

*Members of the public wishing to speak during Public Comment or on Items of Business must register with the County Clerk prior to the beginning of the meeting.*

## **AGENDA**

### **BOARD OF FRANKLIN COUNTY COMMISSIONERS Wednesday, Oct. 26, 2016 | 8:30 a.m.**

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#### **TO BE HELD IN THE ANNEX COMMISSION CHAMBERS**

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**A. CALL TO ORDER**

**B. ROLL CALL:**

Waymire    Howard    Dunn    Harris    Renoud

**C. PLEDGE OF ALLEGIANCE**

**D. INVOCATION:**

1. Invocation Led By Pastor Leonard Cheasbro, New Life In Christ Church, Ottawa, Kansas.

**E. CORRESPONDENCE & ORGANIZATIONAL BUSINESS**

1. Consider Approving A Donation To The VFW Post 5901 & General Edward Hand Chapter DAR For "Wreaths Across America" Campaign On December 17, 2016. Don Marconette

Documents:

[2016 1026 cv wreaths across america.pdf](#)  
[wreaths across america.pdf](#)

2. Consider Approving A Request From USD #287 To Contribute \$200.00 Towards The 2016 Veterans Day Celebration. Derek Brown, County Counselor

Documents:

[2016 1026 usd 287.pdf](#)

3. Consider Approving A Request From The Wellsville American Legion To Contribute \$200.00 Towards The 2016 Veterans Day Celebration. Derek Brown, County Counselor

Documents:

[2016 1026 cv am legion.pdf](#)

**F. PUBLIC COMMENT:**

A citizen desiring to speak on an item not on the agenda may do so at this time. Discussion is limited to five minutes and the Commission will not take action or discuss items at this time. Discussion should be limited to matters of County Commission business and public comment is not permitted in regard to personnel matters or on pending legal matters. Items introduced under '**Public Comment**' may become agenda items at a later date.

**G. CONSENT AGENDA:**

Items listed on the '**Consent Agenda**' are considered routine and shall be enacted by one motion of the Board of Commissioners with no separate discussion. If separate discussion is desired by a member of the Governing Body, that item may be removed from the '**Consent Agenda**' and placed on the regular agenda '**Items of Business.**'

1. Consider And Approve Franklin County Commission Meeting Minutes For Oct. 19, 2016.
2. Consider And Approve Tax Change Orders.
3. Consider And Approve Emergency Vehicle Permit Applications.

**H. ITEMS OF BUSINESS:**

1. Receive Presentation From Prairie Paws Animal Shelter. Melissa Reed, Director
2. Consider Approval To Fill A Treasurer Vacancy On The Greenwood Township Board. Janet Paddock, County Clerk

Documents:

[2016 1026 greenwood township treasurer.pdf](#)  
[letter of intent.pdf](#)

3. Consider To Approve The Sell Of Temporary Notes, Series 2016. Janet Paddock, County Clerk

Documents:

[2016 1026 cv series 2016.pdf](#)  
[calculation of bid rates.pdf](#)  
[bids.pdf](#)

4. Discuss Proposals Received Regarding An Organizational Assessment Of Franklin County, Kansas. Derek Brown, County Counselor

Documents:

[20161026\\_agenda cover sheet\\_organizational assessment.pdf](#)  
[franklin county proposal-matrix.pdf](#)  
[franklin county oa proposal-novak.pdf](#)

**I. STAFF REPORTS**

**J. COMMISSIONER COMMENTS AND BOARD REPORTS**

**K. CONSIDER A MOTION FOR ADJOURNMENT**

**L. INFORMATION AND ANNOUNCEMENTS:**

1. UpComing Events

- Commission Study Session on Oct. 31, 2016 at 8:30 A.M.
- Commission Meeting on Nov. 2, 2016 at 8:30 A.M.
- Commission Meeting on Nov. 9, 2016 at 8:30 A.M.
- Commission Study Session on Nov. 14, 2016 at 8:30 A.M.
- Commission Meeting on Nov. 16, 2016 at 8:30 A.M.
- Commission Meeting on Nov. 23, 2016 at 8:30 A.M.
- Commission Study Session on Nov. 28, 2016 at 8:30 A.M.
- Commission Meeting on Nov. 30, 2016 at 8:30 A.M.

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From: Derek Brown  
Department: County Counselor  
Date: 10/26/16

## **AGENDA ITEM NARRATIVE**

Consider approving a donation to the VFW Post 5901 & General Edward Hand Chapter DAR for "Wreaths Across America" campaign on December 17, 2016.

## **BACKGROUND**

The goal is to place a wreath on every Veterans' grave in Franklin County. We plan to start with Hope Cemetery this year with 400 wreaths. Your gift of honors a fallen hero by placing a wreath on a grave.

## **SPECIFIC ACTION REQUESTED**

Consideration of a donation for supplies, and cost of wreaths.

## **ATTACHMENTS**

Letters of request.

***Veterans of Foreign Wars Post 5901  
and  
General Edward Hand Chapter  
Daughters of the American Revolution***

***VFW Post 5901 & General Edward Hand Chapter DAR*** are working together to decorate the graves of Veterans in Franklin County at Christmas.

This project will be completed in phases, starting with Hope Cemetery in Ottawa this year. There are approximately 400 Veterans buried in Hope Cemetery. It is the goal to put a wreath on each grave this year in December in conjunction with the "***Wreaths Across America***" campaign on December 17<sup>th</sup>. Our long term goal is to soon be able to decorate all Veterans graves in Franklin County.

The VFW Post 5901 as well as American Legion Post 60, VVA and other Veteran groups will work with the DAR in covering the area. Boy Scouts and 4-H groups have been ask to help place the wreaths, anyone wishing to assist in this project please contact Don Marconette at the VFW (785-521-0130)

December 17<sup>th</sup> is National Wreath Day ( this year) the wreaths will be placed at the gravestones at that time, and gathered up at the end of Christmas Vacation to be stored until next year

At this time we are ordering supplies, wreaths and asking for donations from the community. You will be seeing signs around town and donation jars at checkout points in the county.

Make checks payable to "***Wreaths across Franklin County***".

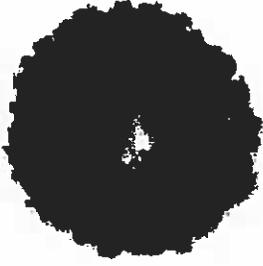
***Remember***  
Our fallen U.S. Veterans

***Honor***  
Those who serve

***Teach***  
Our children the value of Freedom

***Every Dollar helps remember a Veterans Life***

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### *Wreaths Across Franklin County*

*The story of Wreaths Across America was inspired by Morrill Worcester, a young man who made a trip to Washington D.C. when he was 12 years old. This trip made quite an impression on him and he knew then he would never forget his trip to Arlington Cemetery.*

*In 1992, Morrill Worcester, now the owner of Worcester Wreath Company of Harrington, Maine found himself with a surplus of wreaths nearing the end of the holiday season. He remembered his boyhood experience at Arlington and with the aid of Maine Senator Olympia Snowe, arrangements were made for the wreaths to be placed at Arlington in one of the older sections of the cemetery that had been receiving fewer visitors with each passing year. Plans were underway and other individuals and organizations stepped up to help.*

*The annual tribute went on quietly for several years, until 2005 when a photo of the stones at Arlington, adorned with wreaths and covered in snow were seen by many across the country. The annual event grew each year. In 2007, the Worcester family, along with veterans, and other groups and individuals formed Wreaths Across America, a non-profit 501(c)3 organization to continue this mission which is Remember. Honor. Teach.*

*This project has continued to grow. In 2014, Wreaths Across America and its volunteers laid over 700,000 memorial wreaths at 1,000 locations in the United States and beyond, including ceremonies at the Pearl Harbor Memorial, as well as Bunker Hill, Valley Forge and the sites of the September 11 tragedies.*

*DONATIONS MAY BE SENT TO:*

*Don Marconette  
VFW Post 5901  
PO Box 683  
OTTAWA, KS 66067*

*DALE KROEDLER  
1028 N DAVIS AVE  
OTTAWA KS  
66067*

*MAKE CHECK OUT TO:*

*WREATHS ACROSS  
FRANKLIN COUNTY*

*Proud Supporter*



VFW Post 5901  
General Edward Hand Chapter DAR  
working together for

# Wreaths *across* Franklin County, KS

Our Goal is to place a wreath on every Veterans' grave in Franklin County

We plan to start with Hope Cemetery this year with 400 wreaths

Your gift of honors a fallen hero by placing a wreath on a grave.

**Remember**

Our fallen U.S. Veterans

**Honor**

Those who serve

**Teach**

Our children the value of Freedom.

**Every dollar helps remember a Veterans' life.**



General Edward Stand Chapter



Working together for

Post 5901

# Wreaths ACROSS



Franklin Co. KS

Our goal is to place a wreath on every Veterans' grave in Franklin County  
Your gift honors a fallen Hero by placing a wreath on a Veteran's grave.

## Remember

Our fallen U.S. Veterans

## Honor

Those who serve

## Teach

Our children the value of Freedom

Every dollar helps remember a

Veterans life

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From:  
Department:  
Date: 10/26/16

## **AGENDA ITEM NARRATIVE**

Consider Approving A Request From USD #287 To Contribute \$200.00 Towards The 2016 Veterans Day Celebration.

## **BACKGROUND**

This is a request for a donation for the Appanoose Veterans Day program to be held on November 11th. This money will go towards providing our honored guest with a meal after our morning program. Our students will be servicing the veterans with this special meal as a way to honor their service to our country.

We are asking that the Commission donate \$200.00 toward the cost of the meal.

We feel this is a very important day and would like to provide our veterans with a great meal.

## **SPECIFIC ACTION REQUESTED**

It is recommended that the Commission approve the request to contribute \$200.00 to the USD#287 Veterans Day Celebration.

## **ATTACHMENTS**

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From: Derek Brown  
Department: Administration  
Date: 10/26/16

## **AGENDA ITEM NARRATIVE**

Consider approving a request from the Wellsville American Legion to contribute \$200.00 towards the 2016 Veterans Day Celebration.

## **BACKGROUND**

The Wellsville American Legion has requested that the Commission contribute \$200.00 for their annual celebration of Veteran's Day on Friday, November 11, 2016. It has been the previous practice of the Franklin County Commission to contribute \$200.00 to be put towards the Veteran's Day Celebration.

## **SPECIFIC ACTION REQUESTED**

Approve contribution of \$200.00 towards 2016 Veteran's Day Celebration for Wellsville American Legion.

## **ATTACHMENTS**

Email of request.

## Beatty, Joy

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**From:** Linda <lindhutch@hotmail.com>  
**Sent:** Friday, October 07, 2016 7:30 AM  
**To:** Beatty, Joy  
**Subject:** Request for money for the Wellsville American Legion's Veteran's Day luncheon

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Good morning!

Once again we would like to request money to help cover the expense of the luncheon for the Wellsville Legions Veterans Day luncheon. Please let me know if you can oblige and how much you can send. Last year we received \$200. Please extend an invitation to the County Commissioners that they are more then welcome to attend our luncheon. It will be at the Legion Hall in Wellsville at 500 Main Street on November 11th at approximately 11:30-12.

Thank you,  
Marvin Hutchinson  
Wellsville American Legion Post # 194

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From: Janet Paddock  
Department: County Clerk  
Date: 10/26/16

## **AGENDA ITEM NARRATIVE**

Consider Approval to fill a Treasurer vacancy on the Greenwood Township Board. Janet Paddock, County Clerk

## **BACKGROUND**

Timothy Matthias submitted a letter of resignation, leaving a vacancy in the Treasurer position. One letter was received from Nancy Parkin to fulfill the position.

## **SPECIFIC ACTION REQUESTED**

Consider appointing Nancy Parkin to fulfill the Treasurer position vacancy on the Greenwood Township Board.

## **ATTACHMENTS**

Letter of Intent

Nancy Parkin  
936 Labette Rd  
Pomona, KS 66076  
785-241-0370

September 27, 2016

Franklin County Commissioners

I am interested in serving on the Greenwood Community Board as treasure vacated by Tim Matthias.

I have lived in the Greenwood Community for 30 years. In those 30 years I have watched our community growth.

I feel like through my energy and skills I can contribute by keeping our community growing. As being on the board I would help make decisions that would benefit our community and our community building.

I am currently serving my nineteenth year as a school secretary. One of my responsibilities is keeping the accounting books, paying bills and filling out purchase orders. I exhibit a personality that demonstrates enthusiasm and skills to relate well with students, staff, administration, parents and the community, including difficult and emotional situations. I complete my task in a timely manner to meet deadlines while I multitask to keep my office and school running smoothly.

In making a decision on behalf of the community I would consider all the pros and cons and listen to any concerns or opinions a community member might have. I would base my decisions on what I believe is best for the community. I do understand if a situation came up and the board was in disagreement on what to do, I would listen to each board member and through discussion and questions I would not be opposed in changing my decision if I feel my decision was not the best solution.

Nancy Parkin

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From: Janet Paddock  
Department: County Clerk  
Date: 10/26/2016

## **AGENDA ITEM NARRATIVE**

Consider to approve the sell of temporary notes, series 2016.

## **BACKGROUND**

March 16, 2016, the Board adopted Resolution No. 2016-04 authorizing the issuance of general obligation bonds of the County in an amount not to exceed \$11,000,000 for the purpose of paying the costs of the design, improvement and construction of Kingman Road from US\_59 to Montana Road; the intersection of Kingman and Montana Roads; and Montana Road from Kingman Road to the I-35 overpass, with all necessary stormwater enhancements and related appurtenances (the "Road Project");

Three bids were received from three banks, Kansas State Bank, Commerce Bank, and UMB Bank.

## **SPECIFIC ACTION REQUESTED**

Authorize the sell of temporary notes to UMB Bank, the lowest bid received.

## **ATTACHMENTS**

Bids received  
Calculation of Bid Rate

**Franklin County, Kansas  
General Obligation Temporary Notes  
Series 2016-1**

Date	Principal	Rate	Interest	Period Total	Annual Total
12/01/17	995,000.00	1.00%	10,530.42	1,005,530.42	1,005,530.42
06/01/18			-	-	-
12/01/18			-	-	-
06/01/19			-	-	-
12/01/19			-	-	-
06/01/20			-	-	-
12/01/20			-	-	-
06/01/21			-	-	-
12/01/21			-	-	-
06/01/22			-	-	-
12/01/22			-	-	-
06/01/23			-	-	-
12/01/23			-	-	-
06/01/24			-	-	-
12/01/24			-	-	-
06/01/25			-	-	-
12/01/25			-	-	-
06/01/26			-	-	-
12/01/26			-	-	-
06/01/27			-	-	-
12/01/27			-	-	-
06/01/28			-	-	-
12/01/28			-	-	-
06/01/29			-	-	-
12/01/29			-	-	-
06/01/30			-	-	-
12/01/30			-	-	-
06/01/31			-	-	-
12/01/31			-	-	-
06/01/32			-	-	-
12/01/32			-	-	-
06/01/33			-	-	-
12/01/33			-	-	-
06/01/34			-	-	-
12/01/34			-	-	-
06/01/35			-	-	-
12/01/35			-	-	-
06/01/36			-	-	-
12/01/36			-	-	-
06/01/37			-	-	-
12/01/37			-	-	-
06/01/38			-	-	-
12/01/38			-	-	-
<b>Total</b>	<b>995,000.00</b>		<b>10,530.42</b>	<b>1,005,530.42</b>	<b>1,005,530.42</b>

Dated Date 11/10/16  
 Delivery Date 11/10/16  
 Accrued Interest -  
 Bond Years 1,053.0  
 Average Life 1.058  
 Average Rate 1.000000%

<b>Bid Award Calculation</b>	
Bid Premium (Discount)	(3,958.11)
Net Interest Cost	14,488.53
Avg Annual Net Rate	1.3758740%
TIC	1.3760814%

← UMB

**Franklin County, Kansas  
General Obligation Temporary Notes  
Series 2016-1**

Date	Principal	Rate	Interest	Period Total	Annual Total
12/01/17	995,000.00	1.25%	13,163.02	1,008,163.02	1,008,163.02
06/01/18			-	-	-
12/01/18			-	-	-
06/01/19			-	-	-
12/01/19			-	-	-
06/01/20			-	-	-
12/01/20			-	-	-
06/01/21			-	-	-
12/01/21			-	-	-
06/01/22			-	-	-
12/01/22			-	-	-
06/01/23			-	-	-
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06/01/25			-	-	-
12/01/25			-	-	-
06/01/26			-	-	-
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06/01/35			-	-	-
12/01/35			-	-	-
06/01/36			-	-	-
12/01/36			-	-	-
06/01/37			-	-	-
12/01/37			-	-	-
06/01/38			-	-	-
12/01/38			-	-	-
<b>Total</b>	<b>995,000.00</b>		<b>13,163.02</b>	<b>1,008,163.02</b>	<b>1,008,163.02</b>

