

cityofnovi.org

CITY of NOVI CITY COUNCIL

Agenda Item F
August 24, 2009

SUBJECT: Approval to award the Human Resources and Payroll Consulting Services contract to Rehmann Robson, the low bidder in the not-to-exceed amount of \$15,125.

SUBMITTING DEPARTMENT: Human Resources, Information Technology and Finance

CITY MANAGER APPROVAL:

| | |
|-------------------------------|---|
| EXPENDITURE REQUIRED | \$15,125 |
| AMOUNT BUDGETED | \$ - 0 - |
| APPROPRIATION REQUIRED | \$15,125 (to be included in next budget amendment) |
| LINE ITEM NUMBER | 101-299.00-816.000 |

BACKGROUND INFORMATION:

Quotes were obtained to hire the services of an outside consultant to document the current payroll and human resources processes and provide recommendations for implementation of best practices within the industry. Additional opportunities to be realized will include the cross training of Human Resources staff as well as maximizing the common payroll and human resource BS&A software platform.

The scope of consulting services will include:

- ❖ Assess the quality of current Human Resource and Payroll practices
- ❖ Report on extent of statutory Human Resource and Payroll compliance issues
- ❖ Set guidelines for establishing Human Resource and Payroll performance standards
- ❖ Identify areas for change and improvement with specific recommendations including documentation of current processes
- ❖ Recommendations to enhance internal customer satisfaction
- ❖ Define desired Human Resource and Payroll best practices for the City of Novi
- ❖ Recommendations for segregation of duties and internal controls relating to the payroll and human resource functions to ensure acceptable levels of control and risk management
- ❖ Leverage technologies (including current implementation of BS&A .Net Software)

A total of eight proposals were received. Each proposal was evaluated based on various selection criteria such as the firm's expertise and experience. A summary of the evaluation results is as follows:

| | Agile 1 | Consort H.R.M. | Expert Human Resources | HR Advantage | RCM Technologies | Rehman Robson | Plante & Moran | The A List |
|--------------|-------------|----------------|------------------------|--------------|------------------|---------------|----------------|-------------|
| Evaluator 1 | 280 | 210 | 350 | 490 | 280 | 660 | 700 | 280 |
| Evaluator 2 | 320 | 280 | 240 | 390 | 530 | 670 | 560 | 490 |
| Evaluator 3 | 490 | 390 | 390 | 490 | 500 | 630 | 530 | 520 |
| Evaluator 4 | 350 | 490 | 210 | 280 | 390 | 630 | 630 | 450 |
| Evaluator 5 | 290 | 210 | 240 | 280 | 450 | 600 | 600 | 590 |
| Total | 1730 | 1580 | 1430 | 1930 | 2150 | 3190 | 3020 | 2330 |

Bid Tabulation

| | Rehmann, Robson | Plante Moran | The A-List |
|------------------------------------|-----------------|-----------------|-----------------|
| Grand Total (not-to-exceed) | \$15,125 | \$19,530 | \$32,460 |
| Number of hours proposed | 124 hours | 102 hours | 262 hours |

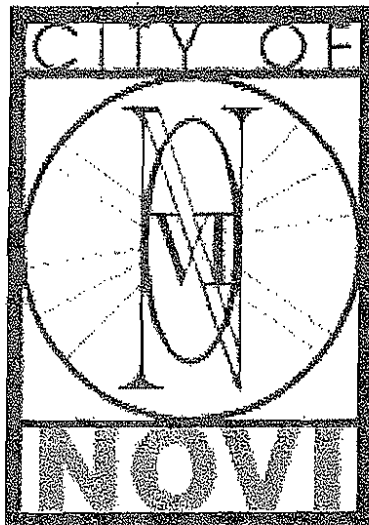
Based on the results of the evaluation above, we are recommending the award of these consulting services to Rehmann Robson, the low bidder.

