



REGULAR COUNCIL MEETING MONDAY, MARCH 28, 2016
5:30 P.M.

	1	2
1.0 CALL TO ORDER		
2.0 PLEDGE OF ALLEGIANCE <i>Mayor John McCabe</i>		
3.0 ROLL CALL <i>Clerk to Call the Roll</i>		
4.0 APPROVAL OF AGENDA <i>ACTION: Motion to approve the meeting agenda.</i> <i>VOTE REQUIRED</i>		
5.0 APPROVAL OF MINUTES <i>ACTION: Motion to approve minutes of the Regular Council Meeting of March 14, 2016.</i> <i>VOTE REQUIRED</i>		
6.0 PUBLIC INPUT		
7.0 CONSENT AGENDA		
7.1 Receive and File Monthly Reports and Minutes: Liquor Commission Minutes dated February 25, 2016.		5
7.2 Proclamation: "Parkinson's is the pits month" April, 2016.		5
7.3 Resolution No. 19-15/16 – the Mayor's Appointments of Brett A. Crist and Brian Larson to fill unexpired terms of Mark Reeder and Marvin Spiczka to the Electrical Commission for a term until the first Monday in May 2016.		5
<i>ACTION: Motion to approve all items listed on the Consent Agenda by Omnibus Vote.</i>		
8.0 COMMUNICATIONS, PETITIONS, REPORTS		
8.1 QUARTERLY FINANCIAL REPORT	JW	5

8.2 INHOUSE CORPORATION COUNSEL DISCUSSION	JM	5
9.0 NEW BUSINESS		
9.1 Ordinance No. 2741-15/16 – Amend Title 1, Chapter 5, Section 3 D. of the Code of the City of Pekin 1995 Regarding Special Meetings-5-3 Modification of Code Special meetings to comport with State Statutes DESCRIPTION: Modifications to the provisions for City Council Special Meetings to comport with State Statutes. VOTE REQUIRED	BD	5
9.2 Resolution No. 19-15/16 - Illinois Department of Transportation Resolution for Street Maintenance DESCRIPTION: Appropriating Motor Fuel Tax Funds in the amount of \$130,000.00 for costs of general maintenance of operations of the Street Department. VOTE REQUIRED	MG	3
9.3 Efficiency Study DESCRIPTION: Decision by the Council to proceed with a chosen firm. VOTE REQUIRED	SN/JM	5
10.0 ANY OTHER BUSINESS TO COME BEFORE THE COUNCIL		
11.0 EXECUTIVE SESSION 5 ILCS 120/2 (c)		
12.0 ADJOURN NO VOTE REQUIRED		

Column 1 Key:

SN Sarah Newcomb Interim City Manager MG Michael Guerra City Engineer
JM John McCabe Mayor BD Burt Dancey City Attorney

Column 2 Key:

- 1 A Prosperous Community.** To promote and sustain a balanced economy that supports expansion and retention of family-wage jobs.
- 2 A Safe Community.** To protect community life and property by providing effective, principled police and fire services.
- 3 A Strong Foundation.** To improve and maintain existing infrastructure and leverage opportunities for new infrastructure.
- 4 A High Quality of Life.** To support or provide services that improve the quality of life for Pekin's residents.
- 5 An Effective Government.** To deliver effectively the services that Pekin's residents want, need, and are willing to support.

**PROCEEDINGS OF THE REGULAR MEETING
OF THE CITY COUNCIL OF THE CITY OF PEKIN, ILLINOIS,
CITY HALL COUNCIL CHAMBERS
111 SOUTH CAPITOL STREET
PEKIN, ILLINOIS 61554
ON MONDAY, MARCH 14, 2016 AT 5:30 O'CLOCK P.M.
JOHN MCCABE, MAYOR PRESIDING**

PRESENT: COUNCIL MEMBERS, GOLDEN, DUNN, ORRICK, RITCHASON, ABEL, LUFT AND MCCABE

ABSENT: NONE

The **Pledge of Allegiance** was led by Mayor McCabe.

The Mayor announced that it was brought to his attention there were some disturbances at the meetings and asked that everyone be respectful to each other if they agree or not with what others had to say.

Roll was called and all Council Members were physically present. A quorum was declared.

AGENDA

Motion by Council Member Ritchason, seconded by Council Member Abel that the agenda be approved as presented. Council Member Golden pointed out that the agenda did not contain a business item that was legally motioned by himself and seconded by Council Member Luft to discuss revising the ordinance for duties of the Corporation Counsel. He indicated he would not be able to vote to approve the agenda. On roll call vote, Ayes, Orrick, Dunn, Abel, Ritchason, McCabe; Nays, Golden, Luft. Motion Carried.

MINUTES

Motion by Council Member Ritchason, seconded by Council Member Orrick that the **minutes of the Regular City Council Meeting of February 22, 2016 and the Special City Council Meeting of February 18, 2016 be approved as written.** On roll call vote all present voted Aye.

PUBLIC INPUT

Bob Bramham questioned if the attorney had a contract. Mayor McCabe stated that public input was for agenda items only at this point. He voiced his displeasure with the Council on the procedure issue for a call for the question or a vote at the last meeting for sponsoring the disc golf tournament. Mr. Bramham spoke in opposition to Council's consideration of \$10,000.00 from the Hotel/Motel Tax Fund under Unfinished Business.

Michael Lutz spoke in support of the Community Development Block Grant Program as a means of removing lead paint and making homes compliant with building codes. As Re-hab Coordinator of the program since 2008, he informed the Council of 68 lower income households benefited from projects completed with CDBG dollars. Without approval of the 2016 Action Plan Pekin would lose a good source of income to assist residents with necessary home repairs.

Ann Witzig expressed her displeasure that CDBG dollars were allocated for Golden Arms sewer lines, storage sheds for Broadway Apartments. She felt the administrative salary expense was deplorable. Mrs. Witzig requested names for the contractors used for the re-hab projects. She was displeased that the discussion for an in-house attorney was not on the agenda; that the Liquor Commission Minutes for the February 11, 2016 meeting were not on the website; that CDBG dollars were not used for the flooding on the Southside as a disaster; and the Council understanding of what they were voting for at the last meeting in regards to stopping a Council Member from speaking or grant for disc golf tournament.

CONSENT AGENDA

Motion by Council Member Orrick, seconded by Council Member Dunn that the **CONSENT AGENDA be approved as presented.** The following was read and presented by Mayor McCabe for consideration of the Consent Agenda items by Omnibus Vote.

7.1 Receive and File Monthly Reports and Minutes: Draft Liquor Commission Minutes dated February 25, 2016; Police Department February Report; Traffic Safety Committee Minutes dated March 4, 2016; Tazewell County Animal Control February Report.
7.2 Proclamation: “Young Authors Week” Week of March 14, 2016
7.3 Resolution No. 17-15/16 – Zoning Map of the City of Pekin
7.4 Receive and File Notice of Assignment of Agreement iTV3 Franchise Agreement to CountryWide Broadband LLC

Mayor McCabe read noteworthy portions of the Proclamation “Young Authors Week.” On roll call vote all present voted Aye.

COMMUNICATIONS, PETITIONS, REPORTS

PRESENTATIONS

BAKER TILLY FOR EFFICIENCY STUDY FOR THE CITY OF PEKIN

Representatives of Baker Tilly Virchow Krause, LLP, Caitlin Humrickhouse and Russ Hissom were asked by the Council to discuss at a meeting the proposal received by the City Manager before moving forward with a choice of providers of an evaluation of the overall efficiency and effectiveness of City operations in order to identify strengths and improvement opportunities related to organization, staffing, and management of City departments and offices. The company promoted their skills in providing clients an analysis to realize both improvements in service quality and significant savings in operational costs.

The following was presented in powerpoint form:

Scope of Work and Work Plan Schedule

- Work under the direction of a city’s steering committee/project manager
- Phase 1 - Planning Information Gathering - Assess current state from available data provided
- Phase 2 – Analysis - recommendations, costs, risk levels to implement
- Phase 3 – Report Development and presentation

Questions and discussion with Council

- Employees could be surveyed
- 4 months to complete
- Steering Committee would be critical to the results. Request made for a member of the Council to sit on the Steering Committee
- The Council’s visioning, goals, strategic plan would be needed to assess current state’s effectiveness
- Deliverable for the study would be a report that identified improvements that could be implemented
- Gathered information written policies, budget documents, reports, bench marking, survey internal service departments, anything measurable,
- Baker Tilly has procurement/purchasing expert to analysis instances of fraud
- Initial findings in 2 months complete 4 months
- Project could include pension fund accounting process
- Company looks for root cause in sensitive personnel issues

SEWER USER RATES

For discussion of sewer user rates in relation to the Wastewater Treatment Plant, City Engineer Michael Guerra presented in a powerpoint outline for the following

1. Rates
2. Improvements
3. Finances
4. Recommendations
5. Consideration

He began by briefing the Council on the history of the rates that had been implemented and addressed in the City Code as debt service charge, user rate, capital improvement charge, winter averaging rate changes. He brought to Council's attention neighboring communities of Morton, Washington, East Peoria's fees as comparables. He told Council improvements to the WWTP and a LTCP for combinations sewers were required due to settlement with the Illinois Environmental Protection Agency in 2009. He summarized the Plant's improvements, nutrient reduction for the permit, capacity, completed phases and the utilization of low interest EPA loans. Additional Combined Sewer Outfall reduction and phase 3 were explained. Charts indicating the financial status of the debt repayment, operating expenses and revenues and reserves needed were distributed for Council's options on recommendations for increased user fees, revised winter averaging, administrative fees, reduced billing cycles, consideration of North Pekin agreement, and/or penalties.

Several questions, comments and discussions followed:

Council Member Golden

2 vehicle at the plant (ATV). Off site locations vehicle needed N. Pekin plant, State Street lift station, prison facility

Duties of the Utility Billing Supervisor for generating billings, collections, disconnects and the cost of the Chicago processing contract

Review of rates and operations contained in the Sewerage Fund Financial Statements prepared by Jim Warning of comments projecting continued decreases in cash unless fees were increased and/or operating costs were reduced.

No sustainable plan for maintenance

Council Member Abel

Suggested elimination the \$14,800 contract to Chicago company be eliminated

North Pekin pay up on share of improvements per agreement

Council Member Orrick

Questions on number of employees (5) and how personnel if reflected in the budgets for street employees working sewer projects

If consideration was given the sewers under 4th Street before start of proposed street maintenance project

Renters not entitled to winter averaging

Council Member Luft

Questioned if research was done on incentives for senior discount

Council Member Dunn

Felt it would take several of the options to accomplish the shortage projected.

UNFINISHED BUSINESS

Motion by Council Member Dunn, seconded by Council Member Orrick that the amount of \$10,000.00 from the Hotel/Motel Tax Fund for **LEDGESTONE INSURANCE OPEN DISC GOLF TOURNAMENT** be approved. Administrative decision to issue a check from Hotel/Motel Tax Fund in the amount of \$10,000.00 to sponsor the 6th annual tournament in the Greater Peoria Region with 2 courses of the tournament in Pekin including players' check-in location, host of dinner and festival. Mayor McCabe indicated due to procedural matters of a Council vote at the Regular Council meeting of February 22, 2016 roll would be called to confirm the approval of the \$10,000.00 expenditure. On roll call vote, Ayes, Orrick, Luft, Dunn, Abel, Ritchason and McCabe; Abstain, Golden. Motion Carried.

NEW BUSINESS

ORDINANCE NO. 2739-15/16 **AMENDING CHAPTER 10 OF THE CITY OF PEKIN CODE** **REGARDING A NEW ENTERPRISE ZONE**

Motion by Council Member Abel, seconded by Council Member Dunn that Ordinance No. 2739-15/16 be adopted. It was explained to the Council that the Enterprise Zone previously designated in the Code had expired. The amendment provided for the definitions, governance and administration requirements for the Southern Tazewell County Enterprise Zone. Council Member Golden referenced an editorial from the newspaper and indicated he would be voting no. He felt the creation of enterprise zones and the abatement of taxes were another gimmick for businesses to take advantage of the government. On roll call vote Ayes, Orrick, Luft, Dunn, Abel, Ritchason and McCabe; Nay, Golden. Motion Carried.

RESOLUTION NO. 18-15/16

A RESOLUTION DECLARING A NEW ENTERPRISE ZONE

Motion by Council Member Abel, seconded by Council Member Orrick that Resolution No. 18-15/16 be adopted. Pursuant to the requirements of the certified Intergovernmental Agreement for Southern Tazewell County Enterprise Zone, Leigh Ann Brown was appointed the City's Representative for the Administrative Board. The appointment would take effect with the Council's approval. On roll call vote Ayes, Orrick, Dunn, Abel, Ritchason and McCabe; Nay, Golden, Luft. Motion Carried.

Motion by Council Member Golden, seconded by Council Member Dunn that the **2016 ACTION PLAN COMMUNITY DEVELOPMENT BLOCK GRANT** be approved. Pamela Anderson, Community Development Director informed the Council that HUD required an Action Plan every year stating the needs, priorities, and plans for the upcoming fiscal year and performance measurements based from the Five Year Consolidated Plan. She stated public hearings were held regarding the projects and allocations and that no additional comments were received other than those received and recorded at the Council Meeting hearing on February 22, 2016. Questions were answered regarding the closing for the Salvation Army transitional center for building improvements. Council Member Luft stated that we live in a world of entitlements and felt a needed effort of the community to help out in some way. Council Member Golden commented that the administrative salary package being at \$122,000 compared to the \$425,000 to receive seemed to be a self-sustaining effort on the director's part. He questioned if the City had worked with local trades for homeowner improvements. He inquired about an effort to bring Habitat for Humanity into projects for the construction of homes. He felt there far too much dependency on the government. On roll call vote Ayes, Orrick, Luft, Dunn, Abel, Ritchason and McCabe; Nay, Golden. Motion Carried.

ORDINANCE NO. 2740-15/16

**APPROVING THE TRANSFER OF VOLUME CAP
IN CONNECTION WITH PRIVATE ACTIVITY BOND ISSUES
AND RELATED MATTERS**

Motion by Council Member Golden, seconded by Council Member Orrick that Ordinance No. 2740-15/16 be adopted. An ordinance authorizing the transfer of the City of Pekin's Volume Cap in connection with Private Activity Bond Issues and the Assist Program first time homebuyer program. Pamela Anderson advised that the City participated in the homebuyers program administered by Stern Brothers in Aurora, IL for 20 years. Council Member Orrick remarked that in 2015 there were 25 first time homebuyers that utilized the program. He spoke in support of the program's value to the City homebuyers. On roll call vote, all present vote Aye.

Motion by Council Member Orrick seconded by Council Member Abel that the **LAWN MAINTENANCE CONTRACT WITH GOLF GREEN** be approved. Interim City Manager Sarah Newcomb briefed the Council on a lawn maintenance contract. In March 2014 the City requested bids from outside vendors. The bid was awarded to Golf Green by the Council at the March 24, 2014 meeting. It was recommended to accept the current proposal from Golf Green for at least the fast approaching upcoming season for estimated cost of \$120,000. It was felt with additional regulations on spraying and requirements for certifications for application, it would be more feasible for the City to use an outside vendor Acceptance of the proposal from Golf Green for the same pricing levels as the 2014 bid with an opt-out at any time. Advantages and disadvantages of accepting the contract were discussed.

City owned properties mowed in a timely manner

Golf Green ready to start – in-house after school bus season

Financial impact \$124,934.04 vs an unknown of employee salaries/benefits procurement of lawn care equipment. Council requested a copy of the auctioned equipment sold after the yard crew duties of the Bus Department teamster employees were not reassigned in 2014.

Council Member Abel stated he had received numerous complaints on the appearance of City property and requested that the service be brought back in-house. Council Member Golden felt the City needed to seek additional proposals and review the expenses for reestablishing in-house. The Council next discussed including a clause in the agreement for the City to be able to opt-out of the contract at any time. Motion by Council Member Orrick seconded by Council Member Dunn that the **LAWN MAINTENANCE CONTRACT WITH GOLF GREEN** be amended. On roll call vote all present voted Aye.