Dated Date	11/10/16
Delivery Date	11/10/16
Accrued Interest	-
Bond Years	1,053.0
Average Life	1.058
Average Rate	1.250000%

Bid Award Calculation	
Bid Premium (Discount)	(2,497.45)
Net Interest Cost	15,660.47
Avg Annual Net Rate	1.4871654%
TIC	1.4847516%

← Commerz

**Franklin County, Kansas  
General Obligation Temporary Notes  
Series 2016-1**

Date	Principal	Rate	Interest	Period Total	Annual Total
12/01/17	995,000.00	2.00%	21,060.83	1,016,060.83	1,016,060.83
06/01/18			-	-	-
12/01/18			-	-	-
06/01/19			-	-	-
12/01/19			-	-	-
06/01/20			-	-	-
12/01/20			-	-	-
06/01/21			-	-	-
12/01/21			-	-	-
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06/01/30			-	-	-
12/01/30			-	-	-
06/01/31			-	-	-
12/01/31			-	-	-
06/01/32			-	-	-
12/01/32			-	-	-
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12/01/34			-	-	-
06/01/35			-	-	-
12/01/35			-	-	-
06/01/36			-	-	-
12/01/36			-	-	-
06/01/37			-	-	-
12/01/37			-	-	-
06/01/38			-	-	-
12/01/38			-	-	-
<b>Total</b>	<b>995,000.00</b>		<b>21,060.83</b>	<b>1,016,060.83</b>	<b>1,016,060.83</b>

Dated Date 11/10/16  
 Delivery Date 11/10/16  
 Accrued Interest -  
 Bond Years 1,053.0  
 Average Life 1.058  
 Average Rate 2.000000%

Bid Award Calculation	
Bid Premium (Discount)	25.00
Net Interest Cost	21,035.83
Avg Annual Net Rate	1.9976259%
TIC	1.9865545%

← Kansas State

**\$995,000**  
 (subject to change)  
**FRANKLIN COUNTY, KANSAS**  
**GENERAL OBLIGATION TEMPORARY NOTES**  
**SERIES 2016-1**

**TERMS SHEET**

PRINCIPAL:	\$995,000
MATURITY:	December 1, 2017
RATE:	To Be Determined
DATED AND DELIVERY DATE:	On or about November 10, 2016
INTEREST PAYMENTS:	At maturity or earlier redemption. Interest calculated on a 30/360 day count basis.
OPTIONAL REDEMPTION:	Callable April 1, 2017 and thereafter, in whole or in part @ 100%, plus accrued interest.
SECURITY:	To be repaid from the future sale of general obligation bonds and, if not so paid, from other available funds or ad valorem property taxes.
PROJECTS:	Proceeds from the sale of the Notes and other available funds will be used to provide funding for the cost of design work related to new streets to be constructed in connection with a new industrial park.
TYPE:	Fully Registered – Certificated or Book Entry*
DENOMINATIONS	Minimum denomination of \$5,000 or any integral multiple thereof.
PAYING AGENT AND NOTE REGISTRAR:	Kansas State Treasurer
BOND COUNSEL/FINANCIAL ADVISOR:	Kutak Rock/George K. Baum & Company
RATING	Not Rated <i>Bonds Rated A+</i>
SEC RULE 15C2-12 EXEMPTION:	Because the Notes are being issued in a principal amount under \$1 million, SEC Rule 15c2-12 is inapplicable to the Notes. The Authority will not prepare an official statement or undertake to provide continuing disclosure with respect to this issue.
TAX STATUS:	Federally and state tax-exempt. "Bank-qualified".

If interested in purchasing the Notes, please e-mail the following information to [jpaddock@franklincoks.org](mailto:jpaddock@franklincoks.org) and [Arteberry@gkbaum.com](mailto:Arteberry@gkbaum.com) by no later than noon on October 24, 2016:

Interest Rate: 1.00 %  
 Purchase Price: \$ 991,041.89 (not less than \$990,025)

All costs incurred by the purchaser including but not limited to documentation review, credit analysis, safekeeping and origination, shall be the responsibility of the purchaser and will not be paid by the Issuer.

<u>Principal Amount</u>	<u>Name of Institution</u>	<u>Authorized Representative</u>	<u>Date</u>
\$ <u>995,000</u>	<u>UMB Bank, n.a.</u>	<u>Justin Kojol</u>	<u>10/24/16</u>
\$ _____	_____	_____	_____
\$ _____	_____	_____	_____
<b>\$995,000 Total</b>			

The date of this Term Sheet is October \_\_, 2016.

**Disclaimer:** This Term Sheet is intended solely to provide an overview of the structure and purpose of the Notes. It is not intended nor should it be considered to be completely descriptive of the transaction.

\*The Notes will only be issued in "book entry" form if the purchaser is a DTC participant or requests that the Notes be issued in book entry form when the purchaser submits its bid and receives approval of such request from the County's financial advisor, George K. Baum & Company.

**\$995,000**  
**(subject to change)**  
**FRANKLIN COUNTY, KANSAS**  
**GENERAL OBLIGATION TEMPORARY NOTES**  
**SERIES 2016-1**

**TERMS SHEET**

PRINCIPAL:	\$995,000
MATURITY:	December 1, 2017
RATE:	To Be Determined
DATED AND DELIVERY DATE:	On or about November 10, 2016
INTEREST PAYMENTS:	At maturity or earlier redemption. Interest calculated on a 30/360 day count basis.
OPTIONAL REDEMPTION:	Callable April 1, 2017 and thereafter, in whole or in part @ 100%, plus accrued interest.
SECURITY:	To be repaid from the future sale of general obligation bonds and, if not so paid, from other available funds or ad valorem property taxes.
PROJECTS:	Proceeds from the sale of the Notes and other available funds will be used to provide funding for the cost of design work related to new streets to be constructed in connection with a new industrial park.
TYPE:	Fully Registered – Certificated or Book Entry*
DENOMINATIONS	Minimum denomination of \$5,000 or any integral multiple thereof.
PAYING AGENT AND NOTE REGISTRAR:	Kansas State Treasurer
BOND COUNSEL/FINANCIAL ADVISOR:	Kutak Rock/George K. Baum & Company
RATING	Not Rated
SEC RULE 15C2-12 EXEMPTION:	Because the Notes are being issued in a principal amount under \$1 million, SEC Rule 15c2-12 is inapplicable to the Notes. The Authority will not prepare an official statement or undertake to provide continuing disclosure with respect to this issue.
TAX STATUS:	Federally and state tax-exempt. "Bank-qualified".

If interested in purchasing the Notes, please e-mail the following information to [jpaddock@franklincoks.org](mailto:jpaddock@franklincoks.org) and [Arteberry@gkbaum.com](mailto:Arteberry@gkbaum.com) by no later than noon on October 24, 2016:

Interest Rate: 1.25 %  
Purchase Price: \$ 992502.55 (not less than \$990,025)

All costs incurred by the purchaser including but not limited to documentation review, credit analysis, safekeeping and origination, shall be the responsibility of the purchaser and will not be paid by the Issuer.

<u>Principal Amount</u>	<u>Name of Institution</u>	<u>Authorized Representative</u>	<u>Date</u>
\$ <u>995,000</u>	<u>Commerce Bank KC</u>		<u>10/24/2016</u>
\$ _____	_____	_____	_____
\$ _____	_____	_____	_____
\$995,000 Total			

The date of this Term Sheet is October \_\_, 2016.

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**\$995,000**  
**(subject to change)**  
**FRANKLIN COUNTY, KANSAS**  
**GENERAL OBLIGATION TEMPORARY NOTES**  
**SERIES 2016-1**

**TERMS SHEET**

PRINCIPAL:	\$995,000
MATURITY:	December 1, 2017
RATE:	To Be Determined
DATED AND DELIVERY DATE:	On or about November 10, 2016
INTEREST PAYMENTS:	At maturity or earlier redemption. Interest calculated on a 30/360 day count basis.
OPTIONAL REDEMPTION:	Callable April 1, 2017 and thereafter, in whole or in part @ 100%, plus accrued interest.
SECURITY:	To be repaid from the future sale of general obligation bonds and, if not so paid, from other available funds or ad valorem property taxes.
PROJECTS:	Proceeds from the sale of the Notes and other available funds will be used to provide funding for the cost of design work related to new streets to be constructed in connection with a new industrial park.
TYPE:	Fully Registered – Certificated or Book Entry*
DENOMINATIONS	Minimum denomination of \$5,000 or any integral multiple thereof.
PAYING AGENT AND NOTE REGISTRAR:	Kansas State Treasurer
BOND COUNSEL/FINANCIAL ADVISOR:	Kutak Rock/George K. Baum & Company
RATING	Not Rated
SEC RULE 15C2-12 EXEMPTION:	Because the Notes are being issued in a principal amount under \$1 million, SEC Rule 15c2-12 is inapplicable to the Notes. The Authority will not prepare an official statement or undertake to provide continuing disclosure with respect to this issue.
TAX STATUS:	Federally and state tax-exempt. "Bank-qualified".

If interested in purchasing the Notes, please e-mail the following information to [jpaddock@franklincoks.org](mailto:jpaddock@franklincoks.org) and [Arteberry@gkbaum.com](mailto:Arteberry@gkbaum.com) by no later than noon on October 24, 2016:

Interest Rate: 2.00 %  
Purchase Price: \$PAR + 25 (not less than \$990,025) PAR 995,000<sup>00</sup> + 25<sup>00</sup>

All costs incurred by the purchaser including but not limited to documentation review, credit analysis, safekeeping and origination, shall be the responsibility of the purchaser and will not be paid by the Issuer.

<u>Principal Amount</u>	<u>Name of Institution</u>	<u>Authorized Representative</u>	<u>Date</u>
\$ <u>995,000</u>	<u>KANSAS STATE BANK</u>	<u>REID HILLMER</u>	<u>10-21-16</u>
\$ _____	_____	_____	_____
\$ _____	_____	_____	_____
<b>\$995,000 Total</b>			

The date of this Term Sheet is October \_\_, 2016.

Disclaimer: This Term Sheet is intended solely to provide an overview of the structure and purpose of the Notes. It is not intended nor should it be considered to be completely descriptive of the transaction.

\*The Notes will only be issued in "book entry" form if the purchaser is a DTC participant or requests that the Notes be issued in book entry form when the purchaser submits its bid and receives approval of such request from the County's financial advisor, George K. Baum & Company.

# Franklin County Agenda Cover Sheet



To: Franklin County Board of County Commissioners  
From: Derek Brown  
Department: County Counselor  
Date: 10/26/2016

## **AGENDA ITEM NARRATIVE**

Discuss proposals received regarding an organizational assessment of Franklin County, Kansas.

## **BACKGROUND**

At its meeting on August 8th, 2016, the Board discussed the potential need to have an organizational assessment to study the operations and efficiency of the Franklin County Government. While the Board was not ready to commit to having an assessment done at the time, it did instruct staff to issue RFPs to learn more about the process of having an assessment done, the type of information provided by an assessment and the financial feasibility of having such an assessment.

## **SPECIFIC ACTION REQUESTED**

Discussion of whether to proceed with Organizational Assessment.

## **ATTACHMENTS**

**Proposal to Conduct an Organizational  
Assessment**

**FRANKLIN COUNTY, KANSAS**



# TABLE OF CONTENTS

	<b>Proposal Section</b>	<b>Page</b>
	<b>COVER LETTER</b>	<b>i</b>
<b>1.</b>	<b>PROJECT UNDERSTANDING AND APPROACH</b>	<b>1</b>
<b>2.</b>	<b>PROPOSER EXPERIENCE</b>	<b>9</b>
<b>3.</b>	<b>TERM OF CONTRACT AND PRELIMINARY SCHEDULE</b>	<b>28</b>
<b>4.</b>	<b>PROJECTED COSTS AND PROPOSED SERVICES</b>	<b>29</b>



October 14, 2016

Mr. Jon Holmes, County Administrator  
Franklin County  
1428 S. Main, Suite 2  
Ottawa, KS 66067

Dear Mr. Homes:

The Matrix Consulting Group is pleased to present our proposal to conduct an Organizational Assessment for Franklin County. The team we have assembled for this assignment is without equal in the consulting industry, encompassing over 1,000 projects in the 14 years since the firm's founding. Individual team members also have prior government management experience. Our depth is summarized as follows:

- Our exclusive market and service focus is management, financial, staffing and operations analysis of local government operations.
- Our project team has conducted over 75 organization-wide studies of counties and cities around the country in the last decade, including our recent study for Peoria County (IL). In addition, we have conducted dozens of studies in most county-functional areas including: Administrative and Financial functions (Clerk, Finance, Human Resources, Information Technology, Register of Deeds, Treasurer), Public Safety (911 Dispatch, Ambulance, Corrections, Courts, Emergency Management, Jail, Juvenile Detention, Sheriff), Community Services (Planning, Public Works, Solid Waste, etc.).
- We have extensive experience in the greater Midwest that would be applicable to this engagement including an organizational assessment conducted for Johnson County (KS). We are currently working on studies for Wichita (KS), Wyandotte County (KS), Lake County (IL) and Hennepin County (MN).

As President of the firm, I am authorized to represent the firm on this proposal and negotiate and execute any resulting contract. If I can answer any questions, please do not hesitate to contact me at:

Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, CA 94040  
650.858.0507 [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net)

*Richard P. Brady*  
**Matrix Consulting Group**

Richard Brady, President

# 1. PROJECT UNDERSTANDING AND APPROACH

This section outlines our understanding of the project, the services to be performed, our methodology and project plan, deliverables, and outreach efforts.

## 1. UNDERSTANDING OF THE PROJECT

Franklin County, Kansas is a Home Rule county located approximately 50 miles south of downtown Kansas City. The unincorporated area and eight municipalities of the County combined are home to a population of over 25,000, approximately half of which live in Ottawa, the largest community and the County seat.

The County’s organizational structure includes seventeen (17) Departments and five (5) elected offices that provide a variety of services to the citizens of Franklin County. The County is somewhat unique in Kansas because its Commission consists of 5 members and employs a County Administrator to serve as CEO and oversee day to day operations. Following a classification and compensation study which was conducted in 2013 and implemented in 2014, there are 86 job classifications in the current pay plan and 20 pay ranges. The following table summarizes the County’s staff by Department.

Department	Positions	FTE's
911 Dispatch	12	12
Administration	5	4.5
Ambulance	36	36
Appraiser	7	7
Commission	6	5.85
Community Corrections	10	10
Counselor	1	1
County Attorney	12	10.14
County Clerk/Elections	4	4
District Court	1	0.48
Emergency Management	13	13
Information Technology	3	3
Jail	26	23.94
Juvenile Detention/Juvenile Intake	20	16.88
Maintenance/Annex	8	8
Noxious Weed	6	3.41
Planning & Building/Environmental Health	4.5	4.5
Public Works (includes Special Bridge)	36	34.16
Register of Deeds	3	3
Sheriff	30	29.5
Solid Waste	11	8.91
Treasurer/Motor Vehicle	9	9
<b>Grand Total</b>	<b>263.5</b>	<b>248.27</b>

The County is seeking a consultant to conduct a comprehensive organizational, management and operational study of its departments and offices. This will include assessing overall department and office operations, evaluating the utilization and integration of technology, determining an optimal management structure, identifying opportunities for service level improvement, and identifying areas where consolidation or reorganization have the potential to increase effectiveness or achieve cost savings for the organization.

## **2. PROJECT PLAN.**

The following tasks outline our proposed approach to providing services to the Franklin County to address the outlined scope of services.

### **Task 1 Develop an Understanding of County Operations and Services.**

To assist in developing an approach to addressing the highest priority improvement opportunities within Franklin County, we need to quickly develop an understanding of the key issues impacting and shaping service requirements. To develop this perspective, we will conduct interviews with top County management, relevant County Board Committee (if desired), elected officials, department heads, and staff working in the areas under review. These interviews will focus on exploring issues and attitudes in areas including the following:

Goals and objectives with regard to the delivery of services.

