

Submitted in Response to Request
for Qualifications (RFQ)
Contract Number C-2017-0433

Proposal to the
Woodlands Township



Consulting Services for Governance Planning

Proposal Submitted by:

Chad Snow, PMP, CFE, Principal
BerryDunn
100 Middle Street
Portland, ME 04104
Phone: 207-541-2200
csnow@berrydunn.com

Proposal Submitted on:

December 8, 2017, by 5 p.m.



December 8, 2017

Ms. Karen Dempsey
2801 Technology Forest Drive
The Woodlands, Texas 77381

Dear Ms. Dempsey:

Berry Dunn McNeil & Parker, LLC (BerryDunn) is pleased to submit this proposal in response to the Woodlands Township's (the Township's) Request for Qualifications (RFQ) for Consulting Services for Governance Planning, contract number C-2017-0433. We have read the RFQ and amendments, we understand them, and we agree to the terms and conditions therein. Our proposal is a firm and irrevocable offer that is valid for 90 days from the proposal due date of December 8, 2017.

BerryDunn is an independent management and information technology (IT) consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We are a stable and well-established firm that has preserved our core values and reputation for excellence for 43 years. We have enjoyed steady growth by providing consistent, high-quality services to our clients in 48 states and in Canada. We have thoughtfully augmented our team with the specialized expertise of a number of subcontractors, many of whom are based in the state of Texas.

As the principal of our Local Government Consulting Group, I am authorized to bind BerryDunn to the commitments made herein. Should you have any questions regarding our proposal, my contact information is as follows:

Chad Snow, Principal
BerryDunn
100 Middle Street
Portland, ME 04101
Phone: 207-541-2212
csnow@berrydunn.com

We appreciate the opportunity to submit this proposal and look forward to working with the Township on this important study.

Sincerely,

A handwritten signature in black ink, appearing to be 'CS', written over a light grey horizontal line.

Chad Snow
Principal

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1.0 Executive Summary

1.1 Our Understanding of the Township's Project

History of the Township and its Incorporation Initiative

The Woodlands, a special purpose district and 43-year-old master-planned community, spans approximately 27,000 acres in the Houston-The Woodlands-Sugar Land metropolitan area. In 2007, legislative action and a voter referendum established the Township and authorized funding for Residential Participation Agreements (RPAs) with the cities of Houston and Conroe. These RPAs protected the Township from annexation until the year 2057.

The Township is currently governed by a seven-member, elected Board of Directors (Board). It collects sales tax, room tax, and property tax, and provides many services that are typical of a city government. These include solid waste management, licensing, permitting, parks and recreation, a fire department, fire dispatch, contract law enforcement, public transportation, economic development, and a number of community services and amenities that contribute to the quality of life of the more than 122,000 people who reside there.

In 2017, legislation afforded the Woodlands statutory authority to incorporate as a city. The newly incorporated city would assume the operations, authority, obligations, and revenue streams of the Township. Voters would be required to authorize a maximum allowable tax rate when voting on the incorporation. The new city may also derive revenue from franchise fees, court fees, and permit fees. This city is expected to take on a number of services and responsibilities not currently held by the Township including, but not limited to, law enforcement, streets and right-of-way (ROW) maintenance, traffic management, municipal court, facilities maintenance, planning, zoning, building inspections, city secretary, city clerk, city engineer, and public works. However, a variety of options and service models may be available for incorporating the Township as a modern city.

Expectations of the Study

The Township is seeking a consulting partner, or partners, to conduct a study of the available alternatives for incorporation planning. This will result in analysis of the financial and community implications of the incorporated city assuming some, or all, of the services that the Township currently contracts for or receives via agreements with surrounding cities and counties. This analysis will include multiple inputs including public forums; resident feedback; a street conditions analysis and pavement index; legal analysis; review of law enforcement services; and the incorporation of best practices for municipal governance. These considerations are encompassed in the six tasks requested in the Township's RFQ:

1. Financial Analysis
2. Review of Law Enforcement Services
3. Street Conditions Analysis and Pavement Index
4. Legal Analysis
5. Community Analysis, Public Forums, and Resident Feedback