RECOMMENDED ACTION: Approval to award the Human Resources and Payroll Consulting Services contract to Rehmann Robson, the low bidder in the not-to-exceed amount of \$15,125.

| | 1 | 2 | Y | N |
|--------------------------------|---|---|---|---|
| Mayor Landry | | | | |
| Mayor Pro Tem Gatt | | | | |
| Council Member Burke | | | | |
| Council Member Crawford | | | | |

| | 1 | 2 | Y | N |
|--------------------------------|---|---|---|---|
| Council Member Margolis | | | | |
| Council Member Mutch | | | | |
| Council Member Staudt | | | | |

CITY OF NOVI, MICHIGAN



TECHNICAL PROPOSAL TO EVALUATE HUMAN RESOURCES AND PAYROLL OPERATIONS



REHMANN ROBSON

Certified Public Accountants



REHMANN ROBSON
Certified Public Accountants

A member of THE REHMANN GROUP

 an independent member of
BAKER TILLY
INTERNATIONAL

August 17, 2009

Ms. Sue Morianti
Purchasing Manager
City of Novi
45175 West Ten Mile Rd
Novi, MI 48375

Dear Ms. Morianti,

Rehmann Robson is pleased to respond to the City of Novi's request to submit a proposal to perform an in-depth evaluation of the operations of the Human Resources Department and the City's payroll function.

We have reviewed your Request for Proposals and acknowledge that we have also reviewed Addendum #1 to that document. Our proposal for services, included in the following pages, is designed to meet your objectives and provide practical, cost effective recommendations for improvement that can be readily implemented.

For your convenience, we have organized our proposal in the following sections:

- Our Understanding of the Project Objective and Scope
- Our Approach to the Project
- Our Organization and Project Team
- Our Qualifications to Assist
- Project Timing.

We appreciate the opportunity to propose our services to you. I am the person in our firm authorized to expedite a contract with the City to perform the proposed work and will serve as the project manager. Related, if you have questions concerning the proposal or desire further discussion, please contact me at 248.579.1113.

Very truly yours,
REHMANN ROBSON

Mark W. Nottley, Principal
Government Consulting Services

CITY OF NOVI

TECHNICAL PROPOSAL TO EVALUATE HUMAN RESOURCES AND
PAYROLL OPERATIONS

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Appendix A: Project Team Résumés

SECTION I

**OUR UNDERSTANDING OF THE PROJECT OBJECTIVE
AND SCOPE**

SECTION I

OUR UNDERSTANDING OF THE PROJECT OBJECTIVE AND SCOPE

The City of Novi is a full-service municipal corporation with a full range of administrative support functions, including payroll and human resources. These service areas are essential to internal coordination and must satisfy both internal and external customers and contacts.

As municipal finances have become more challenging, cities such as Novi are striving to assure the best allocation of scarce resources and the highest levels of output, productivity and customer service. Along these lines, the City is anticipating the transfer of payroll operations from the Finance Department to the Human Resources Department as an efficiency measure.

Both payroll and human resources are governed by professional standards, mandatory reporting requirements and issues of internal control. Related to this, the City desires the transfer of responsibilities to flow seamlessly within a well-defined transitional plan. From a larger perspective, the City considers this transition to be a "window" opportunity to evaluate/audit all operating systems within the Human Resources Department and document current practices. Recommendations can then be developed to improve information flow (and compliance, if warranted), establish best practices and improve customer service. The result of this evaluation will be a series of recommendations for improvement that can serve as a "road map" for achieving peak efficiency.

To assist in this process, the City is contemplating the hire of a consulting firm. The selected firm must be fully qualified to evaluate issues of payroll and human resources compliance, determine current output and performance levels, gauge user satisfaction levels and produce the solid recommendations and comprehensive report document that the City desires.

Rehmann Robson's Governmental Consulting Department is pleased to respond to this opportunity to assist the City of Novi in this important study. We have assembled a consulting team staffed with experienced municipal consultants as well as payroll and human resources specialists. With this knowledge base, we are confident of our ability to work with City staff, administration and other parties in conducting an objective evaluation that results in realistic and implementable recommendations for improved cost effectiveness.

The project manager/lead project consultant we are proposing for the study has extensive, specialized experience in performing operational review in those areas included in the project scope and is certified as a Senior Professional in Human Resources. For this, and other reasons the City will be assured a thorough analysis focused on developing a management strategy that will assure that best practices govern the operations of human resources and payroll activities.