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Key operating issues which the current administrative systems create and ideas for improvement of the systems and processes.

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The administrative processes currently in place, the level of decentralization vs. centralization and authority distribution issues for service delivery.

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Resource constraints impacting operations, both now and as expected in coming years.

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Issues regarding the coordination of services throughout the organization.

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Level of support provided to operating departments from staff providing administrative / internal services.

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Understanding existing internal controls, financial policies, and human resources policies and practices.

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Existing levels of technology utilization to support operations.

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Allocation of service provisions, functions and staff among the various departments.

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Historical staffing and expenditure levels for each major service area.

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Following these initial interviews, the Matrix Consulting Group would develop an in-depth understanding of how the services are currently provided within Franklin County. We would acquire this understanding based upon on the following activities:

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

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Review relevant documentation of the current service provision. This would include reviewing County and department policies and procedures, the legal basis for providing services and other issues governing various service functions. This review would also compare existing services requirements, policies and procedures to applicable regulations including Federal, State, and local laws.

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Document basic goals, objectives, and performance measures for the various services under review.

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Document how processes work from the perspective of centralization and decentralization. The project team will document through interview, data collection and survey what services are performed by operating departments and which are not.

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Document the roles and responsibilities of all staff in the various operating functions under review, including an analysis regarding the organizational structure of the departments, assigned span of control and individual employee responsibilities.

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Inventory key programs, operations and customer service approaches in the County.

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Review and inventory the information systems currently available to support operations.

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Identify the level of outsourcing (and associated costs) for services provided by an external entity to the County staff and employees.

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Once these initial data collection activities have been completed, the Matrix Consulting Group will prepare a summary descriptive profile that presents our understanding of the current organization, staffing, service provision approaches, operations and costs in the County. This profile will be reviewed by staff for comment, to ensure the accuracy of our understanding. Once completed and reviewed, the profile information will provide the basis for analysis conducted and completed in subsequent study tasks.

***Task Result: The product produced would be summary profiles – of each department’s organization, staffing and operations. These descriptive profiles would be structured to provide a baseline summary, valuable for later analysis.***

**Task 2      Conduct Employee Survey to Identify Organizational Strengths, Issues and Potential Areas for Further Analysis.**

It is beneficial for the project team to develop input regarding operational and organizational issues from staff – not just policy makers and management staff. Since it would be difficult, and cost prohibitive to interview all staff, the use of an employee survey would provide every employee the opportunity to provide input into this process. To provide a major avenue for employee input at the outset of the project, we plan to prepare a questionnaire that would be designed to develop information on the following:

Document attitudes toward the types, levels and quality of services provided.

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Document attitudes toward the balance of work and staffing.

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Elicit attitudes toward organizational elements such as coordination of staff and services, internal management of operations, scheduling and deployment, and the like.

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Document perceptions regarding key management issues such as planning of work to be performed, internal communications, supervision, span of control and the like.

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Obtain employee views about opportunities to restructure services, reduce costs, improve efficiency, enhance technology utilization, etc.

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This survey will provide a “baseline” service level from which to measure future progress and improvement in the provision of various services. It would address the timeliness of services, the quality of the services provided, the extent of communication regarding policy changes or new procedures, the accuracy of services and information provided, supervisory / managerial oversight, identification of additional needs in operating departments, etc.

This survey would also ask staff to identify functions that should be further analyzed for alternative service delivery approaches, overlaps or duplication of service provision between departments, and identification of “non-core” services – ones that should be considered for outsourcing or elimination.

Questionnaires would be structured to document the attitudes toward issues and systems that are organization-wide, as well as attitudes toward issues that are unique to each operating department included within the scope of this study.

Questionnaires would be confidential, and the survey effort handled using easily accessed survey tools via the Internet. Results of the surveys would be collected, aggregated and analyzed by our staff.

***Task Result: The product of this task would be a narrative and analytical summary of response patterns on an organizational and departmental basis.***

**Task 3      Conduct a "Best Management Practices" of Current Operations and Service Levels in the Context of Standards of Efficiency and Effectiveness.**

In this task, project team will utilize “best management practices” to evaluate staffing, span of control, managerial and supervisory approaches, productivity, processes, use of technology, management planning, as well as many other dimensions of organizational performance. As a result, we propose to accomplish the following:

- The project team will develop a detailed list of "best management practices" for use in a diagnostic appraisal of each department. This diagnostic appraisal would be developed to identify those areas in which the County was meeting targeted service objectives or standards of efficiency or effectiveness.
- The project team will evaluate the operations, management and services in each service area and identify issues associated with current practices.

- Each service area diagnostic element would consist of the following:
  - A definition of the service level, efficiency or deployment target selected in each functional service area.
  - A description of the current performance of staff providing each service.
  - Identification of those areas in which the current delivery approach, practice or service level meets or exceeds the target(s) selected and requires no further study.
  - Identification of those areas in which service levels, approaches or practices represent improvement opportunities for the County.
- For each department, a span of control analysis will be conducted for each supervisory and managerial position.

The results of this task are crucial for the study – they will clearly delineate the areas in Franklin County government which meet or exceed standards of efficiency and effectiveness. For those areas, little or no additional analysis may be required. However, many “issue” areas will be identified that will require more additional analysis and evaluation. This will provide the major focus areas for the next task.

***Task Result: The product associated with this task would be a diagnostic assessment report that identifies areas where the County by functional area / department meets standards of efficiency and effectiveness or where improvement opportunities are possible compared to ‘best practices’.***

#### **Task 4 Evaluate How Key Services Should Be Performed, Allocated, Organized and Staffed.**

Based in part on the results of the previous tasks, the Matrix Consulting Group will conduct an analysis of the methods and practices utilized for service provision within each department. This will include an evaluation of the services that should be performed, appropriate service levels, processes and technology utilized in providing services, the service delivery approach that should be utilized and the appropriate staffing requirements to provide the desired service level in a customer-focused manner. Areas of inquiry, dependent on the specific areas identified for review, could include:

**Evaluation of the organizational structure in each department.** We will evaluate organizational structure in terms of gaps or overlaps in function, spans of control and appropriate organizational location.

- Is the organization structure too "tiered" or too "flat" from the management staffing perspective?
- Are functions placed too high or too low in regard to their importance in meeting service objectives?
- Are spans of control too broad or too limited?
- Are there any overlapping or duplicated functions?

**Evaluation of staff deployment compared to service levels and facility characteristics.** This analysis will evaluate staff utilization by using two steps. The first step involves the use of guidelines for staffing that have been developed by the Matrix Consulting Group. The second step involves the compilation of comparative performance and cost indicators.

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**Evaluation of the adequacy of major work practices.** The analysis will focus on identification of opportunities to streamline work practices to increase utilization levels and/or reduce staffing requirements. Through the analysis of major work practices, the consulting team will determine if:

- Crew sizes of various units are appropriate to the type and volume of work performed.
  - Ways exist to reduce travel time and unproductive staff usage.
  - Equipment is available to reduce labor-intensive work tasks.
  - The frequency of various work tasks now performed is unnecessary or can be reduced.
  - Skill mix for positions can be improved.
  - Use of part-time staff for maintenance of facilities can be increased, and the extent of utilization of full-time staff reduced to reflect the seasonal nature of work practices and service provided.
  - Some work tasks can be eliminated.
- 

**Evaluation of work planning and scheduling.** Analysis will focus on systems and processes used to plan and control work focusing on:

- Adequacy of supervisory training related to planning and scheduling work.
  - Appropriateness of work schedules in place and options for alternative scheduling.
  - Focus on maximizing revenues to cover the actual cost of providing services to the public (or internal customers).
- 

**Identification of cost saving alternatives for the County:** Each department's operations will be evaluated to determine potential costs saving that can be achieved through various methods. In determining potential cost reductions, the project team will generally identify them in the following order:

- Those achievable through greater efficiency or altering existing operating practices;
  - Those available through alternative staffing approaches; and
  - Those realized through a change in service level.
  - Those achievable through enhanced utilization of technology.
- 

**Evaluation of Staff Management and Deployment:** Analysis will focus on personnel issues including:

- Effectiveness of the supervisory and managerial oversight provided to ensure optimal service delivery.
  - Appropriateness of the level of supervision of staff and operations.
  - Appropriateness of the supervisory spans of control.
  - Evaluation of position modifications that would enhance service delivery or oversight.
  - Evaluation of efficiencies achievable from alternative staff deployment approaches.
- 

We will provide for each recommendation, a base service level and a projection for the future, where necessary, based upon anticipated changes (growth, technology utilization, changes in service approaches, etc.).

Finally, this task will also entail an evaluation of the organization and staffing of each service function in the County including the following:

- An evaluation of the feasibility (fiscally, legally and practically) of alternative organizational structures and identification of functions which should be centralized, decentralized or transferred within the County structure.

- Recommendations for alternative processes (insourcing, outsourcing, or shared services opportunities) for delivering services.
- Recommendations for changes in processes or workflows that should be implemented to improve service delivery.
- Identification of current and projected staffing requirements.
- Evaluation of services that should be transferred, consolidated, centralized, decentralized, outsourced or in-sourced.
- Evaluation of the staff currently providing these functions.
- Evaluation of the need / benefit for different utilization of technology including more intensive use of existing technologies, identification of new technologies that demonstrate a strong return-on-investment and expansion of online services.

Finally, the overall organizational structure will be evaluated and recommendations made on streamlining the number of departments, if appropriate, to provide a more focused and cost effective organizational structure.

***Task Result: The result of this task will be a baseline and recommended organization, services and staffing plan for Franklin County. It will show the number and types of positions needed to perform existing services (at existing service levels) and provide benchmarks for use if the County desires to provide a different mix of services or if the workload fluctuates, so that staffing adjustments can be made.***

#### **Task 5 Prepare a Final Report and Provide Implementation Plan.**

Upon the conclusion of this analysis, the Matrix Consulting Group will prepare a report, which summarizes the results of each of the work tasks described above. This report will include the following:

- A detailed description of how all functions are provided and recommendations for future service delivery approaches and service levels.
- Identification of non-core services that should be reduced, eliminated or provided by alternative methods.
- An appropriate explanation of the alternatives considered regarding service provision and the related staffing and organizational structure changes.
- Specific recommendations on the number and types of positions required for each department, including manager / supervisory positions.

- Recommendations for operational improvements to implement best practices, increase internal controls and improve efficient and effective processes and service delivery within the organization.
- Identification of new processes and procedures to be implemented.
- A schedule for implementation of recommendations, and indicators for assessing completeness would be included.

For each recommendation, we will provide both the costs for implementation (if any) and the projected cost savings, policies that need to be implemented or modified to effectuate implementation, and training required for staff. The analysis would be reviewed in draft form with top County and departmental staff as well as with the project review committee. Once this review is completed, the project team will review all comments received, edit and finalize the report and present the final report to the County meeting as appropriate.

**Task Result: The result of this task would be the draft and final report and implementation plan, together with all of the technical documents developed during the study process.**

### **3. PROJECT SCHEDULE.**

The following outlines a high-level schedule for the completion of each task and shows the timing for each phase of the engagement.

	Project Week												
	1	2	3	4	5	6	7	8	9	10	11	12	13 - 16
1. Project Initiation, Data Collection, Profile													
2. Employee Survey													
3. Best Practices Assessments													
4. Organizational, Operational, Staffing Analysis													
5. Draft / Final Report and Implementation Plan													

## **2. PROPOSER EXPERIENCE**

This section of our proposal provides an overview of the Matrix Consulting Group and the requested information regarding our firm's experience. Our only business focus is the provision of organization and management analytical services to public and non-profit sector entities.

### **1. INTRODUCTION TO AND HISTORY OF THE FIRM.**

Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of public sector and non-profit entities.
- Our firm is headquartered in Mountain View, California. We have regional offices in the following states: Illinois (Edwardsville); Texas (Dallas Metro); Oregon (Portland); Massachusetts (Worcester); and Washington (Spokane Metro). Our newest office is in Cary, North Carolina.
- We currently have 17 full-time and 7 part-time staff.

We are proud of our track record in providing analytical assistance to public sector organizations around the country. This track record is bolstered by our rate of successful implementation, which exceeds 80% of recommendations made.

### **2. OUR MANAGEMENT STUDIES PHILOSOPHY.**

Our market niche is based on providing detailed analysis through extensive data collection, input and interaction with our clients. The cornerstone of our philosophy in conducting organization and management studies is summarized in the following points:

- A principal of the firm is always involved in every aspect of each of our studies. This includes interviews of staff, data collection, report writing, client meetings and public presentations. For this project we would commit our Vice President, Alan Pennington, who leads our General Consulting Practice.
- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in detail to ensure that recommendations are

implemented and our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:

- Use of substantive project management techniques, which are explained in the next subsection.
- Extensive input of staff through interviews and surveys; extensive input from other stakeholders (where appropriate).
- Detailed data collection and analysis derived from primary sources.
- Extensive internal reviews at the departmental and steering committee levels of facts, findings, conclusions and recommendations as studies proceed.
- Detailed implementation plans, which clearly describe the priority of each recommendation, who should be responsible for change management, the timing for implementation and performance measures to monitor progress.

This philosophy and approach has provided our clients with valuable assistance and advice in dealing with important public policy issues. It also provides a high-level of buy-in from all affected stakeholders as they have multiple opportunities for participation in the study and have the opportunity to be apprised of our progress throughout the term of the engagement. As noted above, it has also resulted in very high levels of implementation of our recommendations.

### **3. PROJECT MANAGEMENT AND CONTROLS.**

We believe very strongly in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
- The project manager briefs each project team member on his/her roles and expectations. This is accomplished in writing and in person.
- The project manager and lead analysts develop general and project specific data collection plans and interview guides for all of our staff in each departmental function.
- Internal (project team) and external (client) expectations and results are managed on a weekly basis. Formal project schedules and accountability reporting mechanisms are used to report this.

- The project manager designs and personally reviews all interim and final products before they are delivered to the client.
- We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables. We commit to monthly formal reviews, including project steering committee meetings as well as ongoing status reports.

These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

#### **4. FIRM EXPERIENCE IN PROVIDING REQUIRED SERVICES**

The Matrix Consulting Group has a breadth of recent experience conducting evaluations of all government service areas. The following sections outline our experience conducting similar organization-wide efficiency studies and conducting department-specific efficiency studies.

##### **(1) Experience Conducting Organization-Wide Efficiency Studies**

Our experience encompasses a wide variety of organization-wide studies that included the evaluation of organizational structure, staffing and efficiency evaluations. We have conducted over 75 organization-wide studies in our careers, including our recent study for Peoria County (IL), as shown in the following table.

Albany, New York	Lathrop, California	Rancho Mirage, California
Albuquerque, New Mexico	Lawrence, Massachusetts	Rancho Palos Verdes, California
Augusta, Georgia	Los Angeles, California	<b>Raymore, Missouri</b>
Barstow, California	Monroe County, Michigan	Roseville, California
Brattleboro, Vermont	Monrovia, California	San Clemente, California
Chatham County, Georgia	Montgomery College, Maryland	San Rafael, California
Corp. for Public Broadcasting	Montpelier, Vermont	Spokane, Washington
DeKalb County, Florida	<b>Niles, Illinois</b>	Sunnyvale, California
Deltona, Florida	Niles Library District, Illinois	University at Albany-SUNY
Franklin Township, NJ	<b>Orland Park, Illinois</b>	Walnut Creek, California
Fort Morgan, Colorado	Orleans, Massachusetts	Waltham, Massachusetts
Goodyear, Arizona	<b>Peoria County, Illinois</b>	Washington State Ferries
Half Moon Bay, California	Portsmouth, New Hampshire	Washoe County, Nevada
Hall County, Georgia	Portsmouth, Virginia	Wayland, Massachusetts
Johnson County, Kansas	Poway, California	West Covina, California

##### **(2) Prior Selected Department Specific Studies**

The Matrix Consulting Group have conducted over 1,000 local government management studies since the firm was founded in 2002. Representative examples of our prior clients, by functional area, are provided in the table below. These are provided to show the breadth and depth of our experience with all aspects of local government operations – only selected service areas are provided for brevity – we would be happy to provide additional prior client listings upon request.

