
- Finalize the project scope, work plan, and schedule.

### Task 1.3 – Mobilize project consulting team

- Brief the project team on the project plan and expectations.
- Prepare and deliver an initial data request including such items as:
  - Ordinances goals, objectives, policies, performance standards, and measures related to the operation of City Departments
  - Strategic Plan
  - Comprehensive plan
  - Community demographic and population growth projections
  - Current and three prior years budgets and staffing authorizations for all City departments
  - City and departmental organization charts
  - Position descriptions and functional assignments for city staff
  - List of any services outsourced and when the outsourcing started
  - Three-year history of workload volumes for each department:
- Operating statistics
- Listing and documentation of current automated systems and technology supporting the operation of City Departments
- Any prior reports and other in-house or independently prepared audits, performance reviews, or management studies of City Departments

## Task 2 Explore

The Erickson Northstar team will use its local government experience, knowledge, and skill to discover and gain an understanding of the current state of the City’s overall and each department’s, services, organizational structure, workload and staffing, business processes and technology. Techniques used will include review of City-provided data, local government research, interviews, and others. This phase represents the primary data collection component of the methodology.

### Task 2.1 – Review background documents and data

- Review provided background data and documentation to develop an initial understanding of each City Department’s services provided, workload, organizational structure, staffing, job responsibilities of each position, goals, objectives, and results.

### Task 2.2 – Conduct interviews and observations

- The consulting team will undertake individual interviews with the Mayor and City Council members to gain an understanding of their collective vision and service expectations for the City and its departments.



# Project Approach

- Individual interviews will be conducted with following full-time City staff: City Administrator/Clerk, Assistant City Administrator, Deputy Clerk/Office Manager, Finance Specialist, Public Works Supervisor, Assistant Public Works Supervisor, Police Chief, Police Sergeant, Police Administrative Support and with the Planner consultant and the Building Official consultant to gain an understanding of the current organizational structure, operations, business processes, technology, areas of concern, the roles and responsibilities of each, and projected future service demands. In addition, we will collect detailed data and information regarding organizational structure, service levels, staffing and operations. We will use several different techniques for obtaining this information; we will collect sufficient information to be able to identify the current state in each department and in the City overall. Interview topics may include such items as:
  - Organizational structure
  - Staffing levels and turnover
  - Duties and responsibilities of staff
  - Principal business practices and processes
  - Service and service levels provided
  - Available resources
  - Supporting technologies
  - Operational strengths and weaknesses
  - Staff training
  - Contracted services
  - Issues, constraints, and opportunities for improvement
  - Communications both internal and external
- We will conduct an employee focus group session with the staff in Public Works and one with the Police Patrol Officers to gain an understanding of the current operations from the City employees and to provide them with an opportunity to be part of the process.

## Task 2.3 – Document and review existing City functions

- With the information from the prior tasks, the consultant team will analyze the information collected and develop a profile of the City that will include the following distinct but interactive steps:
  - Review the information obtained through interviews and focus groups and organize by issue.
  - Analyze the information to identify omissions or inconsistencies and collect additional information, as needed.
  - Evaluate existing operations, staffing levels, organizational structure, processes, practices and principles, and service delivery against generally accepted best practices and principles of similar service providing operations. The analysis process will include "brainstorming" sessions among our team to take full advantage of the experience and perspective of each consultant. A profile will be developed containing the following:
    - The organization, staffing and reporting relationships of staff in each Department
    - The objectives, priorities, and programs of each Department
    - To the extent available, the current workload and workload trend information
    - The services and service levels provided by staff in each department
    - Supporting technologies
    - The communication and workflow between staff internally within each department and between departments
    - Use of outside vendors to provide services



# Project Approach

- The profile will document the current organization, staffing, workload, and management practices of the City Departments. The profile will be reviewed via Teams with the City Administrator and appropriate staff. Based on this review, the profile will be amended as appropriate and will be included in the final report.

## Task 2.4 – Internal assessment and directions

- Concurrent with the previous task, the consultant team will develop initial observations and findings including:
  - Is the organizational structure of the City and its departments logical and organized to maximize efficiency and effectiveness?
  - Is the organizational structure flexible and able to respond effectively to changes in service demand?
  - Are there an adequate mix of staff skill sets and capabilities to handle the work effectively?
  - Are the roles and responsibilities of the staff clearly established and accepted?
  - Are there efficiencies or improvements that can be achieved through the consolidation of processes, job duties, the elimination of redundancies, etc.?
  - Are there functions that should be centralized and/or standardized?
  - Identification of any specialties
  - Internal and external communications
  - Are there opportunities for interdivisional cooperation and cooperation between other departments?
  - Is the current use of outside vendors to provide services more efficient and effective than providing these services internally?
  - Is there any formalized back-up or cross-training in place?
  - Are there areas where responsibility/accountability does not exist or where it is unclear where the responsibility/accountability lies?
  - Does staff perform any unnecessary work?
  - Are there any duplication of effort and non-value-added activities present?
  - Is there a structured process for objective-setting, priority-setting, and service delivery planning and, if so, is it effective?
  - Are staffing levels and workload demands in balance?
  - Is there a talent management program in place and is it effective?
  - Are exit interviews conducted with staff who voluntarily leave management and administration positions?
  - Is there a succession plan in place and is it up to date?
  - How is technology used and are there areas where technology use can be improved?
  - The performance measures currently in use and how they are applied to improve operations year-to-year
  - Other opportunities that are identified through interviews, feedback or other research
- As with the factual profile, the initial assessment will be reviewed with the City Administrator and other staff as appropriate via Teams and revised for inclusion in the final report.

## Task 3 Analyze

In this task the consulting team will develop and critically analyze alternate scenarios for organizational realignment and business improvements, applying multiple techniques at an appropriate level of detail based on our findings and results.



# Project Approach

## Task 3.1 – Conduct detailed organizational analysis

- The detailed analysis phase will form the key part of our review process and recommendations for improvement. These will include specific recommendations for organizational improvement. An analysis of current and projected City department staffing levels will be performed including:
  - Workload and staffing:
  - Service level standards
  - General workloads and trends
  - Future service and staffing demands
  - Resource and staff utilization
  - Optimal staffing levels necessary for City operations to meet public service demands through 2030 and the rationale for the staffing
  - Talent management
  - Turnover rate and exit interview analysis
  - Recruitment and retention practices
  - Succession planning
  - Formalized back up and cross-training of staff
  - Strategic alignment opportunities:
    - Efficiencies that can be achieved through the strategic alignment of functions and/or through consolidation of services, processes, job duties, the elimination of redundancies, etc.
    - New or re-aligned positions
    - Opportunities for cooperation, standardization, centralization within each department and with other City departments
- Management practices and business processes:
  - Strategic and operational planning
  - Benchmarks and performance measures
  - Application of technology in operations and customer service
  - Adoption of best practices
  - Process improvement opportunities
  - Gap analysis:
    - Identify opportunities for operational improvements and/or business process redesign to move from the current state to the desired future state
    - Identify training needs
- Organization analysis to meet current and future needs:
  - Organization structure
  - Reporting relationships
  - Working relationships
  - Management/supervisory spans of control
  - Communications both internal and external
  - Decision making
  - Operating policies and procedures
- Prepare a summary of initial observations, findings and preliminary recommendations and prioritized options in order of importance
- Review summary with the City Administrator and appropriate staff.





# Project Approach

## Task 4 Clarify

The consulting team will incorporate the information and knowledge acquired to this point in the project to enable the City to efficiently serve the needs and expectations of the City and its residents.