In regard to project scope it will be our intention to fully evaluate all operations of the Human Resources Department as well as all procedural implications and operational impacts associated with the transfer of payroll responsibilities. This will entail:

- The thorough review of all procedural documentation and end products

- The interview of employees in both the Human Resources and Finance Department
- The interview of applicable service recipients and vendors
- The on-site review and flow charting of current work flow
- The review of information technology usage and capabilities
- The development of findings, conclusions and recommendations
- The development of a comprehensive final report

As with all operational analyses performed by our Government Consulting Department, the emphasis of the project will be on implementation, or, providing a “road map” to achieve best practices.

* * * * *

In the following section, we present our approach to the project.

SECTION II

OUR APPROACH TO THE PROJECT

SECTION II

OUR APPROACH TO THE PROJECT

Our approach to the project is grounded in two fundamental concepts:

1) *Implementation of the study's recommendations is the ultimate measure of success.*

The City of Novi will not benefit from a report, however impressive, which simply "collects dust" on the shelf. Consequently, our approach to the project must be structured to go beyond the "easy answers" and work toward the development of real solutions that produce meaningful results.

Analyses of internal services can be very complex. The issues of legal compliance, cost effectiveness and customer service must all be given proper weight in considering alternatives to operating procedures. Our approach recognizes this complexity and the level of effort which must be expended to develop real solutions for cost savings or improvement.

2) *City administration and affected employees must be provided significant opportunity for input and discussion throughout the course of the project.*

Based on our experience in prior projects, this involvement is a prerequisite to success. Employees in both the Human Resources and Finance Department will be provided ample opportunity for input through personal interviews, discussion of duties and our observation and inspection of work processes. Client contact will also be emphasized as we work closely with City administration to achieve project objectives.

From an evaluative perspective, significant input from City sources will assure that the analysis considers all relevant issues and options and increases the likelihood that recommended actions are solidly grounded, if not ultimately acceptable to all concerned parties.

The approach which we will use in conducting the evaluation is summarized in the following work tasks.

Task 1: Meet and Finalize Work Plan and Reporting Arrangements (2 hours)

Following award of the contract, our project team will meet with City administration to finalize the project scope, approach and status reporting procedures. In our experience, ongoing attention to project administration will assure open communication and facilitate project success. Consequently, it will be our intention to establish an effective working relationship with the City Manager as well as the Finance and Human Resources Departments. We will be available to provide updates to the City Manager throughout the course of the engagement, as appropriate or desired.

Task 2: Meet With Finance and Human Resources Personnel (2 hours)

Our initial project activities will focus on orienting employees and administrators in the Finance and Human Resources Departments to our project approach. As a first step in the process, we will meet with this group to describe our approach, get input and feedback and work cooperatively in determining logistical approaches for data gathering, interview scheduling and on-site work.

Task 3: Conduct Initial Data Gathering and Review Data (12 hours)

In addition to the Task 2 orientation and discussion, we will also, at this time, request initial data regarding payroll and human resources operations, so as to gain a preliminary understanding of the applicable functions and workflow. Data that will be requested will include, but not be limited to, the following:

- Personnel information such as job descriptions, work rules, personnel policies and collective bargaining and other information that will assist us in understanding the respective duties and responsibilities of each position and function.
- Operational information such as internal communications and directives, management and status reports, workload data, procedural manuals, submittal timetables, operational statistics, and samples of reports and work output.

As the study progresses this “data bank” will be expanded as our project team increasingly builds our knowledge base of the respective operations.

Task 4: Conduct “Top Down” Evaluation (50 hours)

As noted, it will be our intention to gain a full working knowledge of the payroll and human resources functions, as well as the interaction with other departments and work flow more generally. As the first step in this process, we will conduct interviews of all personnel involved in payroll, and human resources activities as well as other internal systems (such as other financial functions) that interact with, or are dependent on the input or output of these operations. We will work with City administration to determine the most useful “mix” of interviewees as well as a precise number.