Functional Area	Client
<b>Administrative Services</b>	Irvine (CA) Peoria County (IL) Rockingham County (NH)
<b>Community Development</b>	Hanover County (VA) Lawrence (KS) Kissimmee (FL)
<b>Finance / Purchasing</b>	Carroll County (NH) Charlotte (NC) Hilton Head Island (SC) Rockingham County (NH)
<b>Human Resources</b>	Carroll County (NH) Highland Park (IL) Riverside (CA) Salt Lake City (UT)
<b>Information Technology</b>	Concord (CA) Salt Lake City (UT) Tiburon (CA)
<b>Sheriff / Police</b>	Hennepin County (MN) Midwest City (OK) – current client Wichita (KS) – current client Wyandotte County (KS) – current client
<b>Public Works</b>	Charleston County (SC) Lake County (IL) – current client Cedar Rapids (IA) Rock County (WI)
<b>911 Dispatch</b>	Dane County (WI) Greene County (MO) Sarpy County (NE)

We would be happy to provide additional information about any of our prior studies conducted by the firm.

## **5. PROJECT REFERENCES**

The following table provides the requested project summaries and references for similar studies conducted by the Matrix Consulting Group.

Client and Project	Project Summary	Reference
<b>Salt Lake County, Utah</b> <b>Process Improvement and Business Process Reengineering Services</b>	During this engagement, the firm conducted an organizational scan for the entire County organization to identify key issues, processes and staffing allocations impacting services. This effort included interviews with representatives from each functional area and a county-wide employee survey. From this effort, a listing of prioritized areas for further inquiry was developed and evaluated. The additional areas included: development of a performance management program framework for implementation by the County Mayor's Office, an evaluation of staffing levels, organizational structure and processes for Information Technology and Human Resources, and review of maintenance programs. Areas of duplication in internal service delivery were identified and recommendations made to streamline services, reallocate staff to centralized functions, and implement service agreements between internal service functions and operating departments.	Carleton Christianson Director  385-468-7032

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**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

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Client and Project	Project Summary	Reference
<p><b>Peoria County, Illinois</b>   <b>Operational and Staffing Analysis</b></p>	<p>In this study, we evaluated staffing, organizational structure and operational practices for the entire County operation (with the exclusion of the Health Department) including operations overseen by elected officials. The focus of the evaluation was to identify required staffing requirements, effective utilization of supervisory / managerial positions, development of an appropriate organizational structure for the organization, and efficiency enhancements to improve operations. Recommendations were provided for efficiency improvements, technology enhancements, reallocation of duties between departments (where appropriate), and recommended staffing levels including managerial / supervisory structures. We also identified, if needed by the County, reductions in staffing that would have the least impact on service to the public if future expenditure reductions were needed.</p>	<p>Scott Sorrell,  County Administrator   309-692-6056</p>
<p><b>Hennepin County, Minnesota</b>   <b>Sheriff's Office Staffing Study</b></p>	<p>The Matrix Consulting Group recently completed a staffing study of the Hennepin County Sheriff's Office. Coming after a period between the County and the Sheriff's Office relating to appropriate funding levels the study evaluated appropriate service levels, staffing needs and operations management issues. The results of the study included – adding 23 positions to Court Security and 12 to the detention system; however, converting all of the deputies in detention and half of the deputies in the courts to detention deputy classifications. The study also evaluate opportunities to convert selected Sheriff's services (e.g., communications, forensics and investigations) to a regional shared service model and fee supported.</p>	<p>Mark Thompson  Deputy County Administrator   612-596-6752</p>

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

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Client and Project	Project Summary	Reference
<p><b>Johnson County, Kansas</b></p> <p><b>Organizational Structure Assessment and Optimization Study</b></p>	<p>The Matrix Consulting Group evaluated this 3,900 employee organization with a focus on analyzing: (1) alternative organizational structures; (2) opportunities for more efficient provision of services; (3) elimination of duplicated services in the organization; and (4) review of “internal support” functions and operating procedures for efficiencies. Select recommendations included: reorganization to reduce number of Departments by 24% from 38 to 29; consolidation of internal service functions (facilities, IT, HR) currently provided in a decentralized (or partially decentralized) approach to allow operating departments to focus on their core services rather than internal support functions; to improve services to operating departments while reducing costs, and increasing managerial spans of control. All recommendations were developed in a manner that maintained or increased existing service levels. Long-term cost-savings were estimated at over \$2 million.</p>	<p>Hannes Zacharias            County Manager</p> <p>913-715-0725</p>
<p><b>Snohomish County, Washington</b></p> <p><b>Enhanced 911 Consolidation Consulting Project</b></p>	<p>The Matrix Consulting Group was retained by the Snohomish County E911 Office and Board of Directors to conduct a three-part feasibility study culminating in a consolidation analysis of all county PSAPs. The first part involved alternative ways to call route to reduce the need for call E911 call transfers. The second part involved better aligning the distribution of local E911 funds and determining a more equitable distribution formula. The third part, approved after phase 1 and 2, was a comprehensive analysis regarding consolidation alternatives associated with the County’s two PSAPs—SNOPAC and SNOC OM. The evaluation included technology, staffing, organization, governance, cost-allocation, facility location and other key elements.</p>	<p>Laura Caster            E911 Manager</p> <p>425-388-7017</p>

Client and Project	Project Summary	Reference
<b>Orland Park, Illinois</b>  <b>Organizational Staffing Analysis</b>	This study focused on evaluating staffing levels and organizational structures for the Village of Orland Park. The Village had implemented significant staff reductions in the prior years – mainly through attrition and retirements. They asked the Matrix Consulting Group to provide recommendations for reallocation of staff, revised organizational structures, and operational improvements to enable them to maintain high-level core services with the existing total staffing allocations. We provided alternative organizational structures and recommendations for reallocation of positions focused on enhancing core services within existing financial constraints. During the period since the report was finalized, the Village has proceeded to implement most of the recommended staffing / organizational changes.	Paul Grimes Formerly Orland Park Village Manager now City Manager of McKinney, TX  972-547-7500

We encourage you contact to contact these references to discuss the quality, thoroughness, and timeliness of the Matrix Consulting Group’s work products. In addition to the references listed above for projects comprised of organizational-wide focus, we would be happy to provide additional references for any of our prior studies conducted by the firm.

**6. PROJECT STAFFING**

Our project team is composed of individuals with extensive experience conducting similar studies. The organization of our team is shown in the following organizational chart.



Summaries of the experience of our proposed project team are provided below, with more detailed resumes, for our senior staff, included at the end of this section.

**RICHARD BRADY** – Mr. Brady is the Matrix Consulting Group’s President and is based in our Mountain View, CA headquarters. His experience encompasses over 30 years in the analysis of every local government service in hundreds of jurisdictions in California and throughout the Country. Mr. Brady most recently was the firm's Project Manager and/or Lead Analyst on the Citywide Management Audits for Peoria County (IL), DeKalb County (GA), Spokane (WA), Goodyear (AZ), Brattleboro (VT), Waltham (MA), Wayland (MA), Lathrop (CA), Walnut Creek (CA), San Clemente (CA), Palo Alto (CA), Poway (CA), Pasadena (CA), San Rafael (CA), Prescott Valley (AZ), Albany (NY), Venice (FL), North Miami Beach (FL), Alexandria (LA), Upper Merion Township (PA) and Farmington Hills (MI); as well as Countywide Management Audits for Beaufort County (SC), Chatham County (GA), Augusta-Richmond County (GA), Hall County (GA); Alachua County (FL) and Culpeper County (Virginia). He received his B.A. from California State University, Hayward and his Masters and Doctoral degrees from Oxford University, U.K.

**ALAN PENNINGTON** – Mr. Pennington is a Vice President with the Matrix Consulting Group and is based in our Illinois (St. Louis area) office. He has over 15 years of experience as a public sector manager including positions of Assistant City Manager, Assistant Human Resources Director and Labor Relations Manager. He has experiencing conducting efficiency studies for Albuquerque (NM), DeKalb County (GA), Fort Morgan (CO), Franklin Township (NJ), Johnson County (KS), Montpelier (VA), Mt. Lebanon (PA), Orland Park (IL), Peoria County (IL), Raymore (MO), Rancho Mirage (CA), Rancho Palos Verdes (CA), and Roseville (CA). Other relevant experience includes Mt. Lebanon, PA (organizational study); Franklin Township, NJ (organizational study); Salt Lake City, UT (Human Resources); Highland Park, Illinois (Human Resources); Charlotte, NC (Procurement), West Virginia University (Procurement), Santa Clara Valley Water District, CA (Procurement); Springfield, MA (Finance, Procurement, City Clerk); Hilton Head Island, SC (Finance). Mr. Pennington is a member of the following professional associations: ICMA, IPMA-HR, APA, AACE, and ICC. Mr. Pennington has a BA (Public Management) and an MPA from the University of Maine.

**GREG MATHEWS** – Mr. Mathews is a Senior Manager with the Matrix Consulting Group and has over 27 years of private sector and government experience. He leads our Spokane Office. He concluded his public sector career in 2005 as Deputy Director of Auditing for the Los Angeles City Controller’s Office and began his formal career with the Pasadena Police Department. Emphasizing public safety, he has recently completed public safety engagements to include Redding (CA), Adams County (CO), and Birmingham (AL). He has significant E911 dispatch experience leading our studies in Butte County, Snohomish County, Stanislaus County, Glenn County, Greene County, San Mateo County, and the City of Modesto. He is currently working with Will County, Illinois and four villages in Cook County, Illinois on 911 services support. He holds a BA degree from UC Davis and MPA from the University of Southern California.

**ROBIN HALEY** – Mr. Haley is a Senior Manager with the Matrix Consulting Group, and has over 20 years of consulting experience in the public sector covering a wide spectrum of functions and issues. Additionally, his background includes 10 years of

experience as a financial analyst and project manager in private industry. His experience covers a broad range of local government functions with an emphasis on public works operations. He has conducted facilities management studies most recently in Peoria County (IL), Maricopa County, (AZ), Hyattsville (MD), Gainesville (GA), Knox County (TN) and Lake County (IN), Nashville-Davidson County (TN), Knox County (TN), Hernando County (FL), Beaufort County (SC), San Antonio (TX), Moline and Rock Island (IL), Lake County (TN), Southlake (TX), Gainesville and Hall County (GA), Chatham County (GA), Milwaukee (WI), Aurora (CO), Monroe County (FL), Miami (FL) and Effingham County (GA). He holds a B.S. in Industrial Management from the Georgia Institute of Technology and an M.B.A. in Finance from Georgia State University.

**AARON BAGGARLY, AICP** is a Senior Consultant with the Matrix Consulting Group and brings over 10 years of consulting and public sector experience at the local, state, and national levels. His primary work areas include assessing and reviewing municipal operations and services to provide more effective customer service and operations. Mr. Baggarly has completed studies for multiple types of municipal operations and applies a holistic approach due to his varied project experience. Mr. Baggarly has led projects in numerous functional areas of government including planning, permitting, public safety and criminal justice. Mr. Baggarly has also lead multiple visioning, needs assessments, and master planning studies. Most recently he served as Planning Manager for the City of Stillwater, OK. Mr. Baggarly has a BS from Appalachian State University in Community and Regional Planning / Geography.

**DAVID LEE BRANCH** is assigned to support our senior staff in all subject areas. In his time with the firm he has contributed to dozens of studies, including Peoria County (IL), Coral Gables (FL), Montgomery College (MD), Springfield Water and Sewer Commission (MA), Rockingham County (NH), DeKalb County (GA), Kissimmee (FL), Marshall University (WV), Niles (IL), and Flower Mound (TX), and West Virginia University (WV). Mr. Branch received his B.S. in Public Policy, Management, and Planning from USC, and his Masters in Secondary Education from the University of Missouri – St. Louis.

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>RICHARD P. BRADY</b> <b>PRESIDENT, MATRIX CONSULTING GROUP</b>	
<p><b>Background:</b> Richard Brady provides organization, staffing and management analytical services to local government. In his extensive career, he has conducted over 400 projects for over 300 local and state government client agencies. Richard Brady has been a management consultant to local government for 30 years. Prior to creating his own consulting practice of Matrix Consulting Group, Mr. Brady was MAXIMUS's Vice President for providing management auditing services nationwide. Before that, he was the managing partner of the consulting firm of Hughes, Heiss &amp; Associates.</p>	
<p><b>Agency-Wide Studies:</b> Conducted studies of entire city and county organizations. Scopes of work included organizational structure and allocation of functions, management spans of control, service and staffing levels, operational requirements as well as policies and procedures,</p>	
<p>Albany, New York          Alachua County, Florida          Alexandria, Louisiana          Allegan County, Michigan          Augusta, Georgia          Beaufort County, South Carolina          Brattleboro, Vermont          Burke County, North Carolina          Burlington, Massachusetts          Culpeper County, Virginia          Florence County, South Carolina          Gainesville, Georgia          Hall County, Georgia          Irvine, California          Lathrop, California          Los Angeles, California          Los Gatos, California</p>	<p>Monroe County, Michigan          Montpelier, Vermont          North Miami Beach, Florida          Palo Alto, California          Portsmouth, New Hampshire          Portsmouth, Virginia          Prescott Valley, Arizona          Roseville, California          San Antonio, Texas          San Clemente, California          San Luis Obispo, California          Sunnyvale, California          Upper Merion Twp, Pennsylvania          Waltham, Massachusetts          Wayland, Massachusetts          West Boylston, Massachusetts          Whitman, Massachusetts</p>
<p><b>Administrative Services:</b> Conducted studies of internal service functions, including human resources, information technology, purchasing and risk management. Focuses included comparison to best management practices and peer agencies, customer services approaches, support systems, etc.</p>	
<p>Edmond (OK) – IT          Franklin County (OH) – Purchasing          Irvine (CA) – Human Resources          Newport Beach – Risk Management          Reno (NV) – HR, IT, Purchasing</p>	<p>Salt Lake City (UT) – IT          Santa Rosa (CA) – Purchasing          Sonoma County (CA) – Purchasing          Washington D.C. – Purchasing          Washoe County (NV) – HR, IT, Purchasing</p>
<p><b>Law Enforcement:</b> Mr. Brady is a nationally recognized expert in the analysis of law enforcement. He has conducted police and sheriff's office studies which focused on service delivery strategies, patrol deployments, scheduling and levels of proactivity, case management, records management systems and business practices, policies and procedures, crime prevention programs.</p>	
<p><b>Alaska</b> Anchorage</p>	<p><b>Nebraska</b> Omaha</p>
<p><b>Arizona</b> Goodyear, Prescott Valley</p>	<p><b>Nevada</b> Las Vegas Metropolitan Police Department</p>

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>RICHARD P. BRADY</b> <b>PRESIDENT, MATRIX CONSULTING GROUP</b>	
<b>California</b> Alameda County, Anaheim, Butte County, Citrus Heights, Contra Costa County, Galt, Gilroy, Glendale, Kern County, Los Angeles, Los Angeles County, Los Gatos, Lynwood, Monrovia, Napa, Ontario, Orange County, Palmdale, Palo Alto, Pittsburg, Poway, San Jose, Pasadena, San Bernardino, San Bernardino County, San Rafael, Santa Ana, Santa Monica, Sunnyvale	<b>New Hampshire</b> Portsmouth <b>New York</b> Albany, Carthage, Endicott, Vestal and Briarcliff Manor <b>North Carolina</b> Burke County and Durham <b>Michigan</b> Alpena and Detroit <b>Ohio</b> Fairborn <b>Oregon</b> Clackamas County and Grants Pass <b>Pennsylvania</b> York
<b>Colorado</b> Aurora <b>Florida</b> Alachua County, Jacksonville, Jupiter, North Miami Beach, Orange County, Pasco County, Pinellas County, Port Richey and Venice	<b>South Carolina</b> Beaufort County, Charleston County, Hilton Head Island, Spartanburg County <b>Tennessee</b> Nashville-Davidson County and Knox County
<b>Georgia</b> Americus, Augusta-Richmond County, Fulton County, Hall County, Chatham County, Americus and Gainesville	<b>Texas</b> Arlington, Terrell, El Paso, Grand Prairie and Southlake <b>Utah</b> Salt Lake City
<b>Louisiana</b> Alexandria <b>Massachusetts</b> Beverly, Boston, Lawrence, Milford, Mansfield, Burlington, Pelham, Wayland, Westwood, Whitman	<b>Vermont</b> Brattleboro <b>Virginia</b> Leesburg and Loudoun County <b>Washington</b> Spokane, Kirkland and Snohomish County
<b>Minnesota</b> Anoka County <b>Missouri</b> Des Peres and Raymore	<b>Wisconsin</b> Sun Prairie, Milwaukee
<p><b>Fire and Emergency Medical Services:</b> Mr. Brady is also a nationally recognized expert in the analysis of fire and emergency medical services. Projects have included evaluations of deployment, station locations, response policies, company staffing, non-call utilization, fire prevention and education, training, hazardous materials management, fire management and administration.</p>	
Alachua County, Florida Albany, New York Americus, Georgia Augusta, Georgia Bellingham, Washington Brattleboro, Vermont Bremerton, Washington Broward County, Florida Burlington, Massachusetts Charlotte County, Florida Cupertino, California Hilton Head Island, South Carolina	Lansing, Michigan Newark, California Norwalk, Connecticut Omaha, Nebraska Palo Alto, California Peoria, Illinois Napa, California Salt Lake City, Utah San Rafael, California Sarasota County, Florida Tallahassee, Florida Venice, Florida
<p><b>Planning and Building:</b> Conducted studies of development review functions for local government. Studies included evaluations of the organization of these functions, overlaps and duplications of functions, cycle times for permits, technology, fees and cost recovery.</p>	
Cupertino, California Hayward, California Hillsborough County, Florida	Mountain View, California Nantucket, Massachusetts Prince William County, Virginia

