



MEMO

To: President and Members of Council
From: Town Manager
Re: Presentation by Julia Novak, President of the Novak Consulting Group
Date: December 22, 2014

Council will have the opportunity to view a presentation by Julia Novak, the President of the Novak Consulting Group (NCG). Novak has been asked to make a presentation to Council that will detail the benefits, methodology, and potential deliverables of an organization-wide review of services and operations. The proposed work would be a comprehensive review of the organization, our services, how we deploy our resources, and what ways we can improve.

Council and employees in attendance are encouraged to ask questions and seek clarifying information from Ms. Novak. This is a tremendous opportunity for our community and I would like this to be completed in the most transparent manner possible.

Town of Munster

Organizational Review

December 3, 2014



Table of Contents

Cover Letter

About The Novak Consulting Group..... 1

Experience and Capabilities.....2

 Project Staff.....3

 References.....9

Project Approach 11

 Work Plan.....13

 Project Schedule18

Cost Proposal..... 12



December 3, 2014

Mr. Dustin Anderson
Town Manager
Town of Munster
1005 Ridge Road
Munster, IN

Dear Mr. Anderson,

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

We are pleased to submit this proposal for an Organizational Review to the Town of Munster. This proposal is based on our experience completing similar work for other jurisdictions across the country.

Our project team for Munster is comprised of skilled professionals, seasoned in local government with direct experience in all facets of local government operations. Our team has had significant success working with many local governments to review operations and staffing with the goal of improving organizational performance and efficiency. We are confident our customized approach will provide the Town with a plan for maximizing opportunities for economy, efficiency, and effectiveness while providing quality services to the public.

We look forward to the opportunity to serve Munster in this engagement. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

About The Novak Consulting Group

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

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

- Performance Audits
- Organizational Assessment and Optimization
- Process Management
- Performance Measurement
- Organizational Development
- Community Outreach and Engagement
- Facilitation and Training
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice developed through subject matter expertise and customized project approaches.

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

The Novak Consulting Group is a woman-owned firm led by President Julia Novak. The firm is staffed with local government professionals, including full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio and our staff is based in Washington, D.C., North Carolina, Kansas City, New York, and Wisconsin, in addition to Ohio.

Experience and Capabilities

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

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

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

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

Project Staff

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

President Julia Novak – Julia will serve as project manager. From 2003 to 2009, Julia served as a Vice President for a national consulting firm. Julia has over 25 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who has worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Associate Michelle Ferguson – Michelle began her consulting career in 2005 following 10 years of direct experience in local government management, which included serving as Assistant County Manager in Arlington County, Virginia overseeing the County's \$500 million capital improvement program. Michelle is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Her special expertise is performance measurement, capital budgeting and financing, project implementation, and process re-engineering.

Public Works and Utilities Specialist Dave Vaclavik, P.E. – Dave will serve as subject matter expert for the Public Works Department review. He has over 35 years of experience working with local governments, including serving as Public Works Director in Oak Park, Michigan and Appleton, Wisconsin. In both Oak Park and Appleton, Dave managed full service public works departments. In Appleton, Dave effectively managed the growth of the department through a focus on priorities, staff re-training and reassignment, equipment optimization, and selective use of contract services. He balanced the use of internal staff with external consultants and contractors to add needed skills and effectively manage workloads. As a consultant, Dave has worked with more than 50 communities to review operations and structures with the goal of improving performance and service delivery, including those referenced in this proposal. While a licensed engineer, his true passion is for operations.

Jonathan Ingram, Associate – Jonathan has over seven years of consulting experience and has developed an expertise in operational and staffing analysis. Jonathan joined The Novak Consulting Group in January 2012, having most recently served as a budget manager for the City of Cincinnati, Ohio. In addition to his expert financial analysis, Jonathan has also conducted numerous reviews of organizations while serving as a consultant.

Haley Kadish, Analyst – Haley will provide research and analytical support to our project team.