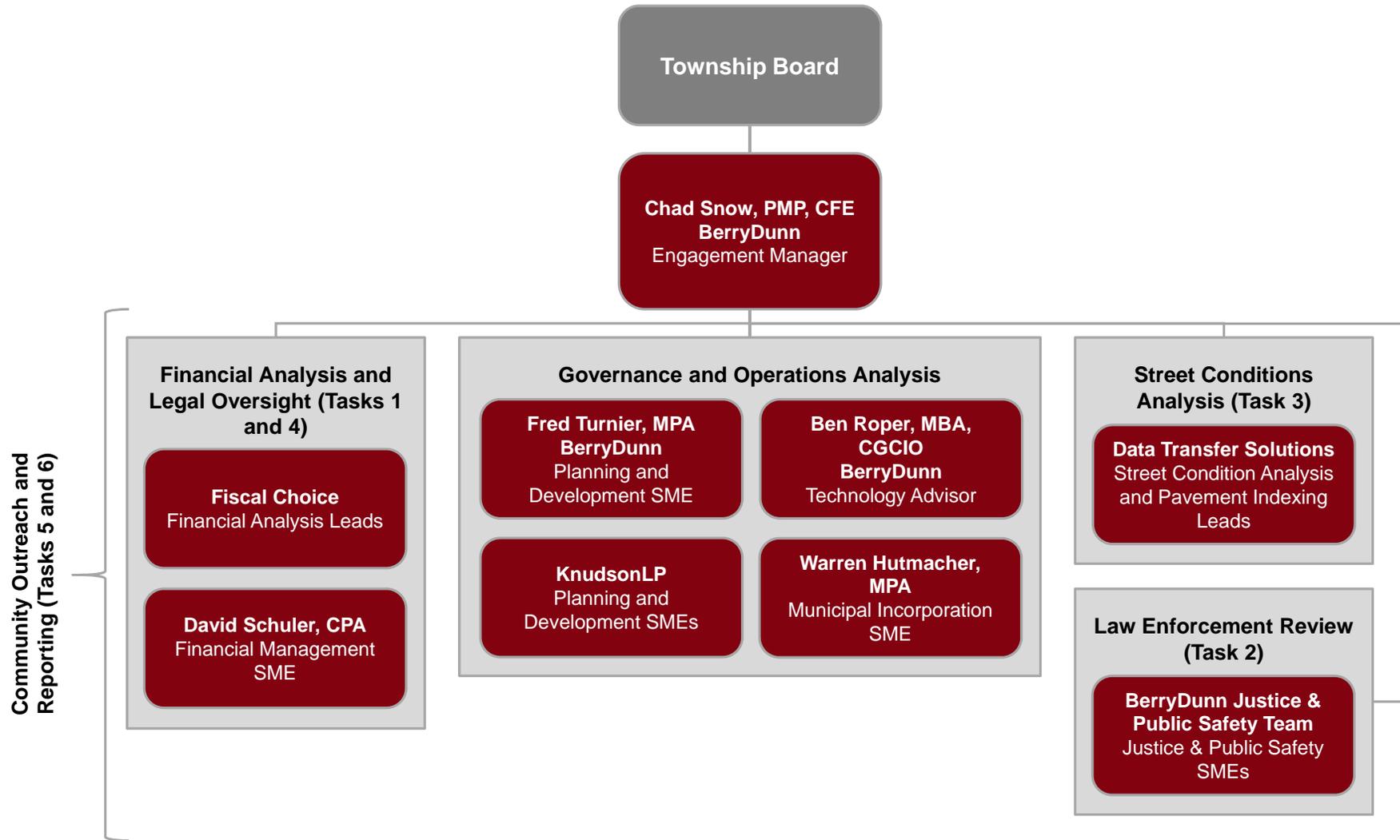
6. Development of Action Plan, Communications, and a Public Information Process

What follows is our proposal to provide, through seamless cooperation across a team comprised of highly qualified consultants and city governance experts, the Township's requested services and the information necessary to determine whether to place incorporation before its voters in the general election or postpone to a later date. We will also seek to inform the Township's approach to incorporation, which may be a hybrid approach rather than a traditional one. If the Township moves forward with a vote on incorporation, we will assist in developing a plan for communicating **factual information** to its population as part of the sixth requested task.

1.2 Our Conceptual Approach

In order to address the breadth and depth of the Township's requested services, we have enlisted a number of municipal governance and planning experts, both firms and individuals, to provide expertise in each of the functional areas to be analyzed. The size and organization of our team, as well as the deep bench of resources available within BerryDunn, will allow tasks to progress concurrently and help ensure the timely completion of the study. Figure A on the following page depicts how our team will work cohesively, under the oversight of a **single engagement manager and primary point of contact**, to own and address each task requested by the Township.

Figure A: Project Team Organization and Task Responsibility



Critical Elements for Success

We understand the complexity and significance of the study requested by the Township, both for the organization and for the population of the Township. We have identified four critical elements for the success of this project, depicted in Figure B.

Figure B: Critical Elements for Project Success

<p>Project Resources with Deep Functional Expertise</p> 	<p>The areas of analysis for this study—including law enforcement, roadway maintenance, municipal court, planning, and zoning—are complex in their own right. We believe that the analysis of each functional area must be treated as its own process. To ensure that each area receives the attention it requires, we have assembled team members who are experts and thought leaders in their fields to lead each of the Township’s requested tasks. BerryDunn will provide the project management, resources, and structure to help ensure a seamless experience and consistent quality of service for the Township. Our team will address both the direct and administrative resources needed to provide various services, as well as what resources the Township should expect to receive to support the services.</p>
<p>Community Engagement and Buy-in</p> 	<p>The incorporation of the Township as a city represents a sweeping change for its leadership, staff, and residents. Each member of the community will feel its impact differently in their personal tax rates, business operations, and critical and community services. Voters will be more likely to support incorporation if they understand the implications, have participated in the planning process, and feel a sense of ownership of their future city. Our team includes former municipal leaders with experience in engaging their communities for success.</p>
<p>Thorough Information-Gathering and Analysis</p> 	<p>The core objective of this study is to provide the financial analysis, consideration of alternatives, and collection of community feedback to support the Board’s selection of a service model and decision regarding its ballot measure. The Township recognizes that these decisions must be informed by thorough and methodical analysis. Our approach includes a variety of qualitative and quantitative inputs that, when taken together, will provide a clear picture of the Board’s available alternatives for moving forward with incorporation.</p>