### Task 4.1 – Prepare a draft report of findings and recommendations

- We will prepare a Draft Report of Findings and Recommendations which will include the consulting team’s findings and conclusions and will include:
  - Implementation action plans for both short-term and long-range components and identify responsible parties who can be tasked with integrating recommended changes
  - Implementation action plans for any recommended reorganizations and/or service delivery improvements
  - Estimated savings or costs of implementation for each recommendation
  - Recommended implementation timetable
- We will provide the City with a copy of the Draft Report in PDF format
- We will review the Draft Report of Findings and Recommendations with the City Administrator and appropriate staff via Teams

### Task 4.2 – Complete additional data collection and analysis as required

- If necessary, perform additional data collection and analysis based on the review and feedback provided during the review of the draft report

### Task 4.3 – Prepare and present a Final Report of Findings and Recommendations

- We will deliver a copy of the Final Report to the City in PDF format.
- We will formally present the Final Report of Findings and Recommendations in a meeting selected by the City.

## Tasks not Outlined in Deliverables

### Task 3.2– Research best practices

- Identify comparable agencies from which to gather benchmark data and best practices and innovation
- Develop a survey instrument to be used in gathering data from comparable organizations
  - Develop a list of staffing benchmarks to be used for comparing staffing levels
  - Develop a list of operational and performance benchmarks, and key performance indicators
  - Review survey instrument and list of comparable agencies with the City Administrator and other appropriate staff
- Conduct and document the survey of comparable organizations
  - Compile results of the survey
  - Gather data relative to national best practices and benchmarks
  - Gather data from consulting team’s extensive experience in best practices and benchmarks
- Compile data and document best practices and innovations
  - Develop comparative benchmarks incorporating survey results, national benchmark data, and consulting team experience



**Project Team**

# Project Team

The Erickson Northstar consulting team is comprised of seasoned professionals who offer a collaborative approach to this project and who bring a depth of experience and understanding of the City’s needs in this study. Engagement team members are introduced below.

**Nicholas R Dragisich, P.E. – Project Lead**



Nick Dragisich has more than 30 years of management experience. He has been directly responsible for or involved in numerous organizational management studies, staffing analyses, strategic planning studies, long-range financial planning, utility rate and cost analysis studies, capital improvement planning, growth and fiscal impact studies, impact fee studies, debt management, as well as in the development of Excel®-based computer models for clients in California, Illinois, Indiana, Iowa, Kansas, Louisiana, Maryland, Minnesota, Montana, Missouri, Nebraska, New York, North Carolina, North Dakota, South Carolina, Tennessee, Texas, Utah, Virginia, Washington and Wisconsin.

**Relevant experience**

- Lead the management consulting services practice for Springsted Incorporated and served as a Managing Director for Baker Tilly, LLP in its management consulting practice.
- Served as a city administrator, assistant city manager and city engineer where he managed a staff of up to 1,000 employees and fourteen departments.
- More than 30 years of experience in engineering
- Served as a project engineer for a private firm.
- Managed the design and construction of projects for municipal and private sector clients
- Has been a speaker at state and national conferences on utility rates, long-range financial planning, strategic planning, and organizational management
- Guest lecturer at the University of Minnesota Department of Civil Engineering on how cities finance capital assets
- Served as an elected Mayor

**Education**

Master of Business Administration  
 University of St. Thomas (Saint Paul, Minnesota)  
 Bachelor of Science Civil Engineering  
 University of Minnesota – Minneapolis

Registered Professional Engineer in Minnesota and Washington  
Industry Involvement:

- International City/County Management Association (ICMA)
- American Society of Civil Engineers (ASCE)
- American Public Works Association (APWA)
- Central States Water Environment Association (CSWEA)
- Water Environment Federation (WEF)
- American Water Works Association (AWWA)

**Current Community Involvement**

- Member of the Architectural Review Committee of local homeowners’ association



# Project Team

## Alan J. Erickson - Consultant



Al Erickson has over 40 years of financial, management and consulting experience. During his career he has worked extensively with cities, counties and various not-for-profit organizations assisting them in the areas of financial sustainability, operational and management excellence, and long-term trend analysis. Al's experience in both hands-on management and operational leadership as well as consulting allows him to ask the questions that need to be asked in order to help leadership face their current reality and execute their plans for a successful future.

### Relevant Experience

- Executive Vice President for Springsted Incorporated leading the analytical and debt management operations areas while also severing as lead consultant for many client engagements.
- Served as Director of Finance and Administrative Service and Deputy City Manager for the sixth largest city in Minnesota.
- Simultaneously served as Managing Director (CEO) of two consulting firms which worked with not-for-profits in the areas of strategic financial and operational management planning. While there, spearheaded the development and implementation of various proprietary multi-variable models which assessed the financial viability of client operations.
- Has consulted with cities, counties, and not-for-profit clients in more than a dozen different states.
- Has been a speaker on various governmental finance topics both locally and nationally.
- Guest lecturer at Hamline University (Minnesota) graduate program in public administration.

### Education

Master of Business Administration  
 University of St. Thomas (St. Paul, Minnesota)  
 Bachelor of Arts, Economics and Business Administration  
 St. John's University (Collegeville, Minnesota)

### Industry Involvement:

- Government Finance Officers Association (GFOA)
  - Former Vice Chair of Debt Management Committee
  - Former Member of economic Development Committee
- Minnesota Government Finance Officers Association (MGFOA)
  - Past President

### Awards:

- Thomas J. Moran Award. Presented by the MNGFOA for outstanding service rendered to advance the quality of public financial administration.

### Current Community Involvement

- Member of City of Savage, Minnesota Economic Development Commission
- Audit Committee member Order of Saint Benedict Collegeville, Minnesota
- Vice President of local homeowners' association

# Proposed Fees

## Proposed Fees

Erickson Northstar will perform all tasks delineated in this proposal for a professional fee of \$22,950 which includes all direct and indirect costs to complete the project as described in this proposal. A detailed breakdown of these costs is provided in the table below. We will submit monthly progress invoices to the City of Breezy Point for work completed.

Task	Nick Dragisich Estimated Hours	Alan Erickson Estimated Hours	Fees
Task 1	10.0	10.0	\$ 2,850
Task 2	28.0	28.0	\$ 8,400
Task 3	18.0	18.0	\$ 5,250
Task 4	22.0	22.0	\$ 6,450
<b>TOTAL HOURS &amp; FEES</b>	<b>78.0</b>	<b>78.0</b>	<b>\$22,950</b>

The proposed fee for Alternative Option Task 3.2 Research best practices would be \$2,400

### Additional work

Should the City of Breezy Point request and authorize additional work outside the scope of services described in our proposal we would invoice the City at either our standard hourly fee of \$150.00 plus any related out-of-pocket costs or at an agreed-upon fee based on the additional scope requested. Additional work includes work outside the scope of services as described in this proposal including, but not limited to:

- Work related to a special request
- Additional on-site meetings or presentations
- Additional interviews

### Negotiation

This proposal is submitted with the understanding that Erickson Northstar will be afforded an opportunity to negotiate a contract with mutually acceptable terms and conditions.

### Assumptions

We based our proposed fees on the assumptions detailed below. Should any of these change during the engagement, we will bring the matter to the City’s and discuss any impact on the project budget.

- The City leadership is fully committed to the success of this project
- The City recognizes that the services provided are advisory in nature only and that the City will assume full responsibility for implementation decisions
- Erickson Northstar will have access to, and be provided with, electronic or other readily available data without the need to conduct data extraction or comprehensive synthesis
- The City will assign a designated project manager to provide overall executive guidance and direction to Erickson Northstar.
- The project schedule is dependent upon the availability of City personnel and elected officials to participate in interviews, focus groups, deliverable reviews, etc.

**Proposed Schedule**

# Proposed Schedule

Erickson Northstar has the resources to begin your project within ten days of receiving the notice to proceed. We will complete the project within ten weeks provided that all necessary information is made available to us in a timely manner and that City staff are available for meetings as needed according to the approved schedule. Assuming we receive the notice to proceed by October 13, 2023, we would complete the study no later than January 12, 2023, which includes consideration of the holidays during this time period.