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

Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. A full-time consultant for the past 11 years, she previously served as Vice President for a national local government consulting firm. Julia has more than 25 years of experience working with and for local governments. She is an established consultant, trainer, facilitator, and thought leader who has worked with over 200 different local government and nonprofit organizations across the country. Prior to consulting, Julia worked in the cities of Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was City Manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with elected and appointed officials and nonprofit board members across the country to conduct goal setting, develop strategic plans, and prioritize service delivery.

As a consultant, Julia has led a broad range of projects, including organization-wide assessments of nonprofit organizations and communities that serve populations as large as 1,000,000 and as small as 12,000. She has conducted focused departmental reviews in virtually every municipal service from accounting to zoos.

Julia has established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners involved in the International City/County Management Association (ICMA) sponsored symposium on the future of local government administration. Her response to Dr. James Svara's paper *City Council, Roles, Performance, and the Form of Government* is included in the ICMA-published book *The Future of Local Government Administration*. In 2009, she co-authored an article with Dr. John Nalbandian in *Public Management Magazine* titled *Preparing Councils for Their Work*. In 2010, the article she co-authored with City Manager Steve Burkett, *Permission to Manage*, was the featured article on the cover of *Public Management Magazine*, stressing the importance of being intentional in managing organizations and using performance measures as a part of a management system.

In 2000, ICMA awarded Julia its Assistant's Excellence in Leadership Award for work she did building community and increasing organizational capacity as Deputy City Manager of Rockville, Maryland.

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

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

Education

Master of Public Administration, University of Kansas

Bachelor of Arts, George Mason University

Professional Certifications

Certified Professional Manager, International City/County Management Association

Master Facilitator, The Myers-Briggs Personality Type Indicator

Industry Tenure

27 years

Consulting, 11 years

Local Government, 16 years

Michelle L. Ferguson, Associate

Michelle has over 18 years of management experience in local government, and she currently serves as the organizational effectiveness practice leader for The Novak Consulting Group, having been with the firm since its inception.

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

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

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

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

During her tenure with Arlington County, Michelle was responsible for the daily management and implementation of the County's \$500 million capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Prior to Arlington County, Michelle served as Assistant City Manager in Overland Park, Kansas.

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

Education

*Master of Public
Administration, University of
Kansas*

*Bachelor of Arts, Loyola
University - Chicago*

Industry Tenure

18 years

Consulting, 8 years

Local Government, 10 years

David J. Vaclavik, P.E., Public Works and Utilities Specialist

Dave has extensive local government management and consulting experience. Before founding Public Management Partners, he served as the Director of Public Works for the City of Appleton, Wisconsin and held a similar position in Oak Park, Michigan. Previously, he spent more than eight years as a management consultant working with more than 40 local government clients throughout the Midwest.

Dave analyzed the staffing, organizational structure, and operational efficiency of the Public Works and Parks Departments of the City of Fitchburg, Wisconsin. He helped the Village of Suamico, Wisconsin deal with reorganization issues as this growing community dealt with utility staffing and facility matters. He also studied opportunities for developing shared services in the Public Works and Parks Departments of the Village of Sussex and the Town of Lisbon, Wisconsin.

As a sub-consultant for a national management consulting firm, Dave analyzed the potential for further integration of the combined Public Works Departments of the City of Louisville and Jefferson County, Kentucky. He has provided similar expertise for studies in the cities of Topeka, Kansas; Manchester, Connecticut; and Fort Collins and Boulder, Colorado. He has considerable experience in organizational design and the development of quality improvement processes designed to achieve established goals.

Dave currently divides his time between managing the Central Brown County Water Authority and serving as the Public Works and Utilities Specialist for The Novak Consulting Group, having been with the firm since its inception. Notable projects have included public works and utilities operational and organizational reviews and evaluations for the cities of Reading and Harrisburg, Pennsylvania as part of their financial recovery efforts. He has performed organizational evaluations for Public Works Departments in Delaware and Dublin, Ohio and Fredericksburg, Virginia. He also worked with the Shawnee, Kansas Public Works Department to establish operational priorities and reallocate diminishing budget funds.