Mayor McCabe asked that the vote be called on the motion to approve the amended contract. On roll call vote Ayes, Orrick, Dunn, Abel, Ritchason, McCabe; Nays, Golden, Luft. Motion carried.

ANY OTHER BUSINESS TO COME BEFORE THE COUNCIL

Public Comments

Elaine Richey told the Council she worked for the City for 35 years before retiring. In referring to Pekin Complaint Department internet postings she stated employees were entitled to a cost of living raise. She voiced her displeasure that some of the Council Members had not returned her phone messages which she left with her concerns that an employee had misused the City credit card for a personal transaction. Mayor McCabe warned her to be cautious of speaking on personnel issues of individual's names and identity.

Jonni McDaniel told the Council that she worked for the City for 15 years and in her employee handbook it stated bullying would not be tolerated yet she had reported to Human Resources instances by her department head that were not handled. Mayor McCabe told Ms. McDaniel that it was his understanding the matter was dealt with and the person was held accountable.

Ann Witzig voiced her displeasure that the City paid \$270,000 in legal fees; \$14,800 to the Chicago company for wastewater bill processing, and a contracted amount to B & D for collections. She asked that the managers of the departments be held accountable for expenses. It was Mrs. Witzig's opinion that the money for 2 people for administering the CDBG program was too much. She requested Council to hire an in-house attorney and that the present attorney not be given a contract.

John McNeish requested the treatment plant's maintenance schedule. He questioned why the Chicago billing company would print return enveloped with the City's address for the return to sender area. He supported an efficiency study being completed and cost cuts.

Council Member Luft voiced his displeasure with the Interim City Manager. He questioned when the following issues were going to be addressed, gaming machines, budgets, policy meetings, camera and replay system for Council meetings to be understood by the public, more motions for layovers of agenda items until all information was given the Council to make knowledgeable decisions. Council Member Luft made motions and they were seconded by Council Member Golden that there be a quarterly budget meeting of the Council and one policy meeting of the Council a month.

Council Member Orrick requested that the policy be change only the Mayor making a recommendation to fill a vacant seat on the Council. He requested that the Liquor Commission minutes contain the premises addresses of delinquent liquor license holders. Council Member Orrick the code needed to be changed if that was what was needed to clean up the horrible looking property at Derby and Mechanics Streets. He supported the City issuing fines over filing liens against property to collect delinquent fees.

Council Member Abel brought to the attention of o the Council that Peoria was utilizing a State program IHDA in their efforts to stabilize neighborhoods by demolition of condemned properties. He encouraged the public to get out and vote.

Council Member Ritchason supported review of limiting video gaming establishments in the City. He asked for the status of the City Manager search.

Council Member Golden thanked the public for noticing that the vote at the last meeting was to stifle a Council Member from speaking. He asked how much the City paid in attorney fees. He recommended a bona fide in house City Attorney be hired. He felt inconsistencies in the City Code would be updated. He requested again that the discussion of the City Attorney be on the next agenda. In regards to the city manager search, Council Member Golden felt it was not moving in the right direction by not reaching out nationwide. He suggested advertisement be placed in Construction Services Institute and Americans Architect Institute publications. He requested a copy of the signed Pekin Hospital Agreement. He also requested the status of the pricing for new camera equipment for the A/V room.

EXECUTIVE SESSION

Motion by Council Member Dunn, seconded by Council Member Abel that the Council move to Executive Session at 9:15 p.m. to discuss **5 ILCS 120/2 (c) 2**. Collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees. On roll call vote, all present voted Aye.

The full Council reconvened in open session.

Motion by Council Member Orrick, seconded by Council Member Abel that the **TENTATIVE AGREEMENT WITH THE POLICE BENEVOLENT LABOR COMMITTEE** be approved. On roll call vote, all present voted Nay. Motion Failed.

No further business to come before the Council motion by Council Member Dunn, seconded by Council Member Orrick to adjourn. Motion carried viva voce. Mayor McCabe adjourned the meeting in open session.

COUNCIL ADJOURNED AT 9:40 P.M.

Sue E. McMillan
City Clerk



**LIQUOR COMMISSION MINUTES
THURSDAY, FEBRUARY 25, 2016 AT 4:00 P.M.
CITY HALL CONFERENCE ROOM
111 SOUTH CAPITOL STREET
PEKIN, ILLINOIS 61554**

Deputy Liquor Commissioner Rick VonRohr called the meeting to order at 4:04p.m.

PLEDGE of ALLEGIANCE

Led by Fire Chief Nelson

ROLL CALL

The following members were present for roll call: Deputy Liquor Commissioner Rick VonRohr, Police Chief John Dossey, Fire Chief Kurt Nelson, Commission Member Dale Vonderheide, Liquor Commissioner John McCabe and Commission Member Buster Hanley.

Also present: Attorney Sue Bosich

APPROVAL OF AGENDA

Motion made by Commission Member Hanley to approve the agenda for February 25, 2016, seconded by Police Chief Dossey. On roll call vote all present voted Aye. Motion carried.

APPROVAL OF LIQUOR COMMISSION MINUTES

Motion made by Commission Member Vonderheide to approve the February 11, 2016 Special Liquor Commission minutes, seconded by Police Chief Dossey. On roll call vote all present voted Aye. Motion carried.

PUBLIC INPUT/COMMENTS/QUESTIONS

Dustin Maquet with The Rail house spoke on the Video Gaming parlors coming to Pekin. He stated there were 33 total so far. Mr. Maquet stated he is speaking on behalf of several local businesses that are concerned of just how many the City will accept. Peoria has an Ordinance in place that the gaming parlors have to have 80% food and beverage sales for 2 years before getting a license for the gaming machines. The city is becoming saturated with them and just a small portion of the revenue goes to the municipality.

The City of Pekin Liquor Commission and City Attorney Sue Bosich has been researching the Codes and State Statutes on gaming parlors within municipalities. Attorney Bosich will look into this further; we cannot reduce what is in place now, but we can certainly look into setting a limit of how many Class A liquor licenses will be issued for the City of Pekin.

Jon Flynn with Gingoteague, who has a Class B liquor license inquired about obtaining a Class A liquor license for the other half of his building. He was planning on having a limited menu and have the state gaming machines. He has hired a contractor, will pull permits and would like to apply for a liquor license as soon as the remodeling is done. Mr. Flynn stated he would operate under the same Corporation as his Class B. He will have a separate address with this business.

NEW BUSINESS

**BEGU99, INC. DBA BINA'S PLACE
BLERIM "BEN" BEKIR
319 COURT STREET
PEKIN, ILLINOIS 61554**

Discussion: Deputy Liquor Commissioner VonRohr reviewed the application and Begu99, Inc. dba Bina's Place. They failed their inspection from the Tazewell County Health Department. These items will need to be fixed and corrected before a liquor license can be issued. Mr. Bekir will need to contact the Tazewell County Health Department for a new inspection after everything on their list is fixed. Mr. Bekir stated he was told all was okay. VonRohr stated the police department was okay with the landline and video equipment and Fire Chief Nelson stated they were okay on the Fire Department side of things. But he will need to correct everything on the Tazewell County Health Department list. Attorney Bosich gave Mr. Bekir the list from the Tazewell County Health Department. Mr. Bekir was informed he would need to check in with Dave VanDyke with the Inspections Department.

Attorney Bosich sent out the letters to the late 2% Food and Beverage tax licensee's. Copies were given to Finance and City Clerk's Office for her files. Cottage Industry dba Goodfella's 1414 N. 8th Street, Amvet's Post #235 1426 S. 2nd Street, and Doc's Supper Club, 1440 N. 8th Street.

Commission Member Dale Vonderheide informed the Commission his term will be up in 2 months and he will step-down. He enjoyed his time on the Liquor Commission very much and will miss it.

Fire Chief Nelson: The High Note (431 ½ Court Street) update: Chief Nelson and Rick VonRohr checked the broken glass on the 2nd floor and it was broken from the inside, so did not pose a danger to citizens below. The liquor license was gone, water shut-off and Cilco shut-off. The building is in bad shape.

Attorney Bosich will prepare to officially revoke The High Notes (431 ½ Court Street) liquor license and have Chad Ing served for a Hearing, this will correspond with the next liquor commission meeting.

John McCabe thanked Dale for all his years serving on the Liquor Commission.

Fire Chief Nelson would like to see a list for licensees' to have completed before they come to the meetings.

ANY OTHER BUSINESS

Fire Chief Nelson made a motion to adjourn, seconded by Liquor Commission Member Vonderheide.

Meeting adjourned at 4:23 P.M.

Next Regular Meeting will be Thursday, March 24th, 2016 at 4:00 P.M.

Respectfully submitted, Paula Gensel, Liquor Commission Secretary

Parkinson's Proclamation 2012

WHEREAS, Parkinson's disease produces physical, emotional, and financial stress for patients, families and caregivers, and there are approximately 6 million Parkinson's Disease patients in the United States; and

WHEREAS, Central Illinois, provides some services, support groups, research, activities, and referrals for needed services; and

WHEREAS, April is National Parkinson's Awareness month for families and caregivers; and

WHEREAS, Pekin's 8th annual Don Bohlander Parkinson's FundRACERS team will hold several events in Pekin and Peoria to raise funds for Parkinson's research, all of which stay in Central Illinois.

cab
NOW, THEREFORE, BE IT RESOLVED that I, John McCabe, Mayor of the City of Pekin, Tazewell County, Illinois, do hereby proclaim the month of April, 2016 and every April to come as:

Parkinson's is the pits month

in the City of Pekin, Tazewell County, Illinois.

ADOPTED, this ???? Day , in the Year of Our Lord, Two Thousand and twelve.

Mayor John McCabe
ATTEST:

SUE E. MCMILLAN
City Clerk

18/15/16
RESOLUTION No. _____

March 28, 2016
PEKIN, ILLINOIS, _____ 19____

RESOLUTION BY COMMISSIONER _____

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PEKIN, ILLINOIS, THAT:
the Mayor's appointments of Brett A. Crist and Brian Lawson to the Electrical Commission
to fill the unexpired terms of Mark Reeder and Marvin Spiczka ending the first Monday
in May, 2016, are approved.

SIGNED BY _____

MAYOR.

CITY OF PEKIN
REVENUES OVER EXPENSES - ALL CITY FUNDS
SUPPLEMENTAL COMMENTS
NINE MONTHS ENDED JANUARY 31, 2016

- (1) General fund net of storm water results seem to be on target with the budget and prior year. Without a source of funding, the storm water department continues to draw down on General Fund resources.
- (2) Solid Waste Fund highlights continuing shortfall in revenue resulting in a loss. Since the fund has no reserve of its own, it must look to the General Fund to finance its losses.
- (3) Sewer operational loss now reflect the full bond and ILEPA loan repayments which when combined with normal operations will generate losses if there are no rate increases.
- (4) TIF Fund losses were budgeted and largely reflect year-to-date developer payments of \$880,000 for 200 block of Court Street.
- (5) Capital Projects Fund numbers indicate the large Veterans Drive expenditures as construction has been in full swing during the current fiscal year..
- (6) The airport's operations for the nine months now reflect a breakeven situation which should turn negative during the current fiscal year with continued reduced winter travel. Overall, operational losses have been reduced compared to prior years.
- (7) "Totals - All Funds" illustrates the distortion related to the City's construction activity in various funds and doesn't give an accurate picture of operating results for the City.
- (8) This line then presents the normal operating revenues/expenditures without all the unusual items mentioned above including the construction/debt activity.

CITY OF PEKIN
MAJOR REVENUE SOURCES
NINE MONTHS ENDED JANUARY 31, 2016

	4/30/16 Annual Budget	Prorated Percent	1/31/16 Prorated Budget	1/31/16 Actual Received 9 Months	Actual as a Percent of Budget	Actual Over(Under) 9 Month Budget	1/31/15 Actual Received 9 Months
General Fund							
Property Taxes	\$ 529,340	100.00%	\$ 529,340	\$ 970,512	183.34%	\$ 441,172	1,342,852
(A) State Sales Taxes	5,634,000	75.00%	4,225,500	3,497,178	82.76%	(728,322)	4,066,448
Home Rule Taxes	4,210,000	75.00%	3,157,500	2,992,938	94.79%	(164,562)	3,050,402
(B) Income Taxes	3,366,000	75.00%	2,524,500	2,935,603	116.28%	411,103	2,618,603
Replacement Taxes	1,195,000	75.00%	896,250	957,126	106.79%	60,876	951,564
Use Tax	659,600	75.00%	494,700	568,135	114.84%	73,435	479,067
(G) Local Use Gas Tax	297,000	75.00%	222,750	198,826	89.26%	(23,924)	211,346
(C) Food & Beverage Tax	1,088,000	75.00%	816,000	868,628	106.45%	52,628	788,080
(C) Package Liquor Tax	191,000	75.00%	143,250	165,215	115.33%	21,965	142,422
Telcommunications	848,500	75.00%	636,375	579,069	90.99%	(57,306)	653,204
(D) Video Gaming Tax	195,300	75.00%	146,475	192,437	131.38%	45,962	126,775
(E) Investment Earnings	36,000	75.00%	27,000	64,756	239.84%	37,756	118,519
Franchise-Cable TV	413,000	75.00%	309,750	301,662	97.39%	(8,088)	275,336
Fees for Services	1,263,488	75.00%	947,616	840,958	88.74%	(106,658)	749,999
Fines & Forfeitures	437,900	75.00%	328,425	307,855	93.74%	(20,570)	331,180
Licenses & Permits	244,070	75.00%	183,053	174,717	95.45%	(8,336)	143,728
Totals	20,608,198		15,588,484	15,615,615	100.17%	27,132	16,049,525
Garbage Fund							
Fees for Service	1,606,900	75.00%	1,205,175	1,255,804	104.20%	50,629	840,200
Sewerage Fund							
Fees for Services	4,827,564	75.00%	3,620,673	3,884,597	107.29%	263,924	2,743,710
Investment Earnings	2,200	75.00%	1,650	2,956	179.15%	1,306	32,256
Motor Fuel Tax Fund							
(F) Motor Fuel Taxes	809,000	75.00%	606,750	660,149	108.80%	53,399	645,743
Investment Earnings	19,000	75.00%	14,250	10,869	76.27%	(3,381)	6,170
TIF Fund							
Property Taxes	512,500	100.00%	512,500	499,179	97.40%	(13,321)	497,603
Investment Earnings	8,400	75.00%	6,300	5,045	80.08%	(1,255)	6,098
Capital Projects							
(G) Local Use Gas Tax	297,000	75.00%	222,750	198,826	89.26%	(23,924)	211,346
School Bus Fund							
Fees for Services	3,785,600	75.00%	2,839,200	3,066,329	108.00%	227,129	2,106,960
Investment Earnings	2,500	75.00%	1,875	1,622	86.51%	(253)	2,158
(H) TOTALS	32,478,862	75.80%	24,619,607	25,200,991	102.36%	581,385	23,141,769

Property Tax Revenue Summary

General Fund	529,340	100.00%	529,340	970,512	183.34%	441,172	1,342,852
Library Bonds	-	0.00%	-	402,241	N/A	402,241	-
Police Pension	1,526,932	100.00%	1,526,932	1,523,628	99.78%	(3,304)	1,480,418
Fire Pension	2,300,041	100.00%	2,300,041	2,295,035	99.78%	(5,006)	2,187,478
(I) TOTALS	4,356,313	100.00%	4,356,313	5,191,416	119.17%	835,103	5,010,748

Note that the Library's property tax levy of \$1.1 million is not included here because it is not recorded on City's books.