Below is a tentative timeline based on our experience with previous studies conducted for similar local governments. If we are selected for this project, we will collaborate with City to confirm the project schedule.

ACTIVITY	2023			2024
	October	November	December	January
Task 1 Initiate and mobilize the project	■ ■			
Task 2 Explore		■ ■ ■		
Task 3 Analyze			■ ■ ■	
Task 4 Clarify				■ ■ ■ ■

MILESTONE	DATE
• Initiate and mobilize project	October 31, 2023
• Conduct interviews and observations	October 31, 2023
• Document existing findings	November 10, 2023
• Internal assessment and direction	November 17, 2023
• Conduct detailed organizational analysis	December 15, 2023
• Prepare a draft report of findings and recommendations	December 22, 2023
• Complete additional data collection and analysis as required	December 31, 2023
• Prepare and present a Final Report of Findings and Recommendations	January 12, 2024

# Proposed Schedule

## Project Management Measures

The Erickson Northstar team consists of seasoned professionals who have a long track record of delivering projects on time, within budget and in accordance with applicable laws, policies, standards, and good management practices. Our project management process includes the following:

- Nick Dragsich will be the project lead and will plan and direct all project related activities, manage the project schedule and deliverables
- Our team works closely together with each member having a clearly defined role and responsibilities. Our close working relationship provides for open communication and interaction.
- Our project approach is clearly defined, and our schedule and milestones are derived from our experience with similar project we have successfully completed
- Our approach includes a number of intermediate deliverables and meetings which enables the city to monitor the progress of the project
- Our quality control provides for each consultants work to be reviewed independently by another consultant so that no deliverables go to the client without first going through a thorough internal review
- Our proposed fees for this project are lump sum eliminating any potential cost overruns for the scope of services as proposed





# Proposal to City of Breezy Point for Organizational Assessment

## **Contact Information:**

Rachel T. Parker, Human Resources Analyst  
Brandon M. Fitzsimmons, Shareholder Attorney  
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Website: [www.flaherty-hood.com](http://www.flaherty-hood.com)

September 15, 2023





September 15, 2023

David Chanski  
City Administrator  
City of Breezy Point  
[dchanaski@cityofbreezypointmn.us](mailto:dchanaski@cityofbreezypointmn.us)

VIA EMAIL

**Re: City of Breezy Point Request for Proposals (RFP) for Organizational Assessment**

Dear David:

Providing legal, analytical, and lobbying services to primarily greater Minnesota cities has been Flaherty & Hood, P.A.’s primary focus since the firm’s inception over 30 years ago. We are, therefore, pleased to submit this proposal to the City of Breezy Point for an Organizational Assessment. We are committed to modeling diversity and inclusion and maintaining an inclusive environment with equitable treatment for all.

**Why Should the City of Breezy Point Hire Flaherty & Hood?**

There are many reasons why the City of Breezy Point should hire Flaherty & Hood, P.A. (Flaherty & Hood or firm), including:

1. **Customized**. Flaherty & Hood will not view the City of Breezy Point as just another client among many; instead, the City of Breezy Point study will be tailored to the City’s circumstances, given high priority, and the timing of the study will be discussed early in order to meet deadlines set.
2. **Comprehensive**. No other firm offers the same comprehensive services that Flaherty & Hood provides—including labor relations, employment law, human resources, and legal services. For example, Flaherty & Hood developed and utilizes its customized *Organizational Questionnaire* for organizational purposes. In addition, Flaherty & Hood **advises and represents public sector entities** in complying with or claims made by employees under discrimination, disability, and wage and hour laws and labor contract negotiations and grievances, which is valuable in implementing organizational changes.
3. **Comprehensible**. Flaherty & Hood strongly believes that the advice and work product it provides to clients must be comprehensible. The firm has a proven record of communicating advice and recommendations on complex legal, human resources, and organizational issues in a manner its clients understand. Flaherty & Hood provides user-friendly electronic documents for public sector entities to review and update job analyses, job descriptions, job evaluation ratings, and the base pay structure.
4. **Cost-Effective**. Because Flaherty & Hood has dedicated its practice to serving the needs of public entities, we can provide significantly reduced public rates to our clients, while maintaining the highest quality services.

Enclosed is Flaherty & Hood’s proposal to conduct an Organizational Assessment for the City of Breezy Point. The proposal includes the information requested in the *Request for Proposals (RFP) FOR Organizational Assessment*.

Flaherty & Hood will comply with all the conditions specified in the RFP.

We are confident that Flaherty & Hood will provide the highest quality organizational services to the City of Breezy Point. Should you desire to discuss our services in more detail or need additional information, please contact us. Thank you for your consideration, and we look forward to hearing from you soon.

Very truly yours,

**FLAHERTY & HOOD, P.A.**

/s/ Rachel T. Parker  
Rachel T. Parker  
Human Resources Analyst

/s/Brandon M. Fitzsimmons  
Brandon M. Fitzsimmons  
Shareholder Attorney

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# CONSULTANT INFORMATION

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## Description of Firm

With decades of serving Minnesota local governments, including Breezy Point, Flaherty & Hood, P.A. understands the public sector’s unique organizational needs. Over the years, we have provided labor relations, employment law, and human resource services, including organizational and job classification and compensation services, to numerous public entities serving populations from 1,000 to 300,000. We are committed to modeling diversity and inclusion and maintaining an inclusive environment with equitable treatment for all.

Flaherty & Hood, P.A. is a unique law firm located in St. Paul, Minnesota that effectively integrates the disciplines of law, government relations, fiscal and human resources analysis, and communications to provide high-quality, timely and cost-effective services to our clients.

Flaherty & Hood, P.A. has 16 attorneys, 3 analysts, and 15 other professional staff who primarily provide legal, analytical, and legislative advocacy services for municipalities. The firm’s labor, employment, and human resources practice area provides related legal, analytical, and representation services. Flaherty & Hood, P.A. is, therefore, uniquely positioned and has the comprehensive knowledge, experience, and tools to provide full service job classification and compensation analysis and implementation strategies for its municipal clients.

## Organizational, Job Classification, and Compensation System Services

Flaherty & Hood, P.A. understands public sector entities’ unique **organizational, job classification, and compensation** needs and provides the following services:

### Organizational

- Direction and alignment of the city as a whole, departments, employees and services
- Workflow processes and organizational structure
- Workforce staffing, productivity and retention
- Workplace environment
- Communication, innovation and collaboration

### Job Analysis

- Review job classification systems
- Conduct incumbent and supervisor interviews and observe jobs
- Prepare and analyze job questionnaires
- Draft and update job descriptions and determine FLSA status and ADA requirements

### Job Evaluation

- Prepare comparisons of jobs to determine job worth using internal and external methods

### Compensation

- Identify market entities and sources and conduct surveys utilizing statistical analysis
- Draft classification and compensation systems
- Establish pay structures and compensation packages
- Provide training and user-friendly electronic tools to implement job classification systems

**Pay Equity**

- Review, analyze, and recommend changes to ensure legal compliance
- Prepare any required pay equity report for the state and/or federal government
- Advise and provide representation in any contested matter involving legal compliance

To meet the classification, compensation, and organizational needs of our organizational clients, Flaherty & Hood, P.A.:

- Developed and utilizes its own **job analysis questionnaires, organizational questionnaires, and job evaluation system** for job classification purposes and **sophisticated statistical methods** to identify an organization’s comparable entities and to develop a customized classification and compensation system.
- Provides classification and compensation clients **user-friendly electronic documents** for clients to review and update their organizational structure, job analyses, job descriptions, job evaluation ratings, and the base pay structure.
- Drafts and provides **resolutions, pay and options for implementation outlines, organizational charts, plans, and policies** for governing bodies for approval.