**Best Practices in
Municipal
Governance and
Operations**



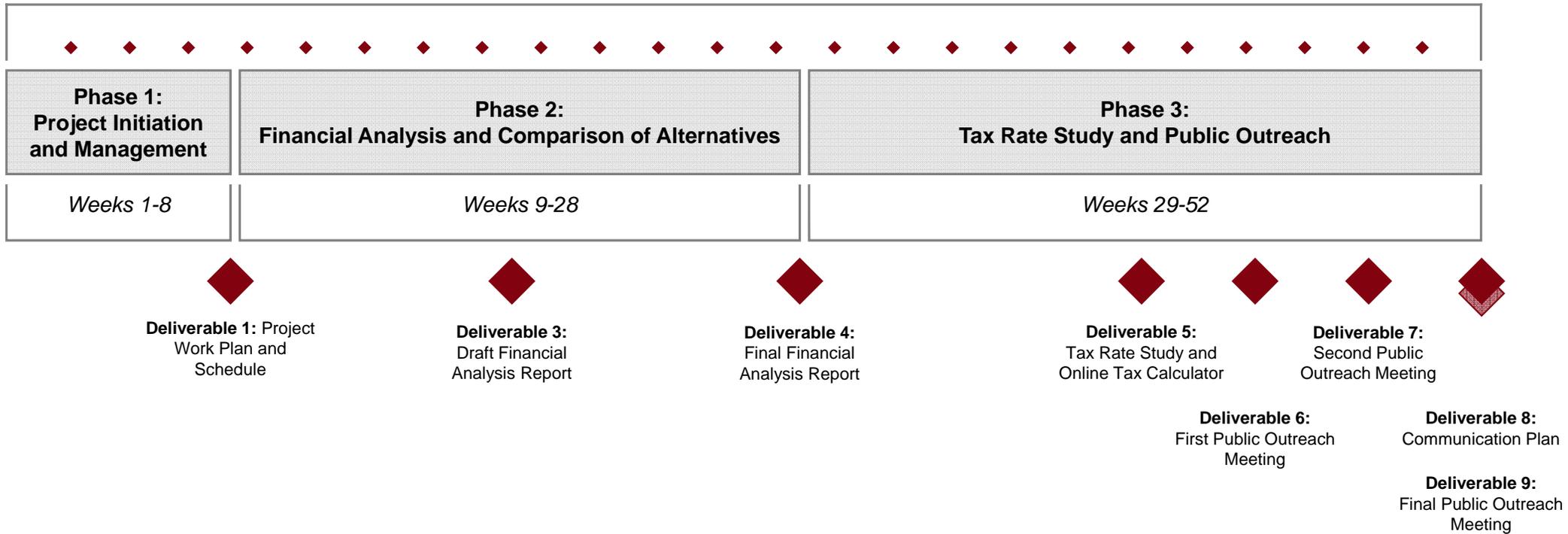
In order to consider all of the best available alternatives for its incorporation planning, the Township must leverage the most up-to-date and industry-leading practices from respected best practice sources such as ICMA, GFOA, the IACP, and URISA, to name a few. We will incorporate available research, bodies of knowledge, and trends in municipal governance to guide our information-gathering and analysis. We will present the Township with the service delivery and governance models that are proven or emerging, including hybrid models.

1.3 Summary Timeline

Figure C on the following page depicts a summary of our estimated timeline for completing this project. This timeline is further detailed in Section 4.4 of this proposal.

Figure C: Summary of Estimated Project Timeline

Deliverable 2: Ongoing Bi-weekly Project Team Meetings



2.0 Proposed Team

2.1 BerryDunn Overview

BerryDunn is a consulting and certified public accounting firm headquartered in Maine and serving clients nationally. We were formed in 1974 with nine professionals and have experienced sustained growth throughout our 43-year history. Today, BerryDunn employs approximately 340 personnel, with office locations in Arizona, Connecticut, Maine, New Hampshire, and West Virginia, and a satellite office in Massachusetts. We provide a full range of services, including IT consulting; management consulting; and audit, accounting, and tax services.



For the last seven years, BerryDunn has achieved the INSIDE Public Accounting (IPA) “Top 100 Firm” designation. BerryDunn was also named the “Best CPA Firm for Women” by the American Society of Women Accountants (ASWA) and the American Woman’s Society of Certified Public Accountants (AWSCPA).



These commendations, combined with our continued growth, speak to the **valued services and expertise we bring to our clients**, as well as the quality and integrity of our firm culture.

Government Consulting Group

BerryDunn’s Government Consulting Group has been providing management and IT consulting services to clients in local government since 1986. We maintain a national presence and have worked with more than 300 local and state agencies throughout the country, with nearly 130 consultants dedicated to serving government organizations in areas including strategic planning and business process improvement.

Our dedicated Local Government Consulting Practice Area is committed to understanding municipal and county government operations, as well as the systems and business processes required to provide necessary services to their internal departments and the constituents they serve. We participate in several industry groups and associations, including:

- Alliance for Innovation
- American Planning Association (APA)
- American Public Works Associations (APWA)
- Government Finance Officers Association (GFOA)
- Government Finance Officers Association of Texas (GFOAT)
- International Association of Assessing Officers (IAAO)
- International Association of Chiefs of Police (IACP)
- International Code Council (ICC)