CITY OF PEKIN
MAJOR REVENUES SOURCES
SUPPLEMENTAL COMMENTS
NINE MONTHS ENDED JANUARY 31, 2016

- (A) Sales taxes have been below the budget due to a special \$540,000 refund claim granted by the Illinois Department of Revenue. If not for the refund claim, sales taxes for the current 9-month period would have been almost exactly the same as the same 9 months of the prior year.
- (B) Income taxes are higher in the first nine months of the year even though the state has maintained a somewhat erratic disbursement to municipalities. However, the actual amounts being received are up almost 15 percent over the prior year 9 months.
- (C) Restaurant / tavern food & beverage taxes have remained strong even though overall sales tax revenues mentioned in (A) above are flat.
- (D) Video gaming taxes continue their steady climb month after month.
- (E) Investment earnings for the general fund are much higher due to a catchup in the recording of interest on our CDs and the timing of when CD interest is collected. The large part of the CD interest is paid every six months.
- (F) Even though state motor fuel tax revenues are above the budget and the prior year, the increase is attributable to the catch-up in delinquent payments.
- (G) Local gas tax revenue continue to decline even though the price of gas has dropped considerably. One would normally expect increased driving (and thus more gallons sold) that would result from lower prices at the pump.
- (H) Overall revenues are higher than budgeted and the prior year numbers due to increased sewer fees, garbage fees and timing of school bus revenue collections.
- (I) The drop in general fund property taxes from the prior year period result from increases in the amount of tax which is allocated to the police / fire tax levies as well as the roughly \$400,000 to pay the Library bonds. Note that the the general fund portion also covers the IMRF payments of roughly \$715,000.

CITY OF PEKIN

INVESTMENT EARNINGS

NINE MONTHS ENDED JANUARY 31, 2016

FUND	4/30/16 ANNUAL BUDGET	1/31/16 9 MONTH BUDGET	ACTUAL 1/31/16	ACTUAL 1/31/15	ACTUAL DIFFERENCE	1/31/16 ACTUAL COMPARED TO BUDGET
General	\$ 36,000	\$ 27,000	\$ 64,756	\$ 118,519	\$ (53,763)	37,756
Sewerage *	2,200	1,650	2,956	3,663	(707)	1,306
Motor Fuel Tax	19,000	14,250	10,869	6,170	4,699	(3,381)
TIF	8,400	6,300	5,045	6,098	(1,053)	(1,255)
Capital Projects	39,000	29,250	32,228	59,705	(27,477)	2,978
School Bus	2,500	1,875	1,622	2,158	(536)	(253)
Economic Development	95,000	71,250	165,268	123,603	41,665	94,018
TOTALS	\$ 202,100	\$ 151,575	\$ 282,744	\$ 319,916	\$ (37,172)	\$ 131,169
	Actual	1/31/15	\$ 319,916			
	Actual	1/31/14	231,173			
	Actual	1/31/13	126,586			
	Actual	1/31/12	309,957			
	Actual	1/31/11	398,760			

*Does not include finance charges on late customer payments.

RESERVES ANALYSIS
FINAL AUDITED NUMBERS (General Fund Only)
Year Ended 4/30/15

Purposes: To identify reserves readily available for General Fund operations (including insurance and vehicle maintenance). These reserves may be called "Liquid Assets."

Definition of "Liquid Assets": cash, certificates of deposit, savings accounts, checking accounts, money market funds, bonds, mutual funds, and US Treasury bills.

Line #	Amount	Description																
1	\$ 10,450,000	<table><tr><td colspan="2">Total General Fund Reserves at 4/30/15</td></tr><tr><td>General</td><td></td></tr><tr><td>Solid waste</td><td></td></tr><tr><td>Storm Sewer</td><td></td></tr><tr><td>Subtotal - General</td><td>11,036,481</td></tr><tr><td>Employee Benefits</td><td>(256,347)</td></tr><tr><td>Vehicle maintenance</td><td>(334,852)</td></tr><tr><td>TOTAL</td><td>\$ 10,445,282</td></tr></table>	Total General Fund Reserves at 4/30/15		General		Solid waste		Storm Sewer		Subtotal - General	11,036,481	Employee Benefits	(256,347)	Vehicle maintenance	(334,852)	TOTAL	\$ 10,445,282
Total General Fund Reserves at 4/30/15																		
General																		
Solid waste																		
Storm Sewer																		
Subtotal - General	11,036,481																	
Employee Benefits	(256,347)																	
Vehicle maintenance	(334,852)																	
TOTAL	\$ 10,445,282																	
2	10,450,000	SUBTOTAL 1 - Undesignated Fund Balance This amount is the unrestricted, unencumbered estimate of liquid reserves on 4/30/15. These assets are available to spend for future purposes.																
3	4,640,000	Tax Receivables The City receives a variety of monthly taxes on a delayed basis. This is the estimated amount of tax receipts to be collected during the first three months of the fiscal year (i.e., May, June and July).																
4	\$ 5,810,000	GRAND TOTAL This amount is the Unrestricted General Fund Operating Reserves at 4/30/15																

AMOUNT REQUIRED BY RESERVES POLICY (Cash Reserves)

4/30/15 General Fund and General Fund Related Expenses

General	\$ 24,266,211
Solid waste	2,022,039
Storm Sewer	-
TOTAL	\$ 26,288,250

Reserves Requirement

Total expenses above	\$ 26,288,250
Percentage required	25%
Amount required	6,572,063

Comparison to Grand Total (4 Above) 5,810,000

Excess above or (below) Reserve Required \$ (762,063)



City of Pekin

Application for Appointment to a City Commission, Board, or Committee

The City of Pekin welcomes your interest in an appointment to a commission, board, or committee. These organizations are intended to help city government deliver high quality programs and services to the residents of our community and to our visitors. Broad community representation on these groups is crucial to their effectiveness.

Your Name: BRET A. CRIST 1/18/2016
Your Address: 2105 MARYLAND CT
Your Telephone Number: 346-4657
Your E-Mail Address: BCDC395@ITV-3.COM
Your Work Telephone Number: 309-645-9581

You are interested in serving on which commission, board, or committee?

ELECTRICAL COMMISSION

Why are you interested in serving?

MY FATHER LEROY CRIST SERVED ON THE COMMISSION. I WOULD LIKE TO FOLLOW HIS FOOTSTEP.

What qualifications do you have to serve? A resume is not required, but if you have one please attach it to this application.

BEEN AROUND ELECTRICAL BUSINESS FOR 55 YEARS. JOURNEYMAN WIREMAN FOR 28 YEARS LICENSED ELECTRICAL CONTRACTOR FOR 26 YEARS STILL WORKING AS PROJECT MANAGER/ESTIMATOR FOR OBERLANDER ELEC. INC.

What happens next?

Your application will be evaluated by the Mayor, the City Manager, and the department head who works most closely with the commission, board, or committee. If you are selected, the Mayor will propose your appointment at a meeting of the Council subject to ratification by the Council. We will let you know of our decision before the meeting takes place.



City of Pekin

Application for Appointment to a City Commission, Board, or Committee

The City of Pekin welcomes your interest in an appointment to a commission, board, or committee. These organizations are intended to help city government deliver high quality programs and services to the residents of our community and to our visitors. Broad community representation on these groups is crucial to their effectiveness.

Your Name: BRIAN LARSON

Your Address: 914 N. 14th St Pekin

Your Telephone Number: 696-5178

Your E-Mail Address: Grand18centurytel.net

Your Work Telephone Number:
347-8929

You are interested in serving on which commission, board, or committee?

Electrical

Why are you interested in serving?

to Better serve the people of Pekin in receiving quality workmanship

What qualifications do you have to serve? A resume is not required, but if you have one please attach it to this application.

Project Manager over Construction for Onco's Foods Inc -1984-1990
Union Carpenter since 1991
Self Employer General Contractor, Builder, Remodeler since 1998

What happens next?

Your application will be evaluated by the Mayor, the City Manager, and the department head who works most closely with the commission, board, or committee. If you are selected, the Mayor will propose your appointment at a meeting of the Council subject to ratification by the Council. We will let you know of our decision before the meeting takes place.

City of Pekin
111 South Capitol Street
Pekin, Illinois 61554
309-477-2300 * 309-346-2095 fax

ELECTRICAL COMMISSION

**7:00 P.M. 1ST THURSDAY OF FEBRUARY, MAY, AUGUST AND NOVEMBER
(CONFERENCE ROOM)**

BRIAN ERPS, ELECTRICAL INSPECTOR
1010 PRINCE STREET
347-7445 (home) 696-1369 (work) erpsb@comcast.net

KURT NELSON, FIRE INSPECTOR
1808 THARP STREET
353-2472

BRIAN LARSON, GENERAL CONTRACTOR
914 N.14TH STREET
696-5178 (home) 347-8729 (office)

GENE LINDHOLM
REGISTERED PROFESSIONAL ELECTRICAL ENGINEER
2015 HIGHWOOD
693-4751 (office)

BRETT A. CRIST, ELECTRICAL CONTRACTOR
2105 MARYLAND COURT
346-4657 (home) 645-9581 (office)

HAROLD LARD, JOURNEYMAN ELECTRICIAN
2406 HOLLY DRIVE
346-1498

MIKE FISHER, ELECTRIC UTILITY (CILCO) REPRESENTATIVE
112 REDWOOD DRIVE
347-4377

TERMS END FIRST MONDAY IN MAY, 2016

ELECTRICAL COMMISSION

**7:00 P.M. 1ST THURSDAY OF FEBRUARY, MAY, AUGUST AND NOVEMBER
(CONFERENCE ROOM)**

MARK REEDER, ELECTRICAL INSPECTOR
213 IRONWOOD DRIVE
346-3205

KURT NELSON, FIRE INSPECTOR
1808 THARP STREET
353-2472

MARVIN SPICZKA, GENERAL CONTRACTOR
709 WHITETAIL
613-0435

GENE LINDHOLM
REGISTERED PROFESSIONAL ELECTRICAL ENGINEER
2015 HIGHWOOD
693-4751 (office)

BRIAN ERPS, ELECTRICAL CONTRACTOR
1010 PRINCE STREET
347-7445 (home) 696-1369 (work) erpsb@comcast.net

HAROLD LARD, JOURNEYMAN ELECTRICIAN
2406 HOLLY DRIVE
346-1498

MIKE FISHER, ELECTRIC UTILITY (CILCO) REPRESENTATIVE
112 REDWOOD DRIVE
347-4377

TERMS END FIRST MONDAY IN MAY, 2016

ORDINANCE NO. 2741-15/16

**AN ORDINANCE AMENDING TITLE 1, CHAPTER 5, SECTION 3 D.
OF THE CODE OF THE CITY OF PEKIN 1995
REGARDING SPECIAL COUNCIL MEETINGS**

WHEREAS, the Code of the City of Pekin 1995 was adopted on April 10, 1995, and duly published in book form; and

WHEREAS, the City of Pekin is a home rule municipality as described in Section 6(a), Article VII of the 1970 Constitution of the State of Illinois, and as such may exercise any power and function pertaining to its government and its affairs; and

WHEREAS, the City Council may prescribe by ordinance the manner in which special meetings may be called subject to the requirements Section 2.01 of the Open Meetings Act, and

WHEREAS, the City Code provides language from the Commission Form of Government in which any two members may call a special meeting of the Council, and

WHEREAS, it is in the best interest of the City to be consistent with State Statutes 5 ILCS 120/1 65 ILCS 5/3.1-40-25.

**NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY
OF PEKIN, ILLINOIS:**

1. That Title 5, Chapter 5, Sections 3 D., be amended by deleting 1-5-3 D. in its entirety and substituting the following:
2. Special Meetings: Special meetings may be called from time to time by the Mayor or by three Council Members upon giving not less that forty-eight hours notice to all members of the City Council and Manager (Ord. No. 2515 02-12-07 Ord. No. 2741-15/16 03-28-16)

BE IT FURTHER ORDAINED that all other parts of the Code of the City of Pekin 1995

as amended except as modified herein are hereby reaffirmed and ratified and are in full force and effect.

BE IT FURTHER ORDAINED that all Ordinances or portions thereof in conflict with this Ordinance are hereby repealed.

BE IT FURTHER ORDAINED that this Ordinance shall be in full force and effect upon its passage and approval and publication as required by law.

PASSED AND APPROVED at a regular meeting of the City Council of the City of Pekin, this _____ day of _____, 2016; and upon roll call the vote was as follows:

AYES:

NAYS:

ABSENT:

ABSTAINING:

APPROVED this _____ day of _____, 2016.

MAYOR

ATTEST:

CITY CLERK

(65 ILCS 5/3.1-40-25) (from Ch. 24, par. 3.1-40-25)

Sec. 3.1-40-25. Meetings. The city council may prescribe, by ordinance, the times and places of the council meetings and the manner in which special council meetings may be called. The mayor or any 3 aldermen may call special meetings of the city council. In addition to any notice requirement prescribed by the city council, public notice of meetings must be given as prescribed in Sections 2.02 and 2.03 of the Open Meetings Act.

(Source: P.A. 87-1119.)

(5 ILCS 120/2.01) (from Ch. 102, par. 42.01)

Sec. 2.01. All meetings required by this Act to be public shall be held at specified times and places which are convenient and open to the public. No meeting required by this Act to be public shall be held on a legal holiday unless the regular meeting day falls on that holiday.

A quorum of members of a public body must be physically present at the location of an open meeting. If, however, an open meeting of a public body (i) with statewide jurisdiction, (ii) that is an Illinois library system with jurisdiction over a specific geographic area of more than 4,500 square miles, (iii) that is a municipal transit district with jurisdiction over a specific geographic area of more than 4,500 square miles, or (iv) that is a local workforce investment area with jurisdiction over a specific geographic area of more than 4,500 square miles is held simultaneously at one of its offices and one or more other locations in a public building, which may include other of its offices, through an interactive video conference and the public body provides public notice and public access as required under this Act for all locations, then members physically present in those locations all count towards determining a quorum. "Public building", as used in this Section, means any building or portion thereof owned or leased by any public body. The requirement that a quorum be physically present at the location of an open meeting shall not apply, however, to State advisory boards or bodies that do not have authority to make binding recommendations or determinations or to take any other substantive action.

A quorum of members of a public body that is not (i) a public body with statewide jurisdiction, (ii) an Illinois library system with jurisdiction over a specific geographic area of more than 4,500 square miles, (iii) a municipal transit district with jurisdiction over a specific geographic area of more than 4,500 square miles, or (iv) a local workforce investment area with jurisdiction over a specific geographic area of more than 4,500 square miles must be physically present at the location of a closed meeting. Other members who are not physically present at a closed meeting of such a public body may participate in the meeting by means of a video or audio conference. For the purposes of this Section, "local workforce investment area" means any local workforce investment area or areas designated by the Governor pursuant to the federal Workforce Investment Act of 1998 or its reauthorizing legislation.

(Source: P.A. 98-992, eff. 8-18-14.)

- C. **Deferred Meetings:** Regular meetings of the City Council may be deferred to the Tuesday or Wednesday next following the regular Monday night meeting by majority vote of the City Council, which vote shall be taken not later than the regular meeting preceding the meeting to be deferred to the following Tuesday or Wednesday night of the following week, and such meeting may be deferred at any time in said manner if it is deemed by the City Council to be in the best interest of the City of Pekin.
- D. **Special Meetings:** Special meetings may be called from time to time by the Mayor or by two Council Members upon giving not less than forty-eight hours notice to all members of the City Council and Manager. (Ord No. 2515 02-12-07)
- E. **Meetings to be Open to Public:** All meetings of the City Council, whether regular, adjourned, recessed or special, shall be open to the public, except as otherwise provided by law. (5 ILCS 120/1 et seq.)
- F. **Presiding Officer:** The Mayor shall preside at all regular and special meetings of the Council; provided, that in the absence of the Mayor, a Mayor Pro Tem shall be selected as provided by statute. (65 ILCS 5/3.1-35-35) and Resolution No. 22-07/08 (Ord. No. 2547-07/08 1-14-08)
- G. **Addressing:** It shall be unlawful for any person to address or attempt to address any regular or special meeting of the Council except upon the consent of the Mayor or with the consent of a majority of the members present.
- H. **Disturbing:** It shall be unlawful to disturb or interrupt any regular or special meeting of the Council; any person violating any provision of this subsection shall be fined not less than five dollars (\$5.00) and not more than two hundred dollars (\$200.00) for each offense and may be summarily ejected from the Council room and the City Hall.



REQUEST FOR COUNCIL ACTION

To: Mayor and Council

CC: City Clerk & City Manager

From: Michael Guerra, City Engineer

AGENDA ITEM: Resolution for Annual General Maintenance Operations

AGENDA DATE REQUESTED: March 28, 2016

ACTION REQUESTED: Approve Resolution for expenditure of MFT Funds for the Annual General Maintenance in the amount of \$130,000.00

DESCRIPTION: This is the resolution for the expenditure of MFT Funds for the Annual General Maintenance Costs in the amount of \$130,000. This resolution will allow the city to use MFT funds to purchase salt from the State bid for winter operations. This resolution does not include the annual maintenance program for mill and overlays, crack fill or seal coating. This resolution is needed so that the purchase of salt can be continued to be paid out of MFT account for the 2017 fiscal year.