**Labor, Employment Law, and Human Resources Services**

Flaherty & Hood, P.A. also provides the following related **labor, employment law, and human resources** services to dozens of public entities:

- Labor Law
  - Contract negotiations
  - Grievances
  - Mediations
  - Arbitrations
  - Unfair labor practices
  - Strikes
  - Labor agency proceedings
- Employment Law
  - Representation and advocacy in state and federal courts, administrative, civil service, mediation, arbitration, and unemployment insurance hearings
  - Advice on hiring, performance improvement, legal claims, disciplinary matters, and reorganizing
  - Training seminars for supervisors and employees
  - Investigations
  - Legal compliance
- Human Resources
  - Personnel policies and practices
  - Hiring and disciplinary processes
  - Performance appraisal systems

## Consultants

The following qualified and experienced Flaherty & Hood, P.A. personnel would provide classification and compensation services to the City of Breezy Point.



**Project Manager: Rachel Parker** is a Human Resources Analyst with the law firm of **FLAHERTY & HOOD, P.A.** Rachel compiles, reviews, researches, and develops analysis in the areas of job classification and compensation, labor relations, and employment matters for public sector clients. Rachel has a Bachelor of Science in Speech, Language, and Hearing Science from Minnesota Sate Moorhead University and her Masters of Business Administration, Human Resource Management from Capella University. She is a member of SHRM, Twin Cities Compensation Network, and World at Work Compensation Institute.

### Work Experience

FLAHERTY & HOOD, P.A. St. Paul, Minnesota

Human Resources Analyst

Conducts job classification and compensation work, including conducting job analyses, drafting job descriptions, assigning job evaluation ratings, conducting salary surveys, and creating compensation structures. Performs organizational studies addressing services, staffing, organization, and reporting structures, surveying comparable entities, and preparing analysis and recommendations.

THRIFTY WHITE PHARMACY Plymouth, Minnesota & Remote

Human Resources Benefits Specialist

Oversaw employees' benefit forms and Court order forms; processed termed employee's benefits; supported with audits relating to benefits; and performed E-Verify, COBRA, FMLA, and EEO.

ROOF TO DECK St. Paul, Minnesota

Human Resources Manager / Accounting

Processed payroll system information; assisted with annual benefit processing; onboarding of new employees including new hire paperwork and orientation; maintain employee files and HR filing system, working on productivity reports, general ledgers, entering receipts, and invoices.

### Education

Capella University

Master's in Business Administration, Human Resource Management

Minnesota State Moorhead University

B.S., Speech, Language, and Hearing Science

### Professional Associations

Twin Cities Compensation Network

World at Work Compensation Institute Minnesota

Society for Human Resources Management



**Brandon M. Fitzsimmons** is a shareholder attorney with the law firm of **FLAHERTY & HOOD, P.A.** Brandon provides legal advice and representation services for public entities in labor relations, employment law, and human resources matters. Brandon has his Bachelor of Arts in Political Science with Distinction, *cum laude*, from Creighton University and his Doctor of Jurisprudence (J.D.) from William Mitchell College of Law. Brandon is a member of the National and Minnesota Public Employer Labor Relations Associations, SHRM, and MSBA–Labor and Employment Law Section.

**Work Experience**

FLAHERTY & HOOD, P.A. St. Paul, Minnesota  
Shareholder and Associate and Senior Attorney  
Responsibilities include providing consultation, legal representation, and administrative agency representation for municipal clients before the District Court and state agencies, including the Minnesota Bureau of Mediation Services and Office of Administrative Hearings.

HONORABLE RENEE L. WORKE Waseca, Minnesota  
Judicial Clerk  
Researched, consulted, and wrote orders and memorandums for Chief Judge and other Third Judicial District judges in south central Minnesota. Ran conciliation court settlement conference hearings and facilitated settlement agreements.

**Education**

William Mitchell College of Law St. Paul, Minnesota  
Juris Doctor

Creighton University Omaha, Nebraska  
B.A., Political Science with Distinction, *cum laude*

**Bar Admissions**

Minnesota

**Honors and Awards**

2013 and 2014 Super Lawyers-Rising Stars

**Professional Associations**

National and Minnesota Public Employer Labor Relations Associations  
Society for Human Resources Management  
Labor and Employment Law, Public Law and Administrative Law Sections of the Minnesota State Bar Association





**Ethan Rundquist** is a Data Analyst with the law firm of **FLAHERTY & HOOD, P.A.** Ethan compiles, analyzes, and communicates data for job analysis, job evaluation, market surveys, compensation, pay equity, and organizational structures. Ethan has a Bachelor of Arts Degree in Finance and Management from The College of Saint Scholastica. He is a member of the Society for Human Resources Management, Twin Cities Compensation Network, and World at Work Compensation Institute.

**Work Experience**

FLAHERTY & HOOD, P.A. St. Paul, Minnesota

Data Analyst

Compiles, analyzes, and communicates data for job analysis, job evaluation, market surveys, compensation, pay equity, and organizational structures.

FRANSEN BANK AND TRUST Arden Hills, Minnesota

Records Management Specialist

Entered data and prepared documents, spreadsheets, reports, and other materials; updated indexes and file data for legal and official documents; set up, optimized and enforced consistent document management policies; maintained files and retrieved information from computer and manual filing systems; and filled out and stored transmittal logs for permanent records.

THE COLLEGE OF ST. SCHOLASTICA Duluth, Minnesota

REIF Economic Research Project

Collected information from business confidence surveys of businesses in the Duluth community; compiled data in Excel for REIF/regional economic forum; and presented via PowerPoint presentation.

**Education**

The College of Saint Scholastica Duluth, Minnesota

Bachelor of Arts Degree in Finance and Management

**Certifications**

Google Data Analytics

Microsoft Excel Training

**Professional Associations**

Twin Cities Compensation Network

World at Work Compensation Institute Minnesota

Society for Human Resources Management

# STATEMENT OF METHODS AND PROCEDURES

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## **Organizational Structures and Classification Systems**

Flaherty & Hood fully understands the complexities public sector entities need to be aware of and address in their organizational structures and classification system. Flaherty & Hood, P.A. approaches related studies in an objective, methodical, and customized manner.

### **Organization**

To ensure that a local government is set up to provide high-quality, efficient and cost-effective services to their constituents, it needs to review the services it provides, the functions of city employees necessary to provide the services, its organization and reporting structures, its job classifications and the amount of staffing needed, the workplace environment, and how these items compare to comparable communities and any appropriate changes to make to its organization. An organizational analysis reviews each of these items.

### **Job Classification**

Job classification involves the systematic study of jobs to determine which activities and responsibilities they include, the personal qualifications necessary for performance of the jobs, the conditions under which the work is performed, and each job’s relative importance and worth to other jobs internally and externally. Flaherty & Hood developed and utilizes its own job analysis questionnaires and Flaherty & Hood Job Evaluation System for job classification purposes which consistently and equitably measure the skill, effort, responsibility, and working conditions required of each job class.

### **Communication**

Given our extensive experience with serving local government entities, we understand the importance of open and honest communication with management and staff regarding organizational and classification issues and will maintain the highest degree of professionalism while working with these groups. Flaherty & Hood will continually consult with management throughout each stage of studying the organizational structure and classification system.

### **Management**

We encourage management to give input and ask questions throughout the process. At each step of the process, we will provide the City of Breezy Point with draft documents, recommendations, and alternative actions to address the respective step, considering feedback from the City and best practices. After each step of the process is completed, management will be asked to approve the step before moving to the next step. We find this leads to a better incorporation of the organization’s philosophy. Flaherty & Hood will work with management to ensure that all classification and compensation system projects are completed at the highest quality and in a timely and cost-effective manner.

### **Employees and Employee Groups Involvement**

Flaherty & Hood, P.A. has a great deal of experience working with public sector workplaces, including those with employee rights to be unionized and/or meeting and conferring on terms and conditions of employment. We allow all parties to have a say in the organizational and

classification process while following all applicable laws related to cooperating with unions and employees.

