



September 14, 2021

Mr. Josh Arneson, Town Manager
Town of Richmond
203 Bridge St.
Richmond, VT 05477

RE: Proposal for a Compensation Study

Dear Mr. Arneson:

Enclosed is GovHR USA's ("GovHR") Proposal for a Compensation Study for the Town of Richmond's 32 positions in the organization. We have also included our methodology and pricing to conduct a classification analysis, should the Town decide to review its positions for internal equity as well as the marketplace study.

GovHR is a public-sector management consulting firm specializing in executive recruitment and management consulting. Our headquarters are in Northbrook, Illinois, and we are a certified Female Business Enterprise in the State of Illinois. All services are provided solely for public jurisdictions and not-for-profit entities. GovHR has conducted more than 70 classification and compensation studies in the past five years. A complete list of our Classification and Compensation Study clients is located on our website at www.govhrusa.com.

If selected to conduct this Study for the Town of Richmond, GovHR Senior Vice President will serve as the Project Manager, and she will be assisted by GovHR CEO Joellen Cademartori and HR Specialist Alice Bieszczat. Biographies for the consultant team are attached to the proposal, and Ms. Skaggs' contact information is: Rskaggs@govhrusa.com, telephone 815-303-2187.

GovHR understands that human resource management continues to be a significant concern as governmental services continue to increase in cost and complexity, and the resources to fund local governments are constrained. Day-to-day operations present challenging administrative problems in planning, organizing, and directing human resource functions in order to achieve maximum efficiency and effectiveness in the delivery of municipal services. A properly developed and administered Compensation Plan forms the foundation for meeting these challenges. It helps to ensure that the Town can not only recruit the best and brightest employees but can also retain those employees, even in a competitive marketplace. By retaining qualified, experienced employees the Town avoids the costs of re-recruitments and lost productivity, while maximizing the benefits of the investments it has made in employees and the institutional and community knowledge acquired by those employees over their tenures. We understand the high expectations that have been established in Richmond in recruiting and retaining excellent employees. These factors will be taken into consideration in the analysis and reflected in the Study results.

630 Dundee Road, Suite 225, Northbrook, IL 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING



Please contact Ms. Skaggs or me if you have questions regarding our proposal or need additional information. We look forward to hearing from you and hope to have the opportunity to work with you on this important project.

Sincerely,

A handwritten signature in black ink that reads 'Judith M. Schmittgens'.

Judith Schmittgens
Corporate Secretary and Compliance Manager



**TOWN OF RICHMOND, VERMONT
PROPOSAL FOR COMPENSATION STUDY
September 14, 2021**

INTRODUCTION

The Town of Richmond is interested in a review of its compensation plan for the thirty-two (32) positions in its current classification plan. It is a pleasure for GovHR USA, LLC ("GovHR") to provide the Town with a Proposal for these services. We have also included methodology for reviewing the Town's classification plan, which ensures internal equity in the organization.

QUALIFICATIONS

GovHR, LLC ("GovHR") is a public-sector management consulting firm specializing in executive recruitment and management consulting. All services are provided solely for public jurisdictions and not-for-profit entities. GovHR provides service to jurisdictions and agencies in a variety of contemporary issues, providing management, financial, and human resources assistance. Over the past six years, we have conducted more than 70 classification and/or compensation studies. A list of these studies is available on our website at www.govhrusa.com. Without fail, every pay plan recommended by GovHR has been successfully implemented by the client.

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. The firm has a total of thirty-one (31) project consultants. If selected to conduct this Study for the Town, Senior Vice President Rachel Skaggs will serve as Project Manager. Ms. Skaggs has over 10 years of experience in local government in Illinois; serving most recently as the City Manager of Princeton. Since joining GovHR in 2019, Ms. Skaggs has assisted on more than thirty classification and compensation studies, and served as the project manager for studies in Kenilworth, New Lenox and the Urbana Park District in Illinois; Dyersville and Scott County, Iowa; Allegan, Michigan; Glendale, Missouri; Doylestown, Pennsylvania; and West University Place, Texas. She will be assisted with employee interviews and data analysis on Richmond's study by Ms. Cademartori and HR Specialist Alice Bieszczat.