The interviews will focus on management issues such as:

- Overall administrative and management practices
- Conformance to professional standards
- Clarity of current objectives and stated procedures

- Delegation of administrative and work responsibility
- Reporting relationships
- Supervisory operating procedures
- Level of supervisor and employee motivation
- Methods of management reporting
- Appropriateness of current staffing levels
- Adequacy of training
- Level of current workload/output
- Presence of work redundancies (if applicable)
- Criteria and methods of measuring work performance and output
- "Customer service" and responsiveness.
- Contract administration
- Documentation and work flow
- Quality and timeliness of management and compliance reporting systems
- Information technology use and potentiality
- Systems for performance measurement and performance evaluation
- Personnel management and administration
- Opportunities for outsourcing (or in-house provision)
- Opportunities for service expansion, retraction and consolidation.

The analysis will be accomplished through the following series of inter-related steps:

Sub-Task 1: Review and Analyze Key Documents

We will begin our analysis by reviewing the previously collected documentation related to payroll and human resources. This will include a review of policy and objective statements, operating procedures, general work rules, job descriptions, union contracts, management reports, performance appraisals, current and historic records related to work output, operational statistics, contracts, procedures and performance standards currently utilized, and all other relevant written documentation. As specified in Task 3, as we proceed with the study, this information base will be further developed and refined.

Sub-Task 2: Conduct Interviews and Flow Chart Work Processes

Our consulting team will conduct individual interviews with all employees assigned to human resources and payroll duties as well as Finance Department activities that interact with, or depend on these functions for work flow or information. These interviews will focus on:

- Clearly identifying and establishing the particular duties and responsibilities of each position and operating function.
- Identifying potential opportunities for improved operational performance.

And will have two components:

A Structured Component:

A significant portion of the interview process will be structured to ensure that each interviewee comments upon specific aspects of the organization and operation. Key areas for such comments will include:

- Organizational structure and staffing – including job responsibilities and reporting relationships, methods of internal communications, job content and work flow.
- Documentation and reporting – including the adequacy of a full range of practices (as earlier listed) and the impact on compliance, productivity and service delivery.

An Unstructured Component:

In addition to the structured interviews discussed above, a significant portion of each individual interview will be set aside for unstructured discussion. This will provide the interviewees with an opportunity to respond to a number of open-ended questions or to simply provide input in areas not addressed by the structured interview process.

Sub-Task 3: On-Site Inspections

Our consulting team will conduct on-site inspections of all work sites to obtain a full understanding of supervisory methods, work assignments, technology-in-use, procedures and operating methods.

These on-site inspections will provide an opportunity to observe work-in-progress, document work flow and develop the necessary familiarization with each work process as well as individual assignments.

Sub-Task 4: Performance Analysis – Internal and External

As we move through the evaluation, we will collect information pertaining to the workload, cost and output of the operating areas. We will use this information to develop meaningful performance measurements for quantifying services and output – both presently and in the future.

This will include:

- Workload data (i.e., quantity of work indicators)
- Efficiency data (i.e. cost of services indicators)
- Effectiveness data (i.e. quality and impact indicators)

As part of the operational assessment, we will also compare the City's operations to human resources and payroll operations in other similar entities. To accomplish this, we will identify a grouping of comparable organizations. We will then gather data regarding

performance (i.e. workload, efficiency and effectiveness) for those activities which are amenable to comparison or for which data is available.

Our experience in conducting similar comparisons has demonstrated that care must be exercised in evaluating benchmark data. To assure accurate representation, we will investigate and document unique operating features in each sample entity.

All collected comparable data will be arrayed in exhibit form for inclusion in the final report. This information will be used as reference material to support particular recommendations or simply to provide a comparison of performance. Also, as mentioned in your RFP, we will identify and recommend performance standards for future use in performance evaluation and management control.

Sub-Task 5: Additional Interviews and Data Collection

In addition to the above we will also conduct interviews with others in the City workforce including:

- Information technology staff
- A representative sample of internal customers.
- Other department heads with significant interaction with human resources
- Representatives of potential or existing outside vendors.