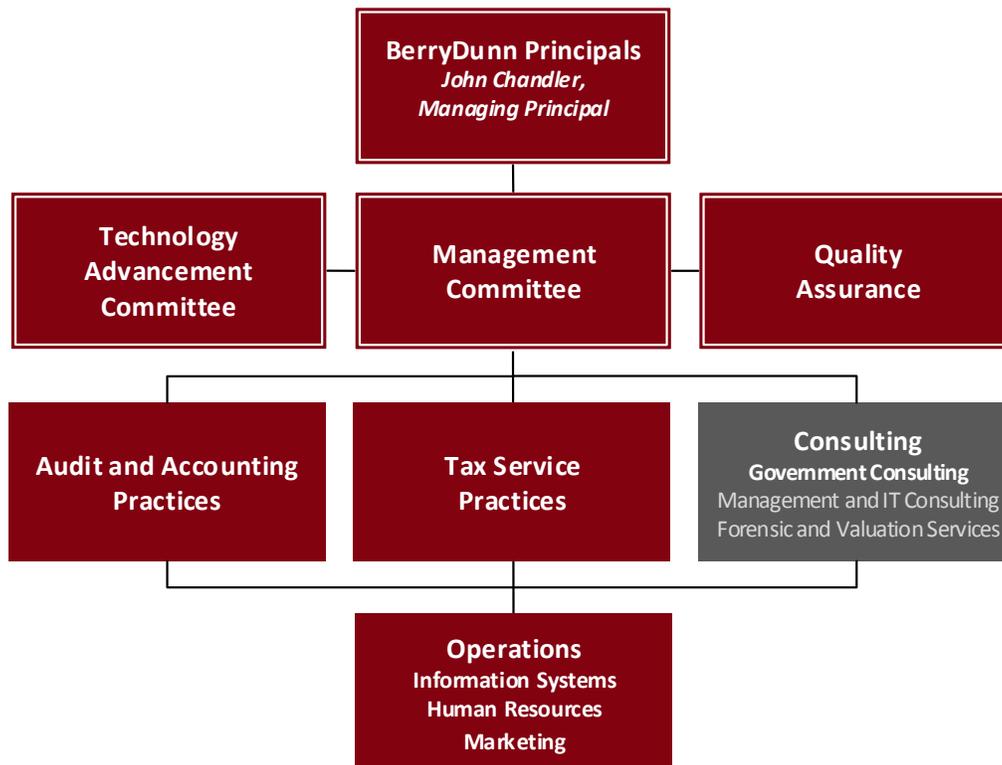
- International City/County Managers Association (ICMA)
- National Association of State Chief Information Officers (NASCIO)
- Project Management Institute (PMI)
- Texas Association of Governmental Information Technology Managers (TAGITM)
- Urban Regional Information Systems Association (URISA)

Our participation in these groups helps us to stay abreast of current topics and issues affecting our clients, as well as contributes to our expertise.

Firm Organizational Structure

Figure D presents BerryDunn’s firm-wide organizational structure and the position of the Government Consulting Group within that structure.

Figure D: BerryDunn Organizational Structure



2.2 Introduction of Subcontractors

Fiscal Choice Overview

Fiscal Choice Consulting, LLC (Fiscal Choice) works nationally with cities, counties, and state governments of all sizes on rate setting, user fee, cost allocation, and operational improvement studies.

For many years, Maximus, Inc.—a NYSE-listed company—was the dominant firm in this service category. When Maximus, Inc. decided to exit this type of consulting to focus on business process outsourcing, two former Maximus, Inc. senior vice presidents—Bruce Cowans and Jerry Wolf—founded Fiscal Choice.

Throughout their careers, Bruce and Jerry have completed **hundreds of financial analysis projects that align with the services sought by the Township**. They regularly speak at industry events, are published in professional association publications, and serve as expert witnesses for legal proceedings. Fiscal Choice is headquartered in Northfield, Illinois. They call upon several associates, as needed, to support their work.

Fiscal Choice’s most recent experience with financial analysis for large local governments includes work for:

- Alachua County, FL
- City of Atlanta, GA
- City of Cleveland, OH
- City of Pittsburgh, PA
- City of Reno, NV
- City of Tulsa, OK
- Manatee County, FL
- Montgomery County, MD
- Nashville, TN, Metro Government
- Washoe County, NV

Each of these projects was undertaken in the last four years and led by Bruce and Jerry, Fiscal Choice’s principals assigned to this project.

KnudsonLP Overview

The mission of Texas-based firm KnudsonLP (Knudson) is to help their clients build better neighborhoods, better communities, and better cities. They **assist clients in planning, designing, and financing development dreams**, both public sector and private sector, from their offices in the cities of Houston and Austin, Texas. Since their formation in 1990, KnudsonLP has earned a reputation as a firm with a keen ability to get things done, and get them done well. KnudsonLP provides urban planning, transportation planning, land development, economic development strategies, and uses GIS extensively to evaluate data and analyze information to enable fact-based decision-making. KnudsonLP is partnered with Dr. Ron Welch, a fellow contractor, to maintain a complete GIS database of the region that incorporates all special district boundaries and their fiscal and land development data. This database portion for the Township will be leveraged for this study.

KnudsonLP is a certified Minority/Woman-Owned Business Enterprise (M/WBE) and Historically Underutilized Business (HUB). KnudsonLP is familiar with the unique challenges of planning and development in the state of Texas, specifically within the **Houston–The Woodlands–Sugar Land metropolitan area**, as demonstrated by their work with many different organizations throughout the region, such as the cities of Galveston, League, Austin, Houston, Pearland, Sugarland, and Missouri City, as well as Fort Bend and Harris Counties.

