



Council Agenda

Council Chambers
Windsor Town Hall
December 5, 2016



7:30 PM Regular Council Meeting

1. ROLL CALL
2. PRAYER – Councilor Wilkos
3. PLEDGE OF ALLEGIANCE – Councilor Wilkos
4. PROCLAMATIONS/AWARDS
 - a) To honor past Conservation Commission members, Frank Davis, Bonnie Karkowski, Priscilla Eatherton, and Sam Hinckley for their conservation work
5. PUBLIC COMMUNICATIONS AND PETITIONS
(Three minute limit per speaker)
6. REPORT OF APPOINTED BOARDS AND COMMISSIONS
 - a) Board of Education
 - b) Zoning Board of Appeals
7. TOWN MANAGER'S REPORT
8. COMMUNICATIONS FROM COUNCIL MEMBERS
9. REPORTS OF STANDING COMMITTEES
10. ORDINANCES
11. UNFINISHED BUSINESS
12. NEW BUSINESS
 - a) *Approve Redevelopment Priority Property list (Town Manager)
 - b) *Approve expenditure of \$10,000 from the FY 17 Community Investment Initiative for evaluation of historic monuments and the ancient cemetery (Town Manager)
 - c) *Authorize Town Manager to sign Prospect Hill Road Phase II right-of-way project authorization letter with Connecticut DOT (Town Manager)



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- d) *Accept an easement at 240 Prospect Hill Road (Town Manager)
 - e) *Approve DPW efficiency and effectiveness study and authorize project funding (Deputy Mayor Terranova)

13. *RESIGNATIONS AND APPOINTMENTS

14. MINUTES OF PRECEDING MEETINGS

- a) *Minutes of the November 21, 2016 Public Hearing (Stormwater Management)
- b) *Minutes of the November 21, 2016 Regular Town Council Meeting

15. PUBLIC COMMUNICATIONS AND PETITIONS

(Three minute limit per speaker)

16. EXECUTIVE SESSION

- a) Strategy and Negotiations with respect to collective bargaining (UPSEU - Dispatchers)

17. ADJOURNMENT

★Back-up included

Agenda Item Summary

Date: December 5, 2016
To: Honorable Mayor and Members of the Town Council
Prepared By: James Burke, Economic Development Director
Reviewed By: Peter Souza, Town Manager 
Subject: Priority Redevelopment Properties List

Background

In December of 2002, the Town Council adopted a Tax Increment Financing Policy as a tool to encourage the redevelopment of key vacant or underutilized properties. As part of that policy, the Council approved a Priority Redevelopment Properties List ("List") to provide specific guidance regarding which sites should be eligible for Tax Increment Finance assistance.

In recommending the initial List, the Economic Development Commission included a statement of its purpose and procedures and criteria for updating the List. One of these provisions states that the Commission should review the List annually and report its recommendations for additions or deletions to the Town Council.

Discussion/Analysis

The Economic Development Commission reviewed the Priority Redevelopment Properties List during its meeting of November 16, 2016. A status report on each property was presented by staff and discussed by the Commission. A copy of the status report is attached.

Following its review, the Commission determined that no additions or deletions to the Priority Redevelopment Properties List are recommended at this time.

Recommendation

The Economic Development Commission recommends no additions or deletions to the adopted Priority Redevelopment Properties List at this time. If the Town Council is in agreement, the following motion is recommended.

"Resolved that the attached Priority Redevelopment Properties List be adopted as presented."

Attachments

Exhibit 'A' Priority Redevelopment Properties
Status report on redevelopment sites
Priority Redevelopment Properties Policy

Exhibit "A"

**‘EXHIBIT A’
TOWN OF WINDSOR
PRIORITY REDEVELOPMENT PROPERTIES**

12/05/16

The following are the priority redevelopment properties in the Town of Windsor as determined by the Town Council:

<u>Plaza Building</u>	280-294 Broad Street
<u>Tobacco Valley Inn</u>	Dunfey Lane and Bloomfield Avenue
<u>Redevelopment Parcel</u>	418-446 Windsor Avenue
<u>Udolf Property</u>	156 Windsor Avenue
<u>Flamingo Inn</u>	19, 27, 29, and 35 Windsor Avenue
<u>Parcel north of 457 Windsor Ave</u>	459-465 Windsor Avenue
<u>Spillane property next to CITGO</u>	581 Windsor Avenue
<u>Former Scranton Chevrolet Site</u>	125 Poquonock Avenue
<u>Larsens Hardware Property</u>	144 Poquonock Avenue
<u>Combustion Engineering Site</u>	2000 Day Hill Road
<u>Former Printing Express Site</u>	20-26 Poquonock Avenue

History

1. Initially adopted, December, 2002.
2. Revised, December, 2007 to delete 33 Mechanic Street and 853 Palisado Avenue.
3. Revised, August, 2010 to add 125 Poquonock Avenue, 147 Poquonock Avenue, and 144 Poquonock Avenue.
4. Revised, April 4, 2011 to add 2000 Day Hill Road.
5. Revised, February 4, 2013 to add 20-26 Poquonock Avenue
6. Revised, December 21, 2015 to delete 69 Mechanic Street, 147 Poquonock Avenue and 240 Broad Street

Status Report
On Priority
Redevelopment
Properties

TOWN OF WINDSOR
PRIORITY REDEVELOPMENT PROPERTIES (per list revised 12/21/15)
ANNUAL STATUS REPORT – November 16, 2016
(Recent activity indicated by bold italicized font)

Plaza Building (280-294 Broad Street)

Property purchased by Mohan Sachdev (12/2011); significant building repairs have been initiated; 2nd floor apartments being rehabbed; plans for reuse of theater and commercial space pending; window replacement and HVAC work completed; ***TPZ reapproved proposed restaurant use and site plan for 800 SF theater addition and added parking in April; 17 Elm St building demolished, addition constructed, site work started and new electrical service installed***

Tobacco Valley Inn (Dunfey Lane and Bloomfield Avenue)

Building demolition and site clearance complete; listing with broker in place; recent interest in redevelopment for commercial; investment deadline not met by 10/2015; ***owners made first payment of demolition loan on 10/31/16.***

Redevelopment Parcel (418-446 Windsor Avenue)

Land assembled; RFQ process undertaken, but unable to arrive at acceptable plan for redevelopment; next step to reconfirm Town's objectives

Udolf Property (156 Windsor Avenue)

Several prospective tenants have explored and then abandoned; owner repainted vacant building in response to complaint

Flamingo Inn (19, 27, 29, and 35 Windsor Avenue)

Property had been listed; serious retail prospect considered site but declined. Flamingo Inn related owners purchased 35 Windsor Ave. Site is now in single ownership. ***Renewed interest in retail redevelopment.***

Parcel north of 457 Windsor Ave (459-465 Windsor Avenue)

465 Windsor sold in 2011 to Brown and Powell

459 Windsor and 12 East Wolcott sold in 2005 to Mahon

12 East Wolcott sold in 2011 to 12 E Wolcott LLC

Developer was pursuing retail use of site, but that has stalled with poor market

Spillane property next to CITGO (581 Windsor Avenue)

Property listed for lease, some inquiries, zoning (B-1) may be an issue

Former Scranton Chevrolet Site (125 Poquonock Avenue)

Concept plan for residential/retail redevelopment approved in 2010; buyer/seller dispute put project on hold; delinquent taxes were paid; owner deeded property in lieu of foreclosure; town with new owner's cooperation has obtained environmental assessment grant of site; **Phase I and II assessments completed, awaiting full report and review**

Larsens Hardware Property (144 Poquonock Avenue)

Property had been listed; proposal for purchase for redevelopment rejected in 2010; not currently on the market

Combustion Engineering Site (2000 Day Hill Road)

Demolition of buildings complete; Concept plan, new zoning regulations and subdivision for mixed-use village approved by TPZ; residential developer agreement is pending

Former Printing Express Site (20-26 Poquonock Avenue) property

purchased by Mohan Sachdev (06/2013); residential units vacated; owner contemplating redevelopment for new residential units; town with new owner's cooperation obtained environmental assessment grant for the site; **Phase I and II assessments completed, awaiting full report and review**

Priority
Redevelopment
Properties
Policy

Town of Windsor, Connecticut
Priority Redevelopment Properties List and Policy
December, 2002

I. INTRODUCTION

The Town of Windsor has determined that there are certain vacant or underutilized sites in Windsor that need focused-attention from the Town government. A number of these sites are in Windsor Center and the Wilson neighborhood and are therefore crucial to the future of our community. Many of these sites play into the public's perception about the community.

There is a window of opportunity to attract investment to these sites. In addition, when opportunities arise, it is important to have programs in place so the Town can act quickly.

It is in the public interest to encourage the timely and appropriate redevelopment of these properties.

II. LIST ADOPTED

The Priority Redevelopment Properties List attached hereto as Attachment A is hereby adopted.

Inclusion of a property on this list does not confer any right to any incentive program. It does establish which properties are eligible to apply for certain programs including the Tax Increment Financing Policy. After a property is listed, each development proposal must be reviewed and approved according to the particular program requirements.

III. PROCEDURE FOR ANNUAL REVIEW, ADDITIONS AND DELETIONS

The following procedure will be followed to add to or delete from the Priority Redevelopment Properties List.

1. Annual Review. The Economic Development Commission shall review the adopted list annually and report to the Town Council its recommendations for additions or deletions from the list at the Council's first meeting in December.
2. Specific Requests. The Town Council, Economic Development Commission, Town Manager, any citizen or property owner may initiate a request to add or delete a property or properties at any time. Each such request shall be reviewed by the Economic Development Commission according to the criteria as set forth below. The Commission shall then forward its recommendation to the Town Council.
3. Town Council Final Determination. The Town Council shall make the final determination regarding all additions or deletions to the list.

IV. CRITERIA

The Town of Windsor will consider a property for inclusion on the Priority Redevelopment Properties List only if at least four (4) of the following criteria are met:

- 1) Visibility (location on a heavily traveled roadway and public's awareness of site)
- 2) Pending opportunities related to the site
- 3) Present blighting condition – nuisance, environmental issues, poor access, problems of ownership
- 4) Potential multiplier effects
- 5) Level of difficulty to redevelop without assistance
- 6) Potential costs to the Town of not acting
- 7) Length of time on the market (more than 24 months)

Agenda Item Summary

Date: December 5, 2016

To: Honorable Mayor and Members of the Town Council

Prepared By: Jonathan Luiz, Assistant Town Manager

Reviewed By: Peter Souza, Town Manager 

Subject: Evaluation of Historic Monuments and Ancient Cemetery

Background

The FY17 adopted Capital Improvements Plan (CIP) identifies \$25,000 in Community Investment Initiative funding toward the assessment and preservation of historic monuments and the ancient cemetery on Marshall Phelps Road. Based on the results of a request for proposal process, staff now seeks funding for the Town to engage a consultant to perform assessment work.

Discussion/Analysis

Staff advertised a Request for Proposals to assess the following eleven monuments:

- **Eagle Monument** on the Town Green, near the Windsor Library. Constructed in 1929.
- **Loomis Fountain** on the Town Green, in front of Town Hall. Constructed in 1903.
- **WWII Memorial** located on the north end of the Town Green. Constructed in 1950.
- **WWI Memorial** located on the north end of the Town Green. Constructed in 1920.
- **Warham Mill Marker** located at the corner of Poquonock Avenue and East Street. Believed to have been constructed in 1933.
- **Bissell's Ferry Marker** on Palisado Avenue, near Kenney Road. Believed to have been constructed in 1933.
- **Old Stone Fort Marker (Stoughton House)** located near 545 Palisado Avenue. Believed to have been constructed in 1933.
- **Founders of Windsor Monument** located on the Palisado Green. Constructed in 1930.
- **John Mason Statue** on Palisado Green. Presumed to have been constructed in 1889.
- **Horace Hayden Memorial** on Palisado Green. Likely constructed in 1910.
- **Deerfield WWII Memorial** located near 826 Windsor Avenue. Believed to have been constructed in 1944. Crafted by the Deerfield Householders Club.

Staff received proposals from nine companies and identified Conserve Art LLC of Hamden, Connecticut as the lowest responsive and reasonable bidder. In accordance with the RFP's scope of services, the company would inspect each of the eleven monuments and provide a written assessment containing the following:

- A summary of structural composition/materials;
- a conditions analysis, including deterioration, damage and structural integrity;
- recommendations for restoration of each monument, in order of priority; and
- an estimate of restoration costs for each monument.

Staff also advertised a Request for Proposals to assess an ancient town-owned cemetery located on Marshall Phelps Road, across from Kendrick Lane. The cemetery, referred to as the Old Poquonock Burial Grounds, contains approximately 62 grave stones dating as far back as 1722. Many of the stones have suffered cracks, have fallen over, and/or have become unreadable due to exposure to the elements. Four proposals were received to assess the stones. Conserve Art LLC was again identified as the lowest responsive and reasonable bidder. The scope of service that the company would provide for the stones at the ancient cemetery project is similar to the scope of services for the assessment of the historic monuments. With the burial ground project, the consultant's recommendations must be made in accordance with the secretary of the Interior's Standards for the Treatment of Historic Properties.

Depending on weather, Conserve Art LLC anticipates completing the assessment work for both projects prior to February 1, 2017.

Financial Impact

The assessment of both the burial ground and the monuments would cost no more than \$10,000. The cost of the ancient cemetery assessment is \$2,500. The cost of the monuments assessment is between \$2,500 - \$7,500, depending on the extent of engineering services required.

Other Board/Commission Action

None

Recommendations

If the Town Council is in agreement, the following motion is recommended for approval:

“MOVE to approve the transfer of \$10,000 from the Community Investment Initiative to fund a capital project entitled ‘Historic Monuments.’ ”

Attachments

None

Certification

I hereby certify that \$10,000 is available in the FY 17 General Services budget, Community Investment Initiative allocation, to fund the above transfer.



James Bourke
Finance Director

Agenda Item Summary

Date: December 5, 2016

To: Honorable Mayor and Members of the Town Council

Prepared By: Robert A. Jarvis, Director of Public Works / Town Engineer

Reviewed By: Peter P. Souza, Town Manager 

Subject: Prospect Hill Road Reconstruction, Phase 2 – Rights of Way Activities

Background

The Prospect Hill Road Reconstruction, Phase 2 project is the continuation of the Phase 1 pavement rehabilitation and streetscape improvements that were substantially completed in the fall of 2015. Phase 2 work would go from West Street to the intersection of Harvest Lane.

The Phase 2 project was selected for grant funding under the Connecticut Department of Transportation's (CT DOT) Local Transportation Capital Improvement Program (LOTICIP) in 2013. The LOTICIP Program provides 100% funding for the rights-of-way and construction phases of the project using state funds with the Town being responsible for the design costs.

The Phase 2 project includes similar roadway reconstruction elements and pavement cross-sections as the Phase 1 project. This includes a consistent 28-foot wide pavement section, with added storm drainage and curbing. A sidewalk along the north side of Prospect Hill Road, from West Street to Harvest Lane, is also included. The new sidewalk will complete the network from Poquonock Avenue to Northwest Park.

The final design for the project has been submitted to the Capitol Region Council of Governments (CRCOG) for final CT DOT review and approval for construction. Prior to CT DOT issuing approval to advertise the project, all rights-of-way activities must be completed in accordance with the LOTICIP guidelines.

Discussion/Analysis

The CT DOT guidelines call for compensation to be offered for any permanent easement required. Phase 2 requires that one permanent easement be obtained at 240 Prospect Hill Road. The easement needed at 240 Prospect Hill Road is an easement to slope for the support of the roadway along the property. The easement is needed in order to grade the land adjacent to the project in a manner which supports the long-term integrity of both the new sidewalk and roadway. All other rights requested from project abutters are temporary rights and therefore do not require financial compensation.

An appraisal of the permanent easement value was completed in accordance with CT DOT Rights-of-Way Guidelines and resulted in a value of \$9,000. Town staff has discussed the easement and compensation with the property owner, and the property owner has accepted the offer and is prepared to sign the easement document upon the receipt of Town approvals. This

compensation, associated staff time attributable to the acquisition, and other associated legal fees would be reimbursable from the CT DOT under the existing Master Municipal Agreement (MMA) for Rights-of-Way Projects between the town and the CT DOT. Under terms of the MMA, a Project Authorization Letter (PAL) is issued for each individual project.

At this time, Council is being requested to authorize the signature of the PAL for the Phase 2 project as well as to accept the easement needed at 240 Prospect Hill Road. Upon approval of these items, CT DOT will be able to authorize the construction phase of the project.

Financial Impact

At the time the town received the Commitment to Fund letter from the CT DOT for the project, rights-of-way activities were estimated to cost \$100,000. Therefore the PAL received identifies reimbursement available to the town in the amount of \$100,000. Estimated costs associated with the easement at 240 Prospect Hill Road is approximately \$12,000 which includes both the \$9,000 property owner compensation plus staff time attributable to the project and associated legal fees. Initial payment of the \$9,000 property owner compensation and legal fees would be covered through the existing funds for the project appropriated in December 2015.

Upon written acknowledgement of the PAL, the town would submit a request for CT DOT reimbursement for these costs.

Other Board Action

The Town Planning & Zoning Commission recommended the acceptance of the easement at its regularly scheduled meeting of November 9, 2016.

Recommendations

If the Town Council is in agreement, the following motions are recommended for approval:

Item 12 (c) - Authorize Town Manager to sign Project Authorization Letter

“RESOLVED, that Peter Souza, Town Manager, be authorized to sign the Project Authorization Letter for the Reconstruction of Prospect Hill Road (phase 2) Project, Project No. L164-002, under Master Agreement No. 3.31-01(15).”

Item 12 (d) Accept the Easement to Slope for the Support of the Roadway at 240 Prospect Hill Road

“MOVE to accept the Easement to Slope for the Support of the Roadway at 240 Prospect Hill Road as shown on the map entitled, ‘Map Showing Easement Acquired from Peter S. and Deanna M. Tyszka, 240 Prospect Hill Road, by Town of Windsor, Reconstruction of Prospect Hill Road – Phase 2, Scale 1” = 20’, dated October 2016.”

Attachments

Project Authorization Letter

Easement Map



STATE OF CONNECTICUT
DEPARTMENT OF TRANSPORTATION



2800 BERLIN TURNPIKE, P.O. BOX 317546
NEWINGTON, CONNECTICUT 06131-7546

Phone: (860) 594-2701

September 21, 2016

Mr. Peter P. Souza
Town Manager
Town of Windsor
275 Broad Street
Windsor, Connecticut 06095

RECEIVED
WINDSOR, CT
2016 SEP 29 A 9:16

Dear Mr. Souza:

Subject: Project Authorization Letter
Local Transportation Capital Improvement Program (LOTICIP)
Reconstruction of Prospect Hill Road
Town of Windsor
State Project No. L164-0002
Master Agreement No. 3.31-01(15)
CORE ID No. 15DOT0217AA

On April 7, 2015 the State of Connecticut, Department of Transportation (DOT) and the Town of Windsor (Municipality) entered into the Master Municipal Agreement for Rights of Way Projects (Master Agreement) noted above. This Project Authorization Letter (PAL) is issued pursuant to the Master Agreement. The capitalized terms used in this PAL are the same as those used in the Master Agreement.

The Town of Windsor is responsible for the Administration of the Rights of Way Project and agrees to comply with the right of way procedures outlined in the LOTICIP guidelines.

The Rights of Way Project consists of Reconstruction of Prospect Hill Road.

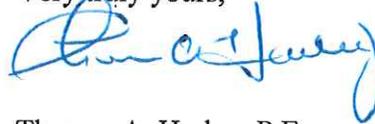
Funding for the Rights of Way Project is provided under the Local Transportation Capital Improvement Program (LOTICIP), and right of way costs are estimated at One Hundred Thousand Dollars (\$100,000.00) as shown in the DOT's "commitment to fund" letter dated June 12, 2015, and accepted by you on June 29, 2015. If eligible right of way costs should exceed this amount, the final right of way reimbursement is subject to approval by the Department.

The Municipality shall provide a statement that any property acquired or incorporated into the Rights of Way Project shall be used for transportation purposes only and that such provision shall survive the PAL Agreement, the completion of the Rights of Way Project and the completion of any related construction project.

Please indicate your concurrence with the PAL by signing below on or before October 5, 2016, and returning a copy to the DOT's Authorized Representative. The signature of the Designated Municipal Official evidences the Municipality's concurrence with the PAL and constitutes the Written Acknowledgement of the PAL. You may submit the Written Acknowledgement of the PAL to the DOT's Authorized Representative in hard copy or by facsimile or electronic transmission. The Master Agreement and the PAL will be incorporated into one another in their entirety and contain the legal and binding obligations of the Municipality with respect to the Rights of Way Project.

If you have any questions, please contact Mr. Douglas M. Hummel, SR/WA, Rights of Way Project Coordinator, at (860) 594-2441.

Very truly yours,



Thomas A. Harley, P.E.
Bureau Chief
Bureau of Engineering and Construction

MUNICIPALITY'S ACKNOWLEDGEMENT OF PAL

Concurred By _____ Date _____
Peter P. Souza, Town Manager

Agenda Item Summary

Date: December 5, 2016

To: Honorable Mayor and Members of the Town Council

Prepared By: Jonathan Luiz, Assistant Town Manager

Reviewed By: Peter Souza, Town Manager 

Subject: Responses to Public Works Effectiveness and Efficiency Study

Background

Seven companies responded to the Town's Request for Proposals (RFP) for a Public Works Effectiveness and Efficiency Study. As outlined in the RFP, the selected respondent will analyze and report findings and recommendations related to the following:

- The department's service demands and service standards, as well as a comparative analysis with benchmark or peer communities.
- The efficiency and effectiveness of department operations relating to workload, staffing, customer service, scheduling, productivity, use of technology, and the supervisory structure of functional areas and, where applicable, compare with benchmark or peer communities.

The RFP was drafted with the understanding that the Town Council wants a third party consultant to review the most significant daily operations of the department. Therefore, the selected respondent will not review every aspect of the department, such as policies and procedures, as such a review would be more appropriate for an accreditation process.

The findings and recommendations from the effectiveness and efficiency study could be used by the Town Council and administration during the upcoming Fiscal Year 2018 budget process and beyond.

Discussion/Analysis

Staff presented four firms to the Finance Committee on November 14th based on a review of the submitted proposals for their responsiveness to the RFP, including their alignment with the stated study goals, grasp of the issues to be studied, applicability of previous projects, strength of the project team's expertise, and the quality of the proposed work plan.

The Finance Committee selected the following three firms to interview on November 29th.

Matrix Consulting Group - Proposed Cost and Hours: \$49,500 - 288 hours (\$172/hour)

Staff's comments on proposal: Range of experience evaluating public works operations including New England; would take an "inclusive stakeholder-oriented" approach consisting of individual interviews with staff at various levels; document and evaluate technology systems; would compare our practices to industry best management practices and benchmarks; evaluate external as well as internal customer service levels; evaluate performance management methods; will review career development opportunities, training and recruitment and retention. Estimated project timeline is 90 days.

Mercer Group - Proposed Cost and Hours: \$34,500 - 210 hours (\$164/hour)

Staff's comments on proposal: Broad range of overall local government management consulting experience, includes DPW operations in New England; team includes public works technical advisor with New England experience; focus on department / organizational climate through the use of survey tool and interviews; benchmark operations with four similar communities; speaks of getting a 360 degree understanding of our situation and the importance of moving beyond the traditional management model. Estimated project timeline is 120 days.

Novak Consulting Group - Proposed Cost and Hours: \$59,400 for 334 hours (\$177/hour)

Staff's comments on proposal: Comprehensive proposal; broad range of local government experience including evaluating public works operations; thorough description of fieldwork to be performed, analysis of organization and report contents; team includes an individual with 40 years of combined state and municipal DPW management experience; will perform operational observations of work in the field; compare department to industry standards; will evaluate training program for current workforce. Estimated project timeline is 112 days.