Biographies for the project team are attached to this proposal. Ms. Skaggs' contact information is:

Rachel Skaggs
Senior Vice President
GovHR USA, LLC
Rskaggs@govhrusa.com
Telephone: 815-303-2187

630 Dundee Road, Suite 225, Northbrook, IL 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT INTERIM STAFFING MANAGEMENT AND HUMAN RESOURCE CONSULTING

PROJECT APPROACH

The Town of Richmond's RFP states that it is interested in updating its pay grid by conducting a compensation study for the 32 positions in the organization, including a review of benefits. The Town would also like the consultant to review job descriptions with staff and the Town Manager and propose changes, if necessary. As previously mentioned, we have also included our methodology for reviewing the Town's job classifications, which ensures that positions are appropriately classified within the organization. Our proposal outlines the study in the order of tasks as they are normally done in a classification and compensation study, but in the Cost Proposal section we break out the cost of the Compensation Study, in the event the Town decides it wants only the marketplace review of wages and benefits. The Compensation Study data will allow the Town to better understand its competitive pay position and to determine its strengths and weakness relative to the comparable labor market.

To accomplish these objectives, GovHR will perform the following steps (listed in the order that the work will be performed). Please note, we have specified those areas where we will need the Town's input/assistance.

Meetings, Salary and Benefits Survey, Job Analysis.

DELIVERABLE: Start Up Documents

DELIVERABLE: Job Analysis Questionnaire Form

- **Study preparation and project meeting (via telephone or video conference call).** Meet with Town representatives to discuss study methods, review organization charts, personnel rules and regulations, and the current classification and pay plans. We will seek to determine problem areas, answer questions, and review the scope and schedule of work and the data and assistance GovHR will need from the Town to accomplish this task. Prior to the meeting, GovHR will require copies of the organization charts for each department, all pay plans, the current personnel manual and any other relevant information related to salaries to make for a more productive initial meeting.
- **Establishing comparables – Public and Private Sector**
DELIVERABLE: Group of Comparable Communities and Private Sector Entities

Public Sector

Working with Town staff and using our broad-based cohort methodology, we will determine a logical survey sample of "like" municipalities that impact the compensation market for the Town. In selecting public employers, we normally use criteria such as number of employees, population served, EAV, budget size, proximity, etc., the purpose of which is to select jurisdictions that are most comparable to Richmond.

Private Sector

The Consultant understands that the Town may also like to survey private employers for salary comparison purposes. While GovHR is happy to accommodate the Client, it is our experience that there are three potential problems with this request. First, there are few "like" positions in both the public and private sectors. Second, we have found that obtaining salary data from private employers is extremely difficult to secure. Unlike public employers, a private employer's salary information is not part of the public record and they are under no obligation to share this with others. We have found that even after many attempts to get the data, we may be unsuccessful.

And finally, private sector salary data may not be accurate if the respondent does not include bonuses, commissions or stock options as part of the base salary. Because of this, GovHR cannot guarantee successful results in obtaining the data. (It should also be noted that in GovHR's experience, private sector data may only be available as aggregate data and not employer or job description specific. Additionally, the data may not be current.) Our methodology for surveying private sector employers would be, with the assistance of Town representatives, to select four (4) to six (6) major employers in the Richmond area that would have some "like" positions (up to 10) for comparability purposes (e.g., clerical, human resources, accountants). We would then design and send out a separate survey for this group and make one follow up contact to secure salary data. In addition, we would check another survey source (e.g., the Bureau of Labor Statistics) to gather regional salary data on select classifications, if desired.

- **Employee Kickoff Meeting (Project Manager)**
(Note: this is only if we conduct the Classification review for the Town)

Shortly after the initial project meeting with the Town representatives, the Consultant will meet with employees virtually to explain the scope of the project and distribute Job Analysis Questionnaire (JAQ) forms. GovHR understands that many employees have not participated in this type of process before, and we take the time to carefully explain the purpose of the project to the employees and to answer any questions they may have. If any of the employees are not available when these first meetings are held, they can view a video presentation of the meeting. Employees will then be allowed two (2) weeks to complete the questionnaire. The questionnaires will also be reviewed by each employee's supervisor and returned to GovHR within three (3) weeks of distribution.