The Central Brown County Water Authority is the only Joint Local Water Authority in Wisconsin and consists of six Green Bay area communities that banded together to replace their municipal well systems with a Lake Michigan based water source. As manager of the Authority, Dave led a regional effort to bid and purchase advanced water meter infrastructure. Through collaboration, the communities were able to bid over 65,000 water meters and share physical infrastructure, software, and data hosting services resulting in a life-cycle cost savings of approximately \$6 million. David also specializes in regional utility feasibility analysis, revenue development systems, utility rate studies, ordinance development, GIS development, and general management services.

Education

*Master of Business
Administration, University of
Michigan*

*Bachelor of Science, University
of Michigan*

Professional Certifications

*Licensed Professional Engineer,
Michigan and Wisconsin*

Industry Tenure

35 years

Consulting, 20 years

Local Government, 17 years

*Nonprofit Administration, 5
years – overlap with consulting*

Jonathan Ingram, Associate

Jonathan Ingram has nine years of experience in local government management, most recently as a budget manager in the City of Cincinnati, Ohio Budget Office. Prior to that, Jonathan served as a management consultant and worked in the City Manager's Office for City of Highland Park, Illinois.

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

Jonathan is a skilled financial analyst, with extensive experience in budget and revenue analysis; however, he also has extensive experience as a management and operations consultant to local governments in the United States and abroad.

Education

*Master of Public
Administration, Northern
Illinois University*

*Bachelor of Art, Aurora
University*

Industry Tenure

9 years

Consulting, 5 years

Local Government, 4 years

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

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

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

Haley Kadish, Analyst

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

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

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

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

Education

*Master of Public
Administration, Ohio State
University*

*Bachelor of Art, University
of Texas, Austin*

Industry Tenure

Local Government, 3 years

References

The Novak Consulting Group has assisted numerous local governments across the country with organizational evaluations. The following is a summary of relevant engagements. We would be happy to provide additional information about these or any of our prior projects.

Fredericksburg, Virginia engaged The Novak Consulting Group in 2012 to complete a comprehensive organizational study of the City government, which included all City departments under the purview of the City Manager. The purpose of this study was to improve organizational performance, as well as assess staffing needs so that capacity could be added strategically in the organization as resources become available. Several core processes were mapped to identify improvement opportunities.

Beverly R. Cameron, City Manager
(540) 372-1010 brcameron@fredericksburgva.gov

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

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

Fort Collins, Colorado engaged The Novak Consulting Group in 2010 to conduct a structural review of the budget and finance functions for Utility Services and the General City Financial function. In addition to the 2010 work, members of our project team conducted an organizational structure analysis of the City while with a prior firm. They conducted best practice research and identified specific structural changes designed to enhance service delivery for the customers of Transportation Service, Community Planning and Environmental Services and Utility Services. The primary purpose of this study was not to generate cost-savings, but rather to create an improved organizational structure. Most recently, The Novak Consulting Group was retained to develop process maps for the City's allocation of Federal funds.

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

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

Marsha Grigsby, City Manager
(614) 410-4400 mgrigsby@dublin.oh.us

Boulder, Colorado engaged The Novak Consulting Group to conduct a structural review of the City's Finance Department and assess how the Budget and Purchasing functions were staffed. The City of Boulder was highly decentralized, and tremendous capacity existed within operating departments to serve their own needs, but the central offices (Budget and Purchasing) are unable to provide appropriate service levels and support the City Manager. Resources were reassigned to create a more robust Budget Office, and additional resources were made available to the Purchasing function to better meet customer expectations. Subsequently, a similar review was completed for the City's Human Resource Department. Currently, The Novak Consulting Group is assisting the City with the development of a long term financial model that will allow the City to better forecast future general fund revenues and expenditures.