Sub-Task 6: Outsource Analysis

The data collection process, as outlined in previous tasks, will provide our project team with an indication of in-house service costs as well as the quality level of service provision. Having developed this information, we will investigate the viability and potential advantages (if any) of outsourcing (or insourcing) specific functions.

Task 5: Integrate All Findings and Develop Conclusions and Recommendations (16 hours)

Having completed the operational analysis, we will integrate all project findings-to-date and develop conclusions and recommendations. As noted, these analytical results will be intended to provide the City with:

- A baseline appraisal of the Human Resources Department: both strengths and weaknesses as well as an appraisal of overall organizational coordination and performance.
- Evaluation focused on methods for a seamless transfer of the payroll function to the Human Resources Department.

- Recommendations for improvement which are fully supportable and implementable, focusing on the full range of operational concerns, including:
 - Staffing requirements and particular duties for each position
 - Modifications to current operating practices
 - Ideal service levels and deployment
 - Improved use of technology
 - Assurance of adequate compliance levels for reporting and internal control
 - Opportunities for improved efficiency, cost-savings or quality improvement
 - Methods for future performance management and measurement
 - Methods for improving internal coordination and customer service
 - Other recommendations intended to improve management information and monitor and evaluate future performance.

Task 6: Prepare Draft Report (32 hours)

Having developed specific conclusions and recommendations, we will proceed to prepare a draft final report. With the City's concurrence, we will structure the final report as follows:

Section 1: Executive Summary:

Containing a brief, concise summary of all findings, conclusions, and recommendations and a schedule summarizing the estimated financial impact, if applicable, of the recommended actions.

Section 2: Findings and Conclusions Section:

A summation of the objectives, scope and approach used in conducting the project and a complete description of each significant finding and conclusion; supported by exhibits and analytic results.

Section 3: Recommendations Section:

Recommended actions in order of priority, including discussion of the rationale for each action and estimates (where applicable) of the cost (or service) impact which can be expected.

Section 4: Implementation Section:

An implementation plan for the recommended actions detailing, in matrix form, the procedures which will be required, the cost or service impact which is anticipated and the timetable suggested for each change.

Task 7: Review Draft Report with City Manager (2 hours)

As noted, we will communicate frequently with the City Manager during the course of the study. Following development of the draft final report, we will review our recommendations with City administration, and incorporate revisions as necessary, prior to the development of a final report document.

Task 8: Finalize and Present Final Report (8 hours)

At the conclusion of Task 9, we will finalize the report document for submittal. The project deliverable will consist of ten bound copies and an electronic version of the final report. We will then publicly present the final report findings in a meeting, as directed by the City.

* * * * *

In the following section we discuss our organization and project team

SECTION III

OUR ORGANIZATION AND PROJECT TEAM

SECTION III

OUR ORGANIZATION AND PROJECT TEAM

Rehmann Robson, a member of The Rehmann Group, LLC, is a regional certified public accounting and management consulting firm incorporated in and licensed by the State of Michigan. The firm, a partnership, was established in 1941, and has grown to become the second largest Michigan CPA firm, and one of the 30 largest firms nationwide. With ten offices across the state, and over 600 full-time associates, we are able to provide our clients with a vast array of products, covering a broad spectrum of financial and consulting services.

This project for the City of Novi will be performed by staff in our Governmental Consulting Department operating from our Farmington Hills office. It requires a mix of experience and expertise in the following areas:

- Operational evaluation of financial and human resources functions
- Municipal productivity analysis
- Service enhancement strategies.

To satisfy these requirements, we are proposing the following project team:

Mark W. Nottley, Principal for Governmental Consulting, will function as Project Manager and Lead Consultant. Mr. Nottley has over 20 years experience as a municipal management consultant, and has conducted more than 150 similar operational assessments. He is well experienced in the evaluation of finance and human resources functions and has developed similar improvement strategies for many municipal clients in Michigan. He is certified as a Senior Professional in Human Resources (SPHR) and has worked extensively in many aspects of human resource management.