We can engage employees in the study through:

- Holding “launch” meetings with employees and bargaining units and/or drafting for them an explanation of the study at the start or conclusion of a study so they can become informed of the system and ask any questions.
- Having a representative number of employees (both union and non-union) from each job class complete one of our thorough Job Analysis Questionnaires and/or provide feedback on the accuracy and completeness of their job descriptions. By having employees participate in this manner, we ensure the most accurate data is obtained.
- Providing management with responses to Frequently Asked Questions (FAQs) to use in responding to questions from employees and unions during the process.
- Soliciting feedback through organizational questionnaires from management on the organizational structure for their respective area of the city.
- Establishing a working group that includes organization management, employees, and bargaining units to provide feedback on the system and/or recommendations for job descriptions, job evaluation points, market entities, and/or compensation structure.
- Developing a process for employees to request a review of their position’s job description, job evaluations points and/or placement in the compensation structure if the dispute such components.

Flaherty & Hood, P.A. will draft the following communication to management:

- Timeline outline
- Forms
- Execution guide for organization management to related communications
- Notification for employees
- Template responses for organization management

## WORK PLAN

Flaherty & Hood, P.A.’s Organizational Assessment services for the City of Breezy Point will include the following services. Text in **bold** are deliverables.

Phase	Services	Timeline after Start
A.	<p><b><u>Introduction and Project Orientation</u></b></p> <ul style="list-style-type: none"> <li>• Review the City of Breezy Point’s current organizational structure and classification system, which includes:               <ul style="list-style-type: none"> <li>○ Classification and organizational-related policies and plans and labor contracts</li> <li>○ Job descriptions</li> <li>○ Job evaluation system and ratings</li> <li>○ Organizational chart</li> <li>○ Compensation and structure</li> <li>○ Pay equity reports</li> </ul> </li> <li>• <b>Draft communication to incumbent employees and bargaining units explaining the Organizational Assessment, execution guides and responses to FAQs for the City of Breezy Point’s management</b></li> </ul>	0-4 Weeks
B.	<p><b><u>Position Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Draft and distribute <b>job questionnaires to specified incumbent employees addressing the skill, effort, responsibility, and working conditions of the job</b></li> <li>• Management reviews and comments on completed questionnaires</li> <li>• Review and analyze completed questionnaires and management comments</li> </ul>	4-8 Weeks
C.	<p><b><u>Organizational Analysis</u></b></p> <ul style="list-style-type: none"> <li>• Review the following related to each division’s organization               <ul style="list-style-type: none"> <li>○ Mission, nature, and purpose</li> <li>○ Organization and reporting structures</li> <li>○ Services provided and functions performed</li> <li>○ Alignment of services and functions with mission, nature and purpose</li> <li>○ Positions necessary to provide services and perform functions</li> <li>○ Amount of staffing</li> <li>○ Succession plan</li> </ul> </li> <li>• Organizational Questionnaires               <ul style="list-style-type: none"> <li>○ Draft and distribute organizational questionnaires to management related to items in review above</li> <li>○ Review and analyze completed questionnaires</li> </ul> </li> </ul>	4-10 Weeks

Phase	Services	Timeline after Start
D.	<p><b><u>Updates to Job Descriptions</u></b></p> <ul style="list-style-type: none"> <li>• Evaluate existing job descriptions to ensure they are current, accurate, and complete and provide written evaluation to management</li> <li>• Draft a <b>uniform job description template and Job Description Drafting Guide</b></li> <li>• Analyze current job descriptions to ensure compliance with Federal and State regulations pertaining to compensation standards, including but not limited to Americans with Disabilities Act (ADA) and FLSA</li> <li>• Determine Fair Labor Standards Act exempt status of jobs</li> <li>• Draft updated job descriptions for jobs</li> </ul>	12-13 Weeks
E.	<p><b><u>Preparation of Final Documents and Updated Structure and System</u></b></p> <ul style="list-style-type: none"> <li>• Prepare a <b>final report describing the study results and implementation recommendations on all components of the organizational analysis specified in Phase C</b></li> <li>• Present on findings and recommendations, including written and/or oral <b>reports to the City of Breezy Point City Council</b></li> <li>• Draft               <ul style="list-style-type: none"> <li>○ <b>Proposed organizational structure</b></li> <li>○ <b>Classification and organizational policy(ies) updates</b></li> </ul> </li> </ul>	10-13 Weeks
F.	<p><b><u>Training on System Maintenance and Updating</u></b></p> <ul style="list-style-type: none"> <li>• Conduct training for the City of Breezy Point’s management on maintaining and updating the organizational structure and job descriptions by utilizing how-to guides and electronic spreadsheets</li> </ul>	Post-Study

## COST OF SERVICES

### Base Services

Flaherty & Hood, P.A.'s will be not-to-exceed total lump sum cost of \$11,000

Flaherty & Hood, P.A. proposes to bill the City of Breezy Point for 1/3 of the base services of the lump sum cost up-front, 1/3 6 weeks after start of study based on satisfactory progress, and 1/3 upon completion of the services.

### Other City-Wide Services Additional Services for Assessment

Service	Total Cost
Prepare PowerPoint and present to incumbent employees explaining the assessment	\$750
Interview using organizational and position questionnaires for incumbent employees addressing the skill, effort, responsibility, and working conditions of their position	\$4,000 (maximum - billed hourly)
<p><b><u>Job Classification Evaluation</u></b></p> <ul style="list-style-type: none"> <li>• Review current process used to evaluate skill, effort, responsibility, working conditions, and other relevant work-related data for each job</li> <li>• General                             <ul style="list-style-type: none"> <li>○ Using City's current job evaluation system or Flaherty &amp; Hood's Job Evaluation System:                                     <ul style="list-style-type: none"> <li>▪ <b>Define uniform compensable factors and subfactors</b></li> <li>▪ <b>Establish points for factors and subfactors</b></li> </ul> </li> </ul> </li> <li>• Job specific                             <ul style="list-style-type: none"> <li>○ <b>Establish and draft spreadsheet in Excel that systematically and objectively assigns points for each job using factors and subfactors</b></li> </ul> </li> <li>• Management reviews, comments, and makes any necessary changes on job evaluation system and job specific points</li> </ul>	\$2,000
<p><b><u>Market Survey</u></b></p> <ul style="list-style-type: none"> <li>• Establish <b>market entities and sources</b> based on statistical analysis and <b>Market Selection Questionnaire</b> submitted to the City of Breezy Point</li> <li>• Compile, review and analyze <b>market organization or classification data</b></li> <li>• Draft <b>market comparison data spreadsheets in Excel</b> and discuss with the City of Breezy Point's management</li> </ul>	\$5,000

Service	Total Cost
<p><b><u>Classification and Compensation System Structure</u></b></p> <ul style="list-style-type: none"> <li>• Utilizing statistical analysis and <b>Base Pay Development Questionnaire</b> submitted to and completed by the City of Breezy Point, analyze internal job evaluation points compared to external market survey data to develop basis on which to update or build pay structure</li> <li>• Draft proposed <b>modifications to pay structure and schedule that include pay ranges based on job points</b></li> <li>• Draft other proposed <b>Total Rewards recognizing longevity</b></li> <li>• Draft <b>analysis of City-wide cost and individual employee wage impact of the proposed pay structure in Excel</b></li> </ul>	\$2,500
Draft process, forms, execution guide, and template responses for job evaluation point reviews requested by employees. Advise on handling specific requested reviews.	\$1,000
Establish supplemental variable pay system, such as performance pay, merit pay, and/or skills or competency pay	\$2,500
Compile, review, and analyze additional market compensation data	\$750 per category

**Additional Job Classifications or Same Job Classifications after Assessment is Complete**

Service	Total Cost
Draft, review, and analyze position questionnaires for incumbent employee, if any, and management addressing the skill, effort, responsibility, and working conditions of the position; draft new or updated job description; and establish internal rating after initial job classification rated	\$800
Establish points and provide analysis after initial job classification pointed	\$350
Compile, review, and analyze market compensation data, including wages, wage structure, and health insurance benefits	\$800
Compile, review, and analyze market compensation data other than wages, wage structure, and health insurance contributions	\$650 per category

Fees and expenses incurred by Flaherty & Hood, P.A. in providing all services to the City of Breezy Point will be billed as incurred on a monthly basis. Items in addition to those above or other labor relations, employment law, and human resources services are available to the City of Breezy Point and will be billed at the hourly rates of \$225 per hour for attorney, \$180 per hour for human resource analyst, and \$95 per hour for data analyst and administrative assistant; ½ of these rates for travel time; hard copy costs at \$.25 per page; and actual expenses for travel.