- **Prepare and send out salary and benefits surveys.**

GovHR will design and send out the salary and benefits surveys (under Town letterhead) to gather salary and benefits data for benchmark classifications in the comparable communities. To accomplish this, the Project Manager will work with Town representatives to select approximately 20 -25 benchmark classifications from the Town's 32 classifications covered in the Study. These classifications will be chosen on the criteria of those that are most common in all communities and that cover all the various pay grades in the Town. In addition to job titles, brief position descriptions are included in the survey to make sure we are receiving salary and benefits data for "like" positions in the comparable communities.

Note: While GovHR will prepare all the materials to be sent out for the salary surveys, we have found that sending out the survey under the client's letterhead generates a better/faster response from the survey respondents than when it is sent out under our letterhead/name. In addition, the Town *may* be asked to make one follow up contact to those municipalities and private sector entities that do not initially respond to the survey request.

- **Job evaluation analysis and establishment of job classification system (Consultant Team).**
(Note: this is only done if conducting the classification review)

- Upon return of the JAQs by the Town, GovHR will perform the following:
 - Read each JAQ and corresponding Job Description (up to 32), in their entirety.

- Personally interview at least one (1) employee (via Zoom) from each job classification to further understand the scope of their job.
- Apply a measurement system of job evaluation factors, using nine (9) main factors used in our job evaluation instrument in order to evaluate the internal/comparable worth of each job classification. Upon completion of the job evaluation measurements, a new Classification Plan will be developed. It is important to emphasize that the job, not the qualifications or performance of the incumbents, is being evaluated. Part of this process will include the evaluation of current job titles and the recommendation for any changes to same, assuring that the job title and related recommended pay range matches what the employee is actually doing.
Note: A formal job evaluation system, such as the one utilized by GovHR, is an attempt to objectify the reasons that jobs are compensated differently. Most compensation practitioners agree that three (3) basic factors are important in determining compensation. These are: (1) skills required; (2) responsibility; and (3) working conditions. The Equal Employment Opportunity Commission recognizes these three (3) basic factors, along with seniority and performance, as valid determinants of compensation. The nine (9) factors used by GovHR are essentially subdivisions of the first three (3) factors mentioned above. In addition, it is GovHR's practice that, under Title VII of the Civil Rights Act of 1964, the Americans with Disabilities Act (ADA), and the Age Discrimination of Employment Act (ADEA), it is illegal to discriminate in any aspect of employment. GovHR will not use discriminatory practices on the basis of race, color, religion, sex, national origin, disability, or age when performing a classification analysis. Decisions and recommendations will not be based on stereotypes or assumptions about the abilities, traits, or performance of individuals of a certain sex, race, age, religion, or ethnic group, or individuals with disabilities.
- Based on the results of the job evaluation process outlined above, assign all classifications to skill levels.
Note: Logical breaks in the continuum of points determine the skill levels used for determining the classification system. For example, skill level 1 might contain jobs that scored between 185 and 200 points, skill level 2 between 205 and 220 points, and so on.
- Review the results of the job evaluation exercise with Town representatives and revise as necessary.

II. Salary and Benefits Survey Analysis.

DELIVERABLE: Salary Survey Data

DELIVERABLE: Benefits Survey Data

DELIVERABLE: New Salary Schedules

The following steps will be included in this component of the Study:

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

The Consultants will work with the Town at the initial meeting to determine its policy with respect to compensation (i.e., 50th percentile; 75th percentile, etc.). Once this is determined, the Consultants will use the salary survey data to develop and recommend new salary schedules for the Town's 32 classifications. This process will include a recommendation regarding how

employees are inserted into the new plan and how they move through the proposed pay plan (either via a merit system or defined merit increment plan), with recommendations for a specific performance-oriented program with respect to salary advancement through the new salary ranges. The salary schedules will outline what the specific percentages are between ranges and grades. Note: GovHR always recommends that there be a merit component associated with the granting of wage adjustments and a recommendation for this will be included in the Town's report.