Tony Divito, CPA, Senior Manager in the Accounting and Business Operations Group will assist Mr. Nottley in the evaluation of payroll and related financial operations. Mr. Divito specializes in internal audit and has extensive experience in the design and evaluation of internal controls and compliance issues for payroll operations. In addition, he holds a Master Degree in Information Systems from the University of Michigan – Dearborn, and is experienced in the analysis of software solutions for financial operations.

John Kaczor, Senior Consultant for Governmental Consulting will also function as a project consultant primarily focused on workflow analysis, work scheduling systems, information technology and other areas. Prior to Rehmann Robson, he was employed in both city and county government in New York and Michigan and as Consulting Manager at the Michigan Municipal League. His educational background includes a Master Degree in Public Policy from the University of Michigan.

Other Rehmann professionals may also serve the project team as we seek to bring the best level of expertise to the project.

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Résumés for team members are included in Appendix A. In the following section we discuss our specific experience and qualifications to assist.

SECTION V

OUR QUALIFICATIONS TO ASSIST

SECTION IV

OUR QUALIFICATIONS TO ASSIST

As noted, our proposed project team, particularly our proposed project manager/lead consultant has conducted numerous organizational and operational evaluations of city governments in Michigan and the particular operational areas represented in this study for the City of Novi.

We have listed below a number of project references, followed by a more complete listing of experience. We will be pleased to provide client references for any of these engagements upon request.

REFERENCES FOR PRIOR ENGAGEMENTS

Livingston County: *Review of Financial Systems and Related Workflow for Health, Building and Drain Commissioner's Office (2004)*

Contact: Ms. Belinda Peters, Finance Administrator: 517.546.3669

City of Birmingham: *Review of all Finance and Treasury Functions (2004)*

Contact: Mr. Dan Schulte, Director of Human Resources: 248.644.1800

City of Monroe: *Review of Human Resources Department and Payroll as Part of a City-wide Study (2007)*

Contact: Mr. George Brown, City Manager: 734.243.0700

Mundy Township: *Review of all Finance and Treasury Functions (2008)*

Contact: Mr. David Guieger: 810.655.4631

City of Novi: *Review of Police Dispatch Cost Allocation (2008)*

Contact: Mr. David Molloy: 248.348.7100

OPERATIONAL ANALYSES PERFORMED BY OUR PROJECT MANAGER

Organization-Wide Studies

| | |
|-------------------------------------|--------------------------|
| City of Monroe | All Functions/Operations |
| City of Huntington Woods | All Functions/Operations |
| Ingham County Road Commission | All Functions/Operations |
| Genesee County Road Commission | All Functions/Operations |
| Village of Newberry Power and Light | All Functions/Operations |
| City of Ewart | All Functions/Operations |
| City of Tecumseh | All Functions/Operations |
| Genesee County Land Bank | All Functions/Operations |
| City of Newark NJ | All Functions/Operations |
| City of Northville | All Functions/Operations |

Administrative and Financial Analyses

| | |
|---------------------------------------|--|
| City of Alpena | Administrative/Financial Organization |
| City of Milan | Administrative/Financial Organization |
| Western Townships Utilities Authority | Administrative/ Financial Organization |
| City of Grosse Pointe Woods | Clerk's Office |
| City of Northville | Finance Department/Overall Administration |
| Genesee County Road Commission | Finance Department |
| County of Macomb | Treasury Operations |
| City of Milan | Treasury and Finance Operations |
| County of Livingston | Finance Operations |
| City of Rochester Hills | Grant and Millage Funding Analysis |
| City of Birmingham | Finance and Treasury Operations |
| Carrollton Township | Office and Financial Operations |
| Chelsea District Library | Financial Operations |
| Mundy Charter Township | Treasury Operations |

Building, Public Works and Related Analyses

| | |
|--|---|
| Village of Oxford | DPW and Water Operations |
| City of Milan | DPW and Water Operations |
| City of Houghton | DPW and Water Operations |
| City of Lincoln Park | DPW and Water Operations |
| City of Sturgis | Fleet Equipment Maintenance |
| City of Orange, CA | Code Enforcement Services |
| City of Dearborn Heights | Building Department User Fees |
| City of Ypsilanti | Building Department Study |
| City of Ypsilanti | DPW and Equipment Maintenance |
| Southeastern Oakland County Resource Recovery and Water Authorities | Management, MRF, Transfer Station, Composting and Water Operations |
| Charter Township of Lyon | Building and Planning Services |
| Charter Township of West Bloomfield | Building, Planning and Engineering Services |