I recommend that this resolution be approved.

FINANCIAL IMPACT: \$130,000 of MFT Funds

NEIGHBORHOOD CONCERNS: None

IMPACT IF APPROVED: The annual general maintenance purchase of salt will be paid for with MFT funds

IMPACT IF DENIED: The annual general maintenance purchase of salt will not be covered this fiscal year using MFT Funds

ALTERNATIVES: Use General Funds for the annual general maintenance operations

RELATIONSHIP TO THE CONCEPTUAL PLANNING PROCESS: [check no more than 2 boxes. Copy this check mark ✓ and paste it to the left of the relevant theme.]

	A Prosperous Community. To promote and sustain a balanced economy that supports expansion and retention of family-wage jobs.
	A Safe Community. To protect community life and property by providing effective, principled police and fire services.
✓	A Strong Foundation. To improve and maintain existing infrastructure and leverage opportunities for new infrastructure.
	A High Quality of Life. To support or provide services that improves the quality of life for Pekin's residents.
	An Effective Government. To deliver effectively the services that Pekin's residents want, need, and are willing to support.

REQUIRED SIGNATURES

Department Director:

 Date: 3/23/16
Finance Department (Certification of Availability of Funds): Date:
Corporation Counsel: Date:
City Manager: Date:



**Illinois Department
of Transportation**

**Resolution for Maintenance of
Streets and Highways by Municipality
Under the Illinois Highway Code**

BE IT RESOLVED, by the Council of the
(Council or President and Board of Trustees)
City Pekin of Pekin, Illinois, that there is hereby
(City, Town or Village) (Name)
appropriated the sum of \$130,000.00 of Motor Fuel Tax funds for the purpose of maintaining
streets and highways under the applicable provisions of the Illinois Highway Code from May 1, 2016
(Date)
to April 30, 2017.
(Date)

BE IT FURTHER RESOLVED, that only those streets, highways, and operations as listed and described on the approved Municipal Estimate of Maintenance Costs, including supplemental or revised estimates approved in connection with this resolution, are eligible for maintenance with Motor Fuel Tax funds during the period as specified above.

BE IT FURTHER RESOLVED, that the Clerk shall, as soon as practicable after the close of the period as given above, submit to the Department of Transportation, on forms furnished by said Department, a certified statement showing expenditures from and balances remaining in the account(s) for this period; and

BE IT FURTHER RESOLVED, that the Clerk shall immediately transmit two certified copies of this resolution to the district office of the Department of Transportation, at Peoria, Illinois.

I, Sue McMillan Clerk in and for the City
(City, Town or Village)
of Pekin, County of Tazewell

hereby certify the foregoing to be a true, perfect and complete copy of a resolution adopted by

the Council at a meeting on March 28, 2016
(Council or President and Board of Trustees) Date

IN TESTIMONY WHEREOF, I have hereunto set my hand and seal this 29 day of March, 2016.

(SEAL)

City Clerk
(City, Town or Village)

Approved _____ Regional Engineer Department of Transportation _____ Date



Local Public Agency: City of Pekin
County: Tazewell
Section Number: 16-00000-00-GM

Maintenance Period 5/1/2016 to 4/30/2017

[illegible]

Submitted:

Approved:

Municipal Official

Title

Regional Engineer

Date _____

Date _____



REQUEST FOR COUNCIL ACTION

To: Mayor McCabe and Council Members

CC: Sue McMillan & City Attorney

From: Sarah Newcomb, Interim City Manager/Human Resources Director

AGENDA ITEM: Council decision to proceed with selection of firm for proposed Efficiency Study

AGENDA DATE REQUESTED: March 28, 2016

ACTION REQUESTED: Approve the acceptance of a proposal for the requested Efficiency Study

BACKGROUND: In October 2015 City Manager Darin Girdler began the process of putting together a request for proposals for a City Council requested Efficiency Study. It appears the final request for proposals was sent to 5 agencies (see attached); two agencies sent proposals and quotes to the City of Pekin. An action item was presented to Council on February 8, 2016 at which time Council asked for presentations by both parties. Those presentations were scheduled on February 22 with GovHR in the chambers and March 14 with Baker Tilly representatives in chambers. The Council has received the attached copies of the studies with the 2/8/16, 2/22/16 and 3/14/16 council packets, via email on 1/20/16 as well as pricing being delivered via email to Council on 2/3/2016. Council members also received hard copies of the GovHR prior to 1/20/2016.

FINANCIAL IMPACT: Approximately \$26,000 to 69,192 dependant on Council Choice of firms; this is an unbudgeted item.

NEIGHBORHOOD CONCERNS: n/a

IMPACT IF APPROVED: Both agencies stated they would start within 60 days of the award of contract.

IMPACT IF DENIED: The proposed Efficiency Study will be delayed.

ALTERNATIVES: Council can discuss further options.

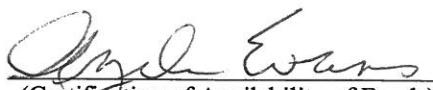
RELATIONSHIP TO THE CONCEPTUAL PLANNING PROCESS: Effective Government

REQUIRED SIGNATURES

Department Director

Date

Finance Department


(Certification of Availability of Funds)

3-23-16
Date

Corporation Counsel

(Certification of Review)

Date

Interim City Manager



3/23/16
Date



City of Pekin

Office of the City Manager

November 3, 2015

Re: Efficiency Study

Hello:

The City of Pekin is seeking proposals for an efficiency study that will cover both economic and operational aspects of our organization.

We have enclosed the scope of work, an organizational chart and a budget summary for your consideration and review.

Please email with any questions: dwgirdler@ci.pekin.il.us.

Proposals are due December 4th.

Thank you for your interest.

Sincerely,

A handwritten signature in black ink, appearing to read "Darin W. Girdler", is written over a horizontal line.

Darin W. Girdler

SCOPE OF WORK – ORGANIZATIONAL REVIEW AND EVALUATION

An evaluation of the overall efficiency and effectiveness of City operations is sought to identify strengths and improvement opportunities related to the organization, staffing and management. This effort is intended to streamline operations while maintaining appropriate service levels in an increasingly challenging economic environment.

The consultant is to assess the following aspects of the City's performance for each of the City's departments/offices:

- Service/Product Quality – Delivery of products or services that are in full compliance with legal and regulatory standards and are consistent with public/customer needs.
- Customer/User Satisfaction – Provision of reliable, timely, responsive and understandable products or services; soliciting, receiving and responding to periodic customer and/or user feedback.
- Employee/Leadership Development – Recruitment, training and maintenance of a competent, motivated, adaptive, diverse and customer/user-focused workforce; provides for maintenance of institutional knowledge; offers career opportunities to extent practicable.
- Organizational Optimization and Efficiency – Pursuit and implementation of timely, cost-effective, reliable and sustainable performance improvements on a continuing basis; utilization of best practices in organizational structure, functional assignments, resource allocation and staffing levels and mixes. Employment of benchmarking and other measurement techniques to compare with peer groups.
- Financial Viability – Review ability to develop, adopt and execute realistic budgets for the volume and timing of workload; employ an appropriate mix of “direct” versus “overhead” personnel. Manage controllable costs effectively; timely adjusts and adapts organizational staffing and size to reflect uncontrollable costs; for revenue-supported programs and services under its control, takes reasonable efforts to generate revenues consistent with budgetary needs and organizational goals.

For each of the organizational aspects identified above, the consultant will:

- Develop measurement methods and evaluation criteria
- Assess historical, current and projected workloads, costs and (if applicable) revenues
- Identify any gaps between current performance and organizational goals, and
- Recommend any needed improvement plans, including delineation of action items, schedules and cost by year. Additionally, review departments that could be contracted out for their work.

The consultant will deliver a report identifying specific improvements that can be implemented without further major study or analysis, as well as a prioritized listing of additional improvements that could be realized with further study or investigation. For the prioritized listing of additional improvements, the consultant will identify the details of the potential improvements, the estimated cost to implement the improvement, the ongoing cost savings/revenue enhancement resulting from the improvement and the estimated length of time to effect the improvement.

GovHR USA
650 Dundee Road, Suite 270
Northbrook, IL 60062

Baker Tilly
205 North Michigan Avenue
Chicago, IL 60601-5927

HR Green, Inc.
420 N. Front St., Suite 100
McHenry, IL 60050

Alexander Weiss Consulting, LLC
2705 Ridge Ave.
Evanston, IL 60201

Center for Governmental Studies
Northern Illinois University
148 North 3rd St.
DeKalb, IL 60115



BAKER TILLY

Baker Tilly Virchow Krause, LLP
Ten Terrace Ct, PO Box 7398
Madison, WI 53707-7398
tel 608 249 6622
fax 608 249 8532
bakertilly.com

January 19th, 2016

Mr. Darin Girdler
City Manager
City of Pekin
111 South Capitol Street
Pekin, IL 61554

Dear Mr. Girdler:

We are pleased to provide the attached pricing and hours of effort information in addition to our previous response to the City's proposal for an efficiency study.

Attached to this letter is a proposal of hours and fees to complete the City's study. Once you have had a chance to review the attachment please feel free to contact us with any questions you may have. You can contact Caitlin Humrickhouse at 312.729.8098 (caitlin.humrickhouse@bakertilly.com) or Russ Hissom at 608.240.2361(russ.hissom@bakertilly.com).

Thank you for allowing us to serve you. We appreciate the opportunity to submit this response and welcome the opportunity to discuss the specifics with you. Thank you.

Sincerely,

BAKER TILLY VIRCHOW KRAUSE, LLP

Russell A. Hissom, CPA, CIA, CISA, Partner

Proposed Project Fees

We will work under the direction of the City's steering committee or project manager. Based on current information we feel this is the appropriate number of hours to meet the project objectives. If the hours estimate should change, we will discuss those changes with the City prior to continuing with the project.

Additionally, the estimate below includes hours estimated to review every City Department. Should the City wish to take a phased approach to the project and only review a few Departments at what time, we are happy to provide an a-la-carte pricing estimate.

We estimate the project fees for each task as follows:

	Partner	Project Manager	Senior Consultant	Consultant	Administrative Staff	Total
Phase 0: Project Planning and Management	2.00	8.50	9.00	12.00	0.00	31.50
Phase 1: Current State Assessment	0.00	68.00	85.00	95.00	0.00	248.00
Phase 2: Future State Recommendations	4.00	5.00	16.00	27.00	0.00	52.00
Phase 3: Report Development and Presentation	2.00	17.00	31.00	41.00	4.00	95.00
Total Hours	8.00	98.50	141.00	175.00	4.00	426.50
Hourly Rate	\$250	\$175	\$175	\$125	\$101	
Project Fees	\$2,000	\$17,238	\$24,675	\$21,875	\$404	\$66,192
Travel Expenses						\$3,000
Total Costs	\$2,000	\$17,238	\$24,675	\$21,875	\$404	\$69,192

Assumptions

We based our estimate on the assumptions detailed below. Should any of these change during the engagement, we will bring the matter to the City's attention immediately and prepare a change order detailing the new requirements and corresponding budget impact. We will not undertake additional work without the City's written approval. Assumptions include:

- > Adequate support, preparedness, and cooperation from the City's management
- > A Steering Committee created that will work to eliminate or minimize biased opinion from all resources provided to Baker Tilly
- > Access to, and be provided with, electronic or other readily available data; the data provided requires no significant data manipulation
- > Appropriate staff and officials will be available per the agreed-to schedules
- > Information will be provided within the specified timeframes and format (electronic) with minimal manipulation involved
- > City will provide resources to assist with coordination activities such as scheduling, gathering contact information, and securing project team space and technical resources
- > No significant changes in scope

Efficiency study

City of Pekin

December 4, 2015



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BAKER TILLY

Baker Tilly Virchow Krause, LLP
Ten Terrace Ct, PO Box 7398
Madison, WI 53707-7398
tel 608 249 6622
fax 608 249 8532
bakertilly.com

December 4, 2015

Mr. Darin Girdler
City Manager
City of Pekin
111 South Capitol Street
Pekin, IL 61554

Dear Mr. Girdler:

Baker Tilly Virchow Krause, LLP (Baker Tilly) is pleased to respond to the City of Pekin (the City) with regarding your Request for Proposals (RFP) for an efficiency study that will cover both economic and operational aspects of your organization.

Our firm was founded based on strong service to public sector entities and, to this day, values the unique industry specialization we have. This specialization allows us to carefully consider the political, fiscal, and operational realities faced by our clients when developing recommendations for them. We are viewed as thought leaders and follow closely the perspectives of taxpayers, legislative leaders, and government executives to best design solutions for you.

We are confident that we can help the City with the comprehensive organizational review services you seek. Baker Tilly has years of experience helping local government organizations conduct such assessments. We are eager to demonstrate how we can help you effectively deliver the services that citizens need and are willing to support. Our review will help you decide if there are changes that could be made to improve efficiency and effectiveness of city operations.

Key factors that differentiate Baker Tilly include:

- > We are a recognized national leader in organizational assessments and review, having conducted dozens of these reviews and educated local governments on how to successfully implement results
- > Extensive experience with departmental reviews for municipal and county departments, spanning all functions
- > Effective application of industry benchmarks and best practices
- > Ability to analyze alternative service delivery approaches that consider the most optimal alignment of internal and external (e.g., shared services, third party) resources

As a result of our organizational analysis, public sector clients have been able to realize both improvements in service quality and also significant savings (in some cases up to eight to ten percent of total annual budget) in operational costs. Our approach provides the full continuum of organizational analysis and considers all aspects of departments, including process modifications, staff realignment or reallocation, functional redesign, and identification of alternative staffing models.

Mr. Darin Girdler
City of Pekin

December 4, 2015
Page 2

Our proposal details Baker Tilly's tailored approach to working with you to accomplish your objectives, as well as information we believe will help you make your decision. The references we provide demonstrate how we provide knowledge and experience-based insights that create measurable value for our clients. We are happy to discuss further with you the various options and considerations in conducting this type of study. The City did not request fees in the RFP so we have not provided this information in our response, but we will be happy to provide a cost proposal upon the City's request.

If you have any questions about our proposal, please do not hesitate to contact me at 608 240 2361 or by email russ.hissom@bakertilly.com , or contact project manager Caitlin Humrickhouse at 312 729 8098 or caitlin.humrickhouse@bakertilly.com .

We appreciate the opportunity to submit this response and welcome the opportunity to discuss the specifics with you. Thank you.

Sincerely,

BAKER TILLY VIRCHOW KRAUSE, LLP

A handwritten signature in black ink, reading "Russell A. Hissom". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Russell A. Hissom, CPA, CIA, CISA
Partner

Contents

OUR UNDERSTANDING OF YOUR PROJECT	1
BAKER TILLY'S QUALIFICATIONS	2
OUR APPROACH TO ORGANIZATIONAL REVIEWS	9
CLIENT REFERENCES	14
YOUR ENGAGEMENT TEAM.....	16
APPENDIX A: ABOUT BAKER TILLY	17
APPENDIX: RESUMES	19



BAKER TILLY

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Our understanding of your project

We understand that the City of Pekin seeks an evaluation of the overall efficiency and effectiveness of City operations in order to identify strengths and improvement opportunities related to the organization, staffing, and management of the City's departments and offices.