- Tabulate, summarize, and analyze comparative benefit information obtained through the survey. GovHR will make suggestions and recommendations where the Town's benefits are inconsistent with the survey group. (Note: Regarding health benefits, GovHR typically requests respondents to provide information regarding employee and employer contribution amounts and for a copy of their health summary, which is provided to the Client. If a more detailed analysis is desired, GovHR can provide this for an additional cost at our hourly rate.)

III. Progress Reports (via email and video/conference calls)

GovHR prides itself on our attention to and communication with our clients as the project proceeds. As such, GovHR will strive to maintain regular contact with the Town's representative and to be available to address the Client's questions, concerns and needs.

GovHR will make regular progress reports to the Town as requested, particularly at critical points in the Study. Additionally, the Project Manager will meet with the Town representative and other key staff such as department heads to participate in a question-and-answer session and to review the results of the job evaluation exercise and the proposed new salary schedules.

IV. Draft and Final Report Preparation

DELIVERABLE: Draft and Final Report

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

- an Executive Summary highlighting the overall scope of the Study and the general observations, outcomes and recommendations contained within the Report;
 - a summary of all aspects of the Study, including recommendations, methods and guidelines for achieving the overall aspects of the Study as well as recommendations for annual maintenance and review of the new plans;
 - pay range options that are consistent with the Town's pay policy, outlining the pros and cons of each option;
 - assignment of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations (if performing Classification review);
 - recommendations on keeping the plan current, equitable and up to date over the next ten years.
 - An implementation plan and cost estimates of implementing the Study's findings and recommendations.
- Once the Town representatives return review comments, a final report (one hard copy and one electronic copy for reproduction) will be prepared and sent to the Town.

V. Presentation of Findings (Project Manager)

The Project Manager will make a presentation of findings to the Select Board and other Town Management detailing the final results of the Study. The final report will include a procedure manual and appropriate forms for Human Resources staff and/or supervisors to maintain the recommended classification and pay plan(s).

VII. Updates to Job Descriptions (Optional)

GovHR will identify any job descriptions in need of update or rewrite and will provide the Town with a template for updating the position descriptions. If desired, GovHR will update the Town's job descriptions for an additional fee. See Optional Services/Cost Proposal.

PROPOSED PROJECT TIMELINE

GovHR is available to start this project within three weeks of acceptance of its proposal. A Study of this size would normally take approximately 120 days (60 – 90 days if conducting only the Compensation Study). We can work with the Town on a shorter timeframe, if needed. This timetable below is contingent upon the timely response from the comparable governmental entities supplying the salary data, as well as the timely response of the Town employees in returning the JAQs.

Following is a detailed breakdown of the work schedule:

- Week 1: Meet with Town representatives to discuss Study methodology and expectations.
- Week 2: Prepare and distribute salary and benefits surveys to comparable public entities and private sector companies.
- Week 3: Meet with employees to hand out JAQs and explain the purpose of the Study and the process.
- Week 4 to 6: Return of JAQs and salary and benefits surveys.
- Week 7: Reading of JAQs and job descriptions; interview employees.
- Week 8 and 9: Analyze data; prepare new classification and compensation plans.
- Week 10: Send draft findings to the Town.
- Week 11: Meet with key Town representatives to review preliminary findings.
- Week 12: Prepare Draft Report and send to the Town.
- Week 13: Get return comments from the Town.
- Week 14: Prepare Final Report.
- Week 15: Present Report to Select Board and Town Management.

GovHR is mindful of the Client's desire to have a finished quality product within a reasonable time after initiating a Study of this kind, and we pride ourselves in adhering to this timeframe. Our past clients will confirm our diligence in delivering our report and other deliverables on time.