County of Berrien
 City of Marysville
 City of Milan
 South Monroe County Water System
 City of Lincoln Park
 City of Riverview
 Eastern Michigan University
 City of Ypsilanti
 City of Grand Rapids
 City of Monroe
 Carrollton Township
 City of Huntington Woods
 Pittsfield Charter Township
 Mundy Charter Township

Planning Department
 Building and Engineering Services
 Building Services
 Water Service Operations
 Water Service Operations
 Landfill Operations
 Custodial Services
 Building and Community Development
 All Inspection Services
 Water Department Operations
 Public Works Operations
 Public Works Conflict Resolution
 Assessing Services
 Assessing and Building Operations

Parks and Recreation Analyses

Ingham County Parks Department
 City of Milan
 City of Lincoln Park
 City of St. Louis Park, MN
 City of Toledo, OH
 City of Wayne
 City of Pontiac
 City of Howell

Parks Maintenance Services
 Parks and Recreation Services
 Parks and Community Center
 Parks and Recreation Services
 Forestry Services
 Community Center/Arena
 Cemetery Operations
 Cemetery Business Plan

Police Department Analyses

City of Bangor
 City of Wyandotte
 Village of Berrien Springs
 City of Mt. Morris
 Charter Township of Oscoda
 City of Marysville
 City of Milan
 City of Lincoln Park
 City of Houghton
 City of Sturgis
 Charter Township of Benton
 Oakland County Cities (8 city study)
 Cities of Saugatuck and Douglas
 City of DeWitt and DeWitt Township
 City of Madison Heights
 City of Woodhaven
 Village of Paw Paw

Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Police Services
 Public Safety Consolidation
 Police/Fire Performance Measures
 Police Services
 Police Services and Police Consolidation
 Police Overtime
 Police Services
 Police Services

Fire Department Analyses

| | |
|------------------------------------|--|
| Village of Romeo | Fire Services |
| Charter Township of Brownstown | Fire Services |
| City of Leslie | Fire Services |
| City of Inkster | Fire Services |
| City of Lincoln Park | Fire Services |
| City of Alpena | Fire and EMS Services |
| City of Grand Rapids | Fire Services Work Scope |
| Chelsea Area Fire Authority | Fire Operations and Ten-Year Growth Plan |
| Charter Township of Dewitt | Fire Apparatus |
| Grand Blanc Fire Authority | Fire Services Upgrade |
| City of Madison Heights | Fire Overtime |
| Davison/Richfield Fire Authority | Fire Services |
| Swartz Creek Area Fire Department | Fire Services |
| St. Johns Fire Department | Fire Consolidation |
| City of Alpena and Alpena Township | Fire Consolidation |
| Shelby Charter Township | Fire Services |
| Texas Charter Township | Fire Services |
| City of Midland | Fire Needs and Station Location |

Public Safety Analyses

| | |
|--------------------------|--|
| City of Alpena | Public Safety Services |
| City of Kingsford | Public Safety Services |
| City of Grosse Pointe | Public Safety Scheduling |
| City of Belding | Police, Fire and Ambulance Consolidation |
| Village of Beverly Hills | Public Safety Services |

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Additional references will be provided on request. In the next section we discuss project timing.

SECTION V
PROJECT TIMING

SECTION V

PROJECT TIMING

PROJECT TIMING

We are prepared to begin the project immediately upon receiving notice to proceed. We anticipate completing the project within by the September 30, 2009 deadline specified in your Request for Proposals.

We consider this to be a short deadline that will put pressure on all involved parties to meet temporal deadlines related to information gathering, interview scheduling and report preparation. If a longer time frame can be agreed-on we would certainly be amenable to this option.

