



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:**

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

### 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
<b>Total</b>	<b>1730</b>	<b>1580</b>	<b>1430</b>	<b>1930</b>	<b>2150</b>	<b>3190</b>	<b>3020</b>	<b>2330</b>

**Bid Tabulation**

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

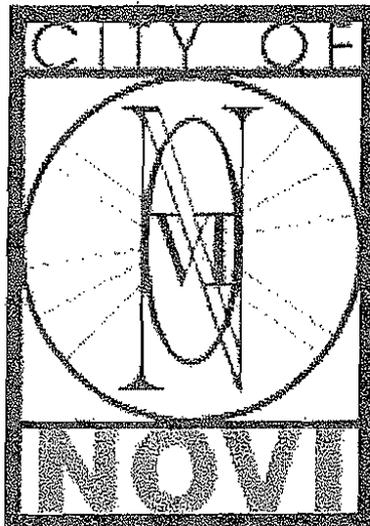
Based on the results of the evaluation above, we are recommending the award of these consulting services to Rehmann Robson, the low bidder.

**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
<b>Mayor Landry</b>				
<b>Mayor Pro Tem Gatt</b>				
<b>Council Member Burke</b>				
<b>Council Member Crawford</b>				

	1	2	Y	N
<b>Council Member Margolis</b>				
<b>Council Member Mutch</b>				
<b>Council Member Staudt</b>				

# 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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**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.

\* \* \* \* \*

*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  
 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.

\* \* \* \* \*

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

## **APPENDIX A – PROJECT TEAM RÉSUMÉS**

# Mark W. Nottley

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## *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](mailto: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



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*Business wisdom delivered.*

# Tony DiVito, CPA, MS

Senior Manager



## Contact Information

Phone: 248.579.1115

Fax: 248.536.6201

Email: [tony.divito@rehmann.com](mailto: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

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## *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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