Financial Impact

The FY17 budget does not have a specific allocation of funds for the study. At the time of the Town Council's direction to solicit proposals, it was indicated either salary vacancy savings within the DPW budget and/or an appropriation from the General Fund Unassigned Fund Balance could be utilized. Based on current projections, the DPW's FY 17 operating budget will have adequate funds for the project as a result of vacancy salary savings.

Other Board Action

On November 29th, the Finance Committee interviewed the three firms. The Finance Committee requested the Town Manager conduct further reference checks on the firms of Novak and Matrix. The Finance Committee plans to determine a recommended consulting firm at a special meeting set for December 5th.

Recommendations

It is anticipated that the Finance Committee will present a recommended consulting firm at the Town Council's December 5th Regular meeting. The following draft motion has been prepared pending the recommendation of the Finance Committee:

“Resolved the Town Council authorize engaging _____ to complete a Public Works Effectiveness and Efficiency Study and that \$_____ from the DPW’s FY 17 operating budget be utilized to fund the project.”

Attachments

Request for Proposals:

Proposal from the Matrix Consulting Group

Proposal from the Mercer Group

Proposal from the Novak Consulting Group

**Proposal to Conduct an Organizational
Effectiveness and Efficiency Study**

TOWN OF WINDSOR, CONNECTICUT



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LETTER OF TRANSMITTAL



November 1, 2016

James Bourke, Finance Director
Town of Windsor
275 Broad Street
Windsor, CT 06095

Dear Mr. Bourke:

The Matrix Consulting Group is very pleased to present this proposal to conduct an Organizational Effectiveness and Efficiency Study of the Town's Public Works Department. Our proposal is based on research on the Town's Public Works services and our extensive experience analyzing public works and utilities organizations in New England and throughout the country.

We have assembled a team with vast experience conducting studies of public and utilities organizations. Our depth is summarized below.

- Our proposed project team has conducted staffing and operations studies of more than 200 public works and utilities departments in New England and throughout the United States. In the past five years, this has included projects as the following recent clients (with New England clients **bolded**):

Albuquerque, NM
Amherst, NH
Beverly Hills, CA
Brockton, MA
Brookline, MA
Cedar Rapids, IA
Charleston County, SC
DeKalb County, GA
El Paso, TX
Falmouth, MA
Grants Pass, OR
Greenwich, CT
Hermiston, OR

Honolulu, HI
Joliet, IL
Lake County, IL
Lee's Summit, MO
Lowell, MA
Manchester, NH
Martin County, FL
Marion County, OR
Milwaukee, WI
Montpelier, VT
Niles, IL
Northampton, MA
Oakland, CA

Oconomowoc, WI
Ogden, UT
Peoria County, IL
Rock County, WI
San Clemente, CA
San Luis Obispo, CA
Spokane, WA
Springfield, MA
Sunnyvale, CA
Tiburon, CA
The United Nations
Waltham, MA
White Plains, NY

In addition, we are currently completing studies of the Public Works and Utilities Departments for San Mateo County and Colton (CA), Anderson County (SC), and Waukesha (WI).

- The senior members of our proposed project team have decades of experience serving local government in the analysis of public works operations. Members of the firm and project team conducted *all* of the projects listed as our experience. Our team would be led by Robin Haley, with over 20 years of consulting

experience and who leads our public works consulting practice across the United States. He leads our public works consulting practice on the east coast from our regional office in Worcester (MA).

Our firm has a unique place in the consulting industry as a fact-based firm. We pride ourselves on the development of well-written findings and recommendations. This is achieved by:

- Intensive input from Town staff and other stakeholders.
- Extensive data collection of workloads, service levels and costs.
- Detailed analysis of operations, services, technology, management and staffing.
- Extensive interaction with the Town as the project progresses. We would utilize a broadly-based project steering committee to ensure that the quality and appropriate direction are achieved.

We look forward to working with you on this project. If you have any questions or require additional information, please contact me at 650-858-0507 or by email at rbrady@matrixcg.net.

Richard Brady
President



Matrix Consulting Group

1. EXPERIENCE, EXPERTISE AND CAPABILITIES

1. EXPERIENCE, EXPERTISE AND CAPABILITIES

This section of the proposal provides a summary of our firm, its experience conducting public works studies, including references for prior work, and the proposed project team which we would assign to this project.

1. INFORMATION ABOUT THE CONSULTANT

The Matrix Consulting Group’s only business focus is the provision of organization, staffing and management analytical services to the public sector – over 95% of our clients are local governments. The following points provide specific information regarding the firm’s background, focus and composition:

- The legal name of our firm is the Matrix Consulting Group, Ltd. We were founded in 2002 and are an independent organization and not a subsidiary of any firm. Pertinent details of our firm are included in the table below:

Firm Name	Matrix Consulting Group, Ltd.
HQ Address	201 San Antonio Circle, Suite 148 Mountain View, California 94040
Firm Representative	Richard Brady, President
Email Address	rbrady@matrixcg.net
Phone	650.858.0507
Facsimile	650.917.2310
FEIN	05-0545979

- The officers and shareholders of the firm are: Richard Brady, President / Chief Financial Officer and Alan Pennington, Vice President / Secretary.
- The firm is domestically incorporated in California. In addition, we have regional offices in Massachusetts, Texas, Illinois, and the Pacific Northwest (2 offices).
- We currently have 17 full-time and 7 part-time staff.
- Our Northeast Regional office in Worcester, Massachusetts will manage this engagement and provide the Project Manager for the project.

If there is any other information the Town requires to evaluate our proposal response, please do not hesitate to ask.

2. PHILOSOPHY STATEMENT

Our philosophy in providing management consulting services is to address our clients’ issues and needs in a fact-based manner that not only solves immediate problems, but also provides management and staff with implementation assistance and ways to continue to manage effectively into the future. The key elements of our philosophy in conducting organization and management studies is summarized in the points below.

- 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.
- We approach our projects by gaining a firm grounding in formal and fact-based analytical methodologies.
- Our projects are characterized by extensive input and interaction between the consultants and our clients’ staff, management and policy makers.
- We recognize that successfully serving clients requires more than simply providing the right answers. In addition, we provide clients with practical plans for implementing change.

This philosophy has provided our clients with valuable assistance in enhancing service delivery, and resulted in high levels of implementation of our recommendations – generally over 80% of recommendations made.

3. EXPERIENCE WITH PUBLIC WORKS DEPARTMENTS

Our proposed project team has conducted staffing and operations studies of more than 200 public works and utilities departments in the Midwest and throughout the United States. In the past five years, this has included projects as the following recent clients (with New England clients **bolded**):

Albuquerque, NM	Honolulu, HI	Oconomowoc, WI
Amherst, NH	Joliet, IL	Ogden, UT
Beverly Hills, CA	Lake County, IL	Peoria County, IL
Brockton, MA	Lee’s Summit, MO	Rock County, WI
Brookline, MA	Lowell, MA	San Clemente, CA
Cedar Rapids, IA	Manchester, NH	San Luis Obispo, CA
Charleston County, SC	Martin County, FL	Spokane, WA
DeKalb County, GA	Marion County, OR	Springfield, MA
El Paso, TX	Milwaukee, WI	Sunnyvale, CA
Falmouth, MA	Montpelier, VT	Tiburon, CA
Grants Pass, OR	Niles, IL	The United Nations
Greenwich, CT	Northampton, MA	Waltham, MA
Hermiston, OR	Oakland, CA	White Plains, NY

In addition, we are currently completing studies of the Public Works and Utilities Departments for San Mateo County and Colton (CA), Anderson County (SC), and Waukesha (WI).

4. REFERENCES

The following table provides recent illustrative references for our firm and project team. These are client engagements completed within the last five years.

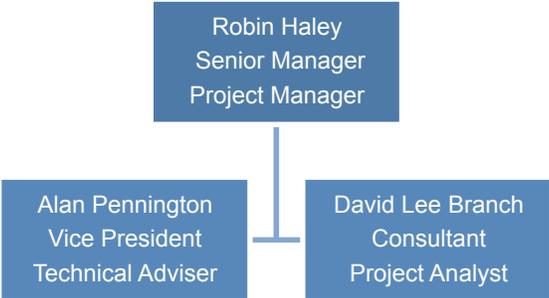
Client	Project Summary
<p>Northampton, Massachusetts</p> <p>Organizational and Management Assessment of the Public Works Department</p> <p>David Narkewicz Mayor</p> <p>(413) 587-1249</p> <p>dnarkewicz@northamptonma.gov</p>	<p>The project team analyzed this full-service Department, including water and wastewater treatment, distribution and collection maintenance and engineering services. Although the Department had invested in several computerized maintenance management systems in previous years, it was failing to maximize their use. The project team made recommendations related to consolidating these systems and enhancing the utility of the remaining CMMS. The project team also made recommendations to enhance asset management, as well as infrastructure and facilities. A major recommendation in this well-functioning Department was the re-organization of divisions to achieve a better functional alignment, and to achieve more equitable spans of control.</p>
<p>Niles, Illinois</p> <p>Operational Review of the Public Services Department</p> <p>Steven Vinezeano Village Manager (847) 588-8000</p> <p>manager@vniles.com</p>	<p>This operations performance review consisted of a comprehensive organizational and management analysis of the Public Services Department. Recommendations included enhancements to the use and application of the computerized maintenance management system, the work planning and scheduling systems, preventive maintenance of the Village’s infrastructure, asset management practices, capital project management practices, organizational structure, outsourcing of non-core activities, etc.</p>
<p>Rock County, Wisconsin</p> <p>Operational Audit of the Public Works Department</p> <p>Ben Coopman Director of Public Works (608) 757-5450</p> <p>COOPMAN@co.rock.wi.us</p>	<p>In this comprehensive evaluation of the Public Works Department, the project team evaluated all facets of public works operations with particular focus on administrative activities (including billing for work performed for the State and Towns), fleet composition and replacement cycle, parts shop and inventory control, staffing requirements, and facility needs. The Department has an extensive workload associated with conducting maintenance for all state roads (including interstates) within the County and additionally provides similar services on a contractual basis for Towns within the County, which requires a level of staffing and equipment significantly greater than needed to handle solely County roads.</p>

Client	Project Summary
<p>White Plains, New York</p> <p>Management Audit of the Public Works Department</p> <p>John Callahan Chief of Staff (914) 422-1411 jcallahan@whiteplainsny.gov</p>	<p>In this study, the Matrix Consulting Group conducted a full organizational and management review of all public works functions. The project team determined that the organization had evolved into a structure that was excessively narrow, which was impairing its ability to review and approve projects, and to ensure their completion on budget and schedule. Recommendations included the conversion of one of the Deputy Directors to a professional engineer position, with wider authority to approve projects and to delegate more authority to engineers in the field. The project team also recommended consolidation of code enforcement in the City, improvement of asset management procedures, establishment of policies and procedures,.</p>
<p>San Clemente, California</p> <p>Management Study of Maintenance Services</p> <p>Tom Bonigut, Assistant City Engineer (949) 361-6187 BonigutT@san-clemente.org</p>	<p>This study of the City’s non-utilities Maintenance Services included streets, building maintenance, traffic signal and streetlight maintenance, park and landscape maintenance, and the maintenance of the urban forest. The study developed recommendations and implementation plans to improve the effective asset management systems to ensure that decisions regarding the condition and performance of those assets will be made with a long-term view of their preservation and renewal; maintenance management using the power of the computerized maintenance management system to enhance the ability of the City to manage the maintenance and repair of the City’s assets, tied to the coordinated and comprehensive preventive maintenance program for the care of those assets.</p>

We encourage you to talk with our references about the quality and timeliness of the work we provided to them.

4. PROJECT TEAM

The consultants proposed for this study have broad experience analyzing public works and utilities functions. The organization of the team is shown below.



The following paragraphs provide summaries of the experience of these proposed project team members with more extended resumes for relevant experience only provided at the end of this section of the proposal.

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 specializing in public works and utilities. He is based in Massachusetts. Mr. Haley's career has included assignments as consultant and project manager on over 100 operational, organizational and management improvement studies nation-wide. Mr. Haley has conducted over 150 analyses of public works operations across the country. Some of Mr. Haley's municipal clients include Amherst (NH), Northampton (MA), Rock County (IL), DeKalb County (GA), Oconomowoc (WI), White Plains (NY), Salt Lake County (UT), Maricopa County (AZ), Polk County (FL), Chelsea (MA), Springfield (MA), Onondaga County (NY), Douglas County (OR), Charleston County (SC), Nashville-Davidson County (TN), and Aurora (CO). Mr. Haley has been with the Matrix Consulting Group for 7 years. ***Mr. Haley would be a project manager for this engagement, including all aspects of analysis and report development.***

ALAN PENNINGTON – Alan Pennington is a Vice President with the firm. Mr. Pennington has over 20 years of practitioner and consulting experience in human resources. Mr. Pennington served for over 15 years in various public sector positions in Illinois and Maine before joining Matrix, including Assistant City Manager, Assistant Human Resources Director, and Labor Relations Manager. He also taught collective bargaining and economics at Bradley College and Eureka College. He leads our General Consulting practice and will dedicate his efforts to administrative functions in the Department. Recent clients have included – Avon (CT), Charlotte (NC), Department of Conservations (State of Missouri), Highland Park (IL), Hilton Head Island (SC), Imperial Irrigation District, Johnson County (KS), Peoria County (IL), Rock County (IL), Salt Lake City (UT), Springfield (MA), White Plains (NY) and Washington State Ferries. Mr. Pennington received both his B.A. and M.P.A. from the University of Maine. ***Mr. Pennington would provide technical assistance for the project but as an officer of the firm would provide oversight on project quality and progress.***

DAVID LEE BRANCH – Mr. Branch is a Consultant with the Matrix Consulting Group. Mr. Branch is assigned to support our senior staff in all subject areas but focuses on supporting staff in our general management consulting practice. Prior to joining the Matrix Consulting Group he completed internships with the City of Riverside, CA Planning Division and the public policy department of the Los Angeles Area Chamber of Commerce. During his time with the firm, he has worked in a supporting role to senior project analysts on numerous projects. He is an alumnus of the 2011 Teach For America St. Louis Corps. Mr. Branch received his BS in Public Policy, Management, and Planning from USC and his Masters of Education from University of Missouri St. Louis. ***Mr. Branch will provide analytical support on this engagement.***

5. CONFLICT OF INTEREST

The Matrix Consulting Group, its officers and staff, have no real or potential for a perceived conflict of interest with the Town of Windsor, its elected and appointed officials and staff.

TOWN OF WINDSOR, CONNECTICUT**Proposal to Conduct an Organizational Effectiveness and Efficiency Study**

ROBIN G. HALEY
SENIOR MANAGER, MATRIX CONSULTING GROUP

Background: Mr. Haley is a Senior Manager with the Matrix Consulting Group in the Boston regional office. He has over 27 years of public management consulting experience, with a primary emphasis on public works and utilities related services. This includes a diverse area of experience that includes fleet management, facilities management, utilities, streets and highways, solid waste and recycling, rights-of-way maintenance, parks and recreation and customer service management systems. Additionally, Mr. Haley has 10 years of experience as a financial analyst in the transportation and defense contracting industries, with responsibility for budgeting and budget oversight, cost estimation and customer service.

Public Works and Utilities: Mr. Haley has conducted and managed many studies of public works and utilities functions, including streets, solid waste and recycling, fleet management, engineering, water and wastewater utilities, traffic and facilities management. Scopes of services have included analyses of street replacement and resurfacing, management and planning of maintenance activities, crew sizes, staffing requirements, fleet and equipment needs, vehicle maintenance and replacement, infrastructure maintenance and replacement, staff utilization, customer service and responsiveness, as well as other functions.

Arizona Maricopa County, Peoria, Pinal County, Prescott Valley	Mississippi Jackson
California Ventura County, West Covina, Santa Clara Valley Water District, Plymouth	Missouri Lee's Summit
Colorado Aurora, Thornton	Nebraska Sarpy County
Connecticut Greenwich, Fairfield	New Hampshire Amherst
Florida Escambia County Utilities Authority, Hernando County, Polk County, Tampa, Venice	New York Onondaga County, White Plains
Georgia Augusta-Richmond, Floyd County, Gainesville, Hall County, Macon	North Carolina Nags Head, Winston-Salem
Idaho Ada County Highway District	North Dakota Grand Forks
Illinois Moline, Rock Island, Schaumburg, Lake County DOT	Oregon Douglas County
Indiana East Chicago, Gary, Hammond, Lake County, Whiting	Puerto Rico Ponce
Iowa Cedar Rapids	South Carolina Beaufort County, Charleston County, Hilton Head Public Service Dist. No. 1, Rock Hill
Kansas – Johnson County	Tennessee Nashville, Springfield
Louisiana Alexandria	Texas San Antonio, Southlake
Massachusetts Chelsea, Haverhill, Lawrence, Northampton, Springfield, West Springfield, Waltham, Marshfield, Andover, Watertown, Littleton, Saugus	Vermont – Brattleboro, Montpelier
Michigan Farmington Hills	Virginia Lynchburg
Louisiana Alexandria	Wisconsin Milwaukee, Waukesha County, Rock County, Oconomowoc

PROFESSIONAL ASSOCIATIONS

American Water Works Association
 American Public Works Association

EDUCATION:

B.S. Georgia Institute of Technology, Atlanta, Georgia 1980

M.B.A. Georgia State University 1988

ALAN D. PENNINGTON VICE PRESIDENT, MATRIX CONSULTING GROUP	
<p>Background: 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 – 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.</p>	
<p>Agency-Wide Studies: Participated on project teams conducting evaluations of entire city organizations, including public works and utilities. Work scope included evaluation of business processes, service levels, policies and procedures, staffing levels, evaluation of spans of control, and reviewing alternatives options.</p>	
Albuquerque, New Mexico 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	Orleans, Massachusetts 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>Public Works and Utilities: 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 Milwaukee, Wisconsin Nashville-Davidson County, Tennessee	Orleans, Massachusetts Rock County, Wisconsin Schaumburg, Illinois Washington County, New York White Plains, New York
<p>PROFESSIONAL ASSOCIATIONS: American Association of Code Enforcement (AACE) American Planning Association (APA) International Code Council (ICC)</p>	
<p>KEY SKILLS: Six Sigma Deployment Champion Certified</p>	
<p>EDUCATION: BA, University of Maine – Public Management; 1990. MPA, University of Maine – Public Administration, 1992.</p>	

DAVID LEE BRANCH CONSULTANT, MATRIX CONSULTING GROUP	
<p>Background: David Lee Branch is a Consultant in our Edwardsville, IL (St. Louis area) office. He has been employed by the Matrix Consulting Group since June 2013. Prior to joining the firm, he taught for two years in St. Louis through the highly selective Teach For America post-graduate program. Mr. Branch has contributed to dozens of studies in his time with the firm, in areas including fire and police services, human resources, public works, code enforcement, purchasing/procurement, and development services.</p>	
<p>Administrative Services: Contributed to 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>Cedar Rapids (IA) – Human Resources Charlotte (NC) – Aviation Procurement Elmhurst (IL) Parks District – Staffing Marshall University (WV) – Purchasing Audit Montgomery College (MD) – General Org. Study Niles (IL) Public Library – General Org. Study</p>	<p>Peoria County (IL) – Countywide Org. Study Rockingham County (NH) – General Org. Study Riverside (CA) – Human Resources Salt Lake County (UT) - General Org. Study Springfield WSC (MA) – Human Resource Secretary of State (VT) – General Org. Study</p>
<p>Public Works & Community Development (Planning, Building, Code Enforcement): Evaluated the development review, permitting, and service delivery processes of municipalities. Contributed to assessment of staffing, operations, process mapping, technology utilization, performance level assessment, and customer service.</p>	
<p>Albany (NY) – Development Review Coral Gables (FL) – Planning & Zoning DeKalb County (GA) – Development Review Elmhurst (IL) – Parks & Recreation Flower Mound (TX) – Code Enforcement Kissimmee (FL) – Development Review Lake County (IL) – Public Works Los Angeles (CA) – Development Review</p>	<p>Martin County (FL) – Utilities and Solid Waste Niles (IL) – Public Works Ogden (UT) – Fleet & Facilities Redlands (CA) – Planning & Permitting Rock County (WI) – Public Works San Clemente (CA) – Public Works Schaumburg (IL) – Public Works Westminster (CO) – Planning & Permitting</p>
<p>Education BS, University of Southern California – Public Policy, Management, and Planning; 2011 M.Ed., University of Missouri, St. Louis – Secondary Education; 2013</p>	

2. PROJECT APPROACH

2. PROJECT APPROACH

The Matrix Consulting Group approaches each project under the premise that we cannot deliver a customized product unless we understand the uniqueness of our client, and the background of the issues and circumstances that led to the issuance of a request for proposals for services.

1. OUR UNDERSTANDING OF THE PROJECT

The Town of Windsor's Public Works Department is comprised of about 39 FTEs with a budget of about \$6.5 million (\$5.6 million of which are general funded and about \$1 million relate to enterprise funds – landfill and transfer station). The Department has the following functions within it:

- Parks and Grounds Maintenance
- Pavement Management
- Stormwater Drainage
- Traffic Safety
- Building Maintenance
- Transfer Station and Landfill

Based on the Town's Request for Proposals, we understand that the Town desires for the selected consultant to analyze, at a minimum, the following facets of Public Works operations:

- The optimal organizational structure that will unify all Public Works functions. This analysis will determine the potential for grouping similar functions, foster communications, and ensure that services are not duplicated throughout the organization.
- The appropriate levels of supervision and management in the organization. This will involve the analysis of appropriate spans of control of managers and supervisors; the degree of planning, scheduling and directing operations; as well as the required administrative functions provided by supervisors and managers.
- The staffing requirements of the organization. This analysis will involve an assessment of the infrastructure maintained, the levels of service provided by the Department, the productivity levels achieved by staff, and the information technology in use.

- Insourcing and outsourcing of services.
- The results of these issue areas on the cost effectiveness and financial needs of the Town to support Public Works services.

The next section describes the Matrix Consulting Group's proposed approach to conducting the study of the Public Works Department.

2. OUR APPROACH TO CONDUCTING THE PROJECT

This section of our proposal presents an operational review and comprehensive description of how the Matrix Consulting Group plans to meet the Town's requirements for the Organizational Effectiveness and Efficiency Study, and the necessary tasks identified in the scope of services. The description of each of these basic analytical elements is expanded upon in the proposed project plan which is provided in a later section of the proposal.

(1) Project Management

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 their roles and expectations. This is accomplished in writing and in person.
- 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 accomplish this.
- The project manager 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.

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

(2) Approach Summary

We believe that several aspects of our overall management plan should be stressed. Our intent is not merely to describe what methodology we will utilize to provide

these services, but also how we will produce results that are accurate and concrete, substantive, defensible and can be implemented. These aspects are described in the paragraphs below.

- **Information Gathering.** Important to the success of the project are the methods that we will use to collect, analyze, and present information in order to formulate findings and develop and assure acceptance of recommendations. The Matrix Consulting Group has developed and fine-tuned over the years, a number of information gathering tools and techniques. These tools enable us to gather information efficiently and quickly. Examples of the tools that we will employ in this project include the following:
 - **Interviews.** Interviews are a staple of our consulting approach. In this study, we will interview the appropriate individuals managing and carrying out the work provided by its various service providers and its internal employees.
 - **Site Inspections.** The consulting team cannot understand the field operations provided by the Town's service providers from an office. As a consequence, we make visits in the field to conduct site visits with crews to understand the service delivery approaches utilized, to interview staff at these locations, and selectively conduct observations of work in the field.
- **Data Analysis and Performance Metrics.** The Matrix Consulting Group uses "best management practices" against which to assess the Public Works services provided in the Town. The analysis of best practices for services, efficiency and effectiveness has been increasingly utilized in the public sector to evaluate organizations. This approach would be useful in this study to assess the current approaches to the delivery of services by the Department. We will utilize a list of quantitative and qualitative best practices that have been developed by the Matrix Consulting Group or by professional associations to benchmark the performance of the Town's Public Works services.
- **An Inclusive Stakeholder-Oriented Approach.** Stakeholder involvement is a critical component of this study. We propose to conduct individual interviews with each of the Public Works Department managers, supervisors and line staff. During these interviews, we would explain the purpose of the study, and request information regarding the targeted and actual service levels provided to the Town.