The City seeks an assessment of various aspects of the City's performance for departments and offices including:

- > Service/product quality
- > Customer/user satisfaction
- > Employee/leadership development
- > Organizational optimization and efficiency
- > Financial viability

Each of the above aspects will require Baker Tilly to:

- > Develop measurement methods and evaluation criteria
- > Assess historical, current, and projected workloads; costs; and revenues (if applicable)
- > Identify any gaps between current performance and organizational goals
- > Recommend any necessary improvement plans, including delineating action items, schedules, and cost by year; review outsourcing opportunities for work conducted by departments

The deliverable for the project will be a report that:

- > Identifies specific improvements that can be implemented without further major study or analysis
- > Includes a prioritized listing of additional improvements that could be realized with further study or investigation. For these, Baker Tilly will include:
 - Details of the potential improvements
 - Estimated cost to implement the improvement
 - Estimated ongoing cost savings/revenue enhancement resulting from the improvement
 - Estimated length of time to implement the improvement



Baker Tilly's qualifications

Baker Tilly is a full-service accounting and business advisory firm. We were founded in 1931 with one central objective: to use our expertise to help our clients improve their businesses. As our firm has grown over the past 84 years, we have broadened our service offerings and expanded our geographic presence to meet the evolving needs of our clients.

Public sector specialization and experience

We organize our firm by industry specialization rather than service discipline. Our professionals offer clients a deep understanding of their respective industries. Your industry-focused team will possess specialized knowledge to help you improve operational efficiencies, tighten processes, and address your unique needs.

Baker Tilly formalized our Public Sector specialization more than forty years ago. We recognized the complexity of this environment and organized the partners and staff into our Public Sector Service Group. This industry specialization approach allowed us to provide specialized training and continuing education to our staff, assuring you of a team with the necessary knowledge and skills you desire to identify the strength of internal controls and processes, and with the specialization of your industry to identify key indicators that are critical to your government.

This specialization is split out between our audit team and our consulting group. The staff for this project would be sourced from our public sector consulting group. These professionals have an extensive background in government service, both as practitioners as well as consultants. Where necessary, our team can utilize knowledge from staff in other areas of the firm.

Our Public Sector Practice Group, a group with a commitment spanning more than forty years and a team of more than 220 professionals—including 15 partners—is dedicated entirely to serving governmental clients. We understand the issues governments face, providing more than 225,000 hours, annually, to the public sector. Our extensive experience provides us with the specialized knowledge and insight to find effective solutions. We work with municipalities nationwide. We have worked with various local governments, including helping many counties and municipalities with organizational reviews and evaluations.

We are one of the few consulting and auditing firms with a State and Local Government Group dedicated entirely to serving governmental clients.

Examples of public sector consulting engagements

We have established a record of successfully serving municipal and county governments, from our 1931 beginnings as a firm, with the organization of our state and local government group, and through increasingly diverse and targeted service offerings for our municipal, county, and state clients.



Baker Tilly's qualifications

Our project team members have provided consulting, advisory services, or single audit/financial management consulting services, to a variety of state and local government entities. We are often contracted for new or additional services for the same clients. The following list exhibits just some of the clients of similar or larger size that we have served on consulting projects. We can provide contact information for any of these.

- | | | |
|---------------------------|--------------------------|---|
| > City of Burbank, CA | > City of Ogden, UT | > Sheboygan County, WI |
| > City of Carlsbad, CA | > City of Racine, WI | > Waseca County, MN |
| > City of Dearborn, MI | > City of Richmond, CA | > Washington County, MN |
| > City of Eagan, MN | > City of Rockford, IL | > Will County, IL |
| > City of Elgin, IL | > City of St. Paul, MN | > Village of Glenview, IL |
| > City of Evanston, IL | > City of Valdez, AK | > Central Brown County Water Authority |
| > City of Fond du Lac, WI | > City of Wauwatosa, WI | > Burbank Water and Power |
| > City of High Point, NC | > City of Wilmington, DE | > Colorado Springs (CO) Utilities (CSU) |
| > City of Kenosha, WI | > Chippewa County, WI | > DuPage Water Commission (Elmhurst, IL) |
| > City of Madison, WI | > Dane County, WI | > Guam Water Utilities |
| > City of Milwaukee, WI | > Hennepin County, MN | > Modesto Irrigation District / MSR Public Power Agency |
| > City of Minneapolis, MN | > Milwaukee County, WI | > Sacramento Municipal Utility District |
| > City of Modesto, CA | > Portage County, WI | |

We have provided a number of case studies to give the City an idea of the range of projects on which Baker Tilly has worked. We would also be more than happy to provide additional case studies if requested.

City of Carlsbad, California, "Best Value Services Program" Evaluation Resource Optimization and Government Transformation

The client

The City of Carlsbad in San Diego County in southern California has consistently earned high satisfaction ratings from its population of more than 100,000.

The business need

The City wants to preserve its excellent satisfaction ratings while addressing the real concerns of a volatile economy and increasing labor and related costs. The recession and a twenty percent drop in revenues led the City to embark on a "Best Value Services" program to ensure top-quality customer service in the long term. Seeking to utilize independent third-party expertise, they hired Baker Tilly to manage a multi-year project. Baker Tilly's engagement was to evaluate service delivery methods and costs for all City operations except sworn public safety services, with the goal of ensuring the City would be a sustainable organization—one that provides the best quality at lowest cost.

The Baker Tilly solution

The approach that Baker Tilly is following for each of the assessments is as follows:

- > Document current service levels and costs
- > Benchmark lines of business / major services against regional service providers, national standards, best practices, and trends



Baker Tilly's qualifications

- > Ensure that the City's resources and strategic priorities are aligned
- > Conduct gap analysis, identify alternative service delivery approaches, and cost out projected impact of the options

The Parks and Recreation Department (March–July 2012) assessment focused on:

- > Custodial Services
- > Hardscape/Specialty Maintenance
- > Landscape Maintenance
- > Trails / Open Space / Preserves Maintenance
- > Tree Maintenance
- > Aquatics Services
- > Historical Parks Services
- > Recreation Services
- > Rental Services

The Transportation Department (July 2012–March 2013) assessment focused on:

- > Street Maintenance & Operations
- > Traffic Operations
- > CIP & Asset Management
- > Traffic Signal Systems
- > Construction Management & Inspection Services

The Utilities and Property & Environmental Departmental Assessments (October 2013–present) focused on:

- > Environmental Management
- > Fleet Maintenance
- > Fleet Replacement
- > Facility Services
- > Real Estate
- > Civic Projects
- > Safety Training Center
- > Potable Water
- > Recycled Water
- > Wastewater
- > Storm Drain Maintenance
- > Solid Waste
- > Utilities Engineering

The results

Parks and Recreation – Baker Tilly identified 48 opportunities with a range of \$2.3 million to \$4.7 million annually in estimated potential savings, revenue enhancements, or resource reallocations. Some opportunities were for increasing staff efficiency and did not necessarily translate into dollar savings. The City Council unanimously voted to



Baker Tilly's qualifications

implement operational improvements, consider organizational changes, and explore outsourcing of City park maintenance activities.

Transportation – Baker Tilly identified 44 opportunities with a range of \$1.56 million to \$2.42 million in annual cost savings, revenue enhancements, and resource allocations, as well as 38 additional opportunities yielding less impact (a continuum of efficiency, policy, organization, and outsourcing options). The City Council unanimously approved a recommendation to further consider outsourcing its traffic signal systems and automated traffic management system.

Utilities & PEM – Baker Tilly identified 31 opportunities that we are currently in the process of assessing their final financial impact. The opportunity areas are found along the continuum of resource optimization.

City of Valdez, Alaska Human Resources Operational and Organizational Review

Baker Tilly was engaged by the City to review the Human Resources (HR) structure, explore models and approaches to improve HR management and identify gaps in the current Personnel Regulations and general approach to human resources. The City had not historically operated with a dedicated Human Resources manager and had instead assigned this function as a portion of the Assistant City Manager's duties. Baker Tilly issued an anonymous survey, held meetings with City staff and reviewed documentation in order to pinpoint areas of HR operations that were of particular concern. By using a Functional Area Maturity Ranking Model, Baker Tilly was able to provide the City with a comprehensive analysis of their current HR operations and the risks that they were facing.

Baker Tilly provided the City with 23 recommendations related to the HR organizational model, HR basics, strategic HR and HR compliance. Each recommendation was assigned an implementation time frame so that the City can use the deliverable as a roadmap as they continue to make improvements to their HR operations.

City of Greenville, North Carolina Business process review of the Human Resources and Financial Services Departments

An entity's human capital is its most valuable asset and also the most significant investment in terms of operating expenditures. To ensure that its resources provide the best value, in March 2013, the City of Greenville selected us to assist with the evaluation of the City's approach to managing procurement, accounting, budget, revenue collections, treasury, and human resources city-wide. Specifically, the City asked Baker Tilly to:

- > Perform a customized review of the City finance operations function and management framework
- > Determine whether the City was managing and utilizing its human resources appropriately, efficiently, and effectively



Baker Tilly's qualifications

Baker Tilly identified 33 recommendations and identified whether the City should implement each recommendation in the short term or long term. Our recommendations spanned the following areas:

- > Transformation of Financial Services and HR functions and approaches from tactical to strategic
- > Optimized organizational structure and improved alignment of labor resources with strategic and program priorities
- > Enhanced organization-wide effectiveness relative to Financial Services and HR management
- > Reduction to the level of effort required to manage the City's workforce
- > Reduction in risk relative to HR decision and activities
- > Increased efficiency of fiscal processes and systems
- > Enhanced fiscal policies and procedures and reporting
- > Optimized value for the City's enterprise resource planning (ERP) project

City of Ogden, Utah Needs assessment of ERP environment

The City selected Baker Tilly to perform a needs assessment of their ERP environment. Currently, they are operating financials and basic HR functions on Tyler Eden. They are also using other systems such as Halogen, Cartegraph, custom AS400 systems, Velosum, InCode, and many others to conduct specialty functions such as performance evaluations, work orders, and utility billing. This has resulted in a fairly manual environment despite the fact that they have ERP technology established.

One of their greatest challenges is that they have a lot of data but not necessarily a good environment/technology to analyze it. Certain modern technology features (workflow, online approvals) are not utilized in the current environment. Baker Tilly is working to define the organizational issues that led to this separate from the functional capabilities of the system.

Ogden is a mid-sized jurisdiction with 82,000 population. However, they have a broad level of services that they offer to their community. As such, they hired Baker Tilly to assess current needs and make recommendations on their options moving forward. This includes an assessment of current business processes—a number of which are manual and based upon custom reporting.



Baker Tilly's qualifications

Village of Glenview, Illinois Alternative Service Delivery / Operational Assessment

Glenview is an Illinois suburban village north of downtown Chicago (pop. more than 44,000). Baker Tilly conducted an assessment of options relative to public works and water utility operations including privatization, outsourcing, and internal process improvements in attempt to ensure value for level of levy dollar spent.

This project was designed to assist the Village in determining what service delivery continuum would be appropriate for their public works function. It included the in-depth assessment of their current approach to delivery of a wide array of public works functions including: street maintenance, water utility services, sanitary sewer and stormwater activities, forestry, and fleet. A key focus of this study was a review of the current approach to performance management with a specific emphasis on whether this framework approaches best value service for cost and recommendations around service delivery alternatives.

The Village has moved toward a service delivery continuum that includes some contracted services and is assessing the appropriate level of internal and external service delivery approaches. It is feasible that a managed competition will occur.

Portage County, Wisconsin Review of the Treasurer's Office

Baker Tilly was engaged by Portage County to assist the County with an independent assessment of the County Treasury function including a review of the following primary functions of a County Treasurer:

- > Managing County Funds Received – receipting and accounting for monies received from taxpayers, departments, and government agencies; disbursing monies due to employees, vendors, taxing jurisdictions, and taxpayers
- > Treasury Management – coordination of county investments and investment policy
- > Administering Property Tax Laws and Collection of Property Taxes
- > Maintaining Tax Billing and Collection History Records

Baker Tilly provided a roadmap to the County for use in enhancing controls, improving efficiency, maximizing revenue, and reducing risk. Areas of focus include:

- > Internal controls
- > Investment management and cash forecasting
- > Finance qualifications and background
- > Policies and procedures



Baker Tilly's qualifications

Portage County, Wisconsin Review of the Purchasing Department

Portage County selected Baker Tilly to conduct an independent assessment of the County's Procurement operations, internal controls, and compliance with policies and procedures of its operational environment in order to strengthen the process, internal controls, enhance operational effectiveness, and reduce risk.

Baker Tilly's report contained our assessment of areas where current internal controls could be improved and 28 recommendations designed to help the County strengthen its current process, enhance cost effectiveness of operations, and standardize the processes the individual departments utilize to procure goods. The following areas of the procurement process were reviewed:

- > Purchasing Thresholds and Tools Utilized
- > Sole Source Purchasing
- > Purchasing Process
- > Technology
- > Ethics

Baker Tilly performed a County-wide needs assessment and documented the current inventory of major systems, including an assessment of governance, customer services, cost allocation, and best practices. Peer counties benchmark and best-practice comparisons utilized data from five comparable Wisconsin counties. Needs Assessment work sessions were carried out with twenty-one departments including Health & Human Services, Human Resources, Treasurer, Finance, and Sheriff & Emergency Management.

The Baker Tilly engagement team also assessed current job duties as assigned and associated staff resource allocations. Further, they identified current expenditures and internal cost allocation revenues associated with the IS Department, and they identified pain points relative to critical IS Department operating processes, including:

- > Business needs definition and procurement
- > Project management/implementation
- > Internal customer service, including tech support / help desk, training, and capital planning
- > State systems support
- > Stability of network and servers

Baker Tilly presented recommendations in terms of thirty-three initiatives suitable for consideration including: organizational structure enhancements; outsourcing / shared service considerations; modifications to project, labor and contract management approaches; and discussion of key IT infrastructure and network options.



Our approach to organizational reviews

Underlying philosophy and approach

Our clients engage us because they require experienced, highly skilled project managers to guide, facilitate, and manage complex, strategic initiatives for their organizations. Our team combines a strong project management approach with real-world experience.

Baker Tilly employs a proven framework for this type of project including the appropriate components necessary for client involvement, approval, and signoff on key project activities and deliverables. We also position our projects to ensure you have the tools and information you need to realize the return on your investment effectively after we are gone. Our team will utilize the Baldrige Excellence Framework as a means of improving the City departments' performance.

Our project approach will be organized as follows:



Baker Tilly's proven project management methodology has been executed many times on projects of all sizes for our public sector clients. Our team has significant experience coordinating management consulting engagements across several levels of external stakeholders, staff, executives, and members of governing bodies. Our project management approach is driven by the work plan for this project and includes regular internal team meetings, status updates, commitment to timelines, and frequent, structured communication with the client.

The value your engagement team places on communication optimizes the review process, as well. Your requests and concerns always will guide the way your Baker Tilly team members conduct your engagement. We encourage you to express any desires to change aspects of our process at any time.

The implementation framework and roadmap that the City sets will be critical in realizing the desired impact. Our team can be available to assist in developing this framework and the specifics required to transition to alternative service delivery approaches.

Approach to on-boarding with the organization

The City's engagement team members will invest a significant portion of time learning about the organization of the City's departments. They will have the skills to anticipate and respond quickly to your needs and challenges as they arise. Our approach to using industry specialists to staff your engagement will also reduce the time your employees



Our approach to organizational reviews

will spend with the engagement team, so you can focus on your business instead of spending time educating our staff.

Prior to the initial on-site visit, an on-site kick off meeting or phone conference with the project steering committee will be held. This will provide an orientation to the project goals, timeline, and deliverables. We will provide written summaries of progress that outline the work accomplished during the reporting period and the work to be accomplished during the subsequent reporting period. We use our communicated approach and methodology with specific activities and deliverables to report technical progress. We will highlight the percent complete and current status for each of the activities and deliverables associated with the review.

Detailed discussion of our approach

We will take the following specific steps to coordinate our project management and quality assurance approach. The project initiation and management component of this project creates the foundation for a successful project. As a result, we work to ensure that all parties are in agreement on scope, targets of review, and individuals participating in the study. To do so, we recommend the creation of a Steering Committee to provide input and oversight of the project. We would hold an executive visioning session with the Steering Committee to discuss project vision, objectives and background.