## CLIENTS

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Flaherty & Hood, P.A. has performed, or is currently performing, organizational and classification services for public entities that follow (in alphabetical order):

- City of Albert Lea
  - City of Alexandria
  - City of Austin
  - Austin Utilities
  - City of Bagley
  - City of Barnesville
  - City of Blue Earth
  - City of Brainerd
  - City of Detroit Lakes
  - City of Dilworth
  - City of Goodview
  - City of Hudson (WI)
  - City of International Falls
  - City of La Crescent
  - City of Lake Shore
  - City of Lewiston
  - City of Little Falls
  - Village of Los Lunas (NM)
  - City of Melrose
  - Minnesota Valley Transit Authority
  - City of Moorhead
  - Moorhead Public Service
  - City of Oakdale
  - City of Park Rapids
  - City of Pelican Rapids
  - City of Perham
  - City of Plainview
  - City of Princeton
  - City of Pueblo (CO)
  - City of St. Charles
  - St. Cloud Area Planning Organization
  - City of St. Joseph
  - City of Stillwater
  - City of Two Harbors
  - City of Wadena
  - City of Waseca
  - Washington County Development Agency
  - City of Wells
  - City of Windom
  - City of Winona
  - City of Winsted
  - City of Worthington
-

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Setting October and November Council Workshops  
DATE: October 2, 2023

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Staff is asking the City Council to set workshops in October and November. The October workshop would be to receive both the schematic design of the proposed new city hall building and the preliminary design for Buschmann Road. The November workshop would be to review the final 2024 budget & levy ahead of the budget hearing and adoption on December 4<sup>th</sup>.

When the City Council adopted the budget calendar in June, a workshop for October 17 at 1:00pm was included. This date and time was published to the website when the budget calendar was adopted. Therefore, staff suggests keeping that date and time for the city hall and Buschmann Road workshop.

For the budget workshop, staff is recommending the week of November 13. The evening of Tuesday, November 14 is the only time currently not available as Planning Commission is scheduled for that night. The City Council may choose any other time (day or evening) to conduct the workshop. While the City Council has been conducting workshops the 3<sup>rd</sup> week of the month, the budget hearing notice must be published in the November 22 edition of the Echo, so the workshop must be held prior to November 20<sup>th</sup> (publication deadline).

**Council Action**

Staff requests that the City Council reaffirm a workshop for Tuesday, October 17 @ 1:00pm and set a workshop for the week of November 13.

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: Resolution 14-2023 Expanding the Parks & Recreation Committee  
DATE: October 2, 2023

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Mayor Zierden has requested that the City Council consider adopting the attached resolution to expand the Parks & Recreation Committee from 7 members to 9 members. If adopted, the 2 new seats would have a term expiration of 12/31/2024.

Additionally, Mayor Zierden recommends the appointment of Tracy Kurten to the Parks & Recreation Committee to a term ending 12/31/2024 should Resolution 14-2023 be adopted. The City does not currently have a committee appointment application from Ms. Kurten.

The City does have applications received in 2023 from Gary Bakken and Jonathan Kurten for appointment consideration to the Parks & Recreation Committee. Staff has not spoken to either individual.

CITY OF BREEZY POINT  
RESOLUTION 14-2023

A RESOLUTION INCREASE THE NUMBER OF PARK BOARD MEMBERS

WHEREAS, the City of Breezy Point Parks & Recreation Committee is comprised of 7 members as set by the City Council; and

WHEREAS, the City Council has determined that an increase in the number of members serving on the Committee would create diversity of thought and increase public participation; and

WHEREAS, the City Code permits the Parks & Recreation Committee to be comprised of up to 9 members,

NOW THEREFORE BE IT RESOLVED by the Breezy Point City Council that the Parks & Recreation Committee shall be comprised of 9 members with the terms of the newly created positions to expire on December 31, 2024 and then be for 3 years thereafter.

Rebecca Ball: \_\_\_

Brad Scott: \_\_\_

Steve Jensen: \_\_\_

Angel Zierden: \_\_\_

Michael Moroni: \_\_\_

Adopted this 2<sup>nd</sup> Day of October 2023

\_\_\_\_\_  
Mayor Angel Zierden

Attest:

\_\_\_\_\_  
David Chanski, City Administrator/Clerk

TO: David Chanski, City Administrator/Clerk  
FROM: Daniel Eick, Assistant City Administrator  
RE: Breezy Point Disc Golf Course Event Permit  
DATE: September 19, 2023



**Summary**

On Thursday, September 14, 2023, the City of Breezy Point Parks and Recreation Committee reviewed the Breezy Point Disc Golf Course Event Permit as directed by the City Council. A copy of the revised Event Permit is included below for review with the Committees additions highlighted.

A recording of that meeting can be found online on the City’s YouTube channel at the link below. Discussion of the item begins at 17:35 and ends at 1:46:00.

- <https://www.youtube.com/watch?v=OliPFyKTHyA>

**Topics of Consideration**

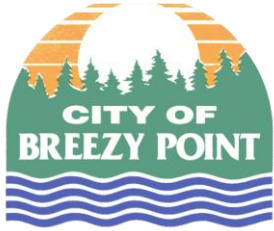
The Parks and Recreation Committee considered the following topics regarding the Disc Golf Course Event Permit:

- Enforcement Requirements.
- Public use permissibility during events.
- Costs associated with reservations and charges.
- Possible equipment expansions or course coverage.
- Tournaments, associated rules, and participation limits.

Additionally, the Parks and Recreation Committee elected to present their recommendation directly to the City Council on Monday, October 2, 2023. They also agreed to make such presentations a staple of Committee duties into the future. Should the City Council approve this change the Committee requested their presentation be made a standing item at the beginning of the City Council agenda.

**Council Action**

Staff is seeking Council approval on the Parks and Recreation Committee’s changes to the attached Breezy Point Disc Golf Course Event Permit.



Permit number: \_\_\_\_\_

Issued Date: \_\_\_\_\_

Receipt number: \_\_\_\_\_

## DISC GOLF COURSE EVENT PERMIT

Please attach a detailed site plan that shows the location of the event and any additional information as requested in this application.

Payment of associated permitting fees in the amount of \$100 per course per day are due upon submission of this application alongside a \$300 refundable damage deposit pending site inspection. Use requested via this application is limited to two consecutive days and reserves the park area for sole use by the applying organization or individual. Events must be held between the hours of 8:00 AM and 8:00 PM CST.

Course events are limited to one per month on any days between May 15<sup>th</sup> and September 30<sup>th</sup> of the calendar year. Events are required to obtain a permit if the number of participants exceeds 40 persons. The maximum allowable number of participants for any individual event is 180 persons.

The City of Breezy Point reserves the right to deny or approve any and all applications based solely upon the discretion of the City Council. The City Council is the final approval entity within the City and all permits must be submitted no less than 2 weeks in advance of the Regular Council Meeting at which it will be considered.

