



**Proposal
for
Organizational Assessment**

September 15, 2023

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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
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Please refer all substantive questions regarding this proposal to RMA's Principal Consultant and Project Manager, Sheldon Cohen, at 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
	TOTAL	N/A	137	\$19,990

Sheldon Cohen began his professional involvement in city management as a Seaside 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.

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Table A: Fully Loaded Cost Per Employee

Account	Description	Amount
5100	Salaries & Benefits	
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
	TOTAL SALARIES AND BENEFITS	\$103,854

Table B: Net Available Work Hours

Description	Hours
Number of hours per employee per day	8
Total workdays	261
Available work hours	
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

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

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

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.