Project initiation and management

Objective: To ensure project approach, scope, and activities are in alignment with City needs and desired outcomes

Illustrative tasks:

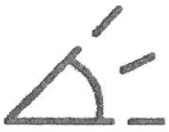
- > Appoint a Project Liaison to coordinate scheduling, data collection, and other logistics
- > Introduce the Project Liaison to Baker Tilly team
- > Establish the project Steering Committee to offer input at project initiation and receive the major project deliverables, e.g., final report
- > Executive visioning sessions to align management expectations with resource allocation in functional areas
- > Identify key individuals to participate in fieldwork (interviews, etc.)
- > Schedule regular status reports
- > Finalize project timeline with milestone deliverables
- > Initiate information request; begin review as information is received

Deliverables:

- > Introduction call
- > Status update schedule
- > Project timeline
- > Fieldwork agenda
- > Executive visioning session

Evaluation phase: on-site visit, interviews, documentation, and follow-up

The evaluation will focus on data collection and documentation for the current organizational structure. This will include data gathering and documentation of current operations, identification of the services that are provided, review of department service standards, and assessment of the staffing needs to perform expected duties. Once key



Our approach to organizational reviews

stakeholders are identified, sessions will be organized to make sure all interested parties have the opportunity to provide information. It is our intention to collect as much of the data up front as possible and schedule on-site follow up conversations as necessary. After data collection and documentation are completed following the initial on-site visit, a progress report will be provided to the City for review. Also included in this phase is high-level benchmarking to identify potential areas for improvement. Please note that the data used for this is from readily available data sources, such as the International City/County Management Association (ICMA), the Government Finance Officers Association (GFOA) or budget books for municipalities that the City has already identified as comparable. Should the City want to develop a custom survey, this would be an optional service to add on to the current proposal.

During the data collection, we assume that the City has data readily available and can provide it to our consulting team in a format which requires very little manipulation, i.e., Excel. Our proposal assumes that the data is available and ready for analysis.

Current state assessment

Objective: Identification and documentation of current staffing, service approach and service standards

Illustrative tasks:

- > Identify the current staffing, workloads, service approach, stakeholders, service demands, and service standards
- > Identify shared resources and responsibilities between staff in order to minimize overlapping
- > Assess the feasibility of adopting alternative staffing models within the functional areas (e.g., contracted, or temporary staff, volunteers)
- > Assess the status of infrastructure and operating control procedures for each department
- > Assess organizational performance by completing a gap analysis

Deliverables:

- > Focus group sessions
- > Initial findings document
- > Identify and refine key service standards by function
- > Benchmark results summary

Recommendation development phase

This phase is critical to determining if existing resource allocations are based on status quo or the actual alignment of resources with program or service priorities and requirements. Our roles in this phase will be to not only identify existing financial commitments but also to facilitate an inclusive process to highlight areas where alternative service delivery options should be pursued. In our experience, the identification of functions or activities that are no longer a priority or that have a reduced priority is a critical piece of this phase. It is our intent to use industry standards, interviews, document review, and best practice knowledge and research to conduct this phase of the project.



Our approach to organizational reviews

Future state recommendations

Objective: Quantify or qualify the impacts and considerations for future state

Illustrative tasks:

- > Identify high-impact improvement areas; focus redesign efforts on those areas through the identification of current industry standards
- > Identify service delivery options including:
 - Efficiency potential
 - Final staff counts by position
 - Fiscal impact
 - Service delivery impacts
 - Alternative staffing model incorporation impact
 - Level of flexibility for future needs
 - Level of complexity related to eliminating barriers or challenges
 - Strategy for optimizing benefits and reducing/eliminating challenges
- > Develop potential models for modified service delivery
- > Quantify cost/benefit—program elimination, service delivery changes, and/or consolidation/shared service

Deliverables:

Detailed recommendations which will include:

- > Summary of alternative considered
- > Potential fiscal and service level impacts
- > Industry best practice and comparable organization support for recommendation
- > Timeline for implementation
- > Resources needed for implementation
- > Prioritized, improvements matrix

Our proven approach to carefully quantifying resource and delivery impacts, identifying future obligations, and developing staffing model and organizational alternatives is critical to identifying realistic options that closely align resource allocations and expectations with operational needs. Understanding the required fiscal outlay, the impact on workflow and functional effectiveness, and inherent risk to each alternative is critical to a successful organizational structure.



Our approach to organizational reviews

Final report

Objective: Present compelling case for recommended options

Illustrative tasks:

- > Present recommendations that will increase effectiveness and efficiency of the departments studied
- > Develop summary draft report with findings, key issues, and recommendations for City review and comment
- > Discuss summary draft report with the City
- > Modify to final summary report
- > Present final summary report to City representatives

Deliverables:

- > Draft report
- > Final report

Timeline

We will work with the City to determine a project timeline. .

Consistent communication is crucial to our relationship with clients

Our project management approach requires a detailed work plan with key milestones, client sign offs, and deliverables for each phase of the project. This work plan will be approved by the partner in charge of the project and approved by the client.

Any problems—real or anticipated—will be brought to the attention of the City immediately. This communication ensures that both parties understand the issues and that those issues are resolved in a timely manner. We will notify the City of any significant deviation from previously agreed-upon work plans.



Client references

We always are glad to provide references because we think it is important for you to talk with organizations we serve. We encourage you to connect with the clients listed below to learn more about the value of their relationship with Baker Tilly. Each may have a different perspective that you may find valuable as you think about your needs.

Public sector references

Client name
Address
Contact person
Telephone
Project description and dates

City of Carlsbad, California
1200 Carlsbad Village Dr., Carlsbad, CA 92008
Cynthia Haas, former Deputy City Manager*
805 986 6501
"Best Value Service" project, Managed Competition, and Operational Assessment (Transformation) projects (2011 through 2014) (See description following)
*Cynthia is now the City Manager at Port Hueneme

Client name
Address
Contact person
Telephone
Project description and dates

City of Valdez, AK
212 Chenega Ave, Valdez, AK 99686
Todd Wegner, Assistant City Manager
907 834 3400
Human Resources Policy and Organizational review (2015)

Client name
Address
Contact person
Telephone
Project description and dates

City of Greenville, North Carolina
1500 Beatty Street, Greenville, NC 27834
Christopher Padgett, Assistant City Manager
252 329 4432
Assessment of Finance Operations (2013)
*As of January 2015, Chris Padgett is Chief Administrative Officer of Greenville Utilities, 252 752 7166

Client name
Address
Contact person
Telephone
Project description and dates

Ogden City Corporation
2549 Washington Boulevard, Suite 410, Ogden, UT 84401
Blake Wilkinson, IT Manager
801 629 8722
Needs Assessment of financials, human resources, payroll, utility billing, work orders, inventory, community development, permitting, business licensing and parking enforcement. (2014–present)

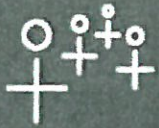


Client references

Public sector references

Client name	Village of Glenview, Illinois
Address	2500 E. Lake Avenue, Glenview, IL 60026
Contact person	Don Owen, Deputy Village Manager
Telephone	847 724 1700
Project description and dates	Public Works Program Efficiency Analysis (2012) and Strategic Visioning of the Information Systems Department (2011) (Included a separate IT benchmarking report)

Client name	Portage County, Wisconsin
Address	1462 Strongs Avenue, Stevens Point, WI 54481
Contact person	Jennifer Jossie, Finance Director
Telephone	715 346 1332
Project description and dates	Multiple projects since 2009



Your engagement team

Specially selected for the City

Our team contains individuals who have deep experience with organizational assessment. We have summarized their experience in the following table. The references we provided earlier in our proposal may be used as professional references for our team.

Name/Title	Role, qualifications, and experience
Russ Hissom, Partner	The consulting team is led by Russ Hissom, leader of our state and local government consulting practice. He will ensure that our services meet or exceed your expectations and that the deliverables presented to the City meet quality assurance standards for the project. Russ has extensive experience in providing enterprise risk advisory services, software selection and implementation projects, business process and controls reviews, enterprise risk management programs, scorecard and metrics reporting, and operational reviews.
Caitlin Humrickhouse Project Manager	Caitlin will be the project manager and will provide process-improvement and compliance-based consulting services to help clients identify gaps in efficiency/effectiveness and controls, and provide recommendations aligned with best practices and risk mitigation. Caitlin has worked on dozens of operational and organizational reviews for public sector clients in a variety of functional areas. She specializes in cost benefit and alternative service delivery assessments as well as organizational realignment.
Kyle O'Rourke Senior Consultant	Kyle will coordinate with the project manager on data collection, methodology, and deliverables. He will complete analytical tasks included in the work plan as assigned and required by the needs of the client. Kyle is a Certified Internal Auditor (CIA) and is skilled in assessing opportunities for risk mitigation and process efficiency.
Danielle Wakai Senior Consultant	Danielle will also coordinate with the project manager on data collection, methodology, and deliverables. Danielle is a Certified Information Systems Auditor (CISA) and has vast experience with analyzing business systems and optimizing their use. Danielle will add value to the City's project by identifying potential improvements in how the City uses technology to deliver services.
Allison LeMay Staff Consultant	Allison specializes in benchmarking and organizational analytics and will provide analytical and research support on the City's project.

Resumes are included as Appendix B.



Appendix A: About Baker Tilly

Firm overview

Baker Tilly is a nationally recognized firm with a proven track record of serving clients nationwide—and internationally. With clients located in essentially every part of the country, our locations across the US enjoy brand recognition among our peers and the public. And as a member of Baker Tilly International, we are able to extend our reach through trusted relationships with firms across the country and around the world.

Baker Tilly was founded in 1931 with one central objective: use our industry specialization to help our clients improve their businesses. And that objective still holds true today. We will assemble an integrated team to serve the City, blending our municipal government-focused professionals with experienced specialists in the areas that are most important to you. This combination of financial, business, and industry-specific specialization ensures you will be working with knowledgeable professionals who understand your organization and the challenges you face—and can create innovative solutions to help you overcome them. And because the City will be working with a tailored engagement team, you can expect to receive consistent, efficient, and Exceptional Client Service.

Our commitment to the City extends across your entire organization. We are prepared to bring our full resources to bear on your behalf through offerings such as business and technology services; financial, tax, and estate planning services; litigation support and forensic accounting services; merger and acquisition services; risk advisory services; and valuation services.

For more than eighty years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships, and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with the City as we seek to become your Valued Business Advisor.

Candor

Rest assured that there will be no surprises. Your engagement team will proceed in an open and collaborative manner. We routinely ask for and provide feedback that is smart and straight to the point.



Insight

With our mature and deep specialization by industry and service line, we mobilize resources to consistently bring new and innovative ideas to you.



Results

We do what we say we will do. We start with a team strategically put together based on experience and chemistry. We continually focus on quality, and we work with you to develop a tailored approach that is designed to help you meet your business goals.





Appendix A: About Baker Tilly

Our values

Throughout our relationship with the City, we will be guided by our firm's core values—principles that guide our behaviors and choices and help us strive for excellence in everything we do.

Integrity

We do the right thing, for the right reason, every day. We have high expectations for our firm and its future—expectations that only can be realized by taking the high road. Honesty, trust, and the fulfillment of promises are paramount to our success.

Passion

Everything matters. We listen to our clients, display an enthusiastic attitude, experience genuine satisfaction from working together to serve clients, and take great pride from a job well done. We put forth our best effort every day for the betterment of our clients, our people, and our firm.

Stewardship

We invest for the future with the intention of leaving everything better. Our clients will be more successful, our people will be more fulfilled, our communities will be enriched, and our firm will leave a proud legacy.

A position of leadership

Baker Tilly professionals are among the most influential in the accounting and advisory industry, with Baker Tilly thought leaders directly involved with issues shaping our industry.

In October 2015, Baker Tilly CEO Tim Christen continues Baker Tilly's influence and leadership as chairman of the American Institute of CPAs (AICPA). The AICPA is the world's largest member association representing the accounting profession, with more than 400,000 members in 145 countries. With members representing nearly all areas of practice, the AICPA sets ethical standards for the profession and US auditing standards for private companies, nonprofit organizations, federal, state and local governments.

Top 12 and growing

For clients and associates, Baker Tilly is the firm to grow with.

- > In 2015, *Accounting Today* named Baker Tilly the number twelve firm in its annual list of the top one hundred accounting firms.
- > Baker Tilly was also named by *Accounting Today* as the second fastest-growing among the top one hundred accounting firms and the third fastest-growing firm in the US.

Baker Tilly's goal is to become America's Finest Professional Services Firm. Our growth means new geographies, new services, new influence, and greater opportunity to deliver exceptional results for our clients as Valued Business Advisors.

Appendix B: Resumes



Russell A. Hissom, CPA, CIA, CISA
Partner

608 240 2361
russ.hissom@bakertilly.com

Russell Hissom is a partner at Baker Tilly and has been with the firm since 1983. Russ has extensive experience in providing enterprise risk advisory and internal audit services, software selection and implementation projects, financial and compliance audits, management audits, business process and controls reviews, enterprise risk management programs, scorecard and metrics reporting, construction cost reviews, operational reviews and internal audit, risk assessment and financial training for public sector organizations.

Specific experience

- > Partner-in-charge of public sector utility software selection and implementation projects
- > Provides internal audit and enterprise risk advisory services
- > Performs management audits that analyze operations in key business processes to determine and recommend greater efficiencies in operations
- > Performs benchmarking analysis, overhead cost allocation studies, and utility financial performance projects
- > Performs enterprise risk management program implementation projects
- > Develops internal controls reviews under the COSO internal control framework
- > Assists public sector organizations in developing benchmark and scorecard reporting
- > Partner-in-charge of financial audits for public sector enterprise funds (electric, water, wastewater, gas, and communications)
- > Performs specialized training for public sector organizations in the area of enterprise risk management programs, construction accounting, establishing internal audit programs, and accounting standards implementation
- > Authors various industry articles

Industry involvement

- > National and state public sector utility organizations
- > American Institute of Certified Public Accountants (AICPA)
- > Institute of Internal Auditors (IIA)
- > ISACA
- > Member – Sustainability Accounting Standards Board Energy Standards Group
- > National speaker on enterprise risk management, work order business process improvements, and industry accounting topics

Education

University of Wisconsin–Milwaukee
Bachelor of Business Administration in Accounting



Appendix B: Resumes



Caitlin M. Humrickhouse, MPA

Senior Consultant, Project Manager

312 729 8098

caitlin.humrickhouse@bakertilly.com

Caitlin Humrickhouse, Senior Consultant with Baker Tilly Virchow Krause, LLP, has been with the firm since 2012. Prior to joining the firm she worked at the University of Illinois at Chicago where she performed program and market analyses for an online education unit.

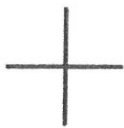
Specific experience

- > Provides management consulting services with a focus on resource optimization; these services assist governmental entities in their efforts to ensure that the resources available (people, processes and technology) are utilized in the most efficient manner; recent projects include:
 - A comprehensive business process review of the Human Resources and Financial Services Departments for the City of Greenville, North Carolina; the project included a customer satisfaction survey, an assessment of available technology, and business process analysis
 - An operational and organization review of the Human Resources function for the City of Valdez, AK
 - A comprehensive review of the organizational structure and policies for the Human Resources Department for Pima Community Colleges in Tucson, AZ
 - Enterprise resource planning (ERP) system selection services for the City of Green Bay, Wisconsin, Ogden City, Utah and St. Tammany Parish, Louisiana
 - Benchmarking and comparable analysis for multiple municipalities including the City of Carlsbad, California
 - Analysis of business processes and operations for the City of Stoughton, Wisconsin

Education

University of Illinois at Urbana–Champaign
Bachelor of International Business
Bachelor of Spanish

University of Illinois at Chicago
Master of Public Administration
Concentration in Financial Management



Appendix B: Resumes



Kyle O'Rourke, MPA, CIA
Senior Consultant

312 729 8000
kyle.orourke@bakertilly.com

Kyle O'Rourke is a senior consultant with Baker Tilly Virchow Krause, LLP. He has three years of experience working with government entities to provide business process improvement and enterprise system procurement.

Kyle also has experience working as a researcher with the Indiana Complex Operation Partnership, analyzing economic activity generated by Indiana National Guard Facilities and also ascertaining qualitative effects.