REFERENCES

City of Dyersville, Iowa

Classification and Compensation Study (2021) – 19 positions

Mick J. Michel, City Administrator

563-875-7724

mmichel@cityofdyersville.com

Project Manager: Rachel Skaggs

Consultants: Joellen Cademartori and Alice Bieszcztat

Glendale, Missouri

Compensation and Benefits Study (2021) – 34 positions

Contact: Benjamin DeClue, City Administrator

314-965-3600

bdeclue@glendalemo.org

Project Manager: Rachel Skaggs

Consultants: Joellen Cademartori and Alice Bieszcztat

Village of New Lenox, Illinois

Compensation Study (2019) – 45 positions

Debra Smetana, Director of Human Resources

815-462-6435

dsmetana@newlenox.net

Project Manager: Joellen Cademartori

Consultants: Rachel Skaggs, Alice Bieszcztat

COST PROPOSAL

We have proposed that the entire Classification and Compensation Study be conducted virtually due to the pandemic; however, if the Town requests any in-person meetings and CDC and state guidelines indicate that it is safe and permissible to travel, GovHR will provide the Town with an additional estimate for travel and related expenses. GovHR has conducted several virtual studies since the start of the pandemic, resulting in significant cost savings to our clients.

We estimate the fee for the **Classification and Compensation Study** to be **\$21,300** and will agree to complete the study for this **fixed fee of \$21,300**. Payment will be due as follows: 40% of the professional fees (\$8,520) will be due after the initial project meeting; 40% (\$8,520) approximately 10 weeks after the project begins, upon the delivery of the preliminary findings, and the remaining 20% (\$4,260) will be billed after the Study is completed. Invoices will be sent to the Town and are payable within 30 days of receipt, after which a 2% monthly interest charge will accrue.

<u>Study Phase Breakdown – Classification and Compensation Study</u>	<u>Hour Breakdown</u>	<u>Cost</u>
I. Meetings, Salary and Benefits Survey, Job Analysis		
Study preparation and project meeting (via video conference call)	2 hours	\$300
Establishing comparables		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	10 hours 4 hours	\$1,500 \$600
Employee kickoff meetings/distribute JAQs	2 hours	\$300
Prepare and send out salary and benefits surveys		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	12 hours 6 hours	\$1,800 \$900
Job evaluation analysis and establishment of job classification system		
<ul style="list-style-type: none"> ➤ reading of JAQs/32 JDs ➤ employee interviews via Zoom calls (Consultant Team) ➤ analyzing data and establishing classes ➤ assigning of skill levels ➤ review and evaluation of preliminary analysis with Town representatives (via email and conference calls) 	4 hours 16 hours 10 hours 4 hours 6 hours	\$600 \$2,400 \$1,500 \$600 \$900
II. Salary and Benefits Survey Analysis		
Analyzing salary survey data		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	12 hours 6 hours	\$1,800 \$900
Analyzing benefits data		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	8 hours 4 hours	\$1,200 \$600
Establishing new salary schedules	12 hours	\$1,800
III. Meetings with Town representatives and Department Heads to	6 hours	\$900

Review Survey Data and Job Classifications (via conference calls)		
IV. Draft and Final Report Preparation		
Writing draft report	12 hours	\$1,800
Final report	4 hours	\$600
V. Presentation of Findings to Select Board and Management	2 hours	\$300
PROJECT HOUR AND COST TOTAL Plus Job Description Updates – see below	142 Hours	\$21,300

NOTE: If the Town accepts our proposal for this project, GovHR will for one (1) year from the date of the signature of this agreement, provide support services at no additional cost. This will include any telephone communication necessary by the staff with regard to any questions concerning the report.

OPTIONAL SERVICES/EXPENSES:

Progress Reports – It is customary to have periodic telephone conversations throughout the Study to give progress reports. There will be no charge for these periodic telephone updates.

Site Visits – If the Town chooses to have the Consultants make any on-site visits (and CDC and State guidelines say it is safe to travel) for meetings, employee interviews and/or presentation of findings, there would be additional costs for consultant travel and related expenses.

Job Descriptions – Updates to existing job descriptions cost \$200.00 each; new job descriptions, if needed, cost \$300.00 each. The job descriptions are done after the rest of the Study is complete and are billed separately.

Additional Services – any additional services not covered in this Proposal and requested by the Town will be billed at the rate of \$150 an hour plus expenses.

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

We estimate the fee for the **Compensation Study** to be **\$15,000** and will agree to complete the study for this **fixed fee of \$15,000**. Payment will be due as follows: 50% of the professional fees (\$7,500) will be due after the initial project meeting, and the remaining 50% will be billed after the Study is completed. Invoices will be sent to the Town and are payable within 30 days of receipt, after which a 2% monthly interest charge will accrue.