Patti Joiner, founder and principal of KnudsonLP, is the former assistant director and director of planning for the city of Houston and worked on many planning- and development-related municipal issues, including managing the annexation of the City, until 1991. KnudsonLP's Austin office is managed by Joe Lessard, former assistant city manager for the city of Austin. Since its formation 27 years ago, KnudsonLP has been a recognized expert in municipal and county policies related to governance as well as municipal utility districts (MUDs). KnudsonLP provides urban planning, landscape architecture, economic development, and construction management services. The firm has worked on a number of studies related to MUDs, annexation negotiations, and other related considerations.

Data Transfer Solutions Overview

Data Transfer Solutions, LLC (DTS) is a transportation planning, engineering, GIS, and asset-management solutions company founded in 2006. DTS has regional offices in San Antonio and Dallas, TX; Concord, NH, and Fort Collins, CO. DTS is comprised of approximately 80 employees including engineers, planners, certified project managers, and GIS professionals. DTS is a **registered engineering firm by the state of Texas and has Texas professional engineers on staff** available for providing automated data collection, analysis of the data, and recommendations for pavement preservation strategies and budget optimization.

DTS has extensive experience with automated data collection for sign, pavement, asset, and geometric data for DOT (state), city and county clients across the U.S. in accordance with GASB 34 and MAP-21. These projects have surpassed 150,000 miles of mobile asset collection, processing, and integration into a suite of web-based and GIS-centric databases. DTS has compiled asset data for more than 100 asset-management projects including videolog applications, pavement condition surveys, and roadway geometrics, signs, manholes, inlets, guardrail, fire hydrants, parking meters, sidewalks, street lighting, signals, mailboxes, retaining walls, rumble strips, medians, and pavement markings. DTS has industry-leading experience collecting and rating pavement data per the ASTM D6433 methodology.

A listing of DTS' Texas automated pavement condition index assessment or ROW asset-management clients includes the cities of Houston, Austin, and Galveston. Additionally, DTS has on-call asset-management contracts with North Central Texas Council of Governments and the Houston-Galveston Area Council.

DTS performed similar services for Bexar County including automated mobile data collection; pavement condition rating and ROW asset rating of signs, markings, striping, ramps, ditches, and sidewalks; establishment of an Esri geodatabase; update of the GIS; integration with the county's asset management software; walk-out quality control checks; documentation to support a pavement preservation strategy; materials for presentations; forecasting decisions; and a videologger. As a result of the pavement management services DTS provided for Bexar County, they were awarded the **FHWA James B. Sorenson Award for Excellence in Pavement Preservation** and have also received the **Texas County Engineer/Roadway Administrator of the Year** award.

DTS is both an Esri Business Partner and a beta tester. DTS has rigorously tested equipment that is independently certified by the Texas A&M Transportation Institute (TTI) and International Cybernetics Corporation (ICC). The TTI certifications were obtained in 2015, 2016, and 2017.

City Governance Experts

In addition to partnering with established firms, we have incorporated former and current municipal leaders in our team to help ensure effective communication with the Township's board, inform our approach to public engagement, and share practical knowledge of municipal governance.

Municipal Finance Expert

David Schuler is the financial services director for the City of Garland, Texas. He has worked for the city for more than 38 years in roles including controller, chief investment officer (CIO), and chief finance officer (CFO). David is immersed in the **analysis and strategic planning of city resources and fiscal policy**. His understanding of municipal budgeting and resource allocation will guide our comparative analysis of the incorporation alternatives available to the Township.

Municipal Incorporation Expert

Warren Hutmacher has 20 years of experience in local government and has served as city manager for four communities in the state of Georgia, including his current position with the City of Johns Creek, Georgia. Johns Creek was incorporated in 2006 and, as **city manager of a newly incorporated municipality**, Warren has led the renegotiation of public and private partnership contracts and the development of master plans for public safety, parks and recreations, transportation, transit, and economic development. In 2008, he **oversaw the incorporation of the City of Dunwoody, Georgia, with a split-contract service model**. He has since acted in an advisory role for the incorporations of several other municipalities.

2.3 Qualifications of Proposed Personnel

A carefully assembled team of BerryDunn, Fiscal Choice, Knudson, DTS, and independent professionals with complementary skills will be responsible for providing the proposed services to the Township. Please see Table 1 for a summary of our proposed team members, their qualifications, and backgrounds.

Table 1: BerryDunn Project Team Roles and Backgrounds

		Name/Title	Project Role and Background
BerryDunn Team		Chad Snow, PMP, CFE	<p>Chad is a principal in BerryDunn’s Government Consulting Group who is dedicated to serving local government clients. He is a Certified Project Management Professional (PMP) and a Certified Fraud Examiner (CFE). Chad also served as a police officer for ten years for a city in the state of Maine.</p> <p>Chad will serve as the engagement manager and primary point of contact for this project. In this role, he will work with the project manager to monitor the progress of the project, track the initiation and completion of tasks and milestones, and oversee the quality and timeliness of all deliverables.</p>
		Ben Roper, MBA, CGCIO Technology Advisor	<p>Ben has more than 25 years of service in the public sector, including as the IT director for the City of College Station, Texas. His clients benefit from his unique mix of hands-on experience, best practice guidance, and understanding of technology trends. We will leverage his extensive peer network in Texas as we seek benchmarking information from comparable cities.</p>
		Fred Turnier, MPA Planning and Development SME	<p>Fred is a former city manager and community development director with more than 20 years of experience working with local government agencies and extensive experience assisting public sector entities with project management, business process improvement, fee and cost recovery analysis, system implementation and design, and policy analysis and formation. He focuses in the areas of planning, inspections, code enforcement, business licensing, housing, and homeless services.</p>
		Doug Rowe, PMP Justice and Public Safety SME	<p>Doug is a senior manager in BerryDunn’s Government Consulting Group with 30 years of IT experience and extensive knowledge of Justice and Public Safety technologies. He leads our Justice and Public Safety practice and has provided project management services for municipal system implementations, as well as independent assessment services for various public safety systems at the state level. Doug is a regular speaker at the annual Corrections Technology Association (CTA) conference, recently speaking about the technology acquisition process followed by BerryDunn.</p>
		Additional BerryDunn Resources	<p>We will pull in other BerryDunn resources and SMEs from our 130-person Government Consulting Group as needed to support project needs.</p>