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

Reading, Pennsylvania engaged The Novak Consulting Group in 2010 as part of the City's Act 47 Financial Recovery Team to develop a recovery plan to assess all areas of City government and identify immediate cost savings to avoid certain bankruptcy. Public Financial Management served as the Act 47 Coordinator, and The Novak Consulting Group conducted the operational reviews of all City departments.

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

Delaware, Ohio engaged The Novak Consulting Group in 2012 to conduct an assessment of the City's organizational structure, with a strong emphasis on the public works and engineering functions.

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

Manchester, Connecticut retained the services of Julia Novak while she was with another firm to lead a review of Town departments. Manchester has had the opportunity to "live with" many of the recommendations made in the initial report for a number of years. Cost savings identified included negotiating changes to employee contracts that led to more efficient scheduling. In addition, the Town initiated a performance measurement program that allows departments to better "tell their story" and use data to support decision making.

Dede Moore, Administrative Services Director
(860) 647-3126 dmoore@ci.manchester.ct.us

Project Approach

The scope of work for the Town of Munster's Organizational Review is best supported through a comprehensive assessment approach that can quickly identify potential areas of improvement. This will allow the project team to focus efforts on these areas and best leverage project resources for maximum organizational and operational improvement for the Town.

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



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

Work Plan

The following details the proposed work plan to complete the Organizational Review of the Town of Munster's operations.

Task 1: Begin Engagement

The Novak Consulting Group will begin this engagement by meeting with the Town's project team to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the Town's interest in this study, the strengths and weaknesses of the current organizational structure and operations, and other issues that may be relevant to our work.

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

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

Task 2: Conduct Field Work

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

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

- We schedule and conduct confidential interviews with key staff in the departments. The interviews cover the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and weaknesses.
- In addition to formal interviews, we may conduct selected operational observations in order to understand how work is actually performed in your normal work environments. This will include walk-throughs in office settings and work site visits.
- For selected processes, we will develop process maps to detail each step and help identify opportunities for efficiency improvements.
- Thorough data collection relates particularly to budgeting and financing, work volumes, work cycle times, demands for service, equipment and infrastructure inventory and other detailed data necessary for a complete analysis. We will tailor the collection of data to the needs and issues of each department and its operations. As an example, we typically collect the following data to better understand operations:
 - Work volume relative to staff resources;
 - Customer service performance standards and compliance reports;
 - Department budgets, including revenues and expenditures;
 - Current fees and data supporting fee calculations;

- Current cost allocation plans and supporting data and calculations;
- Internal financial reports;
- Internal cost allocations by work unit;
- Job descriptions, wage and compensation plans;
- Records reflecting training and certifications;
- Organization charts and staffing tables, including changes over the preceding three to five years;
- Strategic organizational plans;
- Relevant customer satisfaction data;
- Management reports, including any applicable performance measurement and reporting; and,
- Information technology infrastructure, including hardware and application inventories, use of field technologies, and system strategic plans.

In our experience, employees offer a wealth of information about Town services. They frequently have specific ideas about operations that can be optimized. Therefore, The Novak Consulting Group will conduct a series of focus groups with employees. designed to assess operations and identify opportunities for efficiency.

Our trained facilitators use a variety of techniques to actively engage employees in the process. We thoroughly prepare for each session with a detailed agenda. However, each focus group is slightly different, based on the participants. Our facilitators know how to “read the group” and determine the best techniques to use to solicit feedback from participants with different styles: some participants will readily voice their ideas, while others may need prompting or perhaps a written exercise to engage. Regardless of the methods, our goal in any facilitated session is create an environment that allows employees to feel comfortable sharing their honest feedback.

In order to solicit broad participation, we suggest conducting focus groups in a variety of ways. Some sessions would be held by division, with cross cutting affinity groups, and also ‘open to all.’ In this way, employees would have a variety of opportunities to provide input, based on their schedule and comfort level.