We strongly urge the creation of a project committee to work with us in this project. This committee's role would be to review and critique our findings, conclusions, and recommendations as they are developed. We would prepare progress reports periodically throughout the study to report progress to date, problems or obstacles encountered, and planned project activities over the next several weeks.

These detailed and systematic project approaches have resulted in successful implementation of our recommendations.

3. SCOPE OF WORK

The following are proposed tasks for conducting a comprehensive assessment of the Public Works Department in Windsor.

Task 1 Develop an Understanding of Current Issues and Develop a Detailed Profile of Existing Operations.

To evaluate the organization and operations of public works and utilities services in Windsor, we need to develop an understanding of the key issues impacting and shaping service requirements today. To develop this perspective, we will conduct interviews with the Mayor and Town Council members, the Town Manager, key stakeholders such as other Town department personnel as well as potentially interested resident groups, and the Director of Public Works, the Operations Manager as well as other managers and supervisors in the Department. These interviews will focus on exploring issues and attitudes in the following areas:

- Adequacy of service levels, and perceived gaps in existing levels of service.
- Organizational changes which have been made in the past several years and perceptions of the impacts of these changes;
- Staffing changes in the past several years due to the economic environment or other causes;
- Goals and objectives with regard to the delivery of services in each of the public works and utilities functions;
- Adequacy of management systems and technology, and the extent to which managers utilize this information to make meaningful managerial, operational, scheduling and staff allocation decisions;
- Outsourcing philosophy of the Department; the services that are currently outsourced and additional candidates. This would also include an assessment of the insourcing philosophy, i.e., what are the services that the Department provides that can be expanded upon in terms of the levels of service.

Next we will develop a detailed description of the services provided through the Public Works Department. Our focus will be on how services are delivered, staffed, and managed, as well as the costs associated with the delivery of those services. The development of this detailed description will be based on interviews as well as on the collection of operating information and data, including the following:

- The current organization of the services provided by the Public Works Department, including:
 - The structure and functions of each division and unit;
 - The staffing levels of each division;
 - The basic job responsibilities for management, supervisory and operational staff in these functions; and
 - The budgets for the current and three prior fiscal years at a level of detail showing the authorized budget for each division.

- Documentation of all key operations, including:
 - Service scope and content;
 - How staff are scheduled and deployed;
 - Workload data;
 - Locations of facilities such as maintenance shops, storage facilities, etc.;
 - Basic service levels; and
 - The extent of contracted services by type, size, cost, and methods utilized to administer and manage the contract.

- Documentation of the current technology in use in the divisions, including:
 - Geographical systems
 - Use of hand-held devices for reporting work, as well as locations of needed maintenance and repair
 - Radios and cell phones
 - Computerized maintenance management systems
 - Other

- Documentation of management systems available to support departmental operations, including:
 - Financial reporting, billing and budgeting systems;
 - Organizational business processes and procedures;
 - Performance monitoring systems; and

- Documentation of the road infrastructure maintained and repaired by road maintenance. For example, we would obtain the Town's CIP and its latest Pavement Condition Assessment report (if one is available).

- Documentation of the grounds maintained and the facilities areas.

- Documentation of the infrastructure in terms of linear miles, materials compositions, rehabilitation and replacement that has occurred in the past 3-5 years, as well as other metrics.

Once these initial data collection activities have been completed, the project team will prepare a summary descriptive profile that presents our understanding of the current organization, staffing, operations and costs of the services provided by the Public Works Department. This profile will be circulated among staff for comment, to ensure the accuracy of our understanding. The profile will then be presented to the Project Steering Committee. Once completed and reviewed, the profile information will provide the basis for analysis conducted and completed in subsequent study tasks

Deliverable: The deliverable for this task will be a descriptive profile.

Task 2 Compare the Departments Operations and Practices to “Best Management Practices”.

The purpose of this task is to evaluate the maintenance services provided by the Public Works Department in the context of best management practices in the profession. When conducting the best management practices assessment, each operational area would be assessed against unique management practices. The best practices comparison would be completed for each key function in these divisions. We have, for example, presented some representative best management practices for building maintenance services in the table below.

Possible Best Management Practices
A condition assessment of all facilities is conducted and updated on a regular basis.
A component replacement schedule has been implemented for all major facility components.
Facility management uses standardized cost data based on an industry-accepted cost estimating system to determine repair and replacement costs for components.
Facility management uses an evaluation tool, such as life-cycle costing or internal rate of return, to compare building systems and equipment against demonstrated standards.
Facility management has a long-range plan for building maintenance extending 3 – 5 years, containing an inventory of all buildings’ components and systems, their condition, and expected useful life
Facility management has established an adequate facility funding level for ongoing maintenance, such as the recommended guideline of between 2% and 4% of current replacement value.
Facility management has established a preventive maintenance program that includes one-year schedules that prescribe weekly preventive maintenance activities for specified equipment and components according to manufacturers’ recommended frequency or other set intervals.
The ratio of deferred maintenance to buildings’ current replacement value is within an acceptable range around the median for similar jurisdictions
Facility management has developed a comprehensive inventory of the assets.
Facility management has installed a reliability-centered maintenance program including such predictive testing as thermal imaging, lubricant / wear particle analysis, vibration analysis, etc.

We will evaluate the programs and practices of the Department against best practices in areas such as staffing, management and strategic planning, human resource management, safety, road maintenance, asset management etc. The best practices utilized for comparison in this task would be based upon our accumulated knowledge and experience with efficient and effective organizations across the country, as well as through accepted industry benchmarks from such organizations as APWA and others.

Deliverable: The deliverable of this task would be an evaluation of the Department in comparison to best management practices.

Task 3 Evaluate Staffing, Work Flow, and Service Levels.

In this work task, the project team will analyze the maintenance staffing, work practices, and service levels within the Public Works Department, including the following:

- **Evaluate the levels of maintenance service delivered by each of the functions within the Public Works Department.** This analysis would focus on profiling the levels of service, and assessing their adequacy and respective cost implications.
- **Evaluate the adequacy of major work practices utilized by each function.** This analysis would focus on the identification of opportunities to streamline internal processes and assignments as well as work practices to increase productivity and/or enhance their effectiveness.
- **Evaluate work planning and scheduling.** This analysis would focus on systems and processes used to plan and schedule maintenance activities in the divisions. This subtask would include an analysis of how maintenance management systems are utilized by managers to assign resources to functions and tasks, and to plan for their use during specific times of the year. Further, within this sub-task, we will evaluate the degree to which current shift scheduling is meeting the needs of customers, and determine the need for any changes in these shifts, including whether shift times should be altered or if another shift should be added.
- **Evaluate productivity and staffing levels against work output guidelines.** Over the years, we have developed guidelines for staffing in a variety of service areas based on analysis of industry standards and actual work measurement of maintenance activities. In evaluating the adequacy of staffing levels in the Public Works functions, the project team will utilize data available from the Department's computerized maintenance management systems (CMMS), as well as on other staffing standards and metrics. Data in the CMMS provide insights into where staff members are spending time currently, and can be valuable in identifying

both productive and unproductive uses of time.

- **Evaluate outsourcing and insourcing opportunities.** The services provided by the Department would be evaluated for outsourcing and insourcing, recognizing that this choice has multi-faceted dimensions including cost, responsiveness, level of service guarantees, contract oversight, availability of competitors, etc.
- **Evaluate the adequacy of asset management by the Department.** The departments are responsible for the maintenance of a significant and expensive road and facility infrastructure system. How has the Town targeted an overall Pavement Condition Index? What is the appropriate level for Windsor? Our project team will review the renewal and replacement of infrastructure during this sub-task as well.
- **Evaluate the adequacy of building, site and space needs.** Efficient operations depend to a great degree on the adequacy of the physical space available to perform them. Our project team will assess the adequacy of storage and work space in the yard, shop, in off-site locations, as well as in the office areas. This analysis will extend not just to the adequacy of the volume of available space, but to the degree to which attention has been given to workflow adjacency requirements.
- **Evaluate customer service including internal customers, external customers, the service request response system, etc.** For example, in analyzing the service request response system, we would evaluate the system for responding to and tracking customer service calls and requests, and evaluate the use of technology to facilitate customer service.
- **Evaluate performance management methods in the Department.** The project team will assess the degree to which performance in the Department is managed and reported. This may include the capture and reporting of such metrics as response times to reports of pavement failures, percentage of pavement segments with PCI over 72, percentage of sidewalk network inspected for trip hazards, etc.
- **Evaluate implementation of the Capital Improvement Program.** To determine if projects are being executed according to proposed plans and in areas in which this is not accomplished, what major factors are the cause (e.g., staffing, contracting procedures, insufficient project oversight, etc.)?

At the conclusion of this task, we will have evaluated Public Works in the areas of work and operational practices, service levels, work flows and work activities to identify improvement opportunities. In conjunction with interviews, data collection and the diagnostic assessment described in previous tasks, the project team will, at this juncture, be able to evaluate the efficiency of performance of current tasks, and determine which of these should continue to be performed by internal staff, and those

that should either be outsourced or discontinued.

Deliverable: The deliverable of this task would be improvement opportunities and proposed adjustments in staffing, work practices, service levels, outsourcing / insourcing services, customer service, and operations of the Department.

Task 4 Evaluate the Uses of Technology in the Department.

Although the use of technology has been a part of public works operations for many years, the mantra of “doing more with less” has made the use of technology more important than ever. In short, implementation of technology cannot be viewed simply as a means by which to collect and report data, but rather as a management tool and staff multiplier. In Task 1 of our task plan, the Matrix Consulting Group will have documented the technological tools currently available to divisional staffs in the descriptive profile. In this important task, our project team will analyze the degree to which current technology has been implemented, as well as identify any needed technologies that would cost-effectively improve the operations of Public Works. Specifically, our project team would:

- The degree to which GIS is implemented, and is assisting not only in managing assets, but in deploying scarce personnel, materials and equipment to the areas of greatest need. To the extent that enhanced training could expand and improve the implementation of GIS in the two divisions, our consultants will identify it in this step.
- The potential to implement hand-held devices, such as cell phones and tablets, in the reporting of work as well as in the reporting of maintenance and repair.
- The degree to which the integration of current systems is resulting in efficient information-sharing and elimination of duplicative input.

The use and implementation of technology are important factors in the success of modern public works and utilities operations, and our project team members will analyze both the current and potential uses of technology in the Department.

Deliverable: The deliverable of this task would be an assessment of the current and potential uses of technology in the Public Works Department.

Task 5 Evaluate How the Department Is Organized.

In this task, the project team will evaluate the plan of organization for the Public Works Department. The project team uses a number of principles in evaluating organizational structure, including:

- Does the current approach to organizing public works and utilities services in the Town foster accountability?

- Are spans of control for functions in the two divisions too broad or too limited?
- Are the plans of management organization for maintenance services in the Department providing adequate communication and coordination where needed? Does the current structure enhance shared knowledge and understanding?
- Do maintenance functions in the Town share resident complaint response mechanisms and reporting systems recognizing that these are often linked across infrastructures.
- Do the plans of organization enhance career development opportunities, training, and recruitment and retention?
- Do the plans of organization enable staff to provide better service to the public in terms of cycle times, user friendliness, performance management, quality control, and consistency?

The end result of this analysis will be a proposed organizational structure for the provision of services and specific staffing levels to meet service demands. This structure will be one that unifies all Public Works functions.

Deliverable: The product of this task would be an organizational structure that unifies all Public Works functions.

Task 6 Prepare a Draft and Final Report and Provide Plans for Implementing Improvement Opportunities in the Organization and Operations of the Public Works Department in Windsor.

Once the work tasks noted above have been completed, our analysis, findings, and conclusions will be documented and reviewed with the Project Steering Committee and staff in the Town's Public Works Department. The draft and final reports will contain the following elements:

- A final version of the descriptive information regarding Public Works operations in the Town.
- A final version of the 'best management practices' assessment.
- Detailed analysis of each identified improvement opportunity relating to philosophies and commitments, staffing required given these commitments, managerial and operational practices for service delivery.
- Recommended staffing allocations, by number and position, for each division.
- The optimum organizational model for the Department that maximizes communications, workloads and efficiency, and that minimizes duplication.

- An implementation plan for each improvement opportunity to ensure that there are accountability mechanisms in place to ensure that responsibility is allocated, timing is planned, and results are demonstrated.

Once staff and the Project Steering Committee have reviewed the draft final report and implementation plan, and provided input, we would develop the final report and deliver to the Steering Committee. We would be pleased to present our findings to the Town at a Council meeting as specified in the RFP.

Deliverable: The product of this task would be the draft and final reports which would be reviewed with the Town. Once finalized, the report would be presented to the public in a Town Council meeting or workshop.

4. PROJECT SCHEDULE

The table, which follows, presents the proposed timeline for completing the tasks identified in our Scope of Work. We have proposed a work plan that would complete this project within a 90-day period. This meets with the schedule proposed in the Town’s RFP.

Task	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Understanding and Profile													
2. Best Practices													
3. Staffing, Service Levels													
4. Technology													
5. Organization													
6. Final Report													

5. SERVICES EXPECTED OF THE TOWN

The Matrix Consulting Group expects that our consultants will conduct the on-site interviews with Town staff, and collect the data on-site necessary to develop findings and conclusions. The Matrix Consulting Group would not require that the Town provide office space. However, the Town will need to make data accessible for collection by our consultants (e.g., computerized maintenance management system), and make staff accessible for interviews by our consultants, and make appropriate managers and supervisors accessible for discussion of conclusions and recommendations by our consultants.

3. COST PROPOSAL

3. COST PROPOSAL

Based on our task plan, we propose to conduct this study for not to exceed price of **\$49,500**, inclusive of all professional fees and expenses, at the level of detail outlined in our proposal. We have provided hours by team member.

Task	Pennington	Haley	Branch	Total Hours
1. Understanding and Profile	8	32	24	64
2. Best Practices	8	16	8	32
3. Staffing, Service Levels	8	32	24	64
4. Technology	8	16	8	32
5. Organization	8	16	8	32
6. Final Report	8	32	24	64
TOTAL HOURS	48	144	96	288
RATE PER HOUR	\$200	\$175	\$110	
TOTAL COST	\$9,600	\$25,200	\$10,560	\$45,360
EXPENSES				\$4,140
TOTAL PROJECT COST				\$49,500

TOWN OF WINDSOR, CONNECTICUT



*Organizational Effectiveness
and Efficiency Study
of the
Department of Public Works*

PROPOSAL

TOWN OF WINDSOR, CONNECTICUT



Organizational Effectiveness and Efficiency Study of the Department of Public Works

PROPOSAL

THE MERCER GROUP, INC.

1000 Whitlock Avenue
Suite 320-129
Marietta, Georgia 30064

770-425-1775 Office

www.mercergroupinc.com

November 3, 2016



The Mercer Group, Inc.

Consultants to Management

1000 Whitlock Avenue
Suite 320-129
Marietta, Georgia 30064
Phone 770-425-1775
www.mercergroupinc.com

August 16, 2016

MR. JAMES BOURKE
Finance Director
Town of Windsor
275 Broad Street
Windsor, Connecticut 06095

DEAR MR. BOURKE:

The Mercer Group is pleased to present our **PROPOSAL** to conduct an **Organizational Effectiveness and Efficiency Study of the town's Department of Public Works.**

Our proposal is founded on over 30 years of management consulting experience with local governments nationally and in New England, as well as our project team's extensive work and consulting experience in local government management, public works, engineering, utilities, finance, human resources, and information technology.

Structure of the Proposal

We appreciate the opportunity to propose on this important project. Our proposal is based on the town's recent Request for Proposals. The proposal includes this Cover Letter and the following five chapters.

	<u>Pages</u>
I. INTRODUCTION TO THE MERCER GROUP	1-4
II. MERCER PROJECT EXPERIENCE	5-9
III. MERCER PROJECT TEAM	10-12
IV. PROJECT APPROACH	13-25
V. COST PROPOSAL	26

Overview of our Qualifications

The **Strengths of our Firm** are **People, Projects, Tools, Commitment, and Independence:**

- **PEOPLE:** Our consulting team averages 30 years of experience both as local government officials and as consultants to the public sector. Technical skills of the team include strategic planning; governmental management and operations; finance, human resources, and information systems; and public works and utilities.

Key project team members are:

- **Jim Mercer**, the Mercer Group's President/CEO and our project director, has worked in the public sector for over 30 years, conducting over 250 management studies and over 1500 executive recruiting assignments. Mr. Mercer is responsible for the quality of the project, as well as contractual and legal matters.
- **Steve Egan**, a Mercer Senior Vice-President, will serve as our project manager and lead consultant. He is a former local government budget official and served as interim public works and utility director for the City of Highland Park, Michigan. Mr. Egan has completed over 185 other public sector management consulting projects over the past thirty years, including similar studies in Concord, New Hampshire; Evans, Colorado; Mountain Brook, Alabama; Nantucket and Needham, Massachusetts; and Waterbury Connecticut.
- **David Deutsch**, a Mercer Senior Vice-President and director of our Maryland Office, will advise on management, financial, and human resources issues. Mr. Deutsch is a career city manager with service in Windsor; Bowie, Maryland; and Springettsbury Township, Pennsylvania.
- **Dr. Jack Harris**, a Mercer Senior Vice-President and director of our Information Technology practice, will advise on information technology questions affecting effectiveness and efficiency. Dr. Harris has over 30 years of experience with IT services in local government and their implications for operational effectiveness. He also is a Sociology professor at Hobart and William Smith Colleges in Geneva, New York.
- **John Lawlor** is the Public Works Director in Bloomfield, Connecticut, and the former Deputy Director of Public Works in New Haven and Director in Waterbury. He will advise on technical public works issues and on challenges facing public works agencies in Connecticut.

- **PROJECTS:** Our firm has extensive experience with state and local governments on over 500 planning, service delivery structure, management, financial, and operations studies nationally, including over fifty projects for communities in New England and over 100 studies for public works and utility agencies.

Local government consulting projects in New England include:

- **Auburn, Maine:** Classification and Compensation study.
- **Barre City and Town, Vermont:** Shared Service Feasibility study for public safety agencies.
- **Berlin, Connecticut:** Classification and Compensation study.
- **Glastonbury, Connecticut:** Classification and Compensation study.
- **State of Maine:** Review of Internal Service Fund operations and Fleet Rates.
- **Nantucket, Massachusetts:** Public Works and Fleet Management study.
- **Needham, Massachusetts:** Public Works study.
- **New Rochelle, New York:** Parking Management study and Marina Privatization analysis.
- **Northern Maine Development Commission:** Shared Services Feasibility Analysis for municipal services at the former Loring Air Force Base.
- **Waterbury, Connecticut:** Public Works study.

Other public works and utility consulting projects nationally include:

- **Bloomfield, New Mexico:** Management Review of Parks, Planning, Public Works, and Utilities.
- **Bowling Green, Kentucky:** Management Study of the Public Works Department.
- **Evans, Colorado:** Management Review of the Public Works Department.
- **Las Cruces, New Mexico:** Governance Plan and Organizational Analysis for the Utilities (Gas, Water, Wastewater, and Sanitation) and Sanitation Rate Study.
- **LeClaire, Iowa:** Citywide Management Study included Public Works, Parks Maintenance, and Wastewater services.
- **McDonough, Georgia:** Citywide Management Study included Public Works, Water & Wastewater Utilities, Engineering, Parks Maintenance, and Stormwater.
- **Mountain Brook, Alabama:** Citywide, Public Works, and Parks studies.
- **Milwaukee, Wisconsin:** Nine Management, Organization and Staffing, and Operations studies for the Public Works Department.
- **Oro Valley, Arizona:** Public Works Study and Functional Business Plan.
- **Port Arthur, Texas:** Citywide study included Public Works, Utilities, and Parks.
- **Sparks, Nevada:** Productivity/Compensation study included Public Works.
- **University Park, Texas:** Management Study of the Public Works Department.

MR. JAMES BOURKE, Finance Director
Town of Windsor, Connecticut
November 3, 2016
Page 4

- **TOOLS:** Mercer has developed a set of project-tested analytical methods, surveys, questionnaires, interview guides, and other tools to support the study process in order to gain a full understanding of our clients and to develop recommendations that provide long-term benefit. These tools include:
 - Mercer Model for Local Government Strategic Planning
 - Mercer Model for Managing in Lean Times
 - Decision Criteria for Contracting and Collaboration
 - 50 Management Issues for Organizational Effectiveness
 - Organizational Climate, Values, Resources, Personnel Practices, Management Practices, and other employee surveys
 - Job Analysis Questionnaire
 - Management Philosophy Profile

- **COMMITMENT:** Our project team is devoted exclusively to improving the management and services of state and local governments. As former local government officials, we have been studied ourselves and are committed to preparing a report that is fair, practical, and implementable.

- **INDEPENDENCE:** Our firm is a professional consulting firm that is not connected to any Connecticut agencies, businesses, computer systems or services vendors, suppliers, or contractors. We have no conflicts of interest relating to the town's Code of Ethics. We will provide objective and independent recommendations.

* * * *

If you have any questions or require additional information regarding our proposal, please contact Jim Mercer at 505-466-9500 and jmercer@mercergroupinc.com or Steve Egan at 770-425-1775 and segan@mercergroupinc.com.

Very truly yours,

The Mercer Group, Inc.

THE MERCER GROUP, INC.

James L. Mercer, CMC, President and CEO (Project Director)

Stephen D. Egan, Jr., Senior Vice-President (Project Manager)

David Deutsch, Senior Vice-President

I. INTRODUCTION TO THE MERCER GROUP

This chapter of the proposal provides Key Facts About Our Firm and a brief Overview of the Firm that describes our history, business model, customer base, and services.

A. KEY FACTS ABOUT OUR FIRM

The Mercer Group, Inc. is a management consulting firm incorporated in the State of Georgia and operating nationwide, with strongly established areas of practice in the Southeast and Midwest, and growing Southwest and Far West practices. Our firm now has thirty people serving the public sector from eighteen offices across the United States. Offices participating in the project are **bolded**.

Corporate Information

PMB 511
5579-B Chamblee-Dunwoody Road
Atlanta, Georgia 30338

FEIN 58-1877068

National Offices

Albuquerque, New Mexico
Brunswick/St. Simons Island, Georgia (National Regional Planning Agency Practice)
Buffalo Grove/Chicago, Illinois
Chesapeake, Virginia
Estes Park, Colorado
Galesburg, Illinois
Geneva, New York (National Information Technology Practice)
Goodyear, Arizona (National Fire Service Management Practice)
Lansing, Michigan (National Labor-Relations and Benefits Practice)
Marietta/Atlanta, Georgia (National Management Studies Practice)
Raleigh/Louisburg, North Carolina (National Human Resources Practice)
Santa Fe, New Mexico (National Executive Recruitment Practice)
Sarasota, Florida
Scottsdale, Arizona
Seminole, Florida
Tucson, Arizona
Washington, DC/Maryland
Weimar/Sacramento, California

Contacts Persons for This Project

James L. Mercer

President and CEO

Project Director

Atlanta and Santa Fe Offices

(505) 466-9500 Office

(505) 660-7725 Cell

(505) 466-1274 Fax

j Mercer@mercergroupinc.com

Stephen D. Egan, Jr.