Fiscal Choice Team	Jerry Wolf, MBA, MA, CPA Bruce Cowans, MPP Financial Analysis Leads	Bruce and Jerry will develop service delivery models that the Township can use for estimating resources requirements, costs, and revenues for the various services the city may provide. The Township will be able to use these estimates to evaluate alternative service delivery models. This team will oversee benchmarking of comparable Texas local governments in order to compare resource requirements in similar, mature communities.
KnudsonLP Team	Patricia Joiner, FAICP Damon Williams Joseph Lessard, MPA Jiahe Bian, MA Planning and Development SMEs	KnudsonLP will take the lead on our review of the Township's planning and development services, both current and potential as a result of incorporation. We will also make use of Damon's extensive community outreach experience, Joseph's experience in inter-agency partnerships, and Jiahe's specialization in GIS data collection and analysis to benefit this study. As founder and principal in charge of KnudsonLP, Patti will oversee her team's efforts on these tasks, with Damon managing the specific activities.
Data Transfer Solutions Team	Daniel Behnke, PMP, AICP, GISP Scot Gordon, PE Street Condition Analysis and Pavement Indexing Leads	Daniel, a director of asset management operations, and Scot, a pavement engineer, will lead DTS' completion of the Township's requested street condition analysis and pavement indexing. They will pull in other DTS resources, as needed, to complete this task. Their collective experience includes similar engagement with the cities of Fort Worth, College Station, Austin, Houston, and Galveston, Texas.
	Warren Hutmacher, MPA Municipal Incorporation SME	Warren is currently the city manager for the City of Johns Creek, Georgia, which was incorporated in 2006. As the manager of a recently incorporated city, Warren has experience renegotiating public/private partnership contracts and has managed master plans for public safety, recreation and parks, and transportation, transit, and economic development. He has also acted in an advisory role for several other municipal incorporations.
	David Schuler, CPA Financial Management SME	David worked for the City of Garland, Texas, for more than 38 years in a variety of roles including controller, CIO, and CFO. David played a significant role in major city decision making, guiding the use of resources and providing recommendations to management on matters of fiscal policy. He will lead the development of our Tax Rate Study for the Township.

Resumes of Proposed Personnel

On the following pages, we have provided detailed resumes for our proposed project team members that provide a summary of their most relevant experience and accomplishments.

CHAD SNOW ♦ PMP, CFE

Chad has more than 27 years of experience working with local government agencies and has extensive experience assisting government clients with project management, technology planning, business process improvement, system implementation and design, and enterprise systems. Prior to joining BerryDunn in 2006, Chad worked for an ERP system vendor, where he provided in-depth demonstrations on ERP, revenue, and public safety applications to prospective government clients in addition to providing project management and implementation support. He also served as a police officer in Maine for 10 years.

Qualifications and Experience

- ✓ **Project Management:** Chad has extensive experience in managing the planning, selection, and implementation of a variety of ERP systems for more than 30 clients across the country, as well as a number of business process improvement, IT strategic planning, and organizational analysis projects. His expertise informs and guides his team's project management, issue/risk management, change management, and communication management methodologies.
- ✓ **IT Assessments and Strategic Planning:** Chad has led IT assessment and strategic planning efforts for many of BerryDunn's local government clients, including the cities of Bloomington, Minnesota; Louisville, Colorado; Santee, California; and Cambridge, Massachusetts; as well as Loudoun County, Virginia. As a result, he is skilled in eliciting valuable feedback and information from stakeholders; identifying gaps in IT assets, process, staffing, or governance; and aligning them with actionable initiatives that support the organization's goals.

Prior Organizational Experience

ERP Software Vendor: Chad worked for a vendor of government ERP, revenue, and public safety applications for six years. In this role, he provided in-depth



Education

- ❖ BA, Criminology, University of Southern Maine
- ❖ AS, Law Enforcement Technology, Southern Maine Technical College

Certifications

- ❖ Project Management Professional (PMP), Project Management Institute
- ❖ Certified Fraud Examiner (CFE), Association of Certified Fraud Examiners

Professional Affiliations

- ❖ Associate Member, Government Finance Officers Association (GFOA)
- ❖ Associate Member, International City/County Managers Association (ICMA)

demonstrations to more than 40 municipal, county, and state agencies, as well as conducted gap-fit analyses and developed business process recommendations to meet the needs of his ERP implementation clients.

Police Officer: Chad was a police officer for a city in Maine for 10 years, focusing in accident reconstruction, field training, and investigations, as well as serving as a school resource officer.