At the conclusion of the focus groups, we will prepare a summary report of all feedback. Findings will be incorporated into the overall project direction, analysis, and recommendations.

Task 3: Analyze Operations

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

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

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

Organizational Review

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

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

Based on the assessment, we will develop an inventory of Town services and specific information on organizations and program service delivery, and identify any alternative approaches to improve program delivery. For each program and alternative, we will prepare a bullet point presentation that identifies program services, any recommended changes, the reasons behind the changes, and the perceived strengths and weaknesses of each approach.

We will document the recommended operational program service delivery matrix for the Town's review. The matrix will present the recommended functional alignment of each of the organizational units, including retention of current organization structure, realignment of program work and work units, consolidation of units where appropriate, and the possible reduction or elimination of units. The goal of this matrix will be the achievement of appropriate spans of control that assure the proper coordination and management of program work, assignment of responsibility and authority, elimination of duplication, and a renewed program service focus.

Policies and Procedures Review

In this project effort, we assess operational policies and procedures, including relevant personnel rules and provisions that impact the efficient operations of the organization and delivery of program services. The project team reviews your documented policies and procedures to address and resolve the following questions:

- Are the manuals/documents complete? Do major gaps exist relating to operations?
- Are your policies and procedures updated frequently enough to reflect legal, departmental and community changes? What is the process for updating these manuals and documents?
- How are the contents of these manuals and documents and their revisions communicated throughout your organization, including availability in electronic format?
- Do multiple, conflicting or overlapping policies and procedures exist within the Town?
- Through policies and procedures as well as through personnel systems, how are risk and liability controlled?

- What policies and procedures exist that foster efficiency and effectiveness and what policies are hindrances? In that later case, what is the business case in support of the policy and can that policy be altered?
- How well do your customers understand your policies and procedures, accept them, and comply with them? What form of customer outreach do you do to assure this understanding and acceptance?

Staffing Analysis

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

- Determine the backlogs, or alternatively, the excess capacity of the current workforce
- Define the potential work production levels if reasonable levels of productivity and utilization are met
- Determine desired and/or feasible services levels, given budgetary constraints
- Determine the impact of any additional revenue sources which may have been identified during the course of the study upon feasible service level provision
- Evaluate the efficiency of performance of specific tasks, as well as their relative importance to the organization, and the frequency with which these are performed. The project team will utilize this multi-dimensional approach to determine which tasks should be enhanced, which should be diminished, and which may be candidates for alternative service delivery methods. The result of the placement of each task on this three-dimensional "matrix" may further impact the "optimum" staffing levels appropriate for any single department. Regarding the potential of alternative service delivery, we utilize several factors to determine its feasibility. These include:
 - How critical is the function to the mission of the work unit, department and city;
 - How effectively are you currently providing the service;
 - What is your capacity to manage outsourced contracts;
 - Are there any labor agreements or other workforce policies that constrain options;
 - Are there viable alternative service providers within your market area; and,
 - Is there sufficient financial or work capacity gain to warrant the disruption that an alternative service delivery strategy can be expected to cause at the outset.

One of the outcomes of the staffing analysis will be a detailed Table of Organization, by job title, full time equivalent, and employee name.

We will identify best practices and determine where gaps may exist in the Town's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the Town.