<u>Study Phase Breakdown – Compensation Study and Review of Job Descriptions</u>	<u>Hour Breakdown</u>	<u>Cost</u>
I. Meetings, Salary and Benefits Survey		
Study preparation and project meeting (via video conference call)	1 hour	\$150
Meetings with Department Heads via Zoom to Review Job Descriptions; Make Recommendations	8 hours	\$1,200
Establishing comparables		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	10 hours 4 hours	\$1,500 \$600
Prepare and send out salary and benefits surveys		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	12 hours 6 hours	\$1,800 \$900
II. Salary and Benefits Survey Analysis		
Analyzing salary survey data		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	12 hours 6 hours	\$1,800 \$900
Analyzing benefits data		
<ul style="list-style-type: none"> • Public Sector • Private Sector 	8 hours 4 hours	\$1,200 \$600
Establishing new salary schedules	12 hours	\$1,800
III. Meetings with Town representatives and Department Heads to Review Survey Data (via conference calls)		
	4 hours	\$600
IV. Draft and Final Report Preparation		
Writing draft report	8 hours	\$1,200
Final report	2 hours	\$300
V. Presentation of Findings to Select Board and Management		
	2 hours	\$300
PROJECT HOUR AND COST TOTAL	100 Hours	\$15,000

CONCLUDING REMARKS

In closing, GovHR is a public-sector management consulting firm devoted to assisting only public-sector entities. We believe that the team assembled for conducting the proposed study for the Town of Richmond is of the highest caliber and qualifications.

GovHR appreciates your consideration of this proposal and looks forward to the opportunity to work with the Town on this important project.

Sincerely,



Judith M. Schmittgens
Corporate Secretary and Compliance Manager
Attachments: Consultant Biographies



RACHEL SKAGGS



Rachel Skaggs is a Senior Vice President with GovHR USA and has over 10 years of experience in local government management. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and handled multiple human resources functions.

Rachel Skaggs has over 10 years of experience in local government management in Illinois, including the Village of Montgomery, Village of Schaumburg and the City of Princeton. She has managed substantial capital and general budgets, developed utility policies, improved economic development initiatives, and handled all human resources tasks.

Rachel is a native of Walnut, Illinois and a graduate of Bureau Valley High School. She possesses a Master’s Degree in Public Administration from Northern Illinois University in DeKalb, Illinois.

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

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

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

PROFESSIONAL EDUCATION

- Master of Public Administration, Northern Illinois University
- Bachelor of Arts - English and Political Science, Northern Illinois University

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Presentation on Females in Local Government, ICMA Conference, Phoenix, Arizona (2012)
The Legacy Project
ILCMA
- Public Management Magazine article “Women Leading Government” co-authored with Heidi Voorhees
- Public Voices XIII No. 2. article “Advancing Women in Local Government: The Case in Illinois” co-authored with Dr. Kimberly Nelson

MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association
- Illinois City/County Management Association
- Illinois Public Employer Labor Relations Association
- The Legacy Project
- Princeton Rotary Club

PROFESSIONAL BACKGROUND

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





Joellen Cademartori



Joellen Cademartori is the chief executive officer and co-owner of GovHR USA and has nearly 30 years of cumulative experience working in the public sector as a municipal leader, and in human resources and management consulting. Joellen’s exceptional communication style has enabled her to develop and maintain strong relationships with her peers, elected and appointed officials, and related local government partners.

The public sector human resources and management projects Joellen has worked on have earned her respect in local governments across the country. Due to her commitment and dedication to local government, she is known an industry leader in executive recruiting, interim staffing, in addition to human resources and management consulting work.

Throughout her career, Joellen has been privileged to serve on numerous local, state and national committees. A personal and professional highlight for her was being on the International City/County Management Association (ICMA) Executive Board as a representative from the Northeast Region. Joellen regularly speaks in front of groups, and writes about a variety of local government topics, which include organizational analysis, generational diversity, succession planning, performance management, resume development and interviewing skills and techniques. She is dedicated to developing the next generation of managers and remains passionate about excellence in local government.