<b>A.</b>	Name of Business/Organization				
	Name of Event				
	Set up for the Event will Begin on	Date		Time	
	Event Date and Time	Date		Time	
	Break-Down will be Complete	Date		Time	
	Location for the Event				
	Estimated Number of Attendees				
	Estimated Number of Vendors				
	Organization Producing the Event				

<b>B.</b>	Name of Applicant				
	Business Address				
	City		State		Zip
	Phone		Fax		
	Email				

<b>C.</b>	EVENT INFORMATION	
	Purpose of Event	

	Description of Event	
	Admission Prices/Donations	

<b>PARKING</b>		
<b>D.</b>	Will off-site parking be provided?	
	<b><i>If yes, please provide the location and show on the site plan.</i></b>	

<b>FOOD &amp; BEVERAGES</b>				
<b>E.</b>	Will food be served at the event?			
	Will food be sold or given away?			
	Will there be food vendors?		If yes, how many?	
	Please show vendor location on the site plan.			
	<b><i>Applicants are responsible for obtaining necessary permits, temporary or otherwise, from associated state, county, or city authorizing entity when serving food and/or non-alcoholic beverages.</i></b>			
<b><i>Event organizer must certify that each vendor has the necessary approvals mentioned above.</i></b>				

<b>EVENT CLEANUP, SANITATION, &amp; RECYCLING</b>		
<b>F.</b>	The Applicant acknowledges all trash or waste generated during the event must be properly stored and/or disposed of by the applying organization. On site disposal of certain waste is available through the appropriate City owned and operated trash receptacles.	
	<b><i>The City of Breezy Point and City Council reserve the right to require an applicant provide additional waste disposal services at their expense should the need arise. If that need arises the applicant will be required to provide the location and details of additional services on the site plan.</i></b>	

<b>SALE OF ITEMS &amp; VENDORS</b>		
<b>G.</b>	Will items be sold during this event?	
	If yes, please provide names and contact information for vendors:	
	<b><i>If yes, please provide the location of each vendor and show on the site plan.</i></b>	
	<b><i>Verification of Minnesota State Sales Tax Number must be provided with this application for each vendor.</i></b>	

<b>LIABILITY INSURANCE</b>		
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<b>H.</b>	Name of insurance company:			
	Contact Name:		Phone Number:	
	<b>Documentation certifying proof of insurance must be provided with this application.</b>			

Please contact the City of Breezy Point at 218-562-4441 or email [deputyclerk@cityofbreezypointmn.us](mailto:deputyclerk@cityofbreezypointmn.us) if you have any questions or need assistance in completing this Application.

**APPLICATION CERTIFICATIONS & WAIVER**

The City of Breezy Point does not permit the use of alcohol, tobacco, or cannabis products on public property.

I hereby certify no Alcohol will be permitted at this event.	Initial Here:
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I hereby certify no use of Cannabis will be permitted at this event.	Initial Here:
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I hereby certify no smoking of tobacco will be permitted at this event.	Initial Here:
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I hereby certify and acknowledge violation of this permits conditions will result in the forfeiture of my damage deposit to the City of Breezy Point and a ban from use of both City owned Disc Golf Courses for a period no less than one calendar year.	Initial Here:
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I hereby certify that I have read this application and that all information contained herein is true and correct to the best of my knowledge, information, and belief. I agree to comply with all state, Crow Wing County and City of Breezy Point Ordinances and statutes and will abide by the general instructions stated in this application, along with the special conditions issued by the City of Breezy Point, in connection with the approval of the Permit contemplated herein. That I, and the organization on whose behalf I make this application if any, represent, stipulate, contract and agree that we will jointly, and severally defend, indemnify, save and hold the City of Breezy Point harmless from any and all claims, lawsuits, judgments, and liability of death, personal injury, bodily injury, or property damage arising directly or indirectly from the exercise of this Special Permit and performance of the Special Permit by Applicant, the organization represented by Applicant, its employees, subcontractors, or assigns, including acknowledges that he/she, together with any organization represented by Applicant, shall be solely responsible by complying with the terms of the Permit. I further understand that failure to comply with any of the provisions specified herein may result in immediate cancellation of this event by State, Crow Wing County or City of Breezy Point officials.

<p>_____</p> <p>Signature of Applicant or Authorized Officer/Agent of Applicant</p>	<p>_____</p> <p>Date</p>
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TO: Mayor and City Council

FROM: David Chanski, City Administrator

RE: Proposed Ordinance 2023-03 Cannabis Regulations

DATE: October 2, 2023

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**Background**

The City Council initially discussed regulations regarding the public use of cannabis on August 7. At that time, the Council directed staff to draft an ordinance for consideration on September 5.

The attached ordinance regulates the use of cannabis in public places, including “a public park or trail, public street or sidewalk, any enclosed, indoor area used by the general public, including, but not limited to, theaters, restaurants, bars, food establishments, places licensed to sell intoxicating liquor, wine, or malt beverages, retail businesses, gyms, common areas in buildings, public shopping areas, auditoriums, arenas, or other places of public accommodation.”

There are two prohibited acts in the proposed ordinance:

1. No person shall use cannabis flower, cannabis products, lower-potency hemp edibles, or hemp-derived consumer products in a public place or a place of public accommodation unless the premises is an establishment or an event licensed to permit on-site consumption of adult-use cannabis flower and adult use cannabis products. See [State Legislation Article 4, Sec. 19, Minn. Stat. 152.0263, Subd. 5](#), or successor statute.
  
2. No person shall vaporize or smoke cannabis flower, cannabis products, artificially derived cannabinoids, or hemp-derived consumer products in any location where the smoke, aerosol, or vapor would be inhaled by a minor. See [State Legislation Article 1, Sec. 9 Minn. Stat. 342.09, Subd. 1\(b\)\(9\)](#) or successor statute.

The City Council conducted the statutorily required public hearing on this proposed ordinance during the City Council meeting on September 5<sup>th</sup>. At that time, the City Council tabled action on the ordinance until the Crow Wing County Board considered their own ordinance, which contained the same language, on September 12. Upon consideration, the Crow Wing County Board adopted their ordinance unanimously.

As Ordinance 2023-03 does not differ from the ordinance adopted by Crow Wing County, staff recommends that it be adopted.

**Council Action**

Staff recommends that the City Council adopted Ordinance 2023-03, an ordinance regulating the use of cannabis and cannabis derived products in public spaces.

## ORDINANCE 2023-03

## AN ORDINANCE REGULATING THE USE OF CANNABIS AND CANNABIS DERIVED PRODUCTS IN PUBLIC PLACES

The Breezy Point City Council so Ordains:

**Section 1. Purpose, Intent and Statutory Authority**

1.1 Purpose and Intent

This Ordinance is adopted by the Breezy Point City Council for the purpose of protecting public health and safety by regulating the use of Cannabis and cannabis derived products in public places and places of public accommodation within the City of Breezy Point.

By enacting 2023 Session Law, Chapter 63, H. F. No. 100 [hereinafter referred to “State Legislation”], the Minnesota Legislature passed the adult-use cannabis bill. Under that bill, the adult use, possession and personal growing of cannabis became legal August 1, 2023.

State legislation authorizes adoption of a local ordinance establishing a petty misdemeanor offense for public use of cannabis. See State Legislation Article 4, Sec. 19, Minn. Stat. 152.0263, Subd. 5, or successor statute.

The City wishes to be proactive in protecting public health and safety by enacting regulations that will mitigate threats presented to the public by the public use of cannabis.

The City of Breezy Point (hereinafter “the City”) recognizes the risks that unintended access and use of cannabis products present to the health, welfare, and safety of youth in Breezy Point.