<b>RICHARD P. BRADY</b> <b>PRESIDENT, MATRIX CONSULTING GROUP</b>	
<p><b>Parks and Recreation:</b> Evaluated parks and recreational functions for local government. Scopes of work included how services meet community needs, the utilization of programs and facilities, the depth of recreational programs, public-private partnerships, technology, parks preventive maintenance and coordination of services with other service providers.</p>	
Davie, Florida Davis, California Cranford, New Jersey	Howard County, Maryland Santa Barbara, California Campbell, California
<p><b>Public Works and Utilities:</b> Conducted studies of road, parks, fleet, traffic and other infrastructure maintenance in addition to engineering. Study scopes included the effectiveness of maintenance management, responsiveness to urgent and emergency calls, technology, crew sizes, fleet utilization and specifications, staff utilization and the level of service to the community served.</p>	
Alachua County, Florida Alameda County, California Albany, New York Anaheim, California Beverly Hills, California Campbell, California Cuyahoga City, Oh Haverhill, Massachusetts Hercules, California Hernando County, Florida Huntington Beach, California Kings County, California	Monterey County, California Newark, California Oakland, California Ohio State Fair Pasadena, California Philadelphia, Pennsylvania Salt Lake City, Utah San Clemente, California San Luis Obispo, California San Rafael, California Springfield, Massachusetts Washington D.C.
<p><b>EDUCATION</b></p> <p>Mr. Brady received his BA degree from California State University at Hayward and his MA and PhD degrees from Oxford University, U.K.</p>	

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>ALAN D. PENNINGTON</b> <b>VICE PRESIDENT, MATRIX CONSULTING GROUP</b>	
<p><b>Background:</b> Alan Pennington is a Vice President with the Matrix Consulting Group based in the St. Louis regional office. He has been employed by the Matrix Consulting Group since 2005. Prior to that he served for over 15 years in public sector positions in Maine and Illinois. He served in Peoria, Illinois (from 1992 to 2005), in various positions including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. Mr. Pennington has conducted operational studies and analysis, budget preparation, implementation of performance measurement systems, direct supervision of an emergency communications center, equal opportunity unit and a labor negotiator. Mr. Pennington is trained in Six Sigma.</p>	
<p><b>Agency-Wide Studies:</b> Participated on project teams conducting evaluations of entire city organizations. Work scope included evaluation of service levels and policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options for overall organizational structure.</p>	
<p>Corporation for Public Broadcasting, Wash., D.C.  Fort Morgan, Colorado  Franklin Township, New Jersey  Half Moon Bay, California  Johnson County, Kansas  Montpelier, Vermont  Mt. Lebanon, Pennsylvania  Orland Park, Illinois</p>	<p>Peoria County, Illinois  Rancho Mirage, California  Rancho Palos Verdes, California  Raymore, Missouri  Roseville, California  South Coast Water District, California  University at Albany - SUNY  Washington State Ferries</p>
<p><b>Administrative Services:</b> Conducted studies of administrative support services including Human Resources, Finances, Procurement, and City Clerk. Study scope of work included performance measurement, customer service (internal and external), technology utilization, staffing evaluations, policy and procedure review, and comparison to best management practices.</p>	
<p>Avon (CT) - HR, Finance, Maintenance  Charlotte (NC) - Procurement  CPS Consultants (CA) – Organizational, HR  Highland Park (IL) – HR  Ketchikan (AK) - HR  Marshall University (WV) - Procurement  Matanuska (AK) - School Site Selection  Missouri Department of Conservation – HR  Missouri Department of Conservation – Asset Management  Peoria County (IL) - HR, Procurement, Finance  Portsmouth (NH) - Labor Relations, Overtime</p>	<p>Reno/Washoe County (NV) – Procurement  Salt Lake City (UT) - Human Resources  Santa Clara Valley Water (CA) - Procurement  Springfield (MA) - City Clerk  Springfield (MA) - Finance, Procurement  Sunnyvale (CA) – Finance, Procurement  Volusia County Transportation Planning Organization (FL) – Human Resources  University of Maryland University College – Human Resources, Payroll  West Virginia University (WV) – Procurement</p>
<p><b>Parks and Recreation:</b> Evaluated parks and recreational functions including scope of services provided, utilization of facilities, public-private partnerships, preventive maintenance and long-range planning, and technology utilization.</p>	
<p>Grand Rapids, Michigan  Los Angeles, California</p>	<p>Orleans, Massachusetts  Southlake, Texas</p>
<p><b>Courts:</b> Conducted evaluation of the Court Clerk Administrative Operations. Areas evaluated including Court Clerk utilization, training and allocation, technology, finances, human resources, revenue collection, and policies and procedures related to support the Court and Judges.</p>	

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>ALAN D. PENNINGTON</b> <b>VICE PRESIDENT, MATRIX CONSULTING GROUP</b>	
Franklin County, Ohio (Municipal Court Clerk)	Nashville, Tennessee (Juvenile Ct. Clerk)
<p><b>Community Development (Planning, Building, Code Enforcement):</b> Evaluated the development review and permitting processes. Conducted assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.</p>	
Cupertino, California Dayton, Ohio Des Moines, Washington Greenville, South Carolina Gwinnett County, Georgia Hanover County, Virginia Hilton Head Island, South Carolina Johnson City, Tennessee Lawrence, Kansas	Lee's Summit, Missouri (Code Administration) Lee's Summit, Missouri (Planning) Little Rock, Arkansas Manatee County, Florida Marion County, Oregon San Jose, California Springfield, Massachusetts Sunrise, Florida (two studies) West Palm Beach, Florida
<p><b>Public Works and Utilities:</b> Conducted studies of full service public works departments including maintenance, fleet, traffic, engineering, and roads. Studies have focused on evaluation of maintenance management, crew sizes and staff utilization, technology, organizational structure, standard operating procedures, levels of performance management, and feasibility of shares services with neighboring governmental units.</p>	
Alexandria, Virginia Charleston County, South Carolina Franklin, Tennessee (Water/Wastewater) Franklin, Tennessee (Fleet Management)	Milwaukee, Wisconsin Nashville-Davidson County, Tennessee Orleans, Massachusetts Washington County, New York
<p><b>PROFESSIONAL ASSOCIATIONS:</b></p>	
American Association of Code Enforcement (AACE) American Planning Association (APA) International City/County Management Association (ICMA) International Code Council (ICC) International Public Management Association for Human Resources (IPMA-HR)	
<p><b>EDUCATION:</b></p>	
BA, University of Maine – Public Management; 1990. MPA, University of Maine – Public Administration, 1992.	

**GREG MATHEWS**  
**SENIOR MANAGER, MATRIX CONSULTING GROUP**

**Background:** Greg Mathews has over 27 years of private and public sector experience, performing as both a senior management consultant and executive manager. As Deputy Director of Auditing for the Los Angeles City Controller's Office, he managed the day-to-day functions of the Performance Auditing, Follow-up, and Management Assessment sections in the Performance Audit Division for this elected official. For nearly fourteen years he has provided public sector consulting services to states, cities, counties, and special districts throughout the U.S., and has completed comprehensive management studies encompassing over 120 operating departments. He has participated as project manager or lead consultant in over 80 consulting engagements, with emphasis in various public safety, public works, parks/recreation, public utilities and administrative fields.

**EXPERIENCE IN PUBLIC SAFETY**

**E911 Communications Studies:** Conducted comprehensive studies of E911 dispatch operations for both small and large agencies including operational reviews, technology assessments, staffing level analysis, consolidation feasibility studies, organizational review, recruitment and selection best practices, and other E911 service areas. The following is the listing of clientele served:

Aurora (CO)	Modesto (CA)
Butte County (CA)	Monterey County (CA)
Beverly Hills (CA)	Montville (NJ)
Birmingham (AL)	Placer County (CA)
Corvallis (OR)	Reno, Sparks and Washoe Co. (NV)
Chula Vista (CA)	Republic (MO)
Eastpointe (MI)	San Mateo County (CA)
Glenn County (CA)	Santa Monica (CA)
Greene County (MO)	Snohomish County (WA)
Jackson County (OR)	Stanislaus County (CA)
Medford (OR)	

**Public Safety Studies:** Conducted studies of law enforcement, fire, and emergency medical response throughout the country to include feasibility studies, organizational and operational reviews, policy and procedure audit, staffing/scheduling practices, implementation of key performance metrics and use of information technology. The following is the listing of clientele served:

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

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Adams County (CO)	Los Angeles (CA)
Alameda County (CA)	Milwaukee (WI)
Aurora (CO)	Mission Viejo (CA)
Beverly Hills (CA)	Montville (NJ)
Birmingham (AL)	Omaha (NE)
Burbank (CA)	Orange County (CA)
Corvallis (OR)	Orange County (FL)
Chula Vista (CA)	Phoenix (AZ)
Dane County (WI)	Placer County (CA)
Eastpointe (MI)	San Clemente (CA)
Glendale (CA)	San Juan Capistrano (CA)
Goleta (CA)	San Mateo County (CA)
Hayward (CA)	San Rafael (CA)
Inglewood (CA)	Santa Monica (CA)
Kenmore (WA)	Simi Valley (CA)
Laguna Beach (CA)	South Pasadena (CA)
Laguna Niguel (CA)	Stamford (CT)
Lake Forest (CA)	Suffolk (VA)
Long Beach (CA)	Tacoma (WA)
Los Angeles (CA)	University of Missouri (KS)

**EDUCATION AND TRAINING**

Mr. Mathews received his B.A. from UC Davis and M.P.A. degree from the University of Southern California.

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>ROBIN G. HALEY</b> <b>SENIOR MANAGER, MATRIX CONSULTING GROUP</b>	
<p><b>Background:</b> Mr. Haley has 25 years of public management consulting experience, with a primary emphasis on public works related services. This includes a diverse area of experience that includes utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation, fleet management, facilities management, and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense-contracting industries.</p>	
<p><b>Agency-Wide Studies:</b> Managed and conducted studies of city and county organizations. Scopes of work included analyses of organizational structure, management and planning, staffing, performance measurement and management, operational requirements, policies and procedures.</p>	
Alexandria, Louisiana Allegan County, Michigan Augusta-Richmond, Georgia Beaufort County, South Carolina Brattleboro, Vermont Brunswick, Georgia Charleston County, Georgia Chatham County, Georgia East Chicago, Indiana Effingham County, Georgia Fairfield, Connecticut Farmington Hills, Michigan Gainesville, Georgia Gary, Indiana	Hall County, Georgia Hammond, Indiana Hobart, Indiana Hyattsville, Maryland Knox County, Tennessee Lake County, Indiana Lawrence, Massachusetts Maryland Transportation Authority Polk County, Florida Prescott Valley, Arizona San Antonio, Texas Venice, Florida Waltham, Massachusetts Whiting, Indiana
<p><b>Administrative Services:</b> Managed and conducted studies of internal service functions, including human resources, information technology, purchasing, risk management and finance. Scopes of services included analyses of resource requirements, workflow, customer service practices, and comparison to best management practices and peer agencies.</p>	
Ada County (ID) Highway District - Finance, Purchasing Augusta-Richmond (GA) - Tax Commissioner Barnstable (MA) - Tax Assessor Beaufort County (SC) - Tax Increment Financing Brattleboro (VT) - Town Clerk, Lister Chatham County (GA) - Finance Effingham County (GA) - Finance, Tax Collector, Purchasing Farmington Hills (MI) - Finance, Purchasing Floyd County (GA) - Tax Assessor, Human Resources Gainesville and Hall County (GA) – Tax Assessor, Finance, Human Resources	Holyoke (MA) – Human Resources Knox County (TN) - Finance, Human Resources, Risk Management, Trustee Las Vegas (NV) Metropolitan Police Department - Human Resources Maryland Transportation Authority - Human Resources, Risk Management, Purchasing Medford Housing Authority (MA) – Purchasing, Human Resources Nashville and Davidson County (TN) - Internal Services Benchmarking Prescott Valley (AZ) – Finance Sheffield (MA) – Treasury and Accounting Waltham (MA) - Finance, Human Resources
<p><b>Planning and Building:</b> Conducted studies of development review and growth management functions for local government. Studies included evaluations of organization structure, overlaps and duplications of functions, workflow processing, cycle times for permits, technology, fees and cost recovery.</p>	

**FRANKLIN COUNTY, KANSAS**  
**Proposal to Conduct an Organizational Assessment**

<b>ROBIN G. HALEY</b> <b>SENIOR MANAGER, MATRIX CONSULTING GROUP</b>	
Beaufort County, South Carolina East Chicago, Indiana Gary, Indiana Hammond, Indiana Hyattsville, Maryland Livingston County, Michigan	Monroe County, Florida Nashville and Davidson County, Tennessee Peoria, Arizona Roswell, Georgia Santa Monica, California Waltham, Massachusetts
<p><b>Parks and Recreation:</b> Mr. Haley has evaluated numerous parks and recreational services agencies. Scopes of services have included the analysis of maintenance planning, parks condition assessments, staffing, customer service and records, the degree to which offerings meet community needs, cost recovery and community partnerships.</p>	
Beaufort County, South Carolina Brunswick, Georgia Davie, Florida Fairfield, Connecticut Farmington Hills, Michigan Gainesville and Hall County, Georgia Glynn County, Georgia	Hyattsville, Maryland Jamestown, Rhode Island Lake County, Indiana Rock Island, Illinois Waltham, Massachusetts West Springfield, Massachusetts Whiting, Indiana
<p><b>Education</b></p> <p><b>B.S.</b> Georgia Institute of Technology, Atlanta, Georgia.  <b>M.B.A.</b> Georgia State University.</p>	

### **3. TERM OF CONTRACT AND PRELIMINARY SCHEDULE**

We have developed the following project schedule to provide an orderly and thorough approach to providing the requested services to Franklin County. This schedule meets the County’s desire for a draft report completed within ninety (90) days and a final report prepared and presented within one hundred and twenty (120) days.

	Project Week												
	1	2	3	4	5	6	7	8	9	10	11	12	13 - 16
1. Project Initiation, Data Collection, Profile													
2. Employee Survey													
3. Best Practices Assessments													
4. Organizational, Operational, Staffing Analysis													
5. Draft / Final Report and Implementation Plan													

As shown in the project schedule, we are proposing to complete the engagement within a sixteen-week schedule. We are generally available to begin work within two weeks of receipt of a notice to proceed.

## **4. PROJECTED COSTS AND PROPOSED SERVICES**

We are proposing to conduct this engagement, as outlined in the County’s RFP and our proposed work approach, for a total all-inclusive not-to-exceed fee of **\$84,500**. This amount includes all professional fees, expenses, and associated costs for this engagement. The following table outlines our expected allocations of time per task and project team role for this engagement.

<b>Project Task</b>	<b>Project Executive / Manager</b>	<b>Senior Analysts</b>	<b>Analysts</b>	<b>Total Hours</b>
1. Project Initiation, Data Collection, Profile	32	56	56	<b>144</b>
2. Employee Survey	8	0	24	<b>32</b>
3. Best Practices Assessments	24	48	48	<b>120</b>
4. Organizational, Operational and Staffing Analysis	24	32	48	<b>104</b>
5. Draft / Final Report and Implementation Plan	16	32	32	<b>80</b>
<b>TOTAL STAFF HOURS</b>	<b>104</b>	<b>168</b>	<b>208</b>	<b>480</b>
<b>HOURLY BILLING RATE</b>	<b>\$225</b>	<b>\$165</b>	<b>\$125</b>	
<b>Professional Fees</b>	<b>\$23,400</b>	<b>\$27,720</b>	<b>\$26,000</b>	<b>\$77,120</b>
<b>Travel Expenses</b>				<b>\$7,380</b>
<b>TOTAL PROJECT COST</b>				<b>\$84,500</b>

We would be pleased to enter into a fixed price not-to-exceed contract with the County. We typically bill monthly for actual time and expenses incurred in providing services. The expenses listed above would include all travel related expenses (mileage, airfare, hotel, meals, etc.) and any photocopying or incidental expenses.