Specific experience

- > Consults with utility providers, governments, and higher education clients on various projects including business process improvement, economic impact analysis, grant compliance, and enterprise system procurement
- > Enterprise resource planning (ERP) system selection services for local governments including conducting needs assessments, documenting function and technical requirements, developing the Request for Proposal, and serving as project manager through the selection phase of the procurement process
- > Leads annual risk assessments and execute internal audit plans for not for profits and membership organizations, local governments, and higher education clients
- > Plans and executes GAGAS compliant financial and compliance audits on behalf of Federal entities including USAID and SIGAR
- > Performs project management tasks including monitoring subcontractors, preparing weekly reports, and presenting findings and recommendations to executive level management and audit committees

Industry involvement

- > Institute of Internal Auditors (IIA)

Education

Indiana University at Bloomington
Master of Public Affairs
Concentration in Public Financial Management

Indiana University at Bloomington
Bachelor of Science in Public Affairs



Appendix B: Resumes



Danielle Wakai, CPA

Senior Consultant

608 240 2644

danielle.wakai@bakertilly.com

Danielle Wakai is a senior consultant with Baker Tilly Virchow Krause, LLP. She has more than five years of experience with business systems solutions, including analyzing, developing, and implementing business and web applications.

Danielle also has experience analyzing financial statements, analyzing processes to identify cost-saving technical solutions, and maintaining and improving current business systems.

Specific experience

- > Performs business process reviews of public sector entities to facilitate greater efficiencies in operations
- > Performs financial audits of public sector entities
- > Author of information technology governance textbook for the utility industry
- > Performs information technology risk assessments and internal control evaluations for public and private sector entities
- > Analyzes inventory processes to identify and develop cost-saving solutions
- > Developed and implemented system applications for sales and engineering departments
- > Prepared comprehensive data analysis of departmental expenses and budgets
- > Developed and implemented web applications for sales and engineering departments
- > Developed customized reporting system and supporting database
- > Developed business applications to track and maintain transportation fleets
- > Developed databases and websites

Education

University of Wisconsin–Madison
Master of Accountancy

Blackhawk Technical College (Janesville, Wisconsin)
Associate in Applied Sciences (three degrees)

- > CIS/Networking Specialist
- > CIS/Micro Programmer Specialist
- > CIS/Microcomputer Specialist



Appendix B: Resumes



Allison LeMay, MPA
Consultant

312 729 8000
allison.lemay@bakertilly.com

Allison LeMay is a consultant with Baker Tilly Virchow Krause, LLP. She recently joined the firm after obtaining her Master of Public Affairs. Allison also brings five years of strategy and finance experience to the firm from both public and private entities.

Specific experience

- > Designs cost model alternatives to forecast financial impact of program restructuring, presenting quantitative and qualitative impacts of the models
- > Develops client programs and analyzes industry comparable programs
- > Assesses client needs to identify software solutions
- > Led data management efforts to systematize the Indianapolis–Marion County database and automate the chargeback practice

Education

Indiana University at Bloomington
Master of Public Affairs
Concentration in Public Financial Management and Policy Analysis

Kenyon College (Gambier, Ohio)
Bachelor of Arts in Spanish Area Studies and Pre-Medicine



GovHR USA

Voorhees Associates GovTempsUSA

**PROPOSAL FOR AN EFFICIENCY
STUDY FOR THE CITY OF PEKIN**

December 4, 2015



Community. Opportunity. Home.

CITY OF PEKIN, ILLINOIS EFFICIENCY STUDY EVALUATION

EXECUTIVE SUMMARY

It is a pleasure for GovHR USA, LLC ("GovHR") to provide the City of Pekin with this proposal for an Efficiency Study of the city's staffing and operations. GovHR is a public sector management consulting firm specializing in executive recruitment and management consulting. All services are provided solely for public jurisdictions and not-for-profit entities. GovHR provides service to jurisdictions and agencies in a variety of contemporary issues, including management, financial, and human resources assistance. Our organization has a staff of 21 Consultants. The company was formed as Voorhees Associates in 2009; however most of our Consultants also worked together previously at The PAR Group. The PAR Group was a public sector management consulting firm in business for over 30 years.

GovHR has one of the most experienced professional staffs of any comparable public management consulting firm. The principals of our organization have over 250 years of combined municipal government experience. Our Consultants not only have significant experience working in the public sector, but are also experienced consultants with a history of helping other clients with staffing and efficiency analysis studies, such as the one being considered by the City of Pekin. The consultants assigned to this study have the time and commitment to take on this work at this time.

SCOPE & WORK PLAN SCHEDULE

In accordance with the request for addressing a technical approach for the City's objectives and requirements, this section of the proposal is organized around the purposes for the study that were identified by the request for proposal. This proposal includes the following informational sections.

- Scope of Study
- Work Plan
 - Purpose A - Identify Efficiencies and Inefficiencies in the current operations of the Administration, Fire, Police, and Public Works Departments.
 - Purpose B - Provide recommendations for increasing departmental efficiencies in a cost-effective manner.
- Project Approach
- Work Plan Schedule

Scope of Study

This proposal seeks to address what we understand is the City of Pekin's goals in undertaking this organizational review and evaluation. We believe the City seeks an assessment of the City's performance in five key areas for all of its departments, with those areas being: Service/Product Quality; Customer Satisfaction; Employee/Leadership Development; Organizational Optimization and Efficiency; and Financial Viability. Accordingly, this proposal and our work

will look to assess each of these areas, and recommend if improvements are required, and how to achieve them. GovHR proposes this outline of components to conduct an Efficiency Study to review and evaluate the current administrative and operational structures of the City Government and to assist the City in its determination of the staffing needs and desired services and service levels for City government. The study's primary aim will be to investigate, assess and recommend revisions, where necessary, to organizational components, processes and positions within the City Organization and its corresponding policies, procedures and systems.

The study team's efforts will be focused on gaining an understanding of the present organizational structure and service delivery/operational approaches of the City, comparing those findings to present day models of similar organizations, and making recommendations for revisions, enhancements and adjustments where necessary. An employee survey will be conducted to provide the City with information regarding employee time and duty information as well as satisfaction and overall perception of City operational methods. "Best" or smart practices for the operations of municipal government will be identified for consideration by the City for service delivery options in addition to performance measurement tools for municipalities. This assessment will also look at customer service satisfaction levels, how the City currently measures those levels, and how it might increase and utilize feedback from residents and other stakeholders doing business with the City.

It is anticipated that the result of this review will assist the City in developing an organizational system that will lend itself to a higher level of effective and efficient administration and management of its operations. The following are elements designed to address the goals expressed in your purpose and scope for this service delivery and organizational structure study.

Work Plan

The work plan for the components of the study as presented below is organized around the purposes for the study addressed in the request for proposal. The consulting team will initially seek input from the policy leaders and management staff in Pekin on the mission, goals and targets of the city government. It is important for the consulting team to have a good understanding of the direction that the City desires to go into the future. The remainder of the tasks outlined below will be undertaken with these policy and management directions of the City as the basis for analysis.

Purpose A. Identify Efficiencies and Inefficiencies in Current Operations - an Organization Wide Perspective
--

The purpose of this component is to perform an organizational inventory and service delivery assessment of the City government organization. The component is outlined below. At the conclusion of this component, the study team will prepare its preliminary findings and recommendations for City consideration.

Component 1: *Organizational Inventory and Service Delivery Assessment Using Multiple Data Gathering Points*

- TASK: Review the existing organizational system via document study and interviews with key administrative staff members and administrators that will include all department heads and the City Manager.
- TASK: Collect, review and analyze existing organizational relationships chart, position descriptions; review information and documentation for formal definitions of responsibilities and reporting relationships. Search statutes, ordinances and administrative enabling documents for position content and authorizations, etc.
- TASK: Conduct an employee survey questionnaire to obtain time and duty information on all City positions as well as information regarding employee satisfaction and overall perception of City operational methods. The survey will also seek input from employees regarding professional development and training opportunities, leadership training and succession planning, all with an eye toward identifying opportunities for workforce development, growth and motivation.
- TASK: Review, and collect as appropriate, departmental input, output and throughput data including results and performance measures.
- TASK: Compare existing duties and relationships to the formalized structure, synthesize information and diagram existing organization structure and workflow.
- TASK: Appraise the organization and systems of the City of Pekin government as a whole and of each department to determine desirable change in the allocation of functions, lines of responsibility, and interdepartmental relationships, noting (a) administrative problems, (b) adequacy of information flow, coordination, and control, and (c) demands placed on managers with respect to policy formulation and execution.
- TASK: Recommend an organizational chart and staffing requirements based on similar organizational models according to the needs of the organization and administrative function.
- TASK: Review departmental expenditure and revenues vis-a-vis personnel assignments, workloads and staffing deployment.
- TASK: Review how the City currently gathers and measures customer service satisfaction levels.
- TASK: Appraise the adequacy of staff and internal operating policies and procedures in supporting policy formulation, decision-making, and program execution.

The principal factors considered in developing an organizational re-design include:

- The composition of organizational units
- The reporting relationships among units
- The structural connections between units
- Expressed service delivery priorities and outcome targets
- Organizational information flow and control systems
- Organization-wide methods and procedures
- Organization-wide work technologies

Preliminary Report - Based on our multi-variant data gathering including interviews, observations, surveys, service delivery records and an inventory of the documents made available to the team, a report on the City's current organizational structure, service delivery systems and reporting relationships will be prepared in narrative form as findings, along with accompanying recommendations. In addition, to support the narrative, organizational workflow charting will also be prepared.

Applying service delivery goals and current management principles to the City's functions and structures, the study team will develop alternative organizational designs that seek to clarify the service goals, service roles, inter and intra-organizational relationships and responsibilities of the various administrative units, and key management and executive functions.

Purpose B. Provide Recommendations for Improving Departmental Responsiveness and Efficiency as Cost Effectively as Possible

The purpose of the next two components will be to build upon the success of the first component that defined the appropriate services and service levels for Pekin, along with the best organizational structure to help establish the most responsive, efficient and economical service delivery system for the City government operations. Based upon the findings of the first component, the departments to be reviewed in more detail will be determined by the consulting team and City officials.

Component 2: Department Analysis and Position Inventory and Analysis - Key Administrative and Operational Staff for Selected Departments

TASK: Based upon the outcomes of Component 1 and discussion with Pekin City officials, GovHR will review the current organization and operations of the selected departments, evaluate the same and define needs. GovHR will interview individual staff members to determine job content, performance expectations, coordination and overlap points, supervisory-subordinate relationships, etc. for each administrative position; analyze, compare, define/refine job content components of each position. Develop preliminary job definitions for key positions that surface during the analysis, including assessments of job content analysis and desired outputs, preferred and required qualifications and training expectations, and preparation of informal "position descriptions" for existing and/or future re-defined positions.

TASK: Information Technology (Optional Service) – If the City agrees, GovHR will also provide a review of the use of information technology (IT) by the City as part of the larger management study of the City government. This review will include interviews with key Pekin staff and reviews of budget, planning, and related documents. The IT review will address these questions concerning the City's IT use:

- What are the ways in which Pekin is currently using information technology?
- What are some general findings on the use of IT at Pekin?
- What IT "best practices" are used by other similar cities? How does the use of IT in Pekin compare to these best practices?
- What are the primary strengths, weaknesses, opportunities, and threats regarding the use of IT at Pekin, and what measures should Pekin take to address these issues?

Component 3: Organizational, Administrative and Governing Body Policy and Procedures Review

TASK: Observe, assess, inventory and review existing administrative policy-making, management, and human resource systems via interviews, observations and

documentation reviews from the City's primary policy and management officers, identify areas of improvement and revision with regard to policies and procedures with general suggestions for overall goals and objectives of the administrative policy-making system.

TASK: Inventory and review existing administrative policies and procedures contained in formal or informal rules, regulations and procedures; identify areas of improvement and revision with regard to administrative policies and procedures providing general suggestions for overall goals and objectives of administrative and policy-making approaches and procedures.

Summary Report

Component 4: *Prepare Consolidated Final Report of Findings and Recommendations*

The study team's findings will be incorporated in a multi-part narrative with supporting documentation and executive summary.

Project Approach

Process Consultation. We believe it is important to emphasize the nature of our approach and relationship with City management and staff during the course of our study. GovHR's Management Consulting Division takes pride in employing the "Process Consultation" approach developed by the noted Organizational Development scholar and consultant, Edgar Schein of M.I.T. In broad terms, Process Consultation emphasizes ongoing communication with the client during the engagement, a sharing of the diagnostic process and actively involving the client in generating and understanding remedies.

GovHR employs this approach by fostering an environment of open communication, understanding and objectivity. Our primary objective is to conduct a fair evaluation of departmental operations and effectiveness. For this reason, we believe it is imperative during the study to develop an open and mutually supportive relationship between the project staff, management and departmental staff. While it is important that we maintain our posture of independence and objectivity during the study, it is no less important that City management, the department directors and key staff be kept regularly informed of the progress and results of our inquiries. In this way, you can be confident that the study is proceeding according to plan, and more importantly, that it is accomplishing its intended objectives. Moreover, it has been our experience that this approach leads to the consideration of meaningful changes as a result of the study.

A Word about Benchmarking. Benchmarking is a common term referenced in RFPs for studies of this nature. When assessing the effectiveness of a particular organizational unit, the assessors must apply a frame of reference or "measure" to the functions being evaluated. Clients frequently ask the question "against what standards are we going to be assessed?" That is a logical question indeed, but not one that is easily answered. The reason is this: for local government organizations, standards of performance come from "within" and not from a national textbook of "performance criteria" for local government administration. While certain aspects of performance and service delivery can be measured objectively or through statistical review, other aspects are more qualitative and organizationally dependent.

The most important set of benchmarks or “standards” to be used in the study will come from the City organization itself. What are the expectations of the City Manager? Department Directors? Line Employees? Department Employees? The City Council? The Public? Or Vendors? The information we glean from our interviews and inquiries will weave an eventual fabric of expectations by which the Pekin organization will be evaluated.

Work Plan Schedule

We are prepared to begin work within four weeks of notice to proceed by the City. All work on the Purpose A - Component 1 - *Organizational Inventory and Service Delivery Assessment* will be completed and preliminary findings determined within 60 days from the date that work commences on the study. Any complications or inhibitors to meeting the target schedule will be raised with the City, with adjustment or amendments reviewed and approved jointly. The remaining Components will be initiated and completed on a time schedule that will be mutually coordinated with the City as the engagement progresses. It is expected that the rest of the study will be completed within an additional 60 days.

QUALIFICATIONS AND EXPERIENCE

The lead consultants on this engagement will be GovHR Vice President Karl Nollenberger and Senior Vice President Lee Szymborski. Mr. Nollenberger and Mr. Szymborski will be assisted by Lee McCann and Norm Malcom, also Vice Presidents of GovHR. An outside consultant, Jerry Schulz, will be utilized for his IT expertise. A full profile for each consultant can be found in the supplement presented with this proposal. A summary of each consultant’s qualifications follow:

- **Karl Nollenberger** is a Vice President of GovHR, specializing in management consulting assignments, executive search and financial evaluation. He has over forty years of experience in government, management consulting and the private sector. Dr. Nollenberger has extensive leadership and chief executive experience in city and county governments. He has served in management positions in eight local governments in five states.
- **Lee Szymborski** is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration. Mr. Szymborski’s experience spans both Illinois and Illinois communities. Mr. Szymborski served more than 15 years as City Administrator in Mequon, Illinois until July 2014. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County.
- **Lee McCann** specializes in general management studies and executive recruitment/search projects. He has over 36 years of active public safety experience having worked with three local law enforcement agencies. (Twenty-three of those years were as Chief of Police in Buffalo Grove and Skokie, Illinois.) In addition to service as an on-site assessment team leader for the Commission on Accreditation for Law Enforcement

agencies since 1987, he has provided consulting services to over 25 local government agencies. He served as a Vice President of the former PAR Group, and currently performs the same services for GovHR.

- **Norm Malcom** is veteran of over 35 years in the fire service. He spent 34 years with the Village of Palatine, the last 10 as Fire Chief. Under his leadership the Village added two fire stations, increased staffing by 30%, and developed auto-aid agreements with all neighboring fire departments. He served as President of MABAS Division One and represented area Chiefs on the EMS Advisory Board. After retiring from Palatine, Norm accepted the Interim Fire Chief's position with the Village of Streamwood. He successfully completed that assignment July 1, 2011.
- **Jerry Schulz** is an on-call consultant with GovHR. He has 32 years of combined experience in information technology management and analysis and local government administration. Mr. Schulz has carried out a variety of consulting assignments for local governments. Most of these assignments have involved technology planning or implementation of new data systems.