Senior Vice-President

Director, National Management Studies Practice

Project Manager and Lead Consultant

Marietta/Atlanta

770-425-1775 Office

770-335-3245 Cell

segan@mercergroupinc.com

Mercer Group Website

Our corporate website provides additional information on our firm, bios of Mercer principals, project and client lists, and current executive recruitment projects. www.mercergroupinc.com

B. HISTORY AND STRUCTURE OF THE FIRM

James L. Mercer, a long-term public sector management consultant, started his own firm in 1981 and in 1984 merged it with another consulting firm, Wolfe and Associates. In 1986, Mr. Mercer acquired the Human Resources and Organizational Consulting Practice of Wolfe and Associates, using this acquisition as the basis for founding Mercer, Slavin, & Nevins, Inc. (MSN).

In early 1990, he sold his interest in MSN and founded The Mercer Group, Inc. The Santa Fe, Marietta, Lansing, Raleigh, DC/Maryland, and other area offices were added as our client base, practice areas, and staffing grew.

Business Model

The Mercer Group, Inc. is a **Consortium Model firm**, with a core of key staff members supplemented by associated independent consultants and specialty firms. The consortium members work together regularly and have long personal and professional relationships. This business model allows us to:

- Staff each project with the right mix of consulting professionals, who have the specific managerial, functional, and technical skills needed to fully satisfy project objectives.
- Eliminate pressure to assign salaried staff who may be available, but lack the experience or capabilities necessary to be effective and efficient in serving our clients.
- Offer competitive rates for very senior consultants due to our reduced administrative and overhead costs.

Client Base and Specialties

The Mercer Group, Inc. provides exceptionally high quality management consulting services to a wide range of public and non-profit sector clients:

- State government agencies.
- Local governments (counties, cities, towns, and villages).
- Utilities (electric, gas, stormwater, water, and wastewater).
- Transit Authorities, Health Care agencies, and Special Districts.
- School Districts.
- Colleges and Universities.
- Non-Profit Organizations.
- Some private sector clients.

Specialty practice areas of our firm include:

- Strategic and functional business planning.
- Public policy analyses.
- Service delivery alternatives, including governmental and functional consolidations and collaboration, contracting and privatization, and managed competition.
- Management, organizational, operations, and productivity improvement.
- Organization development and training.
- Human resource management, compensation and classification studies, and performance management systems.
- Financial and budgetary management.
- Executive recruitment.

Our consultants have conducted successful planning, management, and organizational consulting assignments for over 500 public and non-profit sector organizations and over 1500 executive recruitment assignments. Attachment A (emailed in a separate Word file) presents a complete list of Mercer's Management Studies.

The Mercer Group typically works with strong organizations that recognize the value of outside assistance and are prudent enough to solicit it and apply it. Our clients include some of the most successful public sector organizations in the United States.

EEO Compliance

In our own internal operations and in our consulting practices, The Mercer Group, Inc. is in full compliance with E.E.O.C. regulations and our equal employment opportunity statement is available upon request. Because executive search is a portion of our consulting practice, we are very much aware of and comply with the regulations for equal employment opportunity.

Code of Ethics

The Mercer Group subscribes to the Codes of Ethics of the International City/County Management Association (ICMA) and the Institute of Management Consultants. James L. Mercer, President/CEO is a Certified Management Consultant through the Institute.

II. MERCER PROJECT EXPERIENCE

This chapter of the proposal provides a summary of State of Kansas and Midwest States Experience, short descriptions of other Representative Projects, and References. Mercer will provide our complete list of our Management Consulting Clients and Projects upon request.

A. REGIONAL EXPERIENCE

The Mercer Group has conducted strategic planning, organization and staffing, operations improvement, human resource management, and executive search **projects for the Over 40 state and local governments and non-profit agencies in New England, including:**

- **Barre City and Town, Vermont:** Analysis of the Feasibility of consolidating or collaborating on delivery of public safety services (Police, Fire, and EMS).
- **Berlin, Connecticut:** Classification and Compensation study. Other similar studies were conducted in Auburn, Maine, and Glastonbury Connecticut.
- **Concord, New Hampshire:** Fleet Management study, development of a Vehicle Replacement Plan, and Requirements Definition for a Vehicle Management Information System, plus an Organizational Analysis to support development of a citywide Information Systems Needs Analysis and Strategic Plan.
- **Dover, New Hampshire:** Citywide Organizational and Management study.
- **State of Maine:** Review of Internal Service Fund Operations and Development of Central Fleet Management Rates and Financial Plan.
- **Nantucket, Massachusetts:** Public Works management and operations improvement study and assessment of the feasibility of a central fleet management program and town garage.
- **Needham, Massachusetts:** Public Works management and operations improvement study.
- **New Rochelle, New York:** Parking Management Study and Marina Privatization Feasibility Assessment.
- **New York Association of Counties:** Management and Organizational study.
- **Northern Maine Development Commission:** Shared Services Feasibility Analysis for delivery of municipal services at the former Loring Air Force Base.
- **Rockland County, New York:** Revenue Processing Study for Public Health and Environmental Health Services.
- **Specialty Food Association, New York City:** Performance Evaluation System and Annual Goals for the President/CEO.
- **Waterbury, Connecticut:** Public Works Department Management and Operations Study.

B. PUBLIC WORKS PROJECTS

The following twenty studies for public works, parks, and utility operations document our ability to meet your expectations for the study of the Department of Public Works. Overall, our 109 public works projects include strategic and functional business planning (10), feasibility of service delivery alternatives (9), and management and organizational improvement (90). See **Attachment A** (emailed) for a complete list of our Management Consulting Clients and Projects.

- **Bloomfield, New Mexico:** Steve Egan conducted a management and organizational review of the Parks, Planning, Public Works, and Utilities Departments. The study focused on planning, organizational, operational, and resource management preparedness for expected growth in population and service area.
- **Bowling Green, Kentucky:** Jim Mercer, Steve Egan, and Mercer staff conducted a management and operations study of the Public Works Department. Study issues included the organizational culture, information systems capabilities (particularly the needs for work order, fleet management, inventory control, and CAD/GIS systems), organization and staffing, operations, and service delivery structure. Steve Egan then conducted a six-month "checkup" visit and report, and reapplied the Organizational Climate Survey to measure progress on cultural issues since the original study.
- **Dubuque County, Iowa:** Steve Egan conducted a Space Needs Analysis and developed a Facilities Plan for county agencies outside of the courthouse and public safety complex. The study included the County Highway Department offices and yard.
- **Evans, Colorado:** Steve Egan conducted a Management and Operations Review of the Evans Public Works Departments, which includes streets, parks maintenance, water and wastewater utilities, stormwater, fleet and facilities management, and more.
- **Highland Park, Michigan:** Steve Egan served from 2002-2005 as interim public services and water director for this fiscally distressed city of 16,000-population inset in the northern part of Detroit. Responsibilities included streets, facilities and grounds, capital projects, water production and distribution, and storm and sanitary sewers. Major issues were severe budgetary limitations, aging and declining infrastructure, and a severely reduced workforce as a result of the city's fiscal crisis.
- **Las Cruces, New Mexico:** Jim Mercer developed a Governance Plan for the City's utilities that created a separate and independent authority for the various city utilities. Jim and Steve Egan conducted a follow-up organizational and management study of the utility. Steve Egan supported the utility's rate-making process for sanitation services.
- **LeClaire, Iowa:** Steve Egan just completed a citywide Operational and Service Level Analysis. The study included public works, which is responsible for streets, signs, sidewalks, forestry, facilities management (citywide), fleet management (department), the wastewater treatment plant, and the wastewater collection system.

- **McDonough, Georgia:** Jim Mercer and Steve Egan recently completed a citywide Management Study of all departments and services of the city of McDonough, which is a 23,000-population community south of Atlanta. The study covered administrative services, finance, community development, economic development, inspections, fire, police, municipal court, and public works. The Public Works department is responsible for street maintenance, water treatment and distribution, wastewater collection and treatment, fleet and facilities maintenance, engineering, stormwater, and administration.
- **Milwaukee, Wisconsin:** Steve Egan conducted nine studies to improve the management, organization, operations, and administration of the Public Works Department and its divisions. These studies included a DPW-wide Management Organization Analysis that resulted in a savings of over 100 management and supervisory positions without layoffs; Management and Operations Reviews of the Engineering, Forestry, and Water Works Divisions; a series of reviews to reengineer the department's administrative services; and facilitation of a management team retreat to plan for operating and capital budget requirements over the next five years.
- **Mountain Brook, Alabama:** Steve Egan and staff conducted a citywide Management and Organizational study of this 23,000-population suburb of Birmingham. Several years later, Steve conducted in-depth studies of the Public Works Department, the Parks & Recreation Department, and the Emmet O'Neal Library.
- **Nantucket, Massachusetts:** Steve Egan conducted a Management and Operations study of the Town's Department of Public Works and a Feasibility Analysis for a Central Town Garage and Fleet Management Program.
- **Needham, Massachusetts:** Steve Egan conducted a Management and Operations study of the Town's Department of Public Works, including Administration, Engineering, Garage, Parks and Forestry, Sanitation/Recycling, Streets, and Water and Sewer. Major recommendations were a reorganization plan, improved operations management practices, identification of facilities and equipment needs, and enhanced planning processes.
- **Oro Valley, Arizona:** Jim Mercer, Steve Egan, and staff conducted a Management Study of the Town's Public Works Department. Oro Valley is a fast-growing suburb of Tucson that expected to annex a large area of land to the north of current boundaries. The study focused on positioning DPW to handle the demands of growth; creating a strategic plan; adjusting the organizational plan and staffing levels; improving operations management; implementing a central fleet management concept; and other issues.
- **Port Arthur, Texas:** Jim Mercer and Steve Egan conducted a Management Review of City departments and the Economic Development Corporation. The study addressed issues in Mercer's Model for Managing in Lean Times and our 50 Management Issues for Organizational Improvement. The project covered public works, parks and recreation, and utilities.

- **St. Paul Water Utility:** Over a three-year period, Jim Mercer, Steve Egan, Jan Lazar, Inga Kennedy, and others conducted a Competitive Assessment and Management Review of the customer service, distribution, engineering, finance, information systems, safety, water plant, and water quality programs. These studies, and others by engineering firms, were prompted by a proposal to the Mayor from a national water company to take over the utility and operate it at a significant cost savings. In the end, the utility accomplished a wide range of operational improvements and savings, and was not privatized.
- **Sparks, Nevada:** Jim Mercer and staff conducted a Management, Operations, Organizational Climate, and Human Resources analysis of most city departments, including Public Works and Parks and Recreation.
- **Spokane, Washington, Water Department:** Jim Mercer, Steve Egan, and others conducted a comprehensive Competitive Assessment and Operations Review of this water utility with over 66,000 customers in Spokane and surrounding areas. The study offered over 100 recommendations including improvements in service delivery structure, City administrative support, departmental organization, division organization and staffing, resource management, operations, benchmarks, and competitive position.
- **Sugar Land, Texas:** Jim Mercer and Steve Egan conducted a Management study of the City's Utilities Department, which has responsibility for water and wastewater services. Study recommendations included changes to contract services, the roles and responsibilities of city departments in supporting the utility, organization and staffing plan, operations management, and information systems.
- **Waterbury, Connecticut:** Jim Mercer, Steve Egan, Jan Lazar, and other consultants conducted a comprehensive, in-depth management and operations study of the City's Department of Public Works. Main areas of focus were engineering and project management, staffing levels (after years of budget cuts in a distressed city), blight and litter control, management philosophy, organizational culture, and operating efficiency.
- **West Des Moines, Iowa:** Jim Mercer and staff conducted a management and operations study of the city's Department of Public Works.

C. REFERENCES

References are provided for the following recently completed projects. References for other projects can be provided upon request.

EVANS, COLORADO

Public Works Study

FRED STARR, Director of Public Works. 970-475-1110

LAS CRUCES, NEW MEXICO

Utility Governance, Organization & Staffing, and Rate Studies

DR. JORGE GARCIA, PE, Utility Director. 575-528-3511

LECLAIRE, IOWA

Citywide Study Included Public Works

ED CHOATE, City Administrator. 563-289-4242

MOUNTAIN BROOK, ALABAMA

Citywide and Public Works Studies

SAM GASTON, City Manager. 205-802-3800

RONNIE VAUGHAN, Public Works Director. 205-802-3865

SHANDA WILLIAMS, Parks & Recreation Director. 205-802-3877

NEEDHAM, MASSACHUSETTS

Public Works and Utilities Study

RICK MERSON, Public Works Director. 781-455-7537

KATE FITZPATRICK, Town Manager. 781-455-7500



III. MERCER PROJECT TEAM

The Mercer Group's senior professionals and affiliated technical specialists regularly team on management studies. The proposed team brings both work and consulting experience in strategic planning, finance and budgeting, and the management and operations of public works and utilities that "covers all the bases" for this study.

Note that the members of the project team have personally conducted the projects listed in the proposal; these are NOT general firm qualifications, but personal ones.

Project Director: James L. Mercer CMC, founder and president of the Mercer Group who is located in Santa Fe, will direct the project and be responsible for the quality of our services, as well as contribute to our review of management and organizational issues.

Mr. Mercer is a former Assistant City Manager in Raleigh, North Carolina, and a long-time management consultant to the public sector. He has worked on over 250 state and local government management consulting projects and over 1500 executive searches in a thirty year consulting career. His consulting work includes many of the projects referenced in the cover letter and experience sections of the proposal.

Representative management studies for which Mr. Mercer had direct responsibility as project director/manager and consultant include (but are not limited to):

- Management and Organizational Improvement studies in Auburn, Maine; Dover, New Hampshire; Glastonbury, Connecticut; Hartford, Connecticut; and over 100 other cities and counties across the United States.
- Public Works and Utilities studies in Colorado Springs, Colorado (utilities); Columbus, Georgia (utilities); Las Cruces, New Mexico (utilities); Overland Park, Kansas; Port Arthur, Texas; Sparks Nevada; Spartanburg, South Carolina (utilities); University Park, Texas; Virginia, Minnesota (utilities); and Waterbury, Connecticut.
- Executive Searches in Connecticut, New Hampshire, Maine, Vermont, and nationally

Additionally, he has authored over 200 articles and five books, including Public Management Systems, Managing Urban Government Services, Strategic Planning for the Public Sector, and Public Management in Lean Years: Operating in a Cutback Management Environment.

Mr. Mercer has a Bachelor of Science degree in Industrial Management from the University of Nevada at Reno and a Master of Business Administration degree from the same institution. He received a Certificate in Municipal Administration from the University of North Carolina and is a graduate of the Executive Development Program at Cornell University.

Project Manager and Lead Consultant: Stephen D. Egan, Jr., a Mercer Group senior vice-president located in Atlanta, is the director of our national Management Studies Practice. Mr. Egan is a specialist in strategic and functional business planning, service delivery strategies, public policy analyses, governmental management, organizational development, and public works, utilities, recreation, planning and zoning, and maintenance operations.

He will serve as our project manager and lead consultant. As project manager, he will assist Jim Mercer, our project director, in managing the project team, liaison with client personnel, technical report preparation, and presentations. As lead consultant, he will conduct much of the onsite work with the town and the Public Works Department.

Mr. Egan is a former Fulton County, Georgia, Budget official responsible for analysis of department budget requests, internal consulting, and special projects for the County Manager and Board of Commissioners. He also served from 2002-2005 as interim Public Services and Water Director for the City of Highland Park, Michigan, a fiscally-distressed city of about 17,000-population inset in the City of Detroit. In this role, he managed streets, facilities and grounds, capital projects, water plant & distribution, and wastewater & stormwater collection.

In thirty years of consulting with state and local governments, he has performed over 185 management studies, about 70 of which were in public works and utilities. For example, Mr. Egan had direct responsibility as the project manager and lead consultant for these public works and utility studies (some are citywide study that included department reviews):

- Bloomfield, New Mexico, Parks, Planning, Public Works, and Utilities
- Bowling Green, Kentucky, Public Works
- Evans, Colorado, Public Works
- LeClaire, Iowa, Public Works
- Las Cruces, New Mexico, Utilities
- McDonough, Georgia, Public Works and Utilities
- Milwaukee, Wisconsin, Public Works (included all water services)
- Mountain Brook, Alabama, Public Works and Parks
- Nantucket and Needham, Massachusetts, Public Works, Utilities, and Fleet
- Oro Valley, Arizona, Public Works
- St. Paul, Minnesota, Regional Water Services
- Spokane, Washington, Water and Hydroelectric Services
- Waterbury, Connecticut, Public Works

He is the co-author of Managing Professional Service Delivery: 9 Rules for Success, a primer on the nuts-and-bolts of delivering advisory services, such as management consulting, legal, accounting and auditing, and information technology.

Mr. Egan holds a Bachelor of Arts degree in History & Government from Norwich University in Northfield, Vermont, and a Master of Arts degree in Government from the American University in Washington, DC.

Management, Financial, and Human Resources Consultant: David Deutsch, a Mercer Group Senior Vice-President, runs our Maryland/Washington DC Office. He will review issues and challenges in management, finance and budget, and human resource services, as well as advise the project team on Connecticut issues and requirements.

Mr. Deutsch is a career city manager with service in Bowie, Maryland; Springettsbury Township, Pennsylvania; and Windsor early in his career. His career emphasis was on financial management, human resources/labor relations, public works and utilities, environmental sustainability, economic development, public safety, and organizational improvement. He is a past president of the Pennsylvania Municipal Management Association.

He holds a Master of Arts degree in Public Administration from the Maxwell School of Citizenship and Public Affairs at Syracuse University and a Bachelor of Arts degree in Political Science from the State University of New York at Stony Brook.

Public Works Technical Advisor: John Lawlor is the Public Works Director in Bloomfield, Connecticut, and formerly Deputy Director of Public Works in New Haven and Director in Waterbury. He also has experience as a design and project engineer and as an engineering technician. He will advise the team on technical public works issues and specific challenges for public works agencies in Connecticut.

Mr. Lawlor was recognized as a Top Ten Public Works Leader nationally and in New England by the American Public Works Association. He earned a Master of Public Administration degree from Norwich University and a Bachelor of Science degree in Civil/Construction Engineering from Central Connecticut State University.

Information Systems and Technology Consultant: Dr. Jack Harris, a Mercer Senior Vice-President and tenured Professor of Sociology and Hobart and William Smith Colleges, is a specialist in information systems planning, management, procurement, and implementation. He is an expert on software applications, IT organizational processes and procedures, business process re-engineering, strategic planning, and change management, with more than 30 years of successful experience in management and consulting positions in government and business.

Dr. Harris brings the sociological perspective to local government consulting, as well as significant skills, knowledge, and experience to help solve information systems and management issues in both the public and private sectors. For example, he designed and presented major re-engineering workshops for municipalities and not-for-profits, including the City of Milwaukee, Milwaukee County, ARMA, Alabama GFOA, and GMIS.

He holds Doctoral and Master degrees in Sociology. Dr. Harris co-authored several articles on information technology and is co-author, with Barry Strock, of *The Municipal Computer Systems Handbook*. Dr. Harris is a tenured Professor of Sociology at Hobart and William Smith Colleges, Geneva, NY

IV. PROJECT APPROACH

This chapter of the proposal provides Background Information on the city and the department, describes our understanding of the Scope of Work and your goals for the project, defines our Approach to the Project, and lays out a step-by-step Work Plan and Schedule.

A. BACKGROUND INFORMATION

The RFP provides a clear and complete overview of the town and the Public Works Department. We also reviewed the town's website and 2017 budget to assist in development of our proposal.

Town of Windsor

The Town of Windsor was the first English settlement in the state. It is located in Hartford County just north of the City of Hartford. The town encompasses 31.0 square miles and is home to slightly over 29,000 people per a 2015 estimate by the US Census Bureau.

The town is governed by a nine-member Town Council with a Town Manager responsible for oversight of day-to-day operations. The town provides a wide range of services including police and fire, ambulance, recreation and leisure, human services, health, library, development, and public works. The FY 2017 budget totals \$110,862,990, 60.9% for Education and the balance for town operations, enterprises, debt service, and capital projects. The town employs 250 full- and part-time people across all funds.

Public Works Department

The town's Public Works Department is responsible for parks and grounds, facilities management, pavement management, stormwater drainage, traffic safety and community support, equipment repair, storm control, the landfill enterprise fund, transfer station enterprise fund, and capital projects.

Public Works has a FY 2017 General Fund budget of \$5,346,700 and a total budget of \$6,557,210, including town support for Education and other department and for special revenue funds. Total General Fund staffing is 38.98 FTEs, 32 full-time and 6.98 part-time.

In addition the department manages two separate enterprise funds for the landfill and transfer station. FY 2017 budgets are \$2,453,360 and 4.85 FTEs for the landfill and \$205,270 and 1.03 FTEs for the transfer station..

B. SCOPE OF WORK

The RFP also clearly lays out the town's expectations for the project and we believe our firm is well prepared to perform the scope of work defined in the RFP. The **purpose of the RFP** is to identify and contract with a qualified and experienced consultant to undertake an Organizational Effectiveness and Efficiency Study of the Department of Public Works.

The study should recommend actions that will improve the effectiveness and efficiency of the Public Works Department's use of financial and human resources, and identify potential areas or methods to improve service levels, increase efficiency, and achieve cost savings.

The consultant will work with Town staff to collect data and information necessary to **perform the desired analysis and report findings and recommendations related to these topics:**

- 1.) The department's historical, current, and projected service demands and standards.
- 2.) The efficiency and effectiveness of department operations relating to workload, staffing, customer service, scheduling, productivity, use of technology, and the supervisory structure of functional areas.
- 3.) A comparative analysis with benchmark or peer communities. Note: Mercer plans to limit the analysis to four similar communities as selected by the town.

As a result of the above scope of services and the agreement between the consultant and the town, the **consultant shall be expected to present the following deliverables:**

- 1.) A written report outlining findings related to the work undertaken in Section 4A of the RFP and recommendations based on these findings that will enable the Town to deliver services in the most efficient and effective manner. These recommendations should consider, but not be limited to, such options as:
 - Changes in methods of service delivery;
 - Use of technology resources and systems;
 - Changes in staffing levels, configurations, and supervisory structure; customer service standards; and
 - Other changes that will provide for more effective utilization of resources.
- 2.) An estimate of the cost to implement each recommendation and/or an estimate of the savings that would result.
- 3.) A proposed schedule and the actions necessary to implement the recommendations. Such plan will consider and address impediments to implementing the recommendations, measures to address such obstacles, and alternative recommendations in case such impediments cannot be overcome.
- 4.) Presentations to town staff, a town council subcommittee, and the town council.

C. SUMMARY OF OUR APPROACH

Our approach to the project is founded on a Strategic, High Performance Perspective; a Comprehensive, Participative, and Collaborative Process; a Structured Work Plan refined on other similar projects; and application of Project-Tested Analytical Models and Tools.

Strategic, High Performance Perspective

As **strategic planners**, we incorporate a strategic perspective into all of our management and organizational studies. This perspective includes clear definition and alignment of vision, values, strategies, goals, objectives, and actions. As **management consultants**, we advocate implementation of a High Performance Organizational Model to ensure that citizens and customers receive high-quality services delivered in a cost-effective manner. As **former local government managers**, we want to help you create an organizational culture that is customer-centered, empowering of employees, creative and interesting, and a great place to work.

Our model for managing in the public sector is based on these characteristics:

- Effective strategic and operational planning processes.
- Strong leadership at every level of supervision.
- Positive, employee-supportive cultural attributes.
- Effective use of teams and employees.
- Customer-driven delivery of services.
- Organization-wide commitment to quality.
- Ongoing measurement of progress and performance.
- Establishment of a self-reinforcing framework for performance improvement.

Frankly, **our goal is to move agencies beyond the traditional management model** used in the public sector, which is based on hierarchical structures, risk aversion, maintenance of the status quo, supervisors acting as bosses, individualistic and competitive work, limited training, poorly defined performance, and short-term planning.