If additional presentations were required, we would bill for them at actual costs incurred (time for preparation and presentation and actual travel expenses). We never bill for travel time on projects. Any follow-up assistance, such as implementation assistance, would be provided – upon request of the County – at the above hourly rates (dependent upon which team member assigned to provide the specific services).

# Franklin County

## Organizational Assessment

October 14, 2016



# Table of Contents

**Cover Letter**

**About The Novak Consulting Group..... 1**

**Project Understanding and Approach..... 3**

Work Plan ..... 4

Project Timeline ..... 7

Services Expected of the County ..... 7

**Experience..... 8**

Project Team ..... 10

**Projected Costs..... 19**

**Attachment A – Project Timeline ..... 20**



October 14, 2016

Jon Holmes  
County Administrator  
Franklin County Annex  
1428 S. Main, Suite 2  
Ottawa, KS 66067

Dear Mr. Holmes:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations. The firm was originally established as Public Management Partners in 2001. Since then, we have been providing our clients with the very best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal for an Organizational Assessment to Franklin County. This proposal is based on a review of the County's RFP as well as our experience completing similar work for other jurisdictions across the country.

Our project team for Franklin is composed of skilled professionals, seasoned in local government with direct experience in all facets of local government operations. Our team has had significant success working with many local governments to review operations, structure, and staffing with the goal of improving organizational performance and efficiency. Additionally, we are also skilled at developing performance measures to assist the organization in tracking progress toward implementation of program improvements. We are confident our customized approach will provide the County with a plan for maximizing opportunities for economy, efficiency, and effectiveness while providing quality services to the public.

We look forward to the opportunity to serve Franklin County in this engagement. Please contact me at (513) 309-0444 or [jnovak@thenovakconsultinggroup.com](mailto:jnovak@thenovakconsultinggroup.com) should you have any questions. As President, I am authorized to bind the firm.

Sincerely,

Julia D. Novak  
President

## About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest. Projects ranged from those as small as conducting community workshops to those as sweeping as analyzing the operational efficiency of entire departments within a municipality.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the very best thinking and execution in organizational design, development, and improvement. Our services include:

- Organizational Assessment and Optimization
- Strategic Planning
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants, and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

The Novak Consulting Group is a women-owned firm led by President Julia Novak, headquartered in Cincinnati, Ohio. The firm is staffed with local government professionals, including full-time associates and subject matter specialists.

The Novak Consulting Group and its staff have extensive experience working with local government clients. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a consulting study that, once completed, occupies shelf space never to be opened again. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

At The Novak Consulting Group, one of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this through listening to our clients and truly understanding what they have to say. While there are books full of best practices, stock solutions to complex problems are rarely effective. We do not operate with a pre-packaged set of recommendations, and we diligently work to avoid trying to fit our clients into a standard mold. We do not sell boiler plate solutions.

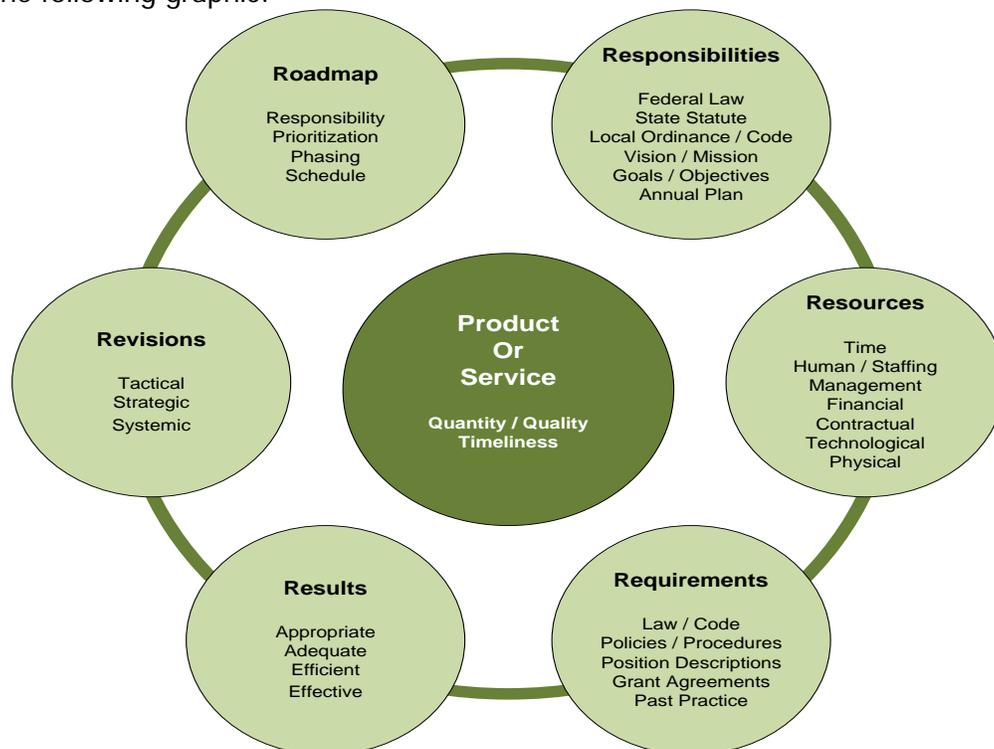
We recognize that there will always be competing interests between level and cost of service. Defining "good enough" is a significant challenge aided by knowing that work is both necessary and being delivered as efficiently as possible. As resources diminish, we often find that operations become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches to operations consistently generates a better, more cost-effective approach, particularly when evaluated over time. Every organization develops traditions, practices, and routines. It is essential that these be subject to regular review and analysis to be sure that they continue to represent best practices that meet the needs of the community and not simply an excuse to avoid change. Our staff has substantial experience developing performance measures that departments can use to track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.

The Novak Consulting Group is excited about the opportunity to assist Franklin County. Because we came from local government careers, we have sat on the same side of the table as you. Hiring outside consultants to evaluate operations in any organization is challenging: it can be disruptive and intimidating, while at the same time it can be illuminating and exciting. We understand the importance of respecting the staff who are in place to serve the public. We assume good intent and work with our clients to collaboratively develop recommendations for improvement. Without this, implementation of recommendations and lasting improvements are not typically successful. We believe this intentional approach, coupled with our extensive expertise in all facets of local government operations, makes us uniquely qualified to assist the County.

## Project Understanding and Approach

Franklin County is interested in an organizational assessment to ensure the government is best staffed and structured to provide high quality, effective, and efficient services to the community. The scope of work for the County's study is best supported through a comprehensive assessment approach that can quickly identify potential areas of improvement. This will allow the project team to focus efforts on these areas and best leverage project resources for maximum organizational and operational improvement for the County.

To meet this need in the review of the County's departments, The Novak Consulting Group proposes to use our "Six R" approach. This involves soliciting and collecting information on Department Responsibilities, Resources, Requirements, and Results in order to identify possible organizational and operational Revisions with an associated Roadmap to implement positive change. This approach is depicted in the following graphic:



- **Responsibilities** refer to the sources and level of mandate/direction for County services. These may derive from Federal/State mandate, direction from the local council through ordinance or resolution, and/or internal direction derived from annual vision/mission/goals and objectives. We will review all City services to determine source and level of mandate in order to better understand service level constraints and opportunities for change.
- **Resources** refer to all assets available to the organization to achieve its respective responsibilities. These resources may include the following: time; human resources/available department staffing; management capacity/capability; financial position/forecasts; contractual services (as internal service supplement or replacement); technological assets (hardware, software, communications, training); and physical assets (buildings, equipment, vehicles).

- **Requirements** refer to the sources of direction to County management and staff regarding service approach and methodology. These sources provide staff with direction on how they should approach their respective tasks and complete their assignments. These sources may derive from formal law/codes or adopted policies and procedures to less formal mechanisms including continuation of past practice through initial or on-the-job training. We will review and assess County service and process requirements to better understand existing business processes and opportunities for positive change.
- **Results** refer to the service yield derived from the provided services. These services are the result of rationally developed/utilized process requirements applying available resources in pursuit of prioritized fulfillment of County responsibilities. The results phase links current operations with future planning through measures of adequacy, efficiency, and effectiveness through management reporting to provide operational information resources for better management decision-making.
- **Revisions** refer to the depth and breadth of continuing change necessary to support improved performance as indicated from results and performance reporting. This change can range from a high level involving holistic or systemic issues (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (improving the productivity, efficiency, and effectiveness of the activity or service). Revisions can impact any or all of the previous cycle stages (Responsibilities/Resources/Requirements/Results).
- **Roadmap** refers to the plans to implement revisions in order to improve service delivery and product quality while maintaining or reducing unit costs. The Roadmap provides an action plan for the client that identifies recommended priorities, responsibilities, effort phasing, and an expected schedule to reach milestones.

## Work Plan

The following details the proposed work plan to complete the Franklin County organizational assessment.

### **Activity 1: Begin Engagement**

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The Novak Consulting Group will begin this engagement by meeting with the County Administrator to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the County's interest in this study, the strengths and weaknesses of the current organizational structure and operations, and other issues that may be relevant to our work. Subsequently, we will also meet with the County's elected and appointed department directors to review the project schedule and work plan and begin to engage them in this process.

Individual interviews will also be conducted with each member of the governing body to solicit their input on County operations.

We will request and review all relevant background information, such as budgets, previous studies, departmental work plans, organizational charts, job descriptions, and other similar information to inform our work.

Throughout the project, we will provide the project team with regular project status reports, designed to maintain planned project progress and budget, to identify and resolve project issues, and to review project work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the County to discuss various project and operating issues with our project manager and team leaders. We welcome the opportunity to have this informal dialogue since we believe that it will contribute to a more successful project.

## **Activity 2: Conduct Field Work and Engage Workforce**

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Employees offer a wealth of information about County operations, particularly related to opportunities for improvement and efficiency. Therefore, in order to solicit input on opportunities for improvement from the employees, The Novak Consulting Group will develop and administer a confidential online survey available to all County employees. The results of the survey will be analyzed and used to inform the field work conducted in each department. Additionally, the results will be incorporated into the final recommendations for improvement, as appropriate.

We collect detailed data and information regarding the operations of each County department. This is a significant project effort that serves as the basis for all of the analytical components of the project, including the development of program operational and financial background, issue identification, and recommendation development.

We employ several different techniques for obtaining this information in order to collect sufficient data to understand departmental operations. These data collection techniques include the following activities:

- We schedule and conduct confidential interviews with key staff in each department. The interviews cover the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and weaknesses.
- In addition to formal interviews, we may conduct selected operational observations in order to understand how work is actually performed in your normal work environments. This will include walk-throughs in office settings, work site visits, ride-alongs, and tours of County facilities.
- Thorough data collection relates particularly to budgeting and financing, work volumes, work cycle times, demands for service, equipment and infrastructure inventory, and other detailed data necessary for a complete analysis. We will tailor the collection of data to the needs and issues of each department and its operations. As an example, we typically collect the following data to better understand operations:
  - Work volume relative to staff resources
  - Customer service performance standards and compliance reports
  - Department budgets, including revenues and expenditures
  - Current fees and data supporting fee calculations
  - Current cost allocation plans and supporting data and calculations
  - Internal financial reports
  - Internal cost allocations by work unit
  - Job descriptions and wage and compensation plans
  - Records reflecting training and certifications
  - Organization charts and staffing tables, including changes over the preceding three to five years
  - Strategic organizational plans

- Relevant customer satisfaction data
- Management reports, including any applicable performance measurement and reporting
- Information technology infrastructure, including hardware and application inventories, use of field technologies, and system strategic plans

At the conclusion of field work, we will prepare a summary of our initial observations and recommendations to be reviewed with the County project team.

### **Activity 3: Assess County Operations**

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At this point in the project, The Novak Consulting Group project team will have conducted interviews, observations, and related data collection in order to identify potential issues in the organization. These issues will be ranked in order of importance and documented in a summarized issue identification format. This document will also summarize our reasoning behind the identification of each issue and how it may impact operational and financial forecasting. This information will also be combined with information developed in the best practices/benchmarking analysis task.

The project team will employ our “Six R” approach as introduced in our Project Approach section. The approach guides our efforts through data development, issue identification, operational analysis, and creation of recommendations tailored to improve the departmental operations of the County.

We will employ a variety of review and analysis techniques to develop and refine organizational and operational data in order to provide recommendations that will improve the County's operational performance.

We will evaluate the organization and structure of the organization to assess its impacts on program operations now and in the future. We will look at both the organizational alignment of the departments as well as how it integrates with the overall structure of your government. We will conduct the assessment from the following aspects of organizational design:

- The number of organizational levels and reporting procedures and the impacts on the size and composition of the organization's command structure
- Alignment of leadership, management, and supervision
- Relative importance of specific operations in regard to organizational placement
- Adequacy of communication and coordination between and among operating units
- Spans of control and management supervision
- Overlapping or duplicated functions
- Clear lines of authority and responsibility
- Sufficiency of supervisory ratios
- Distinct work units to carry out important functions.

We leverage the prior activities to define appropriate staffing levels based upon the organizational, policy, and process reviews. The Novak Consulting Group project team will employ a holistic approach using a variety of staffing assessment mechanisms. This approach incorporates a department's desired set of program service levels, its budgetary capacity, the skills and training of the current workforce, its access to technology, and many other non-numeric drivers.

We will identify best practices and determine where gaps may exist in the County's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on

available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the County.

#### **Activity 4: Develop Recommendations**

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At the completion of the above tasks, The Novak Consulting Group will prepare a summary of our observations and initial recommendations. We will meet with the County's project team to review the summary. Additional follow-up on issues or analysis will be conducted as needed.

#### **Activity 5: Prepare Final Deliverables**

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Once recommendations have been finalized, The Novak Consulting Group will prepare a draft report. The report will include an executive summary, our methodology and approach, and a thorough description of all recommendations for the organization. The draft report will be presented to the County for review for factual accuracy and to discuss content and approach. We will prepare and present the final report based on feedback from the County.

The final report will include the Roadmap introduced previously to provide additional detail on recommendations and to support implementation efforts by the departments and the County.

## **Project Timeline**

A proposed project timeline is included as Attachment A. We expect to review and refine this schedule with the County during our initial meeting.

## **Services Expected of the County**

At the start of this engagement, The Novak Consulting Group will work with the Project Team to identify specific resources needed for this work. We have found that it is always helpful to have a primary point person with the County to assist us with scheduling interviews and other project logistics.

We will request a variety of background materials to inform our work. However, the majority of this information will be data that is readily available.

Generally, interviews require approximately 90 minutes each. Some direct follow-up with staff may be needed, based on the findings of our work.

We also anticipate several status report meetings (either virtually or in-person) with the County throughout the project.

## Experience

The Novak Consulting Group has assisted numerous local governments across the country with organizational evaluations. We are currently in the process of completing similar organizational assessments for the City of Charlottesville, Virginia and the City of Carbondale, Illinois.

The following is a summary of relevant engagements. We would be happy to provide additional information about these or any of our prior projects.

**Fredericksburg, Virginia** engaged The Novak Consulting Group to complete a comprehensive organizational study of the City government, which included all City departments under the purview of the City Manager. The purpose of this study was to improve organizational performance, as well as assess staffing needs so that capacity could be added strategically in the organization as resources became available. Several core processes were mapped to identify improvement opportunities.

Beverly R. Cameron, Former City Manager  
[beverlycameron78@gmail.com](mailto:beverlycameron78@gmail.com)

**Munster, Indiana** recently engaged The Novak Consulting Group to conduct an organizational review of all Town departments. This review included the separately elected Clerk-Treasurer's Office and a comprehensive assessment of the Town's major financial funds to provide the Town Administrator with an independent analysis of the Town's fiscal health.

Dustin Anderson, Town Administrator  
(219) 836-6905 [danderson@munster.org](mailto:danderson@munster.org)

**Hastings, Nebraska** engaged The Novak Consulting Group to conduct an organizational assessment of all City departments. The assessment included a structural review of the City's relationship with the Utilities Department.