1.2 Statutory Authority

This Ordinance is enacted pursuant to 2023 Session Law, Chapter 63, H. F. No. 100 [hereinafter referred to “State Legislation”]; State Legislation Article 1, Sec. 1 Minn. Stat. 342.01; State Legislation Article 1, Sec. 9 Minn. Stat. 342.09 Subd. 1(b) or successor statute; State Legislation Sec. 9 Minn. Stat. 342.09, Subd. 1 (b)(9) or successor statute;

State Legislation Minn. Stat. 342.09 Subd.1(a)(7) or successor statute; and State Legislation Article 4, Sec. 19 Minn. Stat. 152.0263, Subd. 5, or successor statute.

**Section 2. Definitions**

Except as may otherwise be provided or clearly implied by context, all terms shall be given their commonly accepted definitions. The following words, terms, and phrases, when used in this ordinance, shall have the meanings ascribed to them except where the context clearly indicates a different meaning.

(a) Adult-use cannabis flower. “Adult-use cannabis flower” means cannabis flower that is approved for sale by the State of Minnesota or is substantially similar to a product approved by the State of Minnesota. Adult-use cannabis flower does not include medical cannabis flower, hemp plant parts, or hemp-derived consumer products.

(b) Adult-use cannabis products. “Adult-use cannabis products” means a cannabis product that is approved for sale by the State of Minnesota or is substantially similar to a product approved by the State of Minnesota. Adult-use cannabis product includes edible cannabis products but does not include medical cannabinoid products or lower-potency hemp edibles.

(c) Cannabis flower. “Cannabis flower” means the harvested flower, bud, leaves, and stems of a cannabis plant. Cannabis flower includes adult-use cannabis flower and medical cannabis flower. Cannabis flower does not include cannabis seed, hemp plant parts, or hemp-derived consumer products.

(d) Cannabis product. “Cannabis product” means any of the following:

- (1) cannabis concentrate;
- (2) a product infused with cannabinoids, including but not limited to tetrahydrocannabinol, extracted or derived from cannabis plants or cannabis flower; or
- (3) any other product that contains cannabis concentrate.

(e) Hemp derived consumer products.

- (1) “Hemp derived consumer products” means a product intended for human or animal consumption, does not contain cannabis flower or cannabis concentrate, and:
  - (i) contains or consists of hemp plant parts; or
  - (ii) contains hemp concentrate or artificially derived cannabinoids in

combination with other ingredients.

(2) Hemp-derived consumer products does not include artificially derived cannabinoids, lower-potency hemp edibles, hemp-derived topical products, hemp fiber products, or hemp grain.

(f) Lower-potency hemp edible. A “lower-potency hemp edible” means any product that:

(1) is intended to be eaten or consumed as a beverage by humans;

(2) contains hemp concentrate or an artificially derived cannabinoid; in combination with food ingredients;

(3) is not a drug;

(4) consists of servings that contain no more than five milligrams of delta-9 tetrahydrocannabinol, 25 milligrams of cannabidiol, 25 milligrams of cannabigerol, or any combination of those cannabinoids that does not exceed the identified amounts;

(5) does not contain more than a combined total of 0.5 milligrams of all other cannabinoids per serving;

(6) does not contain an artificially derived cannabinoid other than delta-9 tetrahydrocannabinol;

(7) does not contain a cannabinoid derived from cannabis plants or cannabis flower; and

(8) is a type of product approved for sale by the State of Minnesota or is substantially similar to a product approved by the State of Minnesota, including but not limited to products that resemble nonalcoholic beverages, candy, and baked goods.

(g) Public place. A “public place”, means a public park or trail, public street or sidewalk, any enclosed, indoor area used by the general public, including, but not limited to, theaters, restaurants, bars, food establishments, places licensed to sell intoxicating liquor, wine, or malt beverages, retail businesses, gyms, common areas in buildings, public shopping areas, auditoriums, arenas, or other places of public accommodation.

(h) Place of public accommodation. “Place of public accommodation” means a business, refreshment, entertainment, recreation, or transportation facility of any kind, whose goods, services, facilities, privileges, advantages, or accommodations are extended, offered, sold, or otherwise made available to the public.”

(i) Exceptions to public place or place of public accommodation. “A public place” or “a place of public accommodation” does not include the following:

- (1) a private residence, including the individual’s curtilage or yard.
- (2) a private property, not generally accessible by the public, unless the individual is explicitly prohibited from consuming cannabis flower, cannabis products, lower-potency hemp edibles, or hemp-derived consumer products on the property by the owner of the property; or
- (3) on the premises of an establishment or event licensed to permit on-site consumption.

(j) Smoking. “Smoking” means inhaling, exhaling, burning, or carrying any lighted or heated cigar, cigarette, pipe, or any other lighted or heated product containing cannabis flower, cannabis products, artificially derived cannabinoids, or hemp-derived consumer products. Smoking includes carrying or using an activated electronic delivery device for human consumption through inhalation of aerosol or vapor from the product.

**Section 3. Jurisdiction**

This Ordinance shall be applicable within the legal boundaries of the City.

**Section 4. Prohibited Acts**

No person shall use cannabis flower, cannabis products, lower-potency hemp edibles, or hemp-derived consumer products in a public place or a place of public accommodation unless the premises is an establishment or an event licensed to permit on-site consumption of adult-use cannabis flower and adult use cannabis products. See State Legislation Article 4, Sec. 19, Minn. Stat. 152.0263, Subd. 5, or successor statute.

No person shall vaporize or smoke cannabis flower, cannabis products, artificially derived cannabinoids, or hemp-derived consumer products in any location where the smoke, aerosol, or vapor would be inhaled by a minor. See State Legislation Article 1, Sec. 9 Minn. Stat. 342.09, Subd. 1(b)(9) or successor statute.

**Section 5. Penalty**

A violation of this ordinance shall be a petty misdemeanor having a fine payable up to \$300. Nothing in this ordinance prohibits the City from seeking prosecution for an alleged violation.

**Section 6. Severability**

If any section or provision of this ordinance is held invalid, such invalidity will not affect other sections or provisions that can be given force and effect without the invalidated section or provision.

**Section 7. Effective Date**

This ordinance shall be in full force and effect from and after its passage and publications as required by law.

Adopted this 2<sup>nd</sup> day of October 2023 by the Breezy Point City Council.

\_\_\_\_\_  
Mayor Angel Zierden

Attest:

\_\_\_\_\_  
David C. Chanski, City Administrator/Clerk

TO: Mayor and City Council  
FROM: David Chanski, City Administrator  
RE: November City Council Agenda Forecast  
DATE: October 2, 2023

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Looking to the City Council meeting that will be held Monday, November 6, here is a forecast of topics that will likely come before the City Council for consideration:

- Presentation on Community Garden Proposal
  - o Item requested by Mayor Zierden
- Discussion on golf cart rules
  - o Item requested by Councilmember Jensen
- Discussion on Short Term Rental Well Testing
  - o Staff is recommending that the City Council consider amending the well testing requirements for short term rental licensing.
- Discussion on amending the Finance Policy
  - o Multiple councilmembers have expressed an interest in amending the Finance Policy to give the City Administrator more authority to authorize the expenditure of budgeted funds without Council approval.
- Consideration of an ordinance prohibiting the use of tobacco products on public property.
  - o This item is a recommendation for the Parks & Recreation Committee.
- Consideration of Joint Powers Agreement between the City of Breezy Point and the City of Pequot Lakes for the purchase of a ladder truck on behalf of the Pequot Lakes Fire District.
  - o City Administrator Chanski briefly discussed this during the September 6 City Council meeting. As the PLFD does not have authority to issue bonds, staff is recommending that the City of Breezy Point be the bonding entity for the purchase of the ladder truck that has been approved by the Joint Powers Board.

This list is not exhaustive or final. Items not identified here maybe placed on the November 6 City Council meeting agenda, and items on this list may be removed from the agenda prior to its publication.