Additional consultants can be added for other specific areas that are of interest to the city officials.

REFERENCES & EXAMPLES OF SIMILAR PROJECTS

A complete listing of comparable projects is shown in the supplement submitted with this proposal. The studies done for Portage, Wisconsin (2015), Wood Dale, Illinois (2014), Geneva, Illinois (2012), Warrenville, Illinois (2011), and East Point, Georgia (2004 & 2012) were very similar projects to the one that is being proposed for Pekin. They encompassed an overall operations review of the city services with an in-depth review of many of the individual departments. The Village of Huntley study was an overall management study with projections for future staffing. The staff in Huntley has consistently used this study for the last ten years to guide their organizational growth. The Central Lake County Water Agency study was a management/administrative operations study of a similar nature. A comprehensive analysis of police services for Hamtramck Michigan was done in 2007. Hamtramck is a very urban community with very limited resources and a significant crime rate. The scope of the analysis included everything one can imagine regarding a police agency. Another example of a successful project is the internal organization audit done for Lake Zurich, Illinois.

References:

City of Portage, Wisconsin – Organizational Analysis and Service Delivery Review – Shawn Murphy, City Administrator, 608/742-2176, shawn.murphy@portagewi.gov

City of Wood Dale, Illinois - Organizational Analysis and Service Delivery Review – Jeff Murmays, City Manager, 630/766-4900, jmurmays@wooddale.com

City of Geneva, Illinois – Organizational Analysis and Service Delivery Review - Mary McKittrick, City Administrator, 630/262-8495, mmckittrick@geneva.il.us

City of Warrenville, Illinois – Service Levels and Staffing – Service Delivery & Organizational Analysis Study - Jennifer McMahon, Assistant City Administrator or John Coakley, City Administrator - 630/393-9427, JCoakley@warrenville.il.us or JMcMahon@warrenville.il.us

City of East Point, Georgia - Performance Management Audit - Lance Rhodes, Councilmember, 404/234-5022, lrhodes@EastPointCity.org

Village of Huntley, Illinois - Management Staffing Study - Dave Johnson, Assistant Village Manager, 847/669-2341, djohnson@huntly.il.us

Central Lake County, Illinois Joint Action Water Agency - Staffing Study - Ed Glatfelter, Former Executive Director of Water Agency, Currently Water Conservation Program Director at Alliance For The Great Lakes - 312/939-0838, eglatfelter@greatlakes.org

City of Hamtramck, Michigan - Police Study - Donald D. Crawford, Former City Manager 989 725-0569, DonaldD.Crawford@ci.owosso.mi.us

City of Lake Zurich, Illinois – Internal Organization Audit - Bob Vitas, Former Village Administrator - BobVitas@gmail.com

Niles, IL. Comprehensive Police Management Study - George Van Geem, Village Manager 847 588-8002, gvg@vniles.com

McHenry County Conservation District Police, Comprehensive Management Study - Elizabeth Kessler, Executive Director - 815 260-7206 - EKessler@MCCDistrict.org

COST PROPOSAL

GovHR is pleased to provide our proposed costs and expenses for the Efficiency Study of the City of Pekin operations. The consulting teams are priced out based on estimated staff hours or days to complete the assignment as defined by the client organization and understood by our project director. A component for estimated reimbursable direct expenses is also included for consultant travel, lodging and associated activities. Together, these two components comprise our projected fee.

Karl Nollenberger and Lee Szymborski will serve as lead consultants to undertake this engagement. Lee McCann, Norm Malcolm and Jerry Schulz will supplement them in their fields of expertise. Documentation and report preparation will be coordinated between the consultants. The cost of the services is based on the time of our professional staff to complete the study, as well as on transportation and other expenses such as report preparation. We estimate the maximum cost of the project based on the above factors and propose a fixed fee for services and a not to exceed fee for expenses. It is expected that the City will provide background information, office space, and access to City staff and officials while our staff is conducting the project. Our normal consultant fees are \$110 an hour but in this instance, we will provide a regional discount and charge at a rate of \$100 an hour. Based on the foregoing statement of our usual practice, GovHR agrees to complete the study for a fee of \$27,000. However, in doing so, it is understood that the scope of the in-depth departmental analysis will be determined after completion of Purpose A, based on mutual agreement with Pekin City officials.

The following provides a breakdown of the costs of this component of the study. Although the total cost will not change, the cost for each component may vary based on conclusions reached by the consultants and discussion with City officials.

Purpose A - *Identify the Efficiency and Inefficiencies in Current Operations - Organization Wide Perspective*

Meetings with key officials and staff	35 hours	\$3,500
Collect and analyze data	45 hours	\$4,500
Prepare findings	10 hours	\$1,000

Purpose B - *Improving Departmental Responsiveness and Efficiency*

Interview key staff of selected departments	40 hours	\$4,000
Collect and analyze departmental data	45 hours	\$4,500
Research and compare data to comparable municipalities	20 hours	\$2,000
Information Technology review (Optional Service)	20 hours	\$2,000

**Final Report Preparation and
Presentation of Findings**

20 hours	\$2,000
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Total Professional Fees

235 HOURS	\$23,500
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**Reimbursable Expenses (telephone,
copying, federal express, consultant
travel, etc.) Not to exceed**

\$3,500

TOTAL PROJECT COST

\$27,000

Payment terms are 50% of the Professional Fee (11,750) due upon signing of the contract; 25% (\$5,875) following completion of Purpose A/Component 1, and the balance of the Professional Fee plus Expenses due at the conclusion of the project. Invoices will be sent and are payable within thirty (30) days of receipt, after which a 2% monthly fee will be added.

CONCLUDING REMARKS

In closing, GovHR is a public sector management consulting firm devoted to assisting only public sector entities. We believe that the team assembled for conducting the proposed Efficiency Study for the City of Pekin is of the highest caliber and qualifications. GovHR appreciates your consideration of this Proposal and looks forward to the opportunity to work with the City of Pekin.

Please feel free to contact Dr. Karl Nollenberger at 847/533-0145 should you have any questions.

Respectfully submitted,



Joellen C. Earl
Co-Owner
GovHR USA, LLC

CONSULTANT BIOGRAPHIES

Karl Nollenberger, Ph.D. **Vice President**

Dr. Nollenberger is Vice President of GovHR USA, specializing in management consulting assignments, executive search and financial evaluation. He has over 34 years of experience in government, management consulting and private sector. He has served in management positions in eight local governments in five states.

Dr. Nollenberger has extensive leadership and chief executive experience in city and county governments. While City Manager of Muscatine, Iowa; Richfield, Minnesota; Beaumont, Texas; and Duluth, Minnesota and County Administrator of St. Louis County, Minnesota and Lake County, Illinois, he developed and implemented significant organizational changes. In addition, he implemented financial management policies and systems that stabilized the financial affairs of the communities. Dr. Nollenberger has managed organizations from 200 to 2800 employees. He also served as a Finance Director and as Assistant Finance Director in two communities in Iowa and Colorado.

Dr. Nollenberger worked as a management consultant with one of the then “big eight” accounting firms serving clients in local governments. He performed organizational studies for San Antonio, Arlington, and College Station, Texas and Bella Vista, Arkansas. He performed privatization studies for Austin and Beaumont, Texas. He has performed executive search engagements across the country. In addition, he has been responsible for or participated in financial forecasting and revenue analysis, implementation of personnel classification/compensation programs, productivity analysis and organizational restructuring, organizational effectiveness and team building, employee participation programs, labor relations/negotiations, economic development, downtown redevelopment, and capital budgeting/bond financing. Dr. Nollenberger recently revised the 4th edition text of the ICMA publication *Evaluating Financial Condition — A Handbook for Local Government*.

Dr. Nollenberger has been responsible for management in the areas of personnel, police, fire, public works, airports, transit, water & sewer, parks & recreation, planning, economic development, health, civic centers, housing, solid waste, libraries, engineering, liquor stores, finance, information systems and budget & research. He has also been responsible for management in the financial areas of accounting, revenue, purchasing, treasury, and debt management.

Dr. Nollenberger received his doctorate in Public Administration from the University of Illinois at Chicago. He has a Master’s Degree in Public Administration from the University of Colorado and a Bachelor’s of Business Administration degree in accounting from the University of Iowa.

Dr. Nollenberger has served as the President of the International City/County Management Association (1994-95). He is currently a Fellow of the National Academy of Public Administration (chartered by Congress). He has served in numerous other

association positions in city and county government and presented at numerous conferences. He has taught courses for five universities in their Master's programs.

Lee Szymborski
Senior Vice President

Lee Szymborski is a Senior Vice President with GovHR USA, working on both executive search and general management consulting assignments. He has more than 33 years of experience in local government administration.

Mr. Szymborski served more than 15 years as City Administrator in Mequon, Wisconsin. Mequon is a full service city with \$30 million in combined budgets, and more than 170 employees serving 23,000 residents over a 47-square mile area. Mr. Szymborski's experience spans both Wisconsin and Illinois communities. In addition to his Wisconsin service in Mequon, he also worked for the City of Wauwatosa and Milwaukee County. In Illinois, he served for 12 years as Assistant Village Manager in Buffalo Grove.

Mr. Szymborski's track record points to a results-oriented approach to municipal government management. That is demonstrated by his work including the purchase of a \$14 M private water utility that has seen its customer base increase under city ownership (Mequon); reorganizing city departments and reducing workforce costs in an organizationally sensitive manner (Mequon); spearheading a 10- community oversight committee to secure the startup of commuter rail service (Metra) on the WI Central railway (Buffalo Grove); and re-purposing TIF funds to provide incentives that secured a \$16 M mixed-use development in Mequon's Town Center. He is additionally skilled in budgeting, personnel administration, community engagement efforts and strategic planning.

Mr. Szymborski has published articles in Public Management magazine, and is an adjunct instructor at Upper Iowa University – Milwaukee Center. He holds a B.A. in Political Science, as well as an M.S. in Urban Affairs, both from the University of Wisconsin – Milwaukee.

Since joining GovHR USA in 2014, Mr. Szymborski has done organizational analyses for the Wisconsin cities of New Berlin, Portage, Oshkosh, and Wauwatosa, and strategic plans for the City of Eau Claire and the Wisconsin City Management Association. He has been part of teams conducting classification and compensation studies for several Illinois and Wisconsin communities. He has also conducted more than 20 executive searches in Illinois, Wisconsin, Massachusetts and Missouri.

Lee McCann
Vice President

Lee McCann, brings over 36 years of active public safety experience to GovHR USA. He works on executive search and general management consulting projects.

Following his honorable discharge from the United States Army, Mr. McCann began his career in local law enforcement as a patrol officer in Evergreen Park, Illinois. He rose through the ranks of that agency, attaining the highest merit position, Lieutenant, in less than ten years. In 1982 he was named Chief of Police in Buffalo Grove, Illinois and served as Chief of Police in Buffalo Grove & Skokie, Illinois for the next 23 years. While serving in Buffalo Grove, he led the police department in becoming one of the first 50 law enforcement agencies in the nation to be accredited.

Mr. McCann accepted numerous leadership roles with intergovernmental agencies during his tenure as Chief of Police. He helped found and manage the Lake County (Illinois) Major Crimes Task Force, served as Chairman of the Executive Committee of the Northwest Central Dispatch System and was President of the Northern Illinois Police Crime Laboratory. He was Secretary of the Executive Board of the Northwest Police Academy for ten years, and was also President of the Northern Illinois Police Alarm System - a mutual aid organization that provides manpower and other specialized services to member agencies during disaster and other emergency situations. During the five years he served as President of this organization, Mr. McCann oversaw a 100% growth in membership to over 80 law enforcement agencies serving a population of approximately 1,000,000 people.

Mr. McCann's consulting experience includes general police management studies, executive search & recruiting assignments, and service as on-site assessment team leader for the Commission on Accreditation for Law Enforcement Agencies. He also is a member of several professional organizations and has served on the governing boards of civic and charitable organizations such as OMNI Youth Services, United Way and as chairman of the Regional Action Planning Project, a local initiative to suppress street gang activity.

Mr. McCann is a graduate of the F.B.I. National Academy, the Illinois Law Enforcement Executive Institute, and Chicago State University.

Norman Malcolm **Vice President**

Norman Malcolm came to GovHR USA following a 36 year career in the Fire Service. Norm began his career with the Village of Palatine Fire Department in 1975. He rose through the ranks from Firefighter, Paramedic, Lieutenant, Captain and Deputy Chief before being appointed Chief of the Department in 1998.

During his tenure as Chief, Norm oversaw the construction of two new fire stations and the growth of the organization by almost 50 %. Chief Malcolm also valued regional cooperation by negotiating mutual response agreements with Long Grove, Palatine Rural, Rolling Meadows and Arlington Heights Fire Departments. Agreements for sharing of reserve equipment and special team members were also accomplished.

Chief Malcolm was a member of the Northwest Community Hospital Advisory Board, Palatine Township Health Advisory Board, and Vision In Progress. He also served as President of MABAS Division One for 3 years.

After retiring from Palatine in 2009, Chief Malcolm accepted the Interim Fire Chief post in the Village of Streamwood Illinois. In his fourteen months there he implemented a new training program, a company inspection program, a successful contract negotiation, and key staff promotions. He also was involved in the recruitment process for the new Fire Chief.

In 2013 Chief Malcolm served as Interim Fire Chief for the Village of Roselle and most recently, served as Interim Chief for the West Chicago Fire Protection District.

Norm is a graduate of Northern Illinois University, with a Bachelor of Arts Degree. He has numerous training certifications including Fire Officer III and the University of Maryland Staff and Command School. Norm also has experience as a Building Inspector for the Village of Palatine. He previously worked as a teacher and coach before entering the Fire Service.

Norm has been actively involved in the Palatine Rotary Club, Men's Civic Club and Catholic Charities Northwest. He also has been involved in coaching youth sports in the Palatine community.

Jerry Schulz **Vice President**

Jerry Schulz brings over 37 years of experience in information technology management and analysis and local government administration to GovHR USA. He has carried out a variety of consulting assignments for local governments. Most of these assignments have involved technology planning or implementation of new data systems.

Mr. Schulz served as Manager of Application Development for the Milwaukee Public Schools from April, 2007 through November, 2012. He oversaw development and maintenance of data applications for this large urban school district. Projects he managed included upgrading the PeopleSoft human resources system and adding abilities to automate job applications and track professional development, implementing new systems for substitute dispatch and student intervention tracking, and expanding a data warehouse system.

Mr. Schulz served for five years as Director of Information Systems for the Catholic Archdiocese of Milwaukee, Wisconsin. He developed the first strategic technology plan for the Archdiocese and led projects to replace the financial system, upgrade fund-raising systems, install a newspaper circulation system, upgrade the web site, and increase the use of broadcast electronic mail communication.

Mr. Schulz served for six years as the Manager of Information Systems for Waukesha County, Wisconsin. While at Waukesha County, Mr. Schulz led the implementation of data systems for

the Finance, Register of Deeds, Health and Human Services, and Courts areas. He also oversaw the implementation of an enterprise computer network serving all county facilities.

Prior to his tenure at Waukesha County, Mr. Schulz served as Director of Information Technology and Telecommunications for the Milwaukee Area Technical College (MATC). Mr. Schulz also served as the Information Systems Director of the Milwaukee County Department of Social Services and later also served as the Program Analysis Manager for Milwaukee County. In his role with Social Services he developed a strategic technology plan for the department and implemented a case tracking system.

Mr. Schulz is a graduate of Cornell University, majoring in Government, and holds a Master of Public Administration degree from Roosevelt University and a Master of Arts in Teaching from Northwestern University. He is the author of *Information Technology for Local Government: A Practical Guide for Managers*, published by the International City/County Management Association (ICMA) in 2001.

Mr. Schulz serves as an adjunct faculty member at the University Of Wisconsin- Milwaukee Department Of Public Administration and the Indiana University-Purdue University Indianapolis School of Public and Environmental Affairs, where he teaches courses on the use of technology in the public sector.