Chad's Key Clients

The following list is a representative sample of BerryDunn clients Chad has assisted with IT and management consulting engagements.

- City of Bloomington, Minnesota
- City of Boca Raton, Florida
- City of Boulder, Colorado
- City of College Station, Texas
- City of Glendale, Arizona
- City of Philadelphia, Pennsylvania
- City of Santa Fe, New Mexico
- City of Sioux Falls, South Dakota
- Loudoun County, Virginia
- Round Rock Independent School District, Texas
- Scott County, Iowa
- Washtenaw County, Michigan

BEN ROPER ♦ MBA, CGCIO

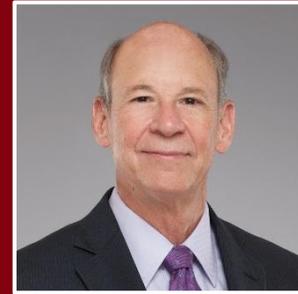
Ben is a former city information technology (IT) director with more than 25 years of experience working with local government agencies and extensive experience assisting public sector entities in planning, problem solving, and service delivery. He has demonstrated skills in enhancing operating efficiency and maximizing use of limited resources, and is an accomplished IT leader with exceptional skills in collaboration, strategic alignment, project management, requirements definition, and systems delivery that exceeds customer and organization objectives.

Qualifications and Experience

- ✓ **Information Technology:** Ben's extensive background in local government IT leadership positions affords him knowledge of technology, best practices, and common challenges in the field. He has served in multiple leadership positions include as IT director for the City of College Station, Texas.

Prior Organizational Experience

City of College Station, Texas: During his tenure as IT director, Ben directed six divisions totaling 29 personnel providing voice and data services, switching and direct user support, infrastructure and communications facilities support to a city staff of more than 900 and serving a community of more than 100,000 citizens. In his position, Ben developed and implemented capability for council members to remotely participate in city council meetings, preserving and enhancing representative government. He also initiated a system review that resulted in solicitation, selection, and implementation of a new Enterprise Planning Resource (ERP) system. Ben led the project as one of three members of the Executive Committee. The City was awarded four Technology Excellence Awards by the Texas Association of Governmental Information Technology Managers (TAGITM) during Ben's time there. In addition, Ben developed the City's first IT Strategic Business Plan to ensure that IT projects and solutions were strategically aligned with City Council priorities and initiatives and implemented the

**Education**

- ❖ BS, Stephen F. Austin State University
- ❖ MBA, Sam Houston State University
- ❖ MS, Systems Technology, Naval Postgraduate School
- ❖ MS, Engineering Science, Naval Postgraduate School

Certifications

- ❖ Certified Government Chief Information Officer (CGCIO)

Information Technology Council to improve information flow and ensure that technology initiatives supported business units.

United States Fleet Forces Command: In his role as Deputy Director for Communications, Ben directed day-to-day operations for a staff of more than fifty personnel providing communications planning, policy, and oversight for the U.S. Navy Fleet and 13 major shore installations across the eastern United States, and a headquarters staff of 700. Ben acted as project manager for the Naval Tool for Interoperability and Risk Assessment (NTIRA) development and developed an automated software tool that was adopted to improve communications and network systems installation and management for entire Navy fleet.

United States Sixth Fleet: Ben served as assistant chief of staff for communications in Gaeta, Italy. In this position, he directed satellite, microwave, cellular, and terrestrial communications infrastructure for fixed and mobile users over an area that reached from North Africa to Northern Europe and Spain to the Middle East. He also managed 42 personnel directorate and a \$250,000 operating budget. Ben coordinated resource allocations for all subordinate commands.

FRED TURNIER ♦ AICP, MPA

Fred has more than 20 years of experience working with local government agencies and extensive experience assisting public sector entities with project management and development services, business process improvement, fee and cost recovery analysis, system design and implementation, and policy analysis and formation. He focuses in the areas of community development, planning, building, inspections, code enforcement, business licensing, land management, utilities, and infrastructure planning.

Qualifications and Experience

- ✓ **Community Development:** Fred's extensive background in local government community development leadership positions affords him knowledge of technology, best practices, and common challenges in the field. He has served as community development or planning director for multiple cities, including Reno and Fernley, Nevada. His background includes technical and management oversight of planning, building, code enforcement, business licensing, code enforcement, inspections, housing programs, and homeless services.
- ✓ **Management of Innovative Programs:** In his various public sector roles, Fred has helped to develop a model for training small businesses in working with local Nevada jurisdictions; worked with solar and geothermal clients on site selection and transmission through federal and private lands; participated in the development of policies regarding air quality, water quality, and urban runoff; and consistently expanded the scope and depth of strategic planning in each organization he has been a part of. He is well-versed in leading forward-thinking—and, in some cases, controversial—initiatives.

Prior Organizational Experience

City of Reno, Nevada: During his tenure as community development director and planning manager, Fred oversaw the preparation of an annual budget of \$17 million, conducted a citywide development fee and cost-recovery analysis, and worked to expand capabilities for internal



Education

- ❖ Master's in Public Administration (MPA), University of Nevada, Las Vegas
- ❖ BA, Economics and Geography, University of Nevada, Reno

Certifications

- ❖ Certified Planner, American Institute of Certified Planners (AICP)

Professional Affiliations

- ❖ Member, American Planning Association

Conferences/Events

- ❖ MIT Center for Advanced Urbanism, Future of Suburbia, 2015, expert panel participant
- ❖ Washoe County Community Needs Health Assessment and Conference, 2015, member and conference speaker

building plan reviews and inspections. He expanded the use of mobile data collection for ensuring Housing and Urban Development (HUD) compliance and assisted in creating a public training program for local small businesses interested in working with the City. He updated the City's development code to be more user-friendly and incorporated Transit Oriented Development corridors and Mixed Use development centers into the City's Master Plan.