Joe Patterson, City Administrator  
(402) 461-2309 [jpatterson@cityofhastings.org](mailto:jpatterson@cityofhastings.org)

**Reno, Nevada** engaged The Novak Consulting Group to conduct a Core Services Review of the Public Works Department and the Parks, Recreation, and Cultural Services Department. These reviews included an in-depth analysis of opportunities for enhanced efficiency and effectiveness, an evaluation of existing service level standards, and an assessment of the City's true 'core services' in both departments.

Jaime Schroeder, City Manager's Office  
(775) 348-3915 [schroederj@reno.gov](mailto:schroederj@reno.gov)

**Harrisburg, Pennsylvania** engaged The Novak Consulting Group as the City's Act 47 Coordinator in 2011. The Commonwealth of Pennsylvania determined the City to be "financially distressed" under the guidelines of Act 47, the Municipalities Financial Recovery Act. As Coordinator, the firm led a full review of all City operations and finances to develop a financial recovery plan for the City. The Novak Consulting Group continues to assist the City with implementation of financial and operational improvements.

Fred A. Reddig, Executive Director, Governor's Center for Local Government Services  
(717) 720-7387 [freddig@pa.gov](mailto:freddig@pa.gov)

**Cleveland Heights, Ohio** engaged The Novak Consulting Group to complete an organization wide review of all City departments. The review included an assessment of staffing levels, organizational structure, technology infrastructure, and best practices.

Tanisha Briley, City Manager  
(216) 291-3737 [TBriley@clvhts.com](mailto:TBriley@clvhts.com)

**Boulder, Colorado** has engaged The Novak Consulting Group for a variety of organizational assessments since 2010, including a structural review of the City's Finance Department and an assessment of how the Budget and Purchasing functions were staffed. Subsequently, a similar review was completed for the City's Human Resource Department and Parking Operations. The Novak Consulting Group also developed a long term financial model that will allow the City to better forecast future general fund revenues and expenditures.

Jane Brautigam, City Manager  
(303) 441-3090 [BrautigamJ@bouldercolorado.gov](mailto:BrautigamJ@bouldercolorado.gov)

**Dublin, Ohio** has retained The Novak Consulting Group for a number of projects since 2009. The Novak Consulting Group conducted a review of the organization's structure and a specific analysis of operating departments. This work resulted in a City-wide reorganization to improve efficiency and effectiveness of operations.

Michelle Crandall, Assistant City Manager  
(614) 410-4400 [mcrandall@dublin.oh.us](mailto:mcrandall@dublin.oh.us)

**La Plata County, Colorado** engaged The Novak Consulting Group several times for multiple organizational assessments. Work completed to date includes staffing analyses for the La Plata County Sherriff's Department, the Human Services Department, the Motor Vehicles Department, General Services, Planning Department, and Engineering Department.

Kelli Ganevsky, Human Resources Director  
(970) 382-6361 [Kelli.Ganevsky@co.laplata.co.us](mailto:Kelli.Ganevsky@co.laplata.co.us)

**Warrenville, Illinois** engaged The Novak Consulting Group to conduct a service level and staffing study of its Public Works Department, including all maintenance and facility management functions. The purpose of this study was to review operations and develop recommendations that would improve operational effectiveness and prepare the City for the retirement of key staff. The recommendations outlined an approach to convert the considerable institutional experience and knowledge into work processes and systems that could be leveraged to ensure continued effectiveness.

Jennifer McMahon, Assistant City Administrator  
(630) 393-9427 [JMcMahon@warrenville.il.us](mailto:JMcMahon@warrenville.il.us)

**Fort Collins, Colorado** engaged The Novak Consulting Group to conduct a structural review of the budget and finance functions for Utility Services and the General City Financial function. In addition to this work, members of our project team conducted an organizational structure analysis of the City while with a prior firm. They conducted best practice research and identified specific structural changes designed to enhance service delivery for the customers of Transportation Service, Community Planning and Environmental Services, and Utility Services. Recently, the firm also developed process maps for the City's allocation of Federal funds and conducted a staffing analysis of the City's social sustainability department.

Darin Atteberry, City Manager  
(970) 221-6505 [datteberry@fcgov.com](mailto:datteberry@fcgov.com)

## Project Team

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective solutions.

**Organizational Assessment Practice Leader Michelle Ferguson** – Michelle has over 20 years of local government management experience, both as a consultant and in direct service to some of the leading local governments in the country. As a consultant, Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to structure, staffing, and processes within departments across the country. She has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery. Additionally, Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has lead strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

**Police Specialist William (Bill) Connors** – Bill has 35 years of public safety experience, most recently as the police commissioner in Rye, New York from 2001 through 2013. He also served as the city's emergency management coordinator. Prior to Rye, Bill completed a 20-year career with the New York City Police Department. Bill has a unique background that includes high level field and administrative work in both large urban and small suburban agencies. He has provided consulting services for more than twenty municipalities in ten states and is sought after because of his keen insight and outstanding reputation as a public safety professional.

**Public Works Specialist Ron Norris, P.E.** – Ron has a broad range of management and leadership experience in many areas including: transportation, solid waste and stormwater management, water and sewer utilities, and the design, construction, and maintenance of streets and facilities. He has directed planning and zoning functions as well as housing and historic preservation programs. For the City of Olathe, Kansas, he directed the consolidation of three disparate departments into one cohesive unit and developed an asset management program that led to a more sustainable and comprehensive approach to utility funding and infrastructure management. Prior to that, he developed and implemented a model stormwater management program that has been widely acknowledged and utilized.

**Associate Jonathan Ingram** – Jon has over eight years of consulting experience and has developed an expertise in operational and staffing analysis. He joined The Novak Consulting Group in January 2012, having most recently served as a budget manager for the City of Cincinnati, Ohio. In addition to providing expert financial analysis, Jon has conducted numerous reviews of organizations while serving as a consultant. He is adept at evaluating business problems with equal consideration given to both cost and quality of service.

**Associate Jenn Reichelt** – Jenn joined The Novak Consulting Group in 2016 following 16 years of direct service to local governments in Arizona and Montana. Jenn brings extensive experience in the areas of human resources management, collective bargaining, mediation, and arbitration processes. Jenn has a strong background in community engagement, public outreach, and media relations. Throughout her career, Jenn has coordinated the development of successful citizen outreach and communication plans for departments as well as larger community-wide initiatives.

**Analyst Haley Kadish** – Haley has six years of government and consulting experience that inform her work as an analyst. She provides our project teams with a variety of staffing and operations analyses, researches best practices, and develops performance measures at the department, organizational, and community level. Prior to joining The Novak Consulting Group, Haley served as an ICMA Local Government Management Fellow in Catawba County, North Carolina where she improved the talent recruitment and selection process, developed departmental performance measures, assisted in the development and implementation of a community food sustainability plan, and improved operations by researching and analyzing options for special projects throughout the county.

**Analyst Josh Rauch** – Josh has seven years of consulting and government experience involving a wide variety of organizational and operational analysis. Prior to joining The Novak Consulting Group in December 2014, he served as deputy economic development administrator for the City of Springfield, Ohio. In addition to his background in economic development, Josh has significant experience in community engagement efforts and property maintenance code enforcement.

All members of our project team are employees of The Novak Consulting Group; no sub-consultants will be used to complete the scope of work outlined in this proposal. Complete resumes for each of our team members are included.

## Michelle L. Ferguson, Organizational Assessment Practice Leader

Michelle has over 20 years of management experience in local government, and she currently serves as the organizational assessment practice leader for The Novak Consulting Group, having been with the firm since its inception.

Michelle began her consulting career in 2005 following 10 years of direct experience in local government management, which included serving as assistant county manager in Arlington County, Virginia.

Michelle excels at helping local governments continuously improve their organizations and enhance service to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design.

As organizational assessment practice leader, Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to structure, staffing, and processes within departments across the country. Specific department reviews have included development review, parks and recreation, public works, human services, human resources, capital budgeting, and collections. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has lead strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

During her tenure with Arlington County, Michelle oversaw the daily management and implementation of the County's capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Prior to Arlington County, Michelle served as assistant city manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

### **Education**

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, Loyola University - Chicago*

### **Industry Tenure**

*20 years*

*Consulting, 11 years*

*Local Government, 10 years*

## William R. Connors, Public Safety Specialist

Bill has more than 33 years of experience in policing, 29 of which have been in supervisory and managerial capacities.

Following a 20-year career with the New York City Police Department, Bill retired from the department at the rank of inspector, assigned as the executive officer of the Office of the First Deputy Commissioner. That office directed the administrative and support functions of the department, including personnel, labor relations, training, discipline, budget, and quality assurance. He served as commanding officer of the 52<sup>nd</sup> Precinct and the Domestic Violence Unit, as well as in the Office of the Chief of Patrol; the Office of Labor Relations; Patrol Borough Manhattan North; and several precincts.

Most recently, Bill was the police commissioner of the City of Rye, New York from 2001 through 2013. He also served as the city's emergency management coordinator.

As a consultant, Bill has worked on projects with police departments across the nation, in such diverse areas as Reading, Harrisburg, Hazleton, St. Marys, and Ford City Borough, Pennsylvania; Fredericksburg, Virginia; Gilroy, California; Norman, Oklahoma; Cleveland Heights and Oberlin, Ohio; Hastings, Nebraska; Munster, Indiana; Windsor, Connecticut; Williamsburg, Chesterfield, Deerfield, Whately, and Sunderland, Massachusetts.

Bill is a graduate of the Police Management Institute of the Columbia University Graduate School of Business and of the Federal Bureau of Investigation's Law Enforcement Executive Development Seminar. He has served on boards and committees of several community and professional organizations, including the International Association of Chiefs of Police and the Westchester County Association of Chiefs of Police.

Bill received the degree of Juris Doctor from New York Law School and his bachelor's degree from Fordham University. He is admitted to the practice of law in the state and federal courts of New York and New Jersey, as well as the Supreme Court of the United States.

### ***Education***

*Juris Doctor, New York Law School*

*Bachelor of Arts, Fordham University*

### ***Industry Tenure***

*35 years*

*Consulting, 10 years*

*Local Government, 33 years*

## Ronald L. Norris, P.E., Public Works Specialist

Ron is a seasoned public works leader, bringing more than 40 years of experience in a broad range of technical and managerial disciplines. He served as national president of the American Public Works Association (APWA) and was on their Board of Directors for nine years. He also served as president of the National Association of State Facility Administrators. He was selected as an APWA Top Ten Public Works Leader and received the Mid-America Regional Council's Regional Leadership Award for his leadership in regional stormwater solutions, a regional program to coordinate traffic signalization throughout the two-state region, and the design and development of infrastructure that is functional and enhances community appearance.

Most recently he served as director of public works for the City of Olathe, Kansas, a city of more than 130,000 in the Kansas City Metro region. He led the consolidation of 3 disparate departments into a single cohesive unit of more than 300 employees. The organization received its first Accreditation by APWA under his leadership. The Department included solid waste, water and sewer utilities, fleet management, engineering, construction management, city planning and development, and street maintenance. He initiated an asset management program that resulted in sustainable and comprehensive utility financial and infrastructure management.

Prior to that he served as public works director for Lenexa, Kansas where he created the acclaimed "Rain to Recreation" program. This effective, sustainable stormwater management program provided amenities that are highly valued by Lenexa residents. He led the design and construction of many infrastructure elements including miles of roadways, bridges, and interchanges that are utilitarian, attractive, unique, and cost-effective. He also led Lenexa Public Works to its first Accreditation by APWA.

He served as deputy director of public works for Clark County, Nevada which includes the Las Vegas Metro area. He developed roadways and alternative transportation for the rapidly growing area. He worked with resorts and other developers to address critical infrastructure needs resulting from the explosive growth.

Ron also served as director of design and construction for the State of Missouri. He managed the development and presentation of the State's capital improvement program. He oversaw the design and construction of all state government facilities such as prisons, hospitals, office buildings, and state schools. He also directed the maintenance and repair of all state government general purpose facilities, including the Capitol Complex.

As director of community development for Liberty, Missouri, Ron directed the planning department, water and sewer utilities, engineering, construction, planning, code enforcement, and the building department. He also led the formation of the City's first Housing Authority and the development and implementation of the City's first housing program.

Ron has an undergraduate degree in civil engineering from the University of Missouri and a master's degree in public administration from the University of Kansas. He is a registered professional engineer in Missouri and Kansas. He presently serves as chair of APWA's Certification Commission, serves on the International Affairs Committee, and is on APWA's Advisory Council.

### **Education**

*Master of Public Administration,  
University of Kansas  
Bachelor of Science, Civil  
Engineering, University of  
Missouri*

### **Professional Certifications**

*Licensed Professional Engineer,  
Missouri and Kansas*

### **Industry Tenure**

*40+ years  
Local Government, 26 years*

## Jonathan Ingram, Associate

Jon has over 12 years of experience in management consulting and local government management, most recently as budget manager in the City of Cincinnati, Ohio budget office. Prior to that, Jonathan served as a management consultant and worked in the city manager's office for the City of Highland Park, Illinois.

Jon is a skilled financial analyst in the areas of budget and revenue analysis. Additionally, he has extensive experience as a management and operations consultant to local governments in the United States and abroad.

As a consultant, Jon has completed operations reviews for multiple local governments and has helped to improve service delivery for a broad range of departments – from police to public works. He has developed staffing and deployment plans for city operating departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans.

Jon's expertise is in local government budgeting and finance, operations analysis, project management, public safety staffing analysis, process improvement, and performance measurement. He is adept at evaluating business problems with equal consideration given to both cost and quality of service.

During his tenure with the City of Cincinnati, Jon managed the development and administration of a \$1 billion operating budget. In addition, he conducted special analysis projects, served on the City's collective bargaining team, and co-managed the implementation of an enterprise budget system.

Jon earned a bachelor's degree in political science from Aurora University and a master's degree in public administration from Northern Illinois University. He is a member of the International City/County Management Association and the Ohio City/County Management Association.

### ***Education***

*Master of Public Administration, Northern Illinois University*

*Bachelor of Art, Aurora University*

### ***Industry Tenure***

*12 years*

*Consulting, 8 years*

*Local Government, 4 years*

## Jenn Reichelt, Associate

Jenn Reichelt has 16 years of experience in local government management, most recently as deputy city manager for the City of Great Falls, Montana. Prior to her time in Montana, she worked for the City of Glendale, Arizona for 10 years.

Jenn joined The Novak Consultant Group in June 2016 and brings with her a wealth of knowledge in the areas of human resources management and labor management. She is adept in collective bargaining, mediation, fact-finding, and arbitration processes. Jenn has a strong background in community engagement, public outreach, and media relations, as well as crisis and emergency management. She is skilled at working with diverse stakeholders and building consensus.

Throughout her career, Jenn has coordinated the development of successful citizen outreach and communication plans for departments as well as larger community-wide initiatives. Some of the larger projects she has worked on include the 2010 Census, a capital improvement bond election, a public safety sales tax election, and construction and transportation projects.

During her tenure in Great Falls, Jenn oversaw all human resources and personnel activities which included working with the City's 10 labor unions. She coordinated the city's communication efforts and served as the city's primary public information officer. Jenn improved customer service, internal operations, and increased revenue opportunities at the Great Falls Animal Shelter and Mansfield Performing Arts Center. In addition, she managed the city's five Tax Increment Financing Districts (TIF) and assisted applicants in receiving more than \$11 million in TIF funding.

In Glendale, Jenn served as the deputy marketing & communications director. She led the city's downtown redevelopment efforts and assisted in the development of Glendale's Sports & Entertainment District. She oversaw the city's tourism efforts which included the creation of a Convention & Visitors Bureau and the city's advertising, sports marketing, and branding campaigns. Jenn served as a city spokesperson and assisted in mega-event planning for events such as the 2008 Super Bowl, WrestleMania XXVI, Fiesta Bowls, and Cactus League Spring Training games for the Los Angeles Dodgers and Chicago White Sox.

Jenn earned a bachelor's degree in business administration and a master's degree in public administration from Northern Arizona University. She is a member of the International City/County Management Association (ICMA) and a graduate of Leadership ICMA and the Weldon Cooper Center for Public Service Senior Executive Institute.