Comprehensive, Participative, and Collaborative Process

We emphasize a comprehensive and participative approach that involves as wide range of officials, managers, employees, stakeholders, and citizens/customers to gain a 360-degree understanding of the organization being studied. **Our goal in each study is to interact in some meaningful way with all affected officials, managers, employees, and stakeholders during the course of the project.** This interaction can be in the form of individual and group interviews, focus groups, work site observation and informal discussions, questionnaires, and surveys.

We make every effort to ensure “**No Surprises**” as we collaboratively define emerging issues and develop recommendations for performance improvement. This approach means continuous communication with our client’s project leadership; sharing and discussing preliminary ideas and recommendations early and continuously as they develop; and offering the draft report to as wide an audience as possible, particularly those providing input to the study and those most affected by its recommendations.

We recommend that our clients appoint a **Project Steering Committee** to monitor the progress of our work and review draft deliverables, as well as a **Project Liaison** to provide logistical support. During the project we normally contact or meet with the Project Liaison biweekly and the Steering Committee monthly or at key milestones, such as the end of Fact Finding, ten days after issuance of the Draft Report; and after delivery of the Final Report.

Project management activities include regular status meetings and reviews of preliminary deliverables in order to confirm the accuracy of our findings, develop a consensus on recommendations, and foster a commitment to implementation.

Structured Work Plan

The proposed work plan and schedule that follows is based on work plans from other projects, which are tailored to the specific needs and goals of each client. The work plan emphasizes a reasonable project schedule that provides adequate time on site and interaction with client staff, with limited intrusion on operations; application of project-tested analytical tools; and effective use of the varied skills of the project team.

Project-Tested Analytical Models and Tools

In the course of over 500 planning, management, financial, and operations studies for state and local governments, Mercer has developed a set of project-tested analytical models, methods, and tools, many of which will be applied on this project. **Our analysis will be based on several models for managing in the public sector:**

- The *Strategic Management Process*, Steve Egan’s general model for policy-making and managing in the public sector.
- The *Mercer Model for Strategic Planning* based on Jim Mercer’s book, Strategic Planning for Public Managers.
- The *Mercer Model for Managing in the Lean Times* based on Jim Mercer’s book, Public Management in Lean Years: Operating in a Cutback Management Environment.
- The Mercer Group’s *50 Management Issues for Organizational Effectiveness* are the analytical foundation for our Management and Performance Reviews governmental services and functions. **Exhibit 1** that follows lists these issues.

Exhibit 1

50 Management Issues for Organizational Effectiveness

The following **Fifty Management Issues** are the analytical foundation for all of our Management studies.

Governance

1. Legal structure/form of government
2. Role of governing and advisory boards and committees
3. Staff support to these boards and committees
4. Policy making and decision making processes
5. Identification of and compliance with legal, regulatory, and policy requirements

Service Delivery Structure

6. Organizational location of services and activities both in and outside the city
7. Interdepartmental cooperation among city government departments
8. Intergovernmental cooperation across the region
9. Use of alternative service delivery opportunities, such as interlocal agreements, contracts, and privatization
10. Comparison with industry best practices, benchmarks, and Mercer's regional and national experience

Planning

11. Strategic planning process compared to the Mercer Model
12. Alignment of vision, values, missions, strategies, goals, and objectives
13. Capital projects planning process, current plans, and plan oversight
14. Financial planning and budgeting processes, documents, and oversight
15. Operational planning processes, current plans, and plan oversight

Management Organization and Practices

16. Senior management organization structure
17. Internal workings of the management team
18. Management reporting and communications
19. Documentation of policies and procedures
20. Customer and stakeholder relations and communications
21. Organizational culture and values
22. Management philosophy and labor-management relations

Operations Management

23. Work standards and specifications
24. Work planning and scheduling
25. Unit and crew organization and staffing
26. Job classifications, roles, and duties
27. Adequacy of facilities, equipment, tools, technology, communications, and materials
28. Unit and crew supervision
29. Unit and crew operations, work flow, productivity, and cost-effectiveness
30. Yard, technical support, and administrative support operations
31. Activity and performance reporting and analysis
32. Emergency management plans and processes

Resource Management

33. Human resources management policies, practices, and processes
34. Training and career development program
35. Safety and risk management program
36. Employee and labor relations program

37. Financial management and reporting
38. Financial transactions and processes
39. Project and activity cost accounting
40. Rates, fees, charges, and cost recovery practices
41. Internal service fund operations and charges

42. Information systems management and support services
43. Computer and technology applications (hardware and software)
44. Records management, including documents, mapping, and GIS

45. Purchasing and materials management
46. Warehouse and stores operations

47. Facilities management
48. Facility and grounds maintenance operations

49. Fleet and equipment management
50. Equipment specifications, procurement, and replacement

The following analytical tools typically are used on our projects to gain an understanding of the town, the department, and the role of its employees. We expect to apply at least the Interview Guides, Management Philosophy Profile, Resource Management Survey, and Organizational Climate Survey. At the project Kick-Off Meeting we will review these tools with the Project Steering Committee and decide which ones to use on this study.

- **Structured Interview Guides** for elected officials, senior managers, employees, and customers/stakeholders. Issues identified in these interviews will be compiled in the **SWOT Assessment** (Strengths, Weaknesses, Opportunities, and Threats).
- **Management Philosophy Profile (MPP):** We assess the effectiveness of the organization's management philosophy/style using the *Management Philosophy Profile*, which measures and challenges each manager's and supervisor's philosophy towards relationships with subordinates in order to gain greater adherence to organizational values, foster accomplishment of the mission, and seek cohesion and strengthen collaboration across the management team.
- **Employee Surveys:** We ask every employee to complete written surveys to communicate their view and opinions about the organization. The *GRIPES Survey* is a tool to document employee attitudes toward Growth and training, Respect and recognition, Information, Potential tapped, Empowerment, and Support. The *Resource Management Survey* is a tool to document employee ratings of resources provided and human resource management/personnel practices. The *Values Survey* identifies the process for setting organizational values and lists the values currently in place, informal or formal.
- **Organizational Climate Survey:** Our proprietary tool measures the cultural health of an organization based on sixty key indicators, grouped into the following twelve sub-scales:
 - Understanding of city and department goals and strategies
 - Information and communications
 - Management receptivity to change
 - Management and supervisory capabilities
 - Work group problem solving
 - Work group coordination and cooperation
 - Employee involvement
 - Productivity and service quality
 - Quality emphasis
 - Working conditions
 - Compensation and benefits
 - Career opportunities

The OCS results are compiled by the twelve sub-scales, stratified by organizational categories and employee types, and compared to Minimum and High Performance standards based on other Mercer Group clients and studies.

D. WORK PLAN AND SCHEDULE

The Work Plan is organized into six tasks and a number of subtasks within each task that build step-by-step to the final deliverables. A project schedule follows the work plan.

Task 1: Project Initiation and Management. The purpose of Task 1 is to start the project with full agreement on objectives and scope, work plan, schedule, and deliverables; collect basic data on the organization; and perform ongoing project administration. Subtasks are:

- **Subtask 1a: Project Startup.** The project manager will meet with the town's Project Steering Committee and Project Liaison to introduce our staff; confirm (and adjust as needed) project goals, objectives, scope, work plan, schedule, and deliverables; schedule initial fact finding meetings (if not arranged in advance); confirm the content of the employee questionnaires and surveys; and identify current issues and challenges.
- **Subtask 1b: General Research.** We will collect and analyze previously published materials that relate to the project, such as:
 - Codes, ordinances, and regulations
 - Roles and duties of boards, commissions, and committees
 - Strategic, functional, and operational plans
 - Budget and financial reports
 - Organization and staffing plans, job descriptions, pay plan, union agreements
 - Operational reports, brochures, statistics, flowcharts, and performance measures
 - Inventory of computer equipment, applications, and infrastructure
 - Inventory of facilities and equipment
- **Subtask 1c: Employee Questionnaires and Surveys.** Working with the committee, we will define the content of questionnaires and surveys to be used on the project then tailor, distribute, collect, analyze, and present the results of these employee questionnaires and surveys. These tools will be distributed to employees shortly after the Project Kickoff Meeting.
- **Subtask 1d: Project Management.** The project director and manager will perform ongoing project management tasks such as client status meetings, billings, internal administration, planning, and quality control.

Task 2: Initial Assessment. The purpose of this task is to gain an initial understanding of the town and the Public Works Department, and to begin collection of town- and department-level documents, reports, and data. Subtasks are:

- **Subtask 2a: Assessment Interviews with Senior Town Officials.** We will interview each member of the Town Council, the Town Manager and Assistant Town Manager, and the directors of Administrative Service Departments to identify and understand major policy, regulatory, management, financial, and resource management issues.

The **PRODUCT** of these interviews is information for the preliminary SWOT Assessment (Strengths, Weaknesses, Opportunities, and Threats), as well as set of legal and regulatory, service delivery, management, organizational, operational, and resource management issues and challenges to analyze in later subtasks.

- **Subtask 2b: Assessment Interviews with Public Works Department Managers.** We will interview the Public Works Director and members of the senior management team to gain an understanding of responsibilities and resources and to identify and understand major policy, regulatory, management, financial, and resource management issues.

The **PRODUCT** of these interviews is additional information for the preliminary SWOT Assessment (Strengths, Weaknesses, Opportunities, and Threats), as well as set of legal and regulatory, service delivery, management, organizational, operational, and resource management issues and challenges to analyze in later subtasks.

- **Subtask 2c: Strategic Direction.** We will develop a profile of strategic and operational plans, services and service levels, performance expectations and measures, service delivery mechanisms, and department responsibilities through interviews and reviews of town and department Vision Statements, Strategic Plans, Budget and Financial Reports, Comprehensive Plan, and other long-range plans and documents.

The **PRODUCT** of this subtask will be description of the currently defined strategic plans and strategies, and the ways in which the department allocates resources, operates, and delivers services in support of these plans. **A key objective** is to measure the degree of alignment between town-level expectations and strategies and department, division, and unit-level activities and procedures.

- **Subtask 2d: Status Report.** Before leaving Windsor during the initial site visit, the Mercer project manager will meet with the Project Steering Committee to present initial insights and to identify any obstacles or information needed for future tasks.

Task 3: Detailed Analysis. The purpose of this task is to document the current organization structure, staffing plan, resource allocations, and other issues related to the work of the department in order to develop data for analysis in Task 4. Subtasks are:

- **Subtask 3a: Organization and Staffing Analysis:** We will meet with the department director, division managers, and unit supervisors to document and review:
 - Management and supervisory organization plans
 - Staffing plans (full-time, part-time, seasonal, temporary, and contract workers)
 - Employee job descriptions
 - Labor agreements and personnel systems
 - Schedules, work load, work assignments, and time utilization
 - Pay and Classification system with the updated Pay Plan
 - Performance Management system

The **PRODUCTS** of this subtask will be three analyses:

- A "**Responsibility Map**" that identifies service gaps and overlaps, duplication of effort, functional fragmentation, misplaced functions, communication barriers, and other organizational issues.
 - An "**Organizational Analysis**" to identify needed improvements in the organization and staffing plan, job descriptions, work assignments and schedules, training and qualifications, and related issues.
 - A "**Management Practices Analysis**" to identify areas of management philosophy, practices, and communications that need improvement.
- **Subtask 3b: Operations Review.** We will familiarize ourselves with current operations and services through:
 - Meetings with department managers, supervisors, and employees (some in group settings) to review current practices (also expands the SWOT Assessment)
 - Review of the *Job Duty Analysis* questionnaire during employee interviews
 - Inventory and inspection of facilities and equipment
 - Observation of services and activities involving both office and field personnel
 - Review of policies, procedures, forms, reports, systems, controls, and workflow
 - Analysis of operational, workload, and financial data
 - Comparison of local practices with our national database and experience developed during other studies

The **PRODUCT** of this subtask will be a list of operational strengths, weaknesses, and challenges that need to be resolved or analyzed in more detail in Task 4.

- **Subtask 3c: Resource Management Review.** During our management and departmental meetings in Subtasks 3a and 3b, we will collect information on and review the performance of departmental and government-wide support services that impact resource allocation and organizational effectiveness. These services are:
 - Budgeting and financial
 - Equipment and fleet
 - Facilities and grounds
 - Human resources
 - Information systems and technology
 - Purchasing and materials management

The **PRODUCT** of this subtask will be a list of issues, challenges, and problem areas that need to be analyzed in more detail in Task 4.

- **Subtask 3d: Compilation of Information and Status Reports.** The purpose of this task is to ensure that Mercer and the Project Steering Committee agree on core facts and issues before we begin analysis and draft report preparation in Task 4.

Offsite we will compile, review, and evaluate information gathered to date in order to define Emerging Issues. Then we will meet with the Project Steering Committee to review project activities to date and discuss preliminary findings and issues identified during Tasks 1, 2, and 3.

The **PRODUCT** of this subtask will be a preliminary list of emerging issues, needs, and opportunities, as well as periodic status reports.

Task 4: Analysis, Development of Findings and Recommendations, and Draft Report Preparation. The purpose of this task is to analyze Task 1, 2, and 3 data; develop findings and preliminary recommendations; and prepare a draft report.

- **Subtask 4a: Analysis of Fact Finding Information.** We will analyze organizational, operational, technical, and financial data, documents, and notes to support preparation of several task reports, which will serve as major chapters in the report.

During this subtask, our team may follow-up on open questions or data requests, collect additional data, or seek clarification of information gathered earlier in the project.

- **Subtask 4b: Findings and Preliminary Recommendations.** We will compile our findings and develop preliminary recommendations.
- **Subtask 4c: Draft Report.** Our findings and preliminary recommendations will be documented in a written, draft report, which will be sent to the Project Steering Committee and Public Works Director for review and comment.

Task 5: Steering Committee Review. The purpose of this task is to review the draft report with the Project Steering Committee and the Public Works management team.

- **Subtask 5a: Client Review of Draft Report:** We expect that the Committee will complete their review within ten working days of receipt of the draft report.
- **Subtask 5b: Draft Review Meeting.** The project manager will meet with the Committee to walk through the report in order to identify areas needing correction, further explanation, expansion, or modification; to discuss alternative recommendations; and to identify implementation issues and timetables.

Task 6: Final Report and Presentations. The purpose of this task is to prepare and present our final report.

- **Subtask 6a: Final Report.** We will incorporate all required changes identified in Task 5 and issue the final report. The final report will include an implementation plan. In some projects, an updated draft report will be prepared and reviewed to ensure we fully understood changes identified in Subtask 5b.
- **Subtask 6b: Final Presentation.** Our project manager will present key findings and recommendations to the Town Council, the Finance or other Committee, and to the Public Works management team and employees shortly after the final report is delivered.

Project Schedule

The proposed project schedule is based on the assumptions that town officials and employees will be reasonably available for interviews, data and records requests will be completed expeditiously; and the Project Steering Committee will be able to review and comment on the draft reports within ten (10) days of receipt. A **four-month project schedule** for the project is presented below by task, with the initial site visit in December 2016.

<u>Task and Description</u>	<u>Start</u>	<u>Finish</u>	<u>Milestone</u>
<u>Project Management</u>			
1a. Project Kickoff	Week 1	Week 2	Meeting
1b. Research	Week 1	Week 4	
1c. Questionnaires/Surveys	Week 1	Week 8	
1d. Project Administration	Week 1	Week 17+	
<u>Initial Assessment</u>			
2a. City Interviews	Week 1	Week 2	Meeting
2b. Department Interviews	Week 1	Week 2	
2c. Strategic Direction	Week 1	Week 2	
2d. Status Report	Week 2	Week 2	
<u>Detailed Analysis</u>			
3a. Organization & Staffing	Week 3	Week 8	Status reports
3b. Operations	Week 3	Week 8	
3c. Resource Management	Week 3	Week 8	
3d. Status Report	Week 4, 8	Week 4, 8	
<u>Analysis and Draft Report</u>			
4a. Analysis	Week 9	Week 12	Draft Report
4b. Findings/Recommendations	Week 9	Week 12	
4c. Draft Report	Week 9	Week 12	
<u>Draft Report Review</u>			
5a. Client Review	Week 13	Week 14	Meeting
5b. Draft Review	Week 15	Week 15	
<u>Final Report and Presentation</u>			
6a. Final Report	Week 15	Week 17	Final Report Presentation
6b. Final Presentation	Week 17+	Week 17+	

Note: Preparation of the Final Report may require preparation and review of an Updated Draft report during weeks 15-17.

V. COST PROPOSAL

Based on our understanding of the project's objectives, scope, issues list, work plan, and deliverables defined earlier in the proposal, **our total fees and expenses for the organization effectiveness and efficiency study of the Public Works Department will be \$34,500.**

- **Fees:** \$27,300 based on an estimate of 210 hours of work at an average rate of \$130 per hour.
- **Expenses:** \$7,200 to cover travel, report production, survey licensing and processing, administrative support, and the like are included in the not-to-exceed cost proposal.

This **quotation is firm for a period of 90 days** from the date of this proposal and is based on the budgeted hours for the proposed project team at each member's hourly billing rate, plus expenses (travel, hotel, meals, administrative support, etc.).

The budget is developed based on the following **hourly billing rates** for our professional staff. Any supplemental work by the project team would be billed at these hourly rates.

- | | |
|---------------------------|-------|
| ➤ Project Director | \$150 |
| ➤ Project Manager | \$135 |
| ➤ Lead/Senior Consultants | \$125 |

We propose to submit bills as follows:

- **Project Initiation:** 15% of the total cost at project initiation. (\$5,175)
- **Progress Bills:** Milestone or Monthly progress bills based on actual fees and expenses for a total of an additional 70% of the total project cost. (\$24,150)
- **Final Bill:** A final bill for the remaining 15% of the project budget upon delivery of the final report. (\$5,175)

Based on similar projects for local governments, we expect that we have adequate **insurance coverage** in place to meet city requirements.

ATTACHMENT A

THE MERCER GROUP, INC.

***Management Consulting
Clients and Projects***

I. Strategic and Functional Business Planning

II. Service Delivery Structure

III. Management and Organizational Improvement

IV. Human Resource Management

V. Presentations and Testimony

MERCER GROUP

MANAGEMENT CONSULTING PROJECTS

This attachment presents a **comprehensive list and short description of the over 500 management consulting projects** conducted by The Mercer Group, Inc. These project descriptions represent work primarily conducted by Jim Mercer, our President and CEO, and Steve Egan, Senior Vice-President and national director of the Management Studies Practice.

In addition, the firm has conducted over 2,000 executive searches for city and county managers and administrators, department heads, and key technical staff. One page in the project list highlights the breadth of our executive search experience.

These management consulting projects are **grouped into five functional categories:**

- I. Strategic and Functional Business Planning
- II. Service Delivery Structure
- III. Management and Organizational Improvement
- IV. Human Resource Management
- V. Presentations and Testimonies

Additional information on our Management Studies Practice is available from Steve Egan at 770-425-1775 or segan@mercergroupinc.com.

I. STRATEGIC AND FUNCTIONAL BUSINESS PLANNING

The Mercer Group has assisted the following clients with community visioning, strategic planning, goal-setting, teambuilding, and functional (agency-level) business planning.

Abilene, Texas (1987): Strategic Planning Workshop

Alexandria/Arlington County, Virginia (1983): Strategic Planning and Teambuilding

Ann Arbor, Michigan (1988): Goal and objectives setting workshop

Arlington, Texas (1983): Quality Circle training

Atlanta, Georgia (1983): Mayor's Strategic Planning and Teambuilding Retreat

Atlanta, Georgia, Fire Department (1991): Mission, Goals, and Objectives Update

Atlanta, Georgia, Water Department (1984): Strategic Planning and Teambuilding

Brazos River Authority, Texas (2010): Strategic Plan

Carrollton, Texas (1987): Shared Values Workshop

Chesapeake, Virginia (1986): Strategic Planning Process

Commerce, California (2013): Strategic Plan

Davis County (Utah) Planning Commission (1989): Strategic Planning Process

Defiance, Ohio (1988): Comprehensive Strategic Planning Process

Delray Beach, Florida (1988): Goals and Objectives Workshop and process consulting

Del Rio, Texas Economic Development Council (1990): Community-based Strategic Plan

Duluth, Georgia (1990-1992): Strategic Plan

Easter Seals of SW Georgia (2000): Strategic Plan

East Point, Georgia (1997): City Council goal-setting retreat

Fairmont, Minnesota (1988): Goal and objectives setting workshop

Fayetteville, Arkansas (1989): Strategic Planning training

State of Georgia - Mental Health, Mental Retardation, and Substance Abuse Program (1989-1991): Strategic planning

Hampton, Virginia (1985): Cutback Management Workshop and training of Internal Consulting Team

Hampton, Virginia (1987): Shared Values Workshop/Strategic Planning training

Henrico County, Virginia (1990-1991): Community-based Strategic Planning Process

Hillsborough County, Florida (1987 and 1989): Strategic Planning and Goal and Objectives Setting Workshops

Hillsborough County, Florida, City/County Planning Commission (1988-1989): Goal and objectives setting workshops

Kerrville, Texas (1987): Strategic Planning training

Laporte, Texas (1989): Strategic Planning Process

Largo, Florida (1990-1992): LARGO VISION 2000, a Community-based Strategic Plan

Longview, Texas, Action Long★View, Inc. (1991-1992): Community-Based Strategic Planning process

Martin County, Florida (1991): Strategic Planning Training

Mecklenburg County, North Carolina (1984): Strategic Planning assistance to facilitate implementation of a consolidated city-county program

Middletown, Ohio (1983): Quality Circle training

Milwaukee, Wisconsin (1998): Facilitation of a strategic planning session for the Public Works management team in preparation for the 2000-2004 budgets

New York Association of Counties (2007): Strategic Planning Process

North Miami Beach, Florida (1991): Strategic Planning Process

Oceanside, California (2014): Strategic Plan

Odessa, Texas (1987): Strategic Planning and Shared Values Workshop

Oro Valley, Arizona (2008): Public Works Department Strategic Plan

Papillion, Nebraska (2009): Mayor and City Council Visioning and Goal-setting Retreat

Pinellas County, Florida (1982): Teambuilding with key management

St. Louis County, Minnesota (1987): Strategic Planning and Teambuilding

Saline County, Kansas (1988): Goal and objectives setting workshop

San Jose, California (1988): Strategic Planning Training

Sarasota, Florida (1988): Strategic Plan

Spartanburg Water and Sewer System, South Carolina (1987): Goal and objectives setting workshop

State of South Carolina - Budget and Control Board (1989): Strategic planning and executive development

Tampa, Florida, Metropolitan Planning Organization (1989): Goal and objectives setting workshop

Thornton, Colorado (1988): Goal and objectives setting workshop

Tyler, Texas (1985-1986): Strategic Planning Process for Cutback Management

Tyler, Texas (1987): Cutback Management and Strategic Planning Workshop

Waco, Texas (1989): Strategic Planning and Shared Values Workshop

Wasco, California (2011): Community-based Long-Range Vision and Strategic Plan

Worthington, Minnesota (1988): Goal and objectives setting workshop

Wyoming State Training Director (1990): Strategic planning and executive development

II. SERVICE DELIVERY STRUCTURE

Governmental consolidation, collaboration and cooperation, privatization, and other service delivery studies conducted by The Mercer Group include the following,

Atlanta/Fulton County, Georgia (1987): Alternative service delivery analysis of twenty-six services of the Atlanta and Fulton County governments was sponsored by the governor of Georgia via an 18-member Blue Ribbon Study Commission. In addition to these service-specific recommendations, the Commission approved a Financial and Annexation recommendations.

Austin/Travis County, Texas (1985-1986): Governmental Consolidation and Operations Analysis for ten major functions (including utilities) of the County, City of Austin, and surrounding communities based on analyses of existing operations; selected alternatives for service delivery; and alternative government structures in Austin/Travis County and nearby communities.