Task 4: Conduct Fund Financial Analysis

Next, The Novak Consulting Group will conduct a detailed financial analysis of the fund accounts that are used throughout the Town for non-capital purposes. This assessment will be designed to provide a full and accurate understanding of the Town's current financial condition. This will establish a baseline

of the Town's fiscal health, allowing the Town to gauge its fiscal outlook and better anticipate and respond to future financial issues. This aspects of the project will involve:

- Reviewing the Town's current and recent budgets; year-end financial reports; independent audit reports and management letters; bond and note indentures; pension actuarial reports; current revenue and expenditure reports; and other relevant information and factors that may affect the current and future financial condition of the Town, including socio-economic and demographic data;
- Analyzing the Town's financial history (2009 through 2013 or the most readily available data) focusing on such factors as expenditures, tax base, major user fees, and other current revenue sources, operating positions, debt structure, and unfunded liabilities; and
- Examining current 2014 budgeted revenue and expenditure patterns in relation to historical data, ongoing operations, collective bargaining agreements, other salary and benefit requirements, financial interrelationships with various Town funds and authorities, and other obligations of the Town.

Task 5: Conduct Best Practice Research

As part of our analysis, we evaluate the performance of the departments as it compares to both a limited number of comparable governments through external benchmarking, as well as how the operation compares to industry standards of performance. The resulting diagnostic provides a quick and objective overview of both the quantitative and qualitative work activities of the departments.

The Novak Consulting Group has developed industry best management practices (BMPs) in many areas of local government service. This information was developed from our previous work with state and federal regulatory agencies, professional associations and industry groups, as well as other sources. We will compare and contrast management practices in the Town's departments with the practices of other successful organizations. We will also develop comparison information relating the service demands and outcomes in the Town's departments with other similar operations.

The steps in this process include the following:

- As part of our entry interviews with the department directors, we will develop information about the organization and service functions of the departments. The interviews will support the development of a list of applicable functions performed, and services provided by, each department.
- Based on our understanding of the department, we will assemble a set of suggested best management practices as well as relevant measures of service demand, resources applied and service outcomes provided.
- We will assemble performance information for a limited benchmark survey effort and make contact with representatives of organizations providing similar services to develop comparable performance data. We will develop a series of normalized measures linking service outputs to service inputs to make relevant comparisons across organizations.
- We will identify "quick win" opportunities for easy, low cost, high value improvements.
- We will prepare best practices and benchmarking information in the final report, summarizing the diagnostic project activity.

Task 6: Prepare Project Deliverables

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

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

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

Project Schedule

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

	Schedule																				
	Munster, IN																				
	Organizational Review	start	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
Activity 1 - Begin Engagement																					
1.1	Conduct project kick off meeting																				
1.2	Request and review background information																				
1.3	Finalize project schedule																				
Activity 2 - Conduct Field Work		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
2.1	Interview Key Staff (18)																				
2.2	Conduct Focus Groups (8 total)																				
2.3	Tour facilities																				
2.4	Identify core programs and services																				
2.5	Summarize learning																				
Activity 3 - Analyze Operations		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
3.1	Assess effectiveness of internal services																				
3.2	Assess structural appropriateness																				
3.3	Assess processes and procedures																				
3.4	Summarize learning																				
3.5	Review key learning with Administrator																				
Activity 4 - Conduct Fund Financial Analysis		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
4.1	Review fund accounts																				
4.2	Conduct financial analysis																				
4.3	Summarize learning																				
4.4	Review key learning with Administrator																				
Activity 5 - Conduct Best Practice Research		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
5.1	Identify scalable best practices for applicability in Munster																				
5.2	Summarize learning																				
Activity 6 - Prepare Project Deliverables		1/12	1/19	1/26	2/2	2/9	2/16	2/23	3/2	3/9	3/16	3/23	3/30	4/6	4/13	4/20	4/27	5/4	5/11	5/18	
	Prepare Table of Organization (2) including job title and FTE Count																				
6.1	and by employee																				
6.2	Prepare draft report																				
6.3	Review draft report with Administrator																				
6.4	Prepare final report																				
6.5	Present final report																				
6.6	Prepare implementation plan																				

Cost Proposal

The Novak Consulting Group estimates it will require approximately 425 hours of consulting time to complete the scope of work outlined in this proposal. The total, not-to-exceed price to complete the scope of work outlined in this proposal is \$74,500, including all professional fees and expenses.

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