### **Education**

*Master of Public Administration, Northern Arizona University*

*Bachelor of Science, Northern Arizona University*

### **Industry Tenure**

*Local Government, 16 years*

## Haley Kadish, Analyst

Haley has six years of government and consulting experience that inform her work as an analyst. She provides our project teams with a variety of staffing and operations analyses, including workload and scheduling evaluations as well as staffing assessments. She also researches best practices and develops performance measures at the department, organizational, and community level.

Prior to joining The Novak Consulting Group, Haley served as an ICMA Local Government Management Fellow in Catawba County, North Carolina. As a Fellow, she improved the talent recruitment and selection process and developed departmental performance measures. She also assisted in the development and implementation of a community food sustainability plan and improved operations by researching and analyzing options for special projects throughout the County.

Haley started her career in the private sector as a virtual solutions subject matter expert for Procter & Gamble. During her tenure, she led a global team and launched and managed virtual consumer research services in multiple product categories.

While in graduate school at The Ohio State University, Haley served the Franklin County, Ohio Child Support Enforcement Agency as a program analysis intern. She also served as a public affairs intern for the U.S. State Department in Zambia.

Haley earned a bachelor's degree in business administration from University of Texas at Austin and a master's degree in public administration from Ohio State University. She is a member of the International City/County Management Association. Haley is an accomplished artist whose analytic and technical skills are complemented by her design skills.

### ***Education***

*Master of Public Administration, Ohio State University*

*Bachelor of Art, University of Texas, Austin*

### ***Industry Tenure***

*Consulting, 3 years*

*Local Government, 3 years*

## Joshua Rauch, Analyst

Josh has experience in several local government settings, most recently with the Economic Development Division of the City of Springfield, Ohio. While there, he assisted with business retention and expansion activities, provided staff support for tax incentive negotiations and reporting, and helped develop the City's marketing strategy.

Josh began his career as an undergraduate intern with the City of Dayton, Ohio. He organized community engagement events for young adults working in Dayton over the summer months. He built on this experience during graduate school when he began working for the City of Mission, Kansas. There he helped coordinate a variety of community events, including public budget hearings, community input sessions, and a successful attempt to set the Guinness World Record for the Largest Painting Made with Footprints. He also managed the City's property maintenance code enforcement program and neighborhood assistance programs.

Aside from community engagement activities, Josh has helped formulate, implement, and administer new policies and programs related to transportation funding, social media engagement, code enforcement and neighborhood assistance, information technology, sustainability planning, and performance measurement.

As a consultant, Josh has provided analytical support for organizational and operational reviews involving a wide array of functions, including fire staffing, human resources, economic development, public works, information technology, and administration.

Josh earned a bachelor's degree from the University of Dayton and a master's degree in public administration from the University of Kansas. He is a member of the International City/County Management Association.

### ***Education***

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, Political Science, University of Dayton*

### ***Industry Tenure***

*Consulting, 1 year*

*Local Government, 6 years*

## Projected Costs

The total, not-to-exceed price to complete the scope of work outlined in this proposal is \$99,800, including all professional fees and expenses. Of this amount, \$83,175 is for professional fees and \$16,625 is for expenses for The Novak Consulting Group, including travel, per diem, photocopying, and other incidentals.

The following is a list of hourly rates of each of our team members. Additional services, such as additional meetings or presentations not included in the base price, would be billed at these rates, plus travel expenses.

<b>Project Team Member</b>	<b>Hourly Rate</b>
Michelle Ferguson, Organizational Assessment Practice Leader	\$195
William Connors, Public Safety Specialist	\$175
Ron Norris, Public Works and Facilities Specialist	\$175
Jonathan Ingram, Associate	\$150
Jenn Reichelt, Associate	\$150
Haley Kadish, Analyst	\$75
Joshua Rauch, Analyst	\$75

It is our practice to invoice clients monthly, based on work completed. A copy of a sample invoice is included with this proposal.

## Attachment A – Project Timeline

# Project Timeline

Schedule																
Franklin County, Kansas																
Organizational Assessment																
	start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
	12/17	12/24	12/31	1/7	1/14	1/21	1/28	2/4	2/11	2/18	2/25	3/4	3/11	3/18	3/25	4/1
<b>Activity 1 - Begin Engagement</b>																
1.1 Meet with County Administrator	█															
1.2 Conduct kick-off meeting with all 17 Department Heads and 5 Elected Offices	█															
1.3 Interview members of the governing body	█															
1.4 Request and review background information	█															
1.5 Finalize project schedule	█															
<b>Activity 2 - Conduct Field Work and Engage Workforce</b>																
2.1 Conduct confidential online survey of County employees	█	█	█	█	█											
2.2 Conduct individual interviews with Department Leadership (18)				█	█	█	█									
2.3 Conduct individual interviews with supervisory staff (34)				█	█	█	█									
2.4 Summarize learning and discuss analytical requirements					█	█	█									
2.5 Submit supplemental data requests to County as necessary				█	█	█	█	█								
<b>Activity 3 - Assess County Operations</b>																
3.1 Evaluate staffing patterns and identify current and existing staffing requirements					█	█	█	█	█	█						
3.2 Evaluate supervisory and managerial oversight					█	█	█	█	█	█						
3.3 Assess use and deployment of technology					█	█	█	█	█	█						
3.4 Map relevant workflow processes (i.e. hiring, purchasing, permitting, etc.)					█	█	█	█	█	█						
3.5 Prepare preliminary analysis										█						
<b>Activity 4 - Develop Recommendations</b>																
4.1 Develop preliminary recommendations										█						
4.2 Review preliminary observations and recommendations with County										█	█					
4.3 Conduct follow-up analysis as necessary											█	█				
4.4 Finalize recommendations												█	█			
<b>Activity 5 - Prepare and Present Project Deliverables</b>																
5.1 Prepare draft report											█	█	█	█		
5.2 Review draft report with the County											█	█	█	█	█	
5.3 Prepare final report														█	█	
5.4 Prepare implementation plan															█	█
5.5 Present report to the governing body and County staff																█



The Novak Consulting Group, Inc  
 1776 Mentor Ave Suite 250  
 Cincinnati, OH 45212 US  
 (513) 221-0500  
 jnovak@thenovakconsultinggroup.com  
 http://thenovakconsultinggroup.com

Invoice

Date	Invoice #
11/15/2016	1142
Terms	Due Date
Net 30	12/15/2016

Bill To
Organizational Assessment Franklin County, Kansas

Activity	Quantity	Rate	Amount
<ul style="list-style-type: none"> <li>Professional Services: Activity 3 and 50% of Activity 4</li> <li>SAMPLE INVOICE</li> </ul>			\$xx,xxx.00
<b>Total</b>			\$xx,xxx.00

Reminder: Please remit payment to 1776 Mentor Ave Ste 250 Cincinnati OH 45212



## *strengthening organizations from the inside out*

*Our mission is to strengthen organizations, for those they serve and those who work in them. We are local government professionals, and we provide services tailored to local governments:*

- *Facilitation & Strategic Planning*
- *Executive Search*
- *Organizational Assessment & Optimization*



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*Visit [TheNovakConsultingGroup.com](http://TheNovakConsultingGroup.com) or call 513-221-0500 today.*

*leadership expertise. exceptional service.*



*We offer our clients innovative thinking that strengthens organizations from the inside out. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.*

## **Facilitation & Strategic Planning**

**Leading planning sessions for successful outcomes.**

Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.

## **Executive Search**

**Finding and developing strong leaders.**

The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks

## **Organizational Assessment & Optimization**

**Maximizing efficiency and productivity.**

Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.



# organizational assessment and optimization

With each engagement, The Novak Consulting Group utilizes a comprehensive assessment approach that can quickly identify potential areas of improvement, allowing our team to focus efforts and best leverage project resources for maximum organizational improvement. This holistic strategy includes a review of organizational structure, staffing optimization, operational performance, resource constraints, and customer experience. This is our **“Six R” approach**.



See how your taxpayers and organization can benefit from our **“Six R” approach**. Visit [TheNovakConsultingGroup.com](http://TheNovakConsultingGroup.com) or call 513-221-0500 today.





The “Six R” approach involves soliciting and collecting information on responsibilities, resources, requirements, and results in order to identify possible organizational and operational revisions with an associated roadmap to implement positive change.

- **RESPONSIBILITIES** refer to the sources and level of mandate/direction for services. These may derive from vision, mission, goals, and objectives, local service standards and expectations for fiscal stewardship. We will review services to determine source and level of mandate in order to better understand service level constraints and opportunities for change.
- **RESOURCES** refer to all assets available to the organization to achieve its respective responsibilities. These resources may include the following: time; human resources; staffing; management capacity/capability; financial position; contractual services; technological assets (hardware, software, communications, training); and physical assets (buildings, equipment, vehicles).
- **REQUIREMENTS** refer to the sources of direction to management and staff regarding service approach and methodology. These sources provide staff with direction on how they should approach their respective tasks and complete their assignments. These sources may derive from law, codes or adopted policies and procedures to less formal mechanisms including continuation of past practice through initial or on-the-job training. We will review and assess service and process requirements to better understand existing business processes and opportunities for positive change.
- **RESULTS** refer to the service yield derived from the provided services. These services are the result of rationally developed process requirements applying available resources in pursuit of prioritized fulfillment of responsibilities. The results phase links current operations with future planning and management reporting to provide data for better management decision-making.
- **REVISIONS** refer to the depth and breadth of continuing change necessary to support improved performance as indicated from results and performance reporting. This change can range from a high level involving holistic or systemic issues (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (improving the productivity, efficiency and effectiveness of the activity or service).
- **ROADMAP** refers to the plans to implement revisions in order to improve service delivery and product quality while maintaining or reducing unit costs. The Roadmap provides an action plan for the client that identifies recommended priorities and provides accountability for implementation, suggestions for phasing implementation, and an expected schedule to reach milestones.

# who we work for



Project Type: **Organizational Assessment and Optimization (OA)**      **Executive Search (ES)**      **Strategic Planning and Facilitation (SPF)**      **Training (T)**

State	Jurisdiction	Project type		
Arizona	Peoria	ES		
	Sierra Vista		SPF	
California	Gilroy	OA		
	Hayward		SPF	
	Long Beach Transit Authority	OA		
	Manhattan Beach		SPF	
	Palo Alto		SPF	
	San Luis Obispo		SPF	
	Colorado	Adams County		SPF
	Aurora		SPF	
	Boulder	OA	SPF T	
	Fort Collins	OA	SPF	
	Greeley	OA		
	La Plata County	OA		
	Louisville		ES	
	Loveland		ES	
	Routt County		SPF	
	Westminster		SPF	
	Windsor		SPF	
Connecticut	Greenwich		ES	
	Groton	OA		
	Manchester	OA	SPF T	
	Mansfield	OA		
	Meriden		ES	
	Windsor		ES	
	Delaware	Kent County		ES
	Milford		ES	
	Milton		ES	
	Rehoboth Beach		ES	
Florida	Palmetto Bay		SPF	
Georgia	Decatur		SPF	
Illinois	Carbondale	OA		
	DuPage County	OA		
	Evanston	OA		
	Geneva		SPF	
	Gurnee		SPF	
	Peoria County		ES	
	Warrenville	OA		
	Woodridge		SPF	
	Indiana	Munster	OA	SPF
	Kansas	Baldwin City		ES SPF
Edgerton			ES	
Edwardsville			SPF	
Eudora			SPF	
Garden City		OA		
Gardner			SPF	
Olathe			SPF	
Roeland Park			SPF	

State	Jurisdiction	Project type				
Kansas	Shawnee	OA			SPF	
	Tonganoxie				SPF	
	Unified Gov't of KCK				SPF	
Kentucky	Lexington-Fayette Urban County Gov't	OA				
Louisiana	New Orleans	OA				
Maryland	Aberdeen	OA	ES	SPF	T	
	Berwyn Heights		ES			
	Cambridge		ES			
	College Park			SPF		
	Gaithersburg		ES			
	Garrett Park		ES			
	La Plata		ES			
	Maryland Municipal League				T	
	Maryland State Judiciary			SPF		
	Mount Rainier	OA	ES			
	New Carrollton		ES			
	Rockville	OA		SPF		
	Sykesville		ES			
	Massachusetts	Franklin County	OA			
		Pioneer Valley Planning Commission	OA			
Michigan	Ann Arbor				SPF	
	Midland				SPF	
	Novi		ES			
	Rochester Hills	OA	ES			
Missouri	Chesterfield		ES			
	Clayton				SPF	
	Maryville				SPF	
	North Kansas City				SPF	
	Parkville				SPF	
	Platte City	OA				
	Sikeston				SPF	
	St. Louis County				SPF	
	University City				SPF	
	Nebraska	Hastings	OA			
	Nevada	Reno	OA			
	New York	Ithaca	OA			
		Rochester	OA			
New Jersey	New Jersey Health Initiative	OA				
North Carolina	Albemarle				SPF	
	Asheville	OA				
	Brevard				SPF	
	Cary				SPF	
	Greensboro	OA				
	Raleigh	OA			SPF	
	Swansboro				SPF	
	Wake County	OA				
	Wilmington	OA				

# who we work for



Project Type: **Organizational Assessment and Optimization (OA)**      **Executive Search (ES)**      **Strategic Planning and Facilitation (SPF)**      **Training (T)**

State	Jurisdiction	Project type		
Ohio	Beavercreek Township	OA		
	Blendon Township		SPF	
	Blue Ash		SPF	
	Cincinnati	OA	SPF	
	Clearcreek Township	OA	SPF	
	Cleveland Heights	OA	ES SPF	
	Delaware	OA		
	Delaware County		SPF	
	Delaware County EMS		SPF	
	Dublin	OA	ES SPF	
	Gahanna		SPF	
	Granville		ES	
	Hudson		ES	
	Miami Township		ES	
	Oberlin	OA	ES SPF	
	Portsmouth		ES	
	Powell		SPF	
	Sandusky		ES	
	Sharonville		SPF	
	Toledo		SPF	
	Troy	OA		
	Upper Arlington		ES SPF	
	Washington Township	OA	ES	
	Westerville		ES	
	Worthington	OA	ES SPF	
	Oklahoma	Norman	OA	
	Oregon	Gresham		SPF
Hillsboro			SPF	
Lane County			ES	
Wilsonville		OA	SPF	
Pennsylvania	Carlisle Borough		ES	
	Duquesne	OA		
	East Buffalo	OA		
	Exeter Township	OA		
	Farrell	OA		
	Ford City Borough	OA		
	Harrisburg	OA		
	Hazleton	OA		
	Lancaster County	OA		
	Lewisburg	OA		
	Nanticoke	OA		
	Reading	OA		
	St. Marys	OA		
	Texas	Allen		SPF
		Cedar Hill		SPF
Dallas			SPF	
Lancaster			ES SPF	

State	Jurisdiction	Project type		
Texas	Pearland	OA		
	University Park			SPF
	The Woodlands	OA		SPF
	Murray			SPF
Utah	South Jordan			SPF
	Alexandria		ES	
Virginia	Charlottesville	OA		
	Fredericksburg	OA		
	Hampton			SPF
	Loudoun County		ES	
	Vienna			SPF
Washington	Sequim	OA		T
	Shoreline		ES	T
Wisconsin	Mequon		ES	
	Washington County			SPF
Organizations & Associations		Project Type		
Ann Arbor Transportation Authority, Michigan				SPF
Connecticut Town and City Management Assoc.				T
International City/County Management Assoc.				SPF T
Maryland Municipal League				T
Miami University of Ohio				T
Miami Valley Risk Management Authority, Ohio				SPF
Midland Community Foundation, Michigan				SPF
Minnesota Municipal League				T
Missouri Municipal League				SPF
National Association of State and Local Equity Funds				SPF
National League of Cities				T
Ohio City/County Management Association				SPF T
Orleans Parish School Board			ES	
Owens-Corning, Ohio				SPF
USAID – Moldova				T
United Methodist Church:				
Baltimore Washington Annual Conference		OA		
California-Nevada Annual Conference		OA		
Connectional Table		OA		
Dakotas Annual Conference		OA		
Discipleship Ministries		OA	ES	SPF
Florida Annual Conference		OA		
Florida United Methodist Foundation		OA	ES	SPF
General Board Of Higher Education And Ministry		OA	ES	
Global Ministries		OA	ES	SPF T
Justice For Our Neighbors				SPF
Louisiana Annual Conference – Wesley Center				SPF
St. John’s Church, Louisiana				SPF
United Methodist Committee On Relief		OA	ES	SPF
United Methodist Frontier Foundation			ES	
Western Pennsylvania Annual Conference			ES	