Barre City and Town, Vermont (2008-2009): Analysis of the Feasibility of consolidating or collaborating on delivery of public safety services (Police, Fire, and EMS)

Bellbrook and Sugarcreek Township, Ohio (2009): Feasibility assessment of city-township consolidation.

Beavercreek, Ohio (2016): Assessment of the feasibility of alternative approaches to fire services, including a city fire department, regional fire district, and continuing township fire services.

Cobb County, Georgia, and the Cobb County Municipal Association (2003): Double Taxation/Tax Equity study to support preparation of a Strategic Service Delivery Plan.

Conyers and Rockdale County, Georgia (1988-1989): Governmental Consolidation Study.

Georgia Division of Rehabilitation Services (1989-1991): Identified privatization opportunities and conducted an evaluation of pilot privatization project.

Miami Township, Miamisburg, and West Carrollton, Ohio (1989-1990): Evaluated possible alternative service delivery approaches, prepared a cost/benefit analysis of the short and long-term effects of the proposed consolidation, and prepared a detailed estimate of the cost and time required to prepare a "Phase II" Study.

Nueces County (Corpus Christi), Texas (1990): Operations Analysis and Consolidation Study of select governmental functions to identify opportunities for increased cooperation, consolidation, or integration of governmental services within Nueces County; evaluate alternative service delivery approaches; provide reliable data on costs and savings that might be attained through cooperative or consolidated programs; and develop a clear-cut plan to implement our recommendations.

Odessa, Texas, Council of Governments (1998): Feasibility Assessment for the Consolidation of Fleet Management, Information Systems, and Printing Services of the City, County, Community College, Public Hospital, and School System

III. MANAGEMENT AND ORGANIZATIONAL IMPROVEMENT

Representative **governmental management, organization and staffing, operations improvement, and resource management studies** performed by The Mercer Group include the following:

Akron/Summit County, Ohio (1991): Management, planning, organization, and staffing review for the Solid Waste Authority.

Albuquerque, New Mexico (1988): Engineering Services cost accounting methods and practices.

Alexandria, Virginia (1994): Advise on how to define needs, identify software, select hardware, and control proliferation and utilization of microcomputers.

Alexandria, Virginia (2001): Management, organization, and staffing study of the Planning and Zoning Department.

Alexandria, Virginia (2002): Cost of service and user fee study for Planning and Zoning services.

Annapolis, Maryland (1995): Management and Operations study of the Planning and Zoning Department.

Ashwaubenon, Wisconsin (1992): Citywide study of administrative and clerical organization and staffing.

Athens-Clarke County, Georgia (1995) — Government-wide IS needs assessment and strategic plan (through Barry Strock Consulting Associates).

Atlanta, Georgia (1988): Comprehensive User Fee study.

Atlanta-Fulton County, Georgia, Library System (1981): Design of planning and budgeting process, Board operating procedures, and Board training manual.

Atlanta, Georgia, Housing Authority (1983): Board training.

Beaufort County, South Carolina (1993): Fiscal Impact Analysis of the fiscal flows to Beaufort County government and the impact of a \$1 billion proposed Del Webb Retirement Community of 8,300 homes and related development.

Becker County, Minnesota (1991): Countywide Management Audit with a focus on Highway Department, Sheriff, and Jail.

Bentonville, Arkansas (2016): Fire Department Management and Organizational Assessment.

Beverly Hills, Michigan (2007): Management and Organizational study of the Department of Public Safety (Police, Fire, and EMS with a public safety officer model).

Birmingham-Jefferson County Transit Authority, Alabama (1985): Comprehensive Operations Analysis of the 250-employee's organization, management, and staffing, followed by implementation assistance (strategic planning, goal-setting retreats, and training programs).

Bloomfield, New Mexico (2005): Management and Operations study of Parks, Planning and Zoning, Public Works, and Utilities.

Boulder, Colorado (1991): Management study of Finance, Information Systems, Personnel, and Purchasing Departments.

Bowling Green, Kentucky (1997): Management and Operations study of Public Works services.

Brookfield, Wisconsin (1993): Management and Operations study of Inspections, Parks and Recreation, Planning, and Public Works Department.

Calumet County, Wisconsin (1992): Management and Operations study of the Highway Department.

Carlton County, Minnesota (1992): Management and Operations study of the Human Services Department (Income Maintenance, Health Services, Social Services).

Casper, Wyoming (1994): Review of the operation of Internal Service funds.

Cedarburg, Wisconsin (1991): Organization, Staffing, and Operations study of management, administrative, and clerical positions across the City.

Centers for Disease Control (CDC) Federal Credit Union, Atlanta, Georgia (1989-1990): Organization & Management Analysis; Strategic Planning project applied our Organizational Climate Survey, facilitated a strategic planning retreat with follow-up assistance to integrate strategic planning concepts and ideas; and Vice President of Data Processing recruitment.

Charleston, South Carolina, Commissioners of Public Works (2000): Assessment of personnel administration, compensation, and benefit practices impacting operational productivity and employee utilization.

Charlotte, North Carolina (1996): User Fee Police study for Engineering, Fire, Planning, and Transportation services.

Charlotte, North Carolina, Housing Authority (1997): Management and Operations Study of the 40-person Resident Services Department.

Chattanooga, Tennessee (1987): Comprehensive User Fee study.

Chesapeake, Virginia (1986): Management, Supervisory and Non-Supervisory Training provided 40 hours each for 75 managers and 230 supervisors, and 16 hours each for 200 non-supervisory, primarily customer service personnel. Topics were strategic planning, employee development, interpersonal skills, quality/productivity improvement, budgeting, planning/scheduling work, time/stress management, EEO/Affirmative Action/Sexual Harassment/Ethics, and communications.

Chesapeake, Virginia (1987): Diagnostic Assessment of the Department of Human Services using our Organizational Climate Survey to develop a plan of feedback and corrective action, define a bonus system for employees or groups of employees whose ideas lead to improved operations (Gain Sharing), implement a management and supervisory counseling program for employees to encourage orderly change, and provide training on change, its implications, and how to deal with it.

Cloudcroft, New Mexico (2016): Police Staffing Analysis, with assessment of Fair Labor Standards Act (FLSA) impact on compensable time and overtime requirements.

Cobb County, Georgia (1989 and 1991 update): User Fee study for Inspections, Planning, and Development services.

Cobb County, Georgia (1992): Review of Engineering and Construction Management services supporting the 1% Sales Tax program.

Cobb County, Georgia, Municipal Association (1988): Double Taxation/Tax Equity study for urban services provided by the County government within municipalities.

Cobb County, Georgia, and Its Six Cities (2003): Service Delivery Structure and Tax Equity study to support development of a Strategic Service Delivery Plan required by State law.

College Station, Texas (2006): Citywide Organizational Analysis and HR Study.

Collin County, Texas (2000): Cost of Service and User Fee study for Health services.

Collin County, Texas (2001-2002 and 2005): Cost of Service and Rate study for Dispatch, Jail, and Juvenile Detention services, and updates.

Colorado Springs, Colorado, Utilities (1992-1994): Management and Operations review of this large electric, gas, water and wastewater utility included an in-depth review and analysis of the Water and Wastewater Departments, overall utility strategy, organization and staffing, relationship between utility and City Manager/City Council, allocation and cost of services between City and utility, and relationships with the Utility Advisory Board and the public. Subsequently, Mercer staff has provided targeted, follow-up studies for the Utilities.

Columbus, Georgia, Water Works (1989): Organization, Management, and Compensation and Classification study, followed by Strategic Planning assistance.

Concord, New Hampshire (1989-1990): Fleet Management study, development of a Vehicle Replacement Plan, and Requirements Definition for a Vehicle Management Information System.

Concord, New Hampshire (1994): Organizational Analysis to support development of a citywide Information Systems Needs Analysis and Strategic Plan.

Corpus Christi, Texas (1983-1985): Quality Circle training, management teambuilding, and training, development, and review of work of the Internal Operations Analysis Team.

Corpus Christi, Texas (1989 – 1990): Citywide Operations Analysis.

Davenport, Iowa (1990): Evaluation of the Program Management and Maintenance of the Assisted Housing Program to improvement management, optimize the organization and staffing plan, and increased productivity and operating costs.

Dekalb County, Georgia (1992): Vehicle Use Policy and Fleet Inventory Analysis

DeKalb College, Clarkston, Georgia (1983): Management Audit and Compensation Study to revise the administrative organization; reduce administrative management and staffing by 11 persons consistent with tightening economic conditions; change compensation practices for administrators; and streamline systems and procedures.

Dubuque County, Iowa (2012): Facilities and Space Needs Study for non-Courthouse agencies.

East Point, Georgia (2001): Police and Fire Management studies.

East Point, Georgia (2001): Pay and Classification analysis, Personnel Policies and Procedures, and Performance Management System.

Evans, Colorado (2013): Management Studies of the Community Development and Public Works Departments.

Evanston, Illinois (1982): Workshop on Office Automation.

Florida Municipal Power Agency (2009): Management Review of Employee Turnover and Management Goals.

Florence County, South Carolina (1987): Management and Operations Review of the Public Works Department and Central Maintenance Garage.

State of Florida (1995): Review of the operation of Internal Service funds.

Forest Park, Georgia (1984): Analyzed waste treatment charges by the County Water Authority in support of litigation.

Fort Worth, Texas (1993): Subcontractor to KPMG Peat Marwick/Taratec Corporation to assess fiscal impact and recommend strategies to City resulting from military base closure and defense industry realignment.

Fort Worth, Texas (1983): Equipment Management Study reviewed maintenance operations, organization and staffing, and equipment replacement practices.

Franklin County, Ohio, Solid Waste Management Authority (1991): Organization and staffing plan for this newly created agency.

Franklin, Michigan (2005): Police Organizational study.

Fulton County, Georgia (1978): Development of a Mental Health Billing System.

Fulton County, Georgia (1979): Operations Review of the Parks and Recreation Department.

Fulton County, Georgia (1980): Review of Administrative Procedures at the County Jail.

Fulton County, Georgia (1985): Selection and Evaluation of Automation Opportunities Analysis within the Tax Commissioner's Office.

Fulton County, Georgia (1988): Fleet Management Study and VMIS Requirements.

Fulton County, Georgia (1989): Comprehensive User Fee Study.

Fulton County, Georgia (1990): Revenue Processing Study for Utility Services of the Public Works Department.

Fulton County, Georgia (1990): Development of a Five-Year Financial Plan and Update of Rates for the Water and Sewer Utilities.

Fulton County, Georgia (1991): Development of Revenue Policies, Revenue Chart of Accounts, and Revenue Manual.

Fulton County, Georgia (1994): Comprehensive Management Review of Tax Assessor and Tax Commissioner Departments.

Gainesville, Georgia (1990): Assistance in establishing fund and account structures when installing a new automated accounting system.

Gainesville, Georgia (1991): Comprehensive User Fee study.

Georgetown, Kentucky (1994): Organizational analysis to support development of an Information Systems Needs Assessment and Strategic Plan.

Georgia Municipal Association (1988): Organization and Management Study.

State of Georgia (early 1980s): Privatization consulting to the Governor's Commission on Effectiveness and Economy in Government (The Williams Commission).

State of Georgia (1977): Developed a management information system master plan for the Department of Administrative Services.

Greenville, South Carolina (1984): Organization and Staffing analysis to implement a major reorganization at the top and in several departments; reduce organizational layering; improve the focus on quality and efficiency; establish an internal Management Analysis Department; assess key management and staff; create additional staff in specific areas; and training and teambuilding.

School District of Greenville County, South Carolina (1983-84): Management study of Financial, Administrative, and Support Services

Gwinnett County, Georgia (1997): Management and Operations Study of the Tax Assessor's Office.

Guilford County, NC (1985): Review of Purchasing and Materials Management Services.

Guilford County, NC, Schools (1985): Review of Purchasing and Materials Management Services.

Hamilton, Ohio (1984): Citywide organization study.

Henrico County, Virginia (1995): Assessment of the Financial Administration of the Central Automotive Maintenance Internal Service Fund.

Highland Park, Michigan (2002-2005): Interim City Administrator and Interim Public Services and Water Director.

Hillsborough County Environmental Protection Commission, Florida (1990): Management Audit to evaluate the effectiveness of management and the agency's impact on protecting the environment of Hillsborough County.

Holly Springs, Georgia (2005): Review and assessment of the County's Tax Equity study under Georgia House Bill 489 that created Service Delivery Strategic Plans.

Hollywood, Florida (2000): Management Study and Competitive Assessment of the Public Utilities Department.

Hollywood, Florida (2009): Police and Fire/EMS Management study.

Houston, Texas (1984): Productivity and Quality Improvement Program using a combination of diagnostic instruments and operations improvement techniques to improve productivity, select and train department Productivity Coordinators, and develop a Productivity Improvement Plan.

Hoyt Lakes, Minnesota (2001): Diagnostic assessment of Organizational Culture, Organization and Staffing plan, and Operations.

Huntsville, Alabama (1987): Development of Cost Allocation Plans Using A-87 and Full-Cost Principles.

Iberia Parish, Louisiana (1991): Parish-wide Management study (excluding the Sheriff).

State of Illinois Department of Human Services (1990): Review of Fiscal Controls and Reimbursement Process for State Grant Programs at Maryville Academy.

State of Illinois Department of Human Rights (1992): Operations Review of the Case Management Process.

State of Iowa (1985): Restructuring and Downsizing of the Management Organization Plan for the Executive Branch of Government.

Kenosha, Wisconsin (1990): Analysis of Sewer Engineering Services for the Water Utility.

Kenosha County, Wisconsin (1988): Executive Branch Reorganization and Development of a Cabinet System.

Lapeer, Michigan, Construction Code Authority (2001): Management and Operations study.

Las Cruces, New Mexico (2007): Utility Governance model and Management and Organizational study of the Utilities, with an emphasis on fleet management services for Solid Waste operations.

LeClaire, Iowa (2016): Citywide Management & Operations Study and Comparative Analysis.

Lincolnwood, Illinois (2009): Management and Organizational Review of Community Development, Building Inspections, and Code Enforcement.

Lone Tree, Colorado (2010): Citywide Management Review.

Los Alamos, New Mexico (2010): Management Review of the City's Utility Services.

State of Maine (1994): Review of Internal Service Fund Operations.

State of Maine (1995): Central Fleet Management Rates and Finances.

Maplewood, Minnesota (2002): Strategic Business Plan, with organizational and staffing adjustments, for Fire and EMS Services.

McDonough, Georgia (2014): Citywide Management and Organizational Study.

Mecklenburg County and Charlotte, North Carolina (1983): Consolidation of Building Inspection and Code Enforcement Departments.

Milwaukee, Wisconsin (1989): Management Reorganization of the 2,600 Employee Department of Public Works.

Milwaukee, Wisconsin (1993): Management and Operations Study of the Bureau of Forestry of the Department of Public Works.

Milwaukee, Wisconsin (1993): Organizational Resizing Study for the Bureau of Engineers of the Department of Public Works.

Milwaukee, Wisconsin (1994): Management and Organizational Review of the Water Works of the Department of Public Works.

Milwaukee, Wisconsin (1995): Member of the Selection Committee for a new Water Works Superintendent.

Milwaukee, Wisconsin (1997): Assistance in preparing Public Works administrative and financial functions for reengineering with implementation of a new financial management information system.

Milwaukee, Wisconsin (2000): Analysis of alternative business, personnel administration, and labor practices to improve the utilization and efficiency of personnel.

Milwaukee, Wisconsin (2001): Facilitation of a Public Works Department management team planning session to deal with city-wide budgetary issues.

Mountain Brook, Alabama (2003): Citywide management and operations review of Administration, Finance, Fire, Inspections, Parks & Recreation, Police, and Public Works.

Mountain Brook, Alabama (2012): Management Study of the Public Works Department.

Mountain Brook, Alabama (2014): Management Study of the Parks & Recreation Department.

Mountain Brook, Alabama (2015): Management Study of the Emmet O'Neal Library.

Nantucket, Massachusetts (2008): Public Works management and operations improvement study and assessment of the feasibility of a central fleet management program and town garage.

Needham, Massachusetts (2008): Public Works management and operations improvement study.

New Berlin, Wisconsin (1990): Management Review of Water and Sewer Utilities.

State of New Jersey Department of Labor (1987): Development of Training and Documentation Plans for Automation of Claims Processing.

State of New Jersey State Library (1985): Automation Assessment.

New Orleans, Louisiana (1991): Management Study of the Fire Department.

New Rochelle, New York (1993): Parking Management Study.

New Rochelle, New York (1993): Marina Privatization Assistance.

New York Association of Counties (2005): Management and Organizational study.

Niles, Illinois (1991): Operations Review of Engineering, Public Works, Buildings & Grounds, and Transit System.

North Carolina League of Municipalities (1998): Management and Operations Study of League functions and programs.

State of North Carolina (1973): Assisted the DOT in establishing a capital improvements tracking and monitoring system.

State of North Carolina (1972): Assisted the Department of Administration in establishing a comprehensive office automation and word processing system.

State of North Carolina (1973): Participated in a Department of Education statewide telecommunications program to enhance the communications capability of local governments.

Northern Maine Development Commission (1995-96): Shared Services Analysis for Loring Air Force Base, Aroostook County, and six area municipalities.

Nueces County, Texas (1999): Jail Rate and Intergovernmental Cost Recovery Study.

Oak Park, Illinois (1997): Management and Operations Study of the Code Enforcement and Health Functions.

Ohio Department of Administration (1989): Analysis of Data Processing Cost Accounting and Billing Practices in State Agencies.

Okaloosa County, Florida (1988): Management Review of Water and Sewer Utilities and Development of Strategic Plan.

Oro Valley, Arizona (2008): Public Works Study included Administration, Development Review, Engineering, and Transit divisions.

Overland Park, Kansas (1994-95): Evaluation of Streetlight Maintenance to develop an optimized street lighting maintenance system (in-house vs. contract) and procedures for its implementation.

Palm Beach County, Florida (1983): Management and Operations Review of several Departments, including: Personnel; Budget; Purchasing; Building Services; Engineering and Public Works; Property; Airports; Human Resources; Parks and Recreation; Planning, Zoning and Building; Public Services; Surface Transportation; and Water Utilities.

Palm Beach County, Florida (1984): Motor Pool Resource Management study to develop and implement a total resource management system in order to increase productivity; decrease costs; increase the range of services; improve the effectiveness of management and staffing; make other systems and organizational improvements in the Motor Pool; and determine how best to affect similar improvements in other operating departments via training of the internal audit staff.

Palm Beach County, Florida (1984): **County Procurement Study** to improve responsiveness; standardization; paperwork; department versus commodity organization; cost of service; staffing/management; policies; procedures; computerization; and user interface.

Palm Beach County, Florida (1985): Diagnostic Assessment of the Community Services Department using our proprietary Organizational Climate Survey.

Palm Beach County, Florida (1986): Interpersonal Dynamics and Teambuilding Project for Fire-Rescue Department assessed the key managers of the Department, developed a teambuilding agenda, conducted a retreat with key managers, and debriefed with each manager. Recommendations for further action included address unresolved issues, implement goals established at retreat, continue teambuilding sessions, and provide career ladders, training and employee involvement process.

Peninsula Airport Commission, Virginia (1993): Public Safety Department Organization Analysis to consolidate functions and downsize the Fire Department at Newport News/Williamsburg International Airport.

Pensacola, Florida (1983-1984): Development of an Employee Participation Process to develop a quality circle approach for employee participation in productivity improvement for the Police, Sanitation, and Inspections Departments; develop and implement seminar and in-depth training programs; and provide follow-up technical assistance.

Petersburg, Virginia (1983): Fiscal Condition and Financial Trends Analysis.

Phoenix, Arizona (2007): Management Organization and Teambuilding study for the Development Services Department.

Phoenix, Arizona (2007): Review of the role and organizational placement of the Business Customer Service Office.

Pinellas Suncoast Transit Authority (2009): Procurement Process Review.

Portage County, Wisconsin (1991): Management Study of the Sheriff's Department.

Port Arthur, Texas (2011-2012): Citywide Management and Performance Review.

Ramsey and Anoka Counties, Minnesota (1982): Presentation of an Office Automation Workshop.

Reno, Nevada (2001): Organizational Culture Assessment of the Public Works Department.

Richmond, Virginia (1989): Definition of Information System Requirements for the Fire Department.

Rockland County, New York (1989): Revenue Processing Study for Public Health and Environmental Health Services.

Santa Barbara County, California (1995): Organizational Analysis of the Department of Public Works.

Saint Louis Park, Minnesota (1988): Operations Analysis of the Planning, Housing, and Community Development functions; review of Human Resource Management practices and personnel utilization; review of the Records Management system; review of efficient use of time and physical space; and teambuilding and strategic planning session to facilitate implementation.

Saint Paul, Minnesota, Regional Water Services (1998-2001): Management and Operations Study of the Water Utility in three phases that assessed the overall performance and competitiveness of the utility, the management and operations of each division and section, and the adequacy of support by City administrative and financial departments.

Scottsdale, Arizona (1994-95): Cost of Service Study for Planning, Transportation, and Municipal Services Departments.

Scottsdale, Arizona (1996): Review of Internal Service Fund Operations.

Smyrna, Georgia (1988): Functional Design of Public Works Inventory Control System and Warehouse Layout.

Southfield, Michigan (2006): Police Management and Operations study.

Sparks, Nevada (1989-1990): Productivity/Compensation Study to improve the performance of the Departments of Public Works, Police, Municipal Court, Administrative Services, Fire, and Leisure Services and to survey other comparable entities to determine equitable salaries and benefits for all City personnel by employee group.

Spartanburg, South Carolina (1990): Analysis of Double Taxation and Tax Equity for Urban Services Provided by the County in Municipalities.

Spartanburg, South Carolina, Water & Sewer Districts (1987): Consolidation and Organization study and Teambuilding.

Spokane, Washington, Water Department (2000): Competitive and Operations Review for the water utility with over 66,000 accounts.

Spokane, Washington, Fire District 8 (2015): Governance Enhancement program; Organizational Analysis; Community Forums; Strategic Plan; and Performance Measures.

Specialty Food Association (2015): Performance Evaluation System for the President/CEO.

Stoughton, Wisconsin (1992): Management Review of Electric, Water, Sewer, and Public Works.

Sugar Land, Texas (2009): Management and Organizational Review of the Utilities Department.

Sun Prairie, Wisconsin (1990): Operations Review of Public Works and Parks Maintenance.

Teton County, Idaho (2013): Feasibility Study for EMS, Fire, Hospital, Sheriff Collaboration.

Two Rivers, Wisconsin (1990): Library Management Study.

Tulsa, Oklahoma (1986): Citywide Management and Organization study included a review of the entire management structure of the City; a more in-depth analysis of possible productivity improvements in the Departments of Fleet Maintenance, EDP, and Office Services; development of a long range productivity improvement plan for the City; and initial training in productivity improvement for members of the City's Productivity Improvement Committee.

Tuskegee, Alabama (1984): Cost of Service Study for Electric, Water, and Service Utilities.

University Park, Texas, (1994-1995): Management Study of Public Works Department to analyze service levels; current work program; departmental policies and procedures: training programs; functional divisions of labor and administration; internal communications; staffing levels in comparison with other cities, taking into account different service levels, age and condition of infrastructure, and other pertinent factors: and outsourcing opportunities, as well as to delineate organizational enhancements resulting from consolidation of Public Works operations in a new Service Center.

Virginia, Minnesota, Department of Public Utilities (1993): Efficiency Analysis study of this municipal electric, gas, steam heat, and water utility.

Volusia County, Florida (1997): Subcontractor to Barry Strock Consulting Associates (BSCA) on an IS Needs Assessment, Strategic Plan, and review of the performance of the IS department.