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Résumés for project team members are included in the following Appendix A

APPENDIX A – PROJECT TEAM RÉSUMÉS

Mark W. Nottley

Principal for Governmental Consulting – Farmington Hills



Areas of Expertise

- Management Audits & Operational Reviews
- Financial Forecasting & Five-year Financial Models
- Executive Search Services
- Financial Feasibility Studies & Rate Setting Analysis
- Classification and Compensation & Personnel Policies Development
- Benefits Analysis

Contact Information

Phone: 248.579.1113
Cell : 734.904.4632
Fax: 248.536.6201
Email: mark.nottley@rehmann.com

Current Position

Mark is the firm's Director of Governmental Consulting and resides in the Jackson and Farmington Hills offices.

Experience

Mark has over twenty years of experience in providing Michigan's governmental entities with consulting services. His consulting expertise and experience encompasses a full range of operational, financial and human resources consulting, including management and operations reviews, classification and compensation studies, privatization analysis, financial modeling, personnel policies development, benefits analysis and financial feasibility studies.

Prior to joining the firm, Mark was the founder and Director of the Michigan Municipal League's Municipal Consulting Services Department for eight years. Prior to that he served as Manager, Local Government Consulting at Plante & Moran and as a senior governmental consultant for the Big 8 firm of Coopers & Lybrand.

Education

Mark graduated from Wayne State University with a Bachelor's degree and Master's of Public Administration, summa cum laude. He is also certified as a Senior Professional in Human Resources (SPHR).

Professional Organizations

- International City/County Management Association
- Society for Human Resources Management
- Government Finance Officers Association



THE REHMANN GROUP

Business wisdom delivered.

Tony DiVito, CPA, MS

Senior Manager



Contact Information

Phone: 248.579.1115

Fax: 248.536.6201

Email: tony.divito@rehmann.com

Areas of Expertise

- Small Business Consulting
- Non-Profit Audits
- Quickbooks Implementation and Training
- Taxes for Businesses and Individuals

Current Position

Tony is a Senior Manager with Rehmann Robson, a member of Rehmann, and is located in the Farmington Hills office.

Experience

Tony has more than 15 years experience in public accounting. He was in the Audit and Client Services departments of Boyes, Wright, Pittman & Co., PLLC (BWP), from 1991 through 2006, when BWP merged with Rehmann. His professional efforts have been focused on small business consulting with an emphasis on software support, accounting, and tax preparation. Tony is a Certified QuickBooks ProAdvisor, including Advanced Certification in version 2007. Additionally, Tony has ten years of experience in low-income housing audits. He also monitors firm quality control and supervises and mentors department staff.

Education

Tony graduated with high distinction from the University of Michigan - Dearborn with concentrations in professional accounting and information systems. He also holds a Master's degree in computer information systems from the University of Michigan - Dearborn.

Professional Organizations

- American Institute of Certified Public Accountants
- Michigan Association of Certified Public Accountants
- Weston A. Price Foundation - Treasurer of the SE Michigan chapter

John Kaczor

Financial Consultant, Governmental Consulting – Farmington Hills



Areas of Expertise

- Financial Forecasting & Five-year Financial Models
- Utility Rate Setting Analysis
- City Income Tax Feasibility Studies
- Administrative Cost Allocation Plan Development
- Municipal Budget Analysis
- Classification and Compensation & Personnel Policies Development
- Benefits Analysis

Contact Information

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Current Position

John serves as the firm's Governmental Financial Consultant.

Experience

John has over ten years of experience providing Michigan municipal entities and public authorities with consulting services. His primary focus is on financial consulting, including five-year financial modeling, utility rate setting, income tax feasibility analysis, cost allocation and economic analysis. He also has experience in human resources and operational consulting, including departmental reviews, classification and compensation studies, personnel policies development, and benefits analysis.

Prior work experience includes serving as Senior Consultant and Manager of Municipal Consulting Services at the Michigan Municipal League. Additionally, John has worked for the City of Ann Arbor, the City of New York, and the Government Finance Officer's Association.

Education

John holds a graduate degree in Public Policy from the University of Michigan's Ford School of Public Policy. He also has a Bachelor's degree in Economics and Sociology from Western Michigan University.

Professional Organizations

- International City/County Management Association
- American Water Works Association



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