PROFESSIONAL EDUCATION

- Master of Public Administration, Northeastern University, Boston, MA
- Bachelor of Economics, Worcester State College, MA
- Senior Executive institute, Leading, Education & Developing (LEAD) Program, University of Virginia, Weldon Cooper Center for Public Service

PROFESSIONAL DEVELOPMENT AND SPEAKING ENGAGEMENTS

- Executive Recruiter Panel – Investing in the Next Generation of Leaders, NFBPA – Emerge 2020
- Re-Evaluating Your Employee Evaluation, MMA 2020
- Succession Planning for the Public Sector Webinar, NPELRA 2020
- What Does it Take – Landing Leadership Positions, ICMA 2019
- Achieving Your Leadership Potential Thinking Strategically About the Next Steps in Your Career, NFBPA 2019
- Succession Planning tips to Achieve Unity Through Diversity, MMA 2019
- Putting Your Best Foot Forward – Interview Skills for Women, including Posture, Presence and Bias, WCMA Women’s Leadership Seminar 2018
- Tips for a Successful Recruitment Process – MMA 2018
- Hire Hard, Manage Easy – Tips for Getting the Best Employees, IPELRA 2018
- Achieving Your Leadership Potential: Thinking Strategically About the Next Steps in Your Career, LGHN 2018

MEMBERSHIPS AND AFFILIATIONS

- International City and County Management Association (ICMA), Member
- ICMA – Task Force on Deputy/Assistant Managers 2017-2018, Current Member
- Illinois City and County Management Association (ILCMA), Current Member
- ICMA - Task Force on Women in the Profession 2012 – 2014, Member
- ICMA - Conference Planning Committee 2010 – 2011, Chair

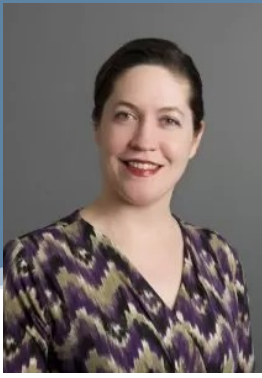
PROFESSIONAL BACKGROUND

24 Years of Local Government Leadership and Management

- Evanston, IL
 - Director of Administrative Services 2009-2011
 - Director of Human Resources 2007-2009
- Catawba County, NC
 - Assistant County Manager 2004-2007
- Barnstable, MA
 - Assistant Town Manager 2000-2003
- Yarmouth, MA
 - Assistant Town Administrator 1993-2000
- Northborough, MA
 - Assistant Town Administrator 1992-1993
 - Acting Town Administrator 1991
 - Administrative Asst. to the Town Admin 1988-1990
- Holden, MA
 - Intern 1987

[Click here to view full biography at GovHRusa.com](http://GovHRusa.com)





ALICE BIESZCZAT



Alice Bieszcztat is a Human Resources Specialist with GovHR USA, and brings over 20 years of experience spanning the private, non-profit and public sectors to the organization.

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

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

PROFESSIONAL EDUCATION

- Master’s in Public Service Management, DePaul University, IL
- Bachelor of Science in Mathematics, DePaul University, IL

PROFESSIONAL DEVELOPMENT AND

SPEAKING ENGAGEMENTS

- Published research on transportation innovations in Transportation Research Journal and Transport Policy
- Lecturer on Transportation Innovations

PROFESSIONAL CONSULTING

- Aurora Healthcare and the Archdiocese of Milwaukee
- Ann & Robert H. Lurie Children’s Hospital of Chicago
- North Shore Senior Center
- Logan Square Neighborhood Association

PROFESSIONAL BACKGROUND

More Than 20 Years of Experience in Private, Non-Profit and Public Sectors

- | | | |
|---|-------|----------------|
| • GovHR USA/Voorhees Associates | 2008; | 2012 – Present |
| • Chaddick Institute of Metropolitan Development at DePaul University, IL | | 2009 – 2012 |
| • Lurie Children’s Hospital of Chicago | | 2005 – 2008 |
| • American Diabetes Association | | 2004 – 2005 |
| • Accelerated Fundraising Solutions | | 2000 – 2003 |
| • Sprint Cellular/Alltel | | 1996 – 2000 |