Waleska, Georgia (1988): Comprehensive analysis of operations and administration.

Walworth County, Wisconsin (1992): Management Study of the Highway Department.

Warren County, Kentucky, Water District (1998): Feasibility Assessment for Alternative Service Delivery that included Warren County and three other water districts in surrounding counties.

Waterbury, Connecticut (2006): Public Works Department Management and Operations Study.

Waukesha, Wisconsin (1985): Citywide Management Study.

Waukesha County, Wisconsin (1989): Development of a Methodology and Lotus 1-2-3 Model for Replacement of Vehicles and Equipment.

Waycross, Georgia (1983): Management Review of Water and Sewer Utilities.

Webb County, Texas (2002 and 2005): Jail Rate study and update.

West Des Moines, Iowa (1991): Management Audit, Policies and Procedures, and Strategic Planning and Teambuilding for the Public Works Department.

Wheat Ridge, Colorado (2008): Management and Organization study of the Community Development Department (planning and inspections functions).

Winona County, Minnesota (1992): Countywide Management study (excluded the Sheriff).

IV. HUMAN RESOURCE MANAGEMENT

The Mercer Group reviews the effectiveness of the Human Resources function (see III. Management and Organizational Improvement), conducts classification and compensation studies, develops Personnel Manuals, designs performance management systems, and assists local governments in the recruitment of executives and department managers.

Benefits, Classification & Compensation, Performance Management Systems

The Mercer Group has conducted over 75 analyses of employee benefit programs, classification and compensation systems, and performance management systems, including:

Atlanta, Georgia (1989-1990): Pay-For-Performance System

Auburn, Maine (1988): Classification and Compensation

Austin, Texas: Classification & Compensation, Retirement Systems, and Employee Benefits study

Berkeley, Missouri (1991): Classification and Compensation

Berlin, Connecticut: Classification and Compensation

Beverly Hills, California: Classification and Compensation

Brooksville, Florida: Classification and Compensation

Calcasieu Parish, Louisiana, Public Library System: Classification and Compensation

Choctawhatchee Electric Cooperation, Defuniak Spring, Florida: Classification and Compensation

Colonial Heights, Virginia: Classification and Compensation, Performance Management System

Columbus Water Works, Columbus, Georgia (1989): Classification and Compensation study.

Conyers, Georgia: Classification and Classification

Corpus Christi, Texas: Classification and Compensation

Covington, Kentucky, Housing Authority: Classification and Compensation

Dallas Counties/Park Cities Municipal Utilities District: Classification and Compensation

Decatur, Illinois (1988): Classification and Compensation

Decatur, Illinois, Housing Authority (1991-1992): Classification and Compensation study

Dekalb County, Georgia, Community College: Classification and Compensation

Del Rio, Texas: Classification and Compensation for this community of 31,000-population

Duncan, Oklahoma: Classification and Compensation study

East Point, Georgia (1998): Classification and compensation study; Personnel Manual; Performance Management System; and City Manager recruitment

Gainesville, Florida: Classification and Compensation

Garden City, Georgia: Classification and Compensation

Glastonbury, Connecticut (2002): Classification and Compensation

Hamilton, Ohio: Classification and Compensation study for this 61,000-population community

Henderson, Nevada: Classification and Compensation

Hernando County, Florida: Classification and Compensation

Hillsborough County, Florida: Comprehensive Classification and Compensation analysis for the City/County Planning Commission

Jackson, Wyoming (1991): Wage & Compensation study: Personnel Policies & Procedures update: Performance Appraisal System: and Police Department Teambuilding

Jefferson County, Alabama, Personnel Board (1988-1989): Classification and Compensation

Kirkville, Missouri: Classification & Compensation study

Kitty Hawk, North Carolina (2002): Classification and Compensation

Martin County, Florida, Sheriff's Office: Classification and Compensation

Miamisburg and Miami Township, Ohio (1991): Classification and Compensation

Minturn, Colorado (2007): Classification and Compensation

Monmouth, Oregon: Classification and Compensation

Monroe, Georgia: Classification and Compensation

Morristown, Tennessee (1990-91): Classification and Compensation

Oachita Parish, Louisiana, Library: Classification and Compensation

Okaloosa County, Florida: Classification and Compensation

Peachtree City, Georgia (2001): Classification and Compensation

Peachtree, City, Georgia, Development Authority (2001): Classification and Compensation

Petersburg, Virginia: Classification and Compensation

Pitt County, North Carolina: Classification and Compensation

Port Angeles, Washington (1999): Classification and Compensation

Rochester Hills, Michigan: Classification and Compensation

Rockdale, Georgia: Classification and Compensation

Sparks, Nevada (1990): Compensation and Benefits study

Springfield, Illinois: Compensation and Classification study

Southeastern Public Service Authority, Virginia (1991-1992): Compensation and Classification study, new job descriptions, updated Personnel rules and regulations, and performance-based employee evaluation process

Travis County, Texas: Compensation and Classification study

West Carrollton, Ohio: Compensation and Classification study

Executive Recruitment

The Mercer Group has conducted over 1,500 executive searches for local governments, including searches for city and county managers, police chiefs, fire chiefs, utility directors, engineering directors, public works directors, finance directors, library directors, and other department and agency heads. Each year, we conduct about 80 searches. Examples of recent searches are:

City/County Manager

Athens-Clarke County Unified Government
Centennial, Colorado (a new city)
El Paso, Texas
Glenview, Illinois
Hamilton County, Ohio
Sandy Springs, Georgia (a new city)
South Miami, Florida
Takoma Park, Maryland

Finance and Administration

Boulder, Colorado: City Attorney
Glendale, Arizona: Human Resources Director
Los Angeles, California: Chief Legislative Analyst
Loudoun County, Virginia: Director of Management and Financial Services
Tucson, Arizona: General Services Director and Information Systems Director

Public Safety

Boulder, Colorado: Communications Center Manager
Champaign, Illinois: Fire Chief
Douglas County, Nebraska: Corrections Director
Newport News, Virginia: Police Chief
Tracy, California: Police Chief

Other Services

Cincinnati, Ohio: Health Commissioner
Daytona Beach, Florida: Development Services Director
Orlando, Florida: Centroplex Director
Pleasanton, California: Library Director
Topeka, Kansas: Housing Authority Director

Public Works and Utilities

Escambia County, Florida: Executive Director of the Utility Authority
Ft. Lauderdale, Florida: Public Works Director and Construction Manager
Kansas City, Missouri: Deputy Director of Water Services
Marietta, Georgia: Public Works Director
North Port, Florida: Utilities Director
Pleasanton, California: Public Works Director
Sioux City, Iowa: City Engineer

V. PRESENTATIONS AND TESTIMONIES

Mercer professionals deliver presentations at conferences, conventions, seminars, and colleges and universities, and give testimony before local, state, and Federal committees, agencies, and courts. Clients and projects include:

Alabama Government Finance Officers Association (1987): Services Costing and User Fee Training Course.

Contract Services Association of America (1998, 2002): Presentation to private industry contractors and suppliers on marketing to state and local governments.

Forest Park, Georgia (1984): Preparation of a fiscal analysis and expert testimony in a city-county water service dispute.

Florida Municipal League (2014): Career Progression Strategies.

State of Georgia (1988): Expert testimony to the Appropriations Committee of the General Assembly on Financing for the Georgia Productivity Center and Advanced Technology Development Center.

State of Georgia, Department of Transportation (1982): Preparation of fiscal analyses and expert testimony on construction costs for a road construction project.

University of Georgia, Athens, Georgia (2000): Presentation to a Political Science class on Managing in the Public Sector.

Hobart and William Smith Colleges, Geneva, New York (1997): Presentations to Sociology classes on Managing in the Public Sector and the Dysfunctional Organization.

Illinois Municipal League (1997): Presentation on the results of the Mercer Group Privatization Survey.

International City Management Association (2002 and other): Presentations on the executive recruitment process, the Mercer Privatization Survey, Managing in the Public Sector, and other topics.

Lorman Seminars (2009): Tele-presentation on Public Works Management with a focus on cost of service analyses and contracting, shared services, and privatization.

Kentucky Municipal League (1982): Keynote speaker and workshop on productivity improvement.

Michigan Association of Governmental Accountants (1991): Privatization training workshop.
Michigan Municipal League (1982): Closing address at the annual conference.

New Jersey Municipal Association (1985): Productivity Improvement in Local Government.

University of Northern Iowa (1996): Presentation to a Governmental Budgeting class on Managing in the Public sector.

Norwich University, Northfield, Vermont (2002): Presentation to the Political Science Club on Local Government Politics and Management.

State of North Carolina (1973): Gave expert testimony before local government committees of the General Assembly and spearheaded local civic center authority legislation.

North Carolina League of Municipalities (1970-1974): Training of fire service officers, expert testimony, and chairing of various workshops.

Pennsylvania State Association of County Commissioners (1991): Keynote address and two workshops on cutback management.

Sparks, Nevada (1991): Expert witness on behalf of the City in negotiations with the Fire Service Union.

Texas Municipal League (1987-1991): Workshops on cutback management, privatization and how to evaluate a city manager.

Town of Windsor

**Department of Public Works -
Organizational Effectiveness and
Efficiency Study**

November 3, 2016



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Attachment A – Project Team Resumes

Attachment B – Project Schedule



November 3, 2016

Mr. James Bourke
Finance Director
Town of Windsor
275 Broad Street
Windsor, CT 06095

Dear Mr. Bourke:

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 Effectiveness and Efficiency Study of the Public Works Department for the Town of Windsor. This proposal is based on a review of the Town's RFP and our experience completing similar work for other jurisdictions across the country.

Our project team for Windsor is composed of skilled professionals, seasoned in local government with direct experience in all facets of local government operations, including in-depth experience with municipal public works operations. Our team has had significant success working with many local governments to review operations and contracting with the goal of improving organizational performance and efficiency. We are confident our customized approach will provide the Town 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 Windsor in this engagement. The firm accepts all terms, conditions, and requirements as set forth in the RFP. We understand the agreement shall be negotiated.

Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

Information 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.

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.

As President, Julia is authorized to bind the firm. Her contact information is included on the cover page. The firm's FEIN is 26-3977506.

Philosophy Statement

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 really 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 the Town of Windsor. 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 and contracting 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 Town.

Summary of Relevant Experience and Ability

Personnel Listing

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.

President Julia Novak – Julia has worked in and around local governments for over twenty-five years – 16 years in direct service to local governments and 13 years as a full-time consultant. She founded The Novak Consulting Group in 2009. As a professional consultant, she has led engagements in communities of all sizes covering the full spectrum of local government services. She has facilitated more than 100 retreats and strategic planning sessions with elected officials and is an established thought leader in the area of governance and management.

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, including Overland Park, Kansas where she served as Assistant City Manager and in Arlington County, Virginia where she served as Director of Engineering and Capital Projects. 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.

Public Works and Facilities Specialist Ron Norris, PE – Ron is a public works professional with more than 40 years of experience in leadership positions in state and local government. Most recently, Ron served as director of public works for Olathe, Kansas. Ron supervised more than 300 employees and directed the consolidation of three disparate departments into one integrated, cohesive unit. He oversaw water and sewer utilities, engineering, traffic, construction management, solid waste, and city planning. He initiated an asset management program that led to a more sustainable and comprehensive approach to utility funding and infrastructure management. He is a past president of APWA and remains an active member.

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.

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 as Attachment A.

Conflict of Interest

The Novak Consulting Group has no conflict of interest to disclose. The firm will abide by the provisions set forth in the Town's Code of Ethics.

References

The following is a summary of relevant, recent experience of our project team. Included with this proposal is a complete listing of all of the firm's clients. We encourage the Town to contact any of our current or past clients to learn more about our commitment to quality, timely work.

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, as well as a detailed review of the Public Works Department.

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

Warrenville, Illinois engaged The Novak Consulting Group to conduct a service level and staffing study of its Public Works Department. The primary purpose of this study was to review operations and develop recommendations that would improve operational efficiency and effectiveness and prepare the City for the eventual retirement of key staff. The recommendations in the report outlined an approach designed to convert the considerable institutional experience and knowledge that existed within the department 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

Munster, Indiana recently engaged The Novak Consulting Group to conduct an organizational review of all Town departments, including the Public Works Department. 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

Boulder, Colorado has engaged The Novak Consulting Group for a variety of departmental assessments over the last five years. Most recently, the firm was hired to conduct a detailed contract service analysis. This involved identifying specific service levels for facility and maintenance functions and comparing the costs of continuing with existing contracts versus bringing them in-house.

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

Dublin, Ohio has retained The Novak Consulting Group for several projects since 2009. In 2013, The Novak Consulting Group conducted a review of the organization's structure and a specific analysis of operating departments like public works. This work resulted in a City-wide reorganization to improve efficiency and effectiveness of operations.

Michelle Crandall, Assistant City Manager
(614) 410-4400 mgrigsby@dublin.oh.us

Delaware, Ohio engaged The Novak Consulting Group to conduct an assessment of the City's organizational structure, with a strong emphasis on the public works and engineering functions.

Tom Homan, City Manager
(740) 203-1010 Rthoman@delawareohio.net

Shawnee, Kansas engaged The Novak Consulting Group to develop an organizational staffing and strategic plan for the Public Works Department.

Carol Gonzales, City Manager
(913) 742-6953 cgonzales@cityofshawnee.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 services level standards, and an assessment of the City's true 'core services' in both departments.

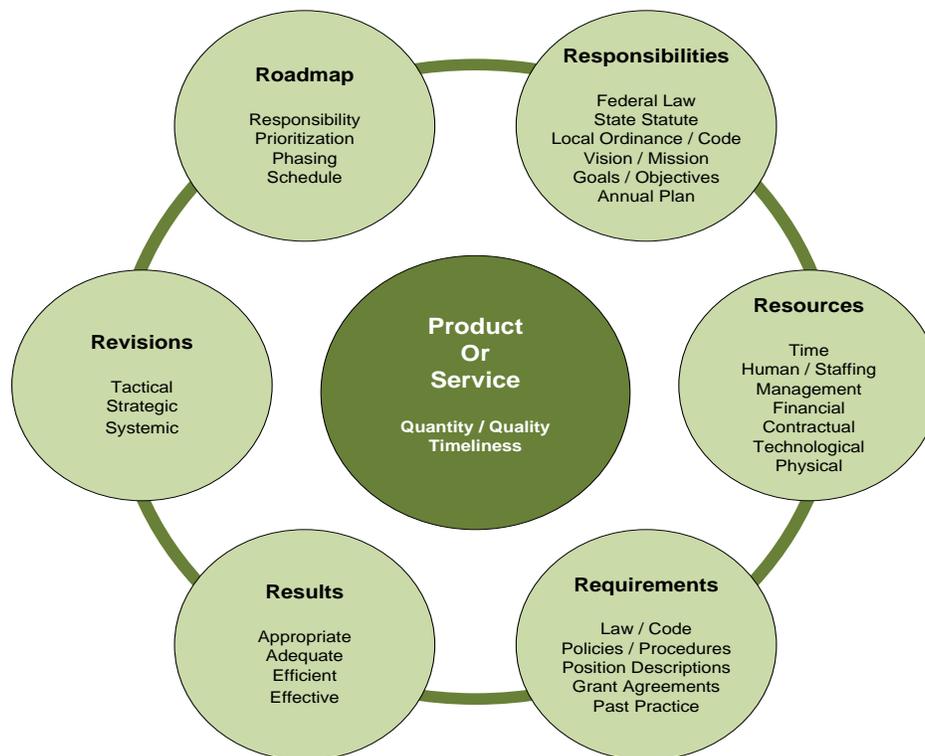
Jaime Schroeder, City Manager's Office
(775) 348-3915 schroederj@reno.gov

Project Approach

Work Plan

The Town of Windsor is seeking a professional consultant to assist with an organizational study of the Department of Public Works. The goal of this engagement is to identify opportunities for improved efficiency and effectiveness of Department operations, staffing, structure, technology, processes and policies.

To meet these objectives, the scope of work for Windsor's analysis is best supported through our "Six R" approach. This approach involves soliciting and collecting information on Department Responsibilities, Resources, Requirements, and Results 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 Public Works services. These may derive from Federal/State mandate, direction from the local elected officials through ordinance or resolution, and/or internal direction derived from annual vision/mission/goals and objectives. We will review all Public Works services to determine source and level of mandate in order to better understand organizational location.
- **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 Public Works management and staff regarding service approach and methodology. 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 Public Works service and process requirements to better understand existing structure 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 Town 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).
- **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 Town that identifies recommended priorities, responsibilities, effort phasing, and an expected schedule to reach milestones.

The following is our detailed work plan for completing the study of the Town's Public Works Department.

Activity 1: Begin Engagement

The Novak Consulting Group will begin this engagement by meeting with the Town's project team to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the Town's interest in this study, the strengths and weaknesses of the current operations and service delivery arrangement, and other issues that may be relevant to our work. We will also conduct a project kick-off meeting with the Public Works management team to review the project objectives, timeline, and expectations.

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

Throughout the project, we will provide the Town 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 Town 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 Fieldwork

To meet the objectives of this engagement, The Novak Consulting Group will conduct an assessment of workload and operations in the Department and develop an inventory of services. We employ several techniques for obtaining this information in order to collect sufficient data to understand operations, staffing, and structure. These data collection techniques include the following activities:

- We schedule and conduct confidential interviews with key supervisory staff. 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.
- To engage more staff in the process, The Novak Consulting Group will plan and facilitate up to four employee focus group sessions. The purpose of the focus groups will be to solicit input from line employees regarding structure, staffing, workload, and operations.
- We will meet with other Town department directors who routinely interact with Public Works to understand their experience and perspective on the Department.
- In addition to formal interviews, we will tour Town facilities and various work sites to 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 and in the field.
- Thorough data collection and document review 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 the department and its operations. As an example, we typically collect the following data to better understand operations and staffing:
 - 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

Activity 3: Analyze Workload Efficiency and Conduct Appropriate Comparisons

The project team will employ our “Six R” approach as introduced previously. The approach guides our efforts through data development, issue identification, operational analysis, and creation of recommendations tailored to provide the optimal Public Works Department.

We will employ a variety of review and analysis techniques to develop recommendations that will ultimately improve the department’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 department, 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

Next, 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.

As part of our analysis, we evaluate the performance of the department as it compares to industry standards of performance. The resulting diagnostic provides a quick and objective overview of both the quantitative and qualitative work activities of the department. The Novak Consulting Group has developed industry best management practices (BMPs) in many areas of local government service. This information was developed from our previous work with professional associations and industry groups, as well as other sources.

In consultation with the Town, we will identify those similar communities to which the Town wants to benchmark. We will research practices in those organizations and will compare and contrast management practices in Public Works with the best practices of other successful organizations.

Activity 4: Prepare Project Report

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 Town to review the summary. Additional follow-up on issues or analysis will be conducted as needed.

The Novak Consulting Group will then prepare a draft report. The report will include an executive summary, our methodology and approach, and a thorough description of all recommendations

for the department. The draft report will be presented to the Town for review for factual accuracy and to discuss content and approach. Based on feedback from the Town, we will prepare and present the final report as directed by the Town.

The final report will include the Roadmap introduced previously to provide additional detail on recommendations and to support implementation efforts by the Town. The roadmap includes the implementation steps necessary for each recommendation, as well as cost estimates where appropriate.

Schedule

A proposed project timeline is included. We expect to review and refine this schedule with the Town during our initial meeting. We estimate the scope of work outlined in this proposal will require approximately 334 hours of professional consulting time.

Services Expected of the Town

At the start of this engagement, The Novak Consulting Group will work with Town to identify specific resources needed for this work. We have found that it is always helpful to have a primary point person with the Town 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. Additionally, several formal and informal meetings (in person and via conference call) can be expected with the Town's project leadership to review project status and initial recommendations.

Cost

The total, not-to-exceed price to complete the scope of work outlined in this proposal is \$59,400, including all professional fees and expenses.

Below is a breakdown of the cost by project activity.

Activity	Hours	Cost
1. Begin Engagement	32	\$6,970
2. Conduct Fieldwork	78	\$14,791
3. Analyze Workload Efficiency and Conduct Appropriate Comparisons	98	\$15,287
4. Prepare Project Report	126	\$22,352
TOTAL	334	\$59,400

It is our practice to invoice clients monthly, based on the percentage of work completed.

Attachment A – Project Team Resumes

Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. From 2003 to 2009, she served as a vice president for a local government consulting firm. Julia has over 25 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with both elected and appointed officials across the country to conduct goal setting, develop strategic plans, and prioritize service delivery. She has conducted training for elected officials as an individual trainer and through the National League of Cities and a consortium of cities in California. Topics included leadership style and evaluating appointed officials.

Julia has also established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James Svava's paper, "City Council, Roles, Performance, and the Form of Government," is included in the ICMA-published book, "The Future of Local Government Administration." Public Management Magazine has published multiple articles which she authored and co-authored, including "Preparing Councils for Their Work," co-authored with Dr. John Nalbandian; "Permission to Manage" which discusses the importance of using data to manage local governments; "Dreams That Make a Difference" on the value of community based strategic planning; "Civility" and most recently "Using Data in Police Management." In 2010, Julia served as a trainer for a USAID Initiative in Baghdad, Iraq to develop the capacity of local advisors and councils in Iraq to engage in strategic planning, project management, policy analysis, and policy advocacy.

Julia has been a speaker at national conferences for the ICMA, National League of Cities, and American Society of Public Administrators. She has been a featured speaker/trainer for many state associations, including Ohio, Vermont, Connecticut, New Hampshire, Pennsylvania, North Carolina, the Metropolitan (D.C.) Association of Local Government Administrators and the Illinois Assistant Municipal Managers Association.

Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers, and maintains that designation. Julia is a Master Facilitator of the popular Myers-Briggs Personality Type Indicator, and is certified to administer several other Level B psychological assessments, Apter Motivational Styles Profile, and the Strength Deployment Inventory. She also is trained in popular Level-A assessments, including the Thomas-Killman Conflict Modes Inventory and the Human Element-B.

Education

*Master of Public Administration,
University of Kansas*

*Bachelor of Arts, George Mason
University*

Professional Certifications

*Certified Professional Manager,
International City/County
Management Association*

*Master Facilitator, The Myers-
Briggs Personality Type Indicator*

Industry Tenure

29 years

Consulting, 13 years

Local Government, 16 years

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

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

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

Attachment B – Project Schedule

Windsor, CT		start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Public Works Efficiency Study		1/9	1/16	1/23	1/30	2/6	2/13	2/20	2/27	3/5	3/12	3/19	3/26	4/2	4/9	4/16	4/23	4/30
Activity 1 - Begin Engagement																		
1.1	Conduct project kick-off meeting																	
1.2	Meet with Town Manager																	
1.3	Meet with Director of DPW																	
1.4	Meet with PW Management Team																	
1.5	Request and review background information																	
1.6	Finalize project schedule																	
Activity 2 - Conduct Fieldwork																		
2.1	Interview DPW Management team																	
2.2	Interview other City Department Head with frequent interactions to discuss interdepartmental coordination, etc.																	
2.3	Interview crew supervisors and key staff, tour facilities and major projects																	
2.4	Conduct employee focus groups (4)																	
2.5	Summarize and share learning with project team																	
Activity 3 - Analyze Workload Efficiency and Conduct Appropriate Comparisons																		
3.1	Review workload and service standards data																	
3.2	Document current service levels in Service Level Matrix																	
3.3	Identify benchmark communities																	
3.4	Compare relevant information																	
3.5	Assess service delivery mechanisms and identify changes																	
3.6	Identify additional uses of technology																	
3.7	Develop recommended table of organizations																	
3.8	Identify best practices for application																	
3.9	Summarize and share learning with project team																	
Activity 4 - Prepare Project Report																		
4.1	Prepare preliminary observations and recommendations																	
4.2	Review preliminary observations and recommendations with Town																	
4.3	Conduct follow-up analysis as necessary																	
4.4	Prepare draft report																	
4.5	Review draft report with Town																	
4.6	Prepare final report																	
4.7	Present final report to the Town																	
4.8	Prepare implementation plan																	

Town Council
Resignations/Appointments/Reappointments
December 5, 2016

Resignations

- A. Accept the resignation of Meg Harvey from the Conservation Commission
- B. Accept the resignation of Richard Knickerbocker from the Human Relations Commission

Appointments / Reappointments (to be acted upon at tonight's meeting)

- A. One Democratic Member
Constable
Two Year Unexpired Term to expire November 13, 2017 or until a successor is appointed
(Ina Forman – VACANT)

“MOVE to APPOINT Lawrence Jaggon as a Democratic member as Constable for the Town of Windsor for a two year unexpired term to expire November 13, 2017.”

Names submitted for consideration of appointment

- A. One Democratic Member
Youth Commission
Three Year term to expire September 30, 2019 or until a successor is appointed
(LaSonya Collins – resigned – VACANT)

“MOVE to APPOINT Keniel Williams as a Democratic member to the Youth Commission for a three year term to expire September 30, 2019 or until a successor is appointed.”

- B. One Democratic Member
Town Planning & Zoning Commission
Two Year Unexpired term to expire November 11, 2017 or until a successor is appointed
(Jill Levine – moved up from alternate to full membership – VACANT)

“MOVE to APPOINT Meg Harvey as an Independent Alternate member to the Town Planning & Zoning Commission for a two year unexpired term to expire November 11, 2017 or until a successor is appointed.”

- C. One *Democratic* Member
Human Relations Commission
Three Year term to expire May 31, 2019 or until a successor is appointed
(Leonard Swade – reappointment)

“MOVE to REAPPOINT Leonard Swade as a Democratic member to the Human Relations Commission for a three year term to expire May 31, 2019 or until a successor is appointed.”

- D. One *Republican Alternate* Member
Human Relations Commission
Three Year Term to expire May 31, 2018 or until a successor is appointed
(Lisa Boccia – resigned – VACANT)

“MOVE to APPOINT Kimberley Williams as an Unaffiliated Alternate member to the Human Relations Commission for a three year term to expire May 31, 2018 or until a successor is appointed.”

- E. One *Republican* Member
Human Relations Commission
Three Year Term to expire March 31, 2018 or until a successor is appointed
(Yvonne Mitto – resigned – VACANT)

“MOVE to APPOINT Arbaaz Tanveer as an Unaffiliated member to the Human Relations Commission for a three year term to expire March 31, 2018 or until a successor is appointed.”

**TOWN OF WINDSOR
TOWN COUNCIL
PUBLIC HEARING
November 21, 2016
COUNCIL CHAMBERS
UNAPPROVED MINUTES**

1. CALL TO ORDER

Deputy Mayor Terranova called the public hearing to order at 7:20 p.m.

Present were: Councilor Randy McKenney, Councilor Alan Simon, Councilor Jill Jenkins, Deputy Mayor Jody Terranova, Councilor Donald Jepsen, Councilor Jim Govoni, Councilor Kenneth Wilkos, and Councilor Bernard Petkis. Mayor Trinkis was absent.

Deputy Mayor Terranova read aloud the public notice for tonight's meeting that was published in the focal newspaper.

**2. PUBLIC COMMENT ON A BOND ORDINANCE FOR STORMWATER
MANAGEMENT IMPROVEMENTS**

Deputy Mayor Terranova invited the public to comment on a bond ordinance for Stormwater Management Improvements. There were no public comments.

3. ADJOURNMENT

Deputy Mayor Terranova declared the Public Hearing closed at 7:21 p.m.

Respectfully submitted by,

Jonathan Luiz
Assistant Town Manager

**Town Council
Council Chambers
Windsor Town Hall
November 21, 2016
Regular Council Meeting**

UNAPPROVED MINUTES

1) ROLL CALL

Mayor Trinks called the meeting to order at 7:30 p.m.

Present were Mayor Donald Trinks, Councilor Randy McKenney, Councilor Alan Simon, Councilor Jill Jenkins, Deputy Mayor Jody Terranova, Councilor Donald Jepsen, Councilor Kenneth Wilkos, Councilor James Govoni, and Councilor Bernard Petkis.

- 2) PRAYER** – Deputy Mayor Terranova asked for a moment of silence to reflect on that for which we are grateful.
- 3) PLEDGE OF ALLEGIANCE** – Deputy Mayor Terranova led in the Pledge of Allegiance.
- 4) PROCLAMATIONS/AWARDS** – None.
- 5) PUBLIC COMMUNICATIONS AND PETITIONS**

John Dunn of 15 Strawberry Hill asked if there is anyone tonight representing the Metropolitan District Commission (MDC). He questioned who from Windsor approved the MDC's decision to seek a \$650,000 contribution from Windsor to an MDC reserve fund in consideration of Hartford potentially not being able to pay its sewer service charge assessed by the MDC. Mr. Dunn spoke against Windsor contributing to the MDC reserve fund.

Michele Vannelli of 1152 Poquonock Avenue spoke against Windsor contributing to the MDC reserve fund. She spoke in favor of Hartford going bankrupt. She spoke in opposition to Niagara water using MDC water.

Ann Mazur of 47 Mayflower Road spoke out against Windsor making a reserve fund payment to the MDC in consideration of a potential Hartford default on its ad-valorem sewer payment. She asked several questions about MDC and the City of Hartford.

Bradshaw Smith of 23 Ludlow Road said the bonded projects listed in item 12a must be audited and that audited surpluses must be used to pay off the bonds. He spoke of the state-mandated spending cap on municipalities in Fiscal Year 2018.

Jeff Doolittle of 82 Robin Road spoke against the MDC's proposed budget increase. He went on to request an explanation of the MDC's proposed budget.

6) REPORT OF APPOINTED BOARDS AND COMMISSIONS

- a) Public Building Commission (PBC): PBC member Gary Johnson provided highlights of the animal shelter relocation project, public safety complex design study, Clover Street

School roof partial roof replacement design, Clover Street School Heating and Ventilation Project, Transfer Station office and garage building, Town Hall lighting upgrade project, LP Wilson restroom and emergency shower project, Windsor High School door and fire alarm project, and Oliver Ellsworth School HVAC replacement design.

Councilor Simon asked about variances of the projected animal shelter construction costs. Mr. Johnson said the project might be able to come in under the previously stated estimated cost.

Councilor Jenkins asked if the smoke detector replacements are included in the allotted project budget for the high school door and fire alarm replacement project. Mr. Johnson answered yes.

Mayor Trinks asked if Councilors can see the latest designs of the animal shelter. Town Manager Souza answered yes.

Councilor Wilkos asked if the initially proposed animal shelter generator size has been scaled down. Town Manager Souza said he would look into any reduction in power. Mr. Johnson said he believes it has been reduced in size and power generation.

7) TOWN MANAGER'S REPORT

Successful Light Bulb Swap

Eversource reports that the light bulb swap held at the Caring Connection on Saturday, November 12th resulted in 3,195 LED bulbs provided to 639 Windsor households. In addition to refreshments, posters highlighting the excellent service provided at the Caring Connection were on display and staff distributed marketing materials and answered questions about the program. Many residents said they were impressed with the facility and its offerings.

Winter Parking Rules Began November 15

A reminder for residents that from November 15th to April 15th of each year, there is no parking on Windsor streets between the hours of 1:00 AM and 6:00 AM. Also, there is no parking on any street during a snow or ice storm that has been in progress for one hour or more. Residents are asked to not leave their vehicle on the street in such a position that it impedes snowplowing operations or the free flow of traffic. When the snow arrives this year, remember to keep outside exits, walks and stairs free of snow and ice. Don't forget there is a town ordinance that requires all property owners to clear snow from the sidewalk (and fire hydrants if there is one on your property) within 12 hours after a storm.

Social Services Offers New Assistance to Veterans

In late December, the Windsor Social Services office will become a "Vet Center Access Point" to provide counseling for Veterans. This new service is in partnership with The Hartford Veterans Center. The office will be open every Friday from 9:00 AM to 3:00 PM, by appointment only. Appointments are scheduled by the Veterans Center. They will help Veterans and their families and provide counseling on a wide range of topics. There

will only be about five of these “community access point” offices in the state. The counseling is provided by VA trained & licensed professionals. We have already been able to assist a WWII veteran gain access to services as a result of this partnership. For more information call 860-285-1839.

Bridge Builder Award Ceremony

The Bridge Builder Award ceremony, sponsored by the Human Relations Commission, will be held Wednesday, November 30th at 6:00 PM in the town hall council chambers. Twenty-six individuals/businesses have been nominated for awards that include a Chairperson’s Award (selected by the chairperson), a Legacy Award, Youth Service Award, Public Service Award, Arts and Culture Award, Volunteer Award and Cultural Diversity Award. RSVP by calling 860-285-1984. A \$10.00 donation is requested.

Northwest Park Manager Appointed

I am pleased to announce that Ms. Marilyn Smith has accepted the position of Northwest Park Manager and will begin her employment on Monday Dec. 5th. In this position, Ms. Smith will oversee park operations, land management planning and education programs. Furthermore, Marilyn will develop and facilitate a variety of partnerships for the continued success of the park. Marilyn comes to Windsor with experience in environmental education, land management development, nature center and park operations, and financial responsibility. Ms. Smith’s prior experience includes working for the Cincinnati Park Board as an Interpretive Naturalist, the National Audubon Society in Greenwich, Connecticut where she provided oversight of operations at a 522-acre environmental education facility, and the Brooklyn Botanic Garden as Director of Children’s Education. We received 56 applications from 7 states.

Accountant

I am also pleased to announce that Ms. Jennifer Mighty has accepted the position of Accountant with the town’s Finance Department. Jennifer has a range of finance and accounting experience in the private sector over a period of 13 years. She held a variety of positions at UTC – Hamilton Sundstrand including the positions of Financial Planning and Analysis Specialist and Accounting Specialist. Prior to that, she was a Senior Accounting Analyst at Cigna for several years. She has a degree in Accounting from Eastern Connecticut State University as well as an MS in Accounting from the University of Hartford-Barney School of Business. Jennifer will be joining our Finance team the week of December 5th. Her responsibilities will include, but not be limited to, general accounting duties, general ledger reconciliations and reporting, assisting with budget preparation, preparing financial statements and schedules for the Comprehensive Annual Financial Report (CAFR). We received 40 applications from 4 states.

Councilor Simon asked how the Town accounts for a Northwest Park Manager that lives at the house on the Northwest Park. Town Manager Souza said the new Northwest Park Manager hire will not live on-site and that a different staff member may rent the house at market rates.

8) COMMUNICATIONS FROM COUNCIL MEMBERS

Councilor McKenney provided details of a recent program he attended called "Love Your Muslim Neighbor – A Sacred Conversation" that First Church put on over the course of three weeks. He said that he thinks the program was well worth the effort.

Councilor Petkis wished all residents a Happy Thanksgiving. He reminded residents to lock their car doors and homes and to not leave items in their cars.

Councilor Simon spoke of instances of bigotry he has heard about occurring after the presidential election. He said that such behavior would not be tolerated in Windsor. He encouraged prominent members of the Windsor to speak out against any such bigotry that might occur in Windsor in the future.

Councilor Govoni expressed his support for volunteer firefighters in Windsor. He reminded people to change their smoke alarms.

Councilor Jenkins echoed Councilor Simon's comments. She said that threatening comments aimed at children will not be tolerated in Windsor. Councilor Jenkins said the vast majority of people in Windsor are wonderful people. She encouraged people to speak out when they see something that is wrong.

Councilor Wilkos extended his congratulations to Windsor volunteer firefighters. He thanked the public for speaking about the MDC. Councilor Wilkos said Town Manager Souza has kept the Town Council very well informed of the MDC's budget situation. He wished everyone a Happy Thanksgiving.

Deputy Mayor Terranova encouraged interested people to reach out to the Windsor Chamber and encourage contributing to Project Santa.

Councilor Jepsen wished everyone a Happy Thanksgiving and encouraged them to hug a firefighter.

Mayor Trinks expressed his appreciation for volunteer firefighters, police officers and EMTs.

9) REPORTS OF STANDING COMMITTEES

Town Improvements Committee – None

Health & Safety Committee – None

Joint Town Council/Board of Education Committee – None

Personnel Committee – Deputy Mayor Terranova said the Personnel Committee met last week to discuss potential nominations.

Special Projects Committee – None

Finance Committee – Deputy Mayor Terranova said the Finance Committee met November 14th to review General Fund financials for the first quarter of FY17, as well as financials for the Caring Connection and Discovery Center through the first quarter of FY17. Deputy Mayor Terranova summarized the financial performance of the two enterprises through the first quarter. She said Finance also reviewed debt projections based on future CIP spending as well as proposals received from consultants concerning the review of the Public Works Department.

Councilor Simon asked Deputy Mayor Terranova what her thoughts are on whether or not it is too late to have a conversation about the orderly dissolution of the Caring Connection during the budget. Deputy Mayor Terranova said she thinks the discussion should take place once the Caring Connection's second quarter results are available for review and as the Council starts to look at its budget assumptions for next fiscal year – around February.

10) ORDINANCES – None

11) UNFINISHED BUSINESS

- a) Approve a bond ordinance entitled, "AN ORDINANCE APPROPRIATING \$305,000 FOR COSTS IN CONNECTION WITH STORMWATER MANAGEMENT IMPROVEMENTS; AND AUTHORIZING THE ISSUE OF \$305,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION."

Councilor Jepsen MOVED and Deputy Mayor Terranova seconded that the reading into the minutes of the text of the ordinance entitled "AN ORDINANCE APPROPRIATING \$305,000 FOR COSTS IN CONNECTION WITH STORMWATER MANAGEMENT IMPROVEMENTS; AND AUTHORIZING THE ISSUE OF \$305,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION" is hereby waived, the full text of the ordinance having been distributed to each member of the council and copies made available to those persons attending this meeting; and the full text of the ordinance be recorded with the minutes of this meeting."

Motion Passed 9-0-0

Councilor Jepsen MOVED and Deputy Mayor Terranova seconded to approve a bond ordinance entitled, "AN ORDINANCE APPROPRIATING \$305,000 FOR COSTS IN CONNECTION WITH STORMWATER MANAGEMENT IMPROVEMENTS; AND AUTHORIZING THE ISSUE OF \$305,000 BONDS AND NOTES TO FINANCE THE APPROPRIATION."

Town Manager Souza provided the projected borrowing terms.

Motion Passed 9-0-0

12) NEW BUSINESS

- a) Close out capital projects

Councilor Jepsen MOVED and Deputy Mayor Terranova seconded that the projects listed on "Attachment A" either be fully or partially closed out, and that the amount indicated for each account be transferred to the Capital Projects Fund Assigned Fund Balance.

Town Manager Souza provided a description of the request to close out the various projects. He said that the total amount requested for transfer is \$177,974.

Motion Passed 9-0-0

- b) Accept an easement at 240 Prospect Hill Road

Item tabled.

- c) Authorize Town Manager to sign Prospect Hill Road Phase II right-of-way project authorization letter with Connecticut DOT

Item tabled.

- d) Discussion and direction regarding MDC 2017 Proposed Budget

Town Manager Souza provided background information about the water and sewer side of the MDC's budget. He also discussed the proposed ad-valorem budget increase that would impact the Town of Windsor. Town Manager Souza also provided details of the MDC's proposed creation of a reserve contingency fund that would be utilized in the event of a future ad-valorem sewer payment default by the City of Hartford and how Windsor might fund its contribution towards the reserve account.

MDC's Chief Financial Officer (CFO) John Zinzerella, Legal Counsel Bart Halloran, and MDC Commissioner Tim Curtis answered questions from the Town Council.

Councilor Jenkins asked what happens if Windsor says no to the creation of the reserve account. Attorney Halloran explained the financial implications of the MDC failing to realize its plan of converting \$113 million of bond anticipation notes (bands) into bonds by December 1st.

Mayor Trinks asked for more information about bands. CFO Zinzerella said bands are bond anticipation notes that are a short-term debt. He went on to explain that Hartford contributes about 16% of all annual ad-valorem revenues paid to the MDC by member towns. CFO Zinzerella discussed the rating agency's downgrade of Hartford's credit. He said bond holders want to know how the MDC will be able to fund its sewer operations.

Councilor Simon asked for further clarification about the use of the band funds. CFO Zinzerella provided clarification.

Councilor Simon asked if the MDC's proposal to create a reserve account is a far less costly alternative than the cost resulting from the MDC not being able to accomplish its long-standing plan to roll over \$113 million of short-term notes into long-term bonds. Representatives of the MDC answered yes.

Councilor Simon asked for confirmation as to whether the Town of Windsor is not being asked to disperse money into a reserve account, but instead to essentially guarantee that the money is available if needed. Town Manager Souza answered yes, and clarified that if the MDC needed to access reserves then the MDC would access those reserves in consideration of its FY2017 operating budget.

Councilor Jenkins asked what plans are in place to bring down future costs since there is a high possibility that Hartford will go bankrupt.

Attorney Halloran said there is no ability in the middle of the fiscal year to do a supplemental budget because a community does not pay its ad-valorem share. He said the MDC cannot borrow for operating expenses. Attorney Halloran said if the proposal for a reserve account is not established, then the MDC will not be able to convert the bonds to bonds. Attorney Halloran said the MDC would first try to collect against Hartford should it not pay, and after that, the MDC would access the reserve fund.

Mayor Trinks said failure of MDC member communities to put money in a reserve account now will result in higher bond rates which member communities will pay for in the future.

CFO Zinzerella provided details of how the bonded monies would be used.

Mayor Trinks asked what can be done to prevent this problem going forward into future fiscal years. Attorney Halloran said there is an option to go to a sewer user charge. Mayor Trinks said something has to change because Hartford's financial hole is irreparable.

Mayor Trinks asked if Windsor's contribution to the reserve account set-up in consideration of a possible Hartford default on its ad-valorem contribution would be a loan, or lien able or interest-bearing. Attorney Halloran spoke of the possibility that the MDC could be a general creditor if Hartford goes bankrupt.

Councilor Simon said some people have verbalized the MDC's establishment of a reserve account as a favor or bailout to Hartford, which is not accurate because Windsor could be hurt financially if the proposed reserve account is not created. He said the creation of the reserve account is in Windsor's interest because it minimizes the possible financial harm to the people of this Town.

Councilor Jepsen said Windsor will be on the hook this year, but that legislative fixes need to be pursued. He suggested doing away with the MDC Board and having representatives directly elected and proportioned on the basis of the ad-valorem charges. Councilor Jepsen suggested charging Hartford 18% interest for failure to make its ad-valorem payment on time. He also suggested that the MDC bill residents directly for sewer costs and by utilizing a storm water authority. Councilor Jepsen spoke of the need to bring accountability to the MDC.

Mayor Trinks left the meeting at 8:55 p.m.

Councilor Wilkos asked what the MDC's General Fund Unassigned Fund Balance is. CFO Zinzerella answered \$14.5 million. Councilor Wilkos asked where the Unassigned Fund

Balance comes from. CFO Zinzerella said it comes from the sewer operation. Councilor Wilkos spoke of the need for the MDC to lower its annual operating costs as a way to fund its borrowing needs.

Councilor Govoni asked the Town Manager if the Town can earn interest on the money in the reserve amount at the same rate interest is being earned now. Town Manager Souza answered yes, and said that the payment to Hartford from the reserve funds would not be made by Windsor unless Hartford defaulted. Councilor Govoni asked if any lost interest would be paid back by Hartford. Town Manager Souza answered no. Councilor Govoni said the problem that Windsor is facing will tie us up from a business perspective.

Councilor Jenkins suggested that a task force be assigned from each town to deal with the issue. She said she is still not hearing how Windsor would get its money back if payment to the reserve fund is utilized by Hartford.

Councilor Simon said the MDC should rescind the discount it offered to Niagara to establish a bottling water plant in Bloomfield and never offer another discount again.

Councilor Simon spoke in favor of the Windsor Town Council being a part of a discussion concerning re-organizing the MDC.

Deputy Mayor Terranova asked if Windsor would get paid back if Hartford does not pay and if the MDC issues a tax warrant against Hartford and gets money from Hartford via the warrant. Attorney Halloran said the plan would be for the MDC to pay back Windsor.

Deputy Mayor Terranova asked why member towns would be billed without the taxpayers consent. Attorney Halloran explained how the MDC Charter lays out payment for water and sewer use. He said that the MDC's budget is voted on by representatives from the member towns following public hearings.

Councilor Govoni asked if the Department of Public Utilities Commission regulates the MDC. Attorney Halloran answered no.

Councilor McKenney said people should stop accusing Hartford of mismanagement because 53% of the Grand List is non-taxable.

Councilor Jepsen asked if the MDC's utilization of the reserve funds in consideration of a Hartford default could be shown on our books in such a fashion so that our credit rating is not hurt. Town Manager Souza said there potentially could be an opportunity to reflect the money paid into the reserve fund as future potential revenue to Windsor. Town Manager Souza said the establishment of a reserve fund would impact Windsor in Fiscal Year 2018.

Councilor Jenkins asked if high volume users have been asked to help out with the financial situation. Attorney Halloran said Niagara Bottling has not begun operating yet. He said that if the MDC repeals the high volume discount to Niagara, then it could put the MDC member towns at an economic disadvantage against non-member towns.

Mayor Trinks asked what the advantage is to have a high volume user. Attorney Halloran explained that high volume users can reduce cost increases that are spread across many users.

MDC Commissioner Curtis said that no Commissioners want to go back to their community and ask to establish a reserve account.

Councilor Simon asked if the Governor's appointee Helene Shay is still an MDC Commissioner. Commissioner Curtis answered no.

e) Authorization to submit open space grant application

Councilor Jepsen MOVED and Councilor Wilkos seconded to authorize the Town Manager to submit an open space grant application to the State of Connecticut Department of Energy and Environmental Protection for the purchase of 147 Pigeon Hill Road.

Councilor Jepsen spoke of the benefit of preserving the property at 147 Pigeon Hill Road. Councilors Petkis and Wilkos echoed Councilor Jepsen's sentiments.

Councilor Simon said he is skeptical of the project, but the Town should apply for the grant.

Councilor Govoni spoke in favor of applying for the grant and seeking direction from the taxpayers in the future.

Councilor Jenkins said she is skeptical of the project, but thinks the town should pursue the grant opportunity. She said her support of pursuing the grant does not mean she supports pursuing the project given all of the other financial considerations the Town is facing.

Councilor Jepsen said any land acquisition would ultimately go to a Town Meeting for approval.

Councilor McKenney asked for a timeline of the grant. Town Manager Souza said he expects the grant awards to be announced in the summer or fall of 2017.

Motion Passed 9-0-0

13) RESIGNATIONS AND APPOINTMENTS – None.

14) MINUTES OF PRECEDING MEETINGS

a) Minutes of the November 7, 2016 Regular Town Council meeting

Councilor Jepsen MOVED and Councilor Jenkins seconded to approve the unapproved minutes of the November 7, 2016 Regular Town Council meeting as presented.

Motion Passed 9-0-0

15) PUBLIC COMMUNICATIONS AND PETITIONS

John Avedisian of 11 Parkwood Drive spoke against the MDC's proposal to create a reserve fund in consideration of a possible Hartford default on its ad-valorem payment. He spoke about the possibility of MDC member towns forming a united front to block the MDC's current budget proposal. He also was critical of Windsor's representative to the MDC. Mr. Avedisian also criticized the City of Hartford's management.

16) EXECUTIVE SESSION - None

17) ADJOURNMENT

Councilor Jenkins MOVED and Councilor Wilkos seconded to adjourn the meeting.

Motion Passed 9-0-0 at 9:45 p.m.

Respectfully Submitted,

Jonathan Luiz
Assistant Town Manager