City of Fernley, Nevada: In his roles as city manager and community development director, Fred was responsible for the development of a budget of more than \$15 million. Fred also worked closely with elected officials and community boards on a wide variety of initiatives, including the City's first strategic planning process, and successfully acquired more than \$20 million in American Recovery and Reinvestment Act (ARRA) stimulus monies for energy audits, redevelopment, and flood victim assistance.

Sierra Land Solutions/Nevada Planning: As a member and owner, Fred specialized in project management, land and infrastructure planning and costs estimates, entitlement processing, right-of-way acquisition, environmental permitting, negotiating entitlement conditions, and owner representation/public hearing presentations. His clients spanned California, Nevada, Idaho, and Arizona.

CH2M Hill: Fred was a division planning manager of an interdisciplinary team of planning, engineering, and environmental professionals. He led several complex and controversial development projects, which included power generation siting, land use, and environmental permitting. He also permitted transmission alignments through federal and private lands, including right-of-way negotiation, the NEPA process, and compliance plans.

- ❖ IBM Smarter Cities, 2014, participant
- ❖ Mayors Institute on City Design – West, 2013, participant

Fred's Key Clients

The following list is a representative sample of BerryDunn clients Fred has assisted with IT and management consulting engagements.

- Berks County, Pennsylvania
- City of Santa Fe, New Mexico
- City of Tucson, Arizona
- City of Philadelphia, Pennsylvania
- City of Surprise, Arizona
- City of Boca Raton, Florida

DOUG ROWE ♦ SENIOR MANAGER ♦ PMP

Doug is a senior manager in BerryDunn's Government Consulting Group with 30 years of IT industry experience and 10 years in the area of Criminal Justice and Corrections technology. Doug's experience includes procurement assistance, project management, enterprise system deployment, quality assurance, curriculum development and training, and technology support. He has presented at the national and regional level, sharing his knowledge of technology and training to support justice and public safety efforts.

Qualifications and Experience

- ✓ **Case Management Systems:** Doug has an in-depth understanding of case management and criminal justice system functionality and implementations, both from the consultant's and the vendor's perspective. He has given multiple presentations on technology selection at the CTA Annual Technology Summit and is currently assisting the MDAA in replacing its Case Management System.
- ✓ **Strategic Technology Planning:** The Community Services Division of Dakota County, Minnesota, engaged BerryDunn to assess its current technology environment and to develop a comprehensive Strategic Technology Plan. The Division provides a wide array of services to County clients via its Social Services, Employment and Economic Assistance, Public Health, Community Corrections, Veteran Services, and Extension Services departments. Doug led BerryDunn's team in identifying technology barriers to implementing the integrated services model.

Prior Organizational Experience

Loryx Systems, Inc.: As product manager for a jail case management software solution, Doug developed and managed product roadmaps for strategic enterprise software solutions and collaborated with customers, industry experts, internal sales, and the software development team to meet the objectives of the market. This position required a deep

**Education**

- ❖ BS, Math and Computer Science, University of New Hampshire

Certifications

- ❖ Project Management Professional (PMP), Project Management Institute
- ❖ Information Technology Infrastructure Library (ITIL) Foundation Certification

Professional Affiliations

- ❖ Member, Project Management Institute (PMI), National Chapter
- ❖ Professional Member, Corrections Technology Association (CTA)

understanding of the county-level Justice and Public Safety marketplace as it relates to an integrated justice model.

Abilis New England: Doug served as project manager for an at-risk \$10 million enterprise-level case management software development project for a state Department of Corrections, which resulted in a successful implementation. In addition, as strategic solutions manager, Doug worked with county- and state-level government corrections clients to determine case management business requirements, while reducing risk and maintaining profitability for the software product. In both roles, he was responsible for managing a geographically dispersed team that provided varied levels of technical and business expertise.

UNUM: As manager of Technology Support Services for UNUM (a disability and life insurance company), Doug provided internal business units with technical and training services. In this role, he developed a collaborative framework within which UNUM's Technology Training team and Technology Help Desk staff provided single point of contact services to the business units. He also worked with the HR team and IT managers to develop and deploy a Skills Assessment/Management model for IT professionals, including a core set of competencies and skills required by the various IT roles.

Doug's Key Clients

The following list is a representative sample of BerryDunn clients Doug has assisted with IT and management consulting engagements.

- Dakota County Community Services Division, Minnesota
- Massachusetts Department of Transportation (MassDOT)
- Massachusetts District Attorneys Association (MDAA)
- Maine Judicial Branch (MJB)
- Minnesota Department of Public Safety
- Vermont Department of Public Safety
- Vermont Department of Corrections
- New Mexico Corrections Department
- Massachusetts HIX/IES Entities

JERRY WOLF ♦ MPP

As a partner at Fiscal Choice, Jerry is an experienced financial and revenue manager within the state and local agency environment and has led major assignments for the City of Chicago (enterprise and internal funds, user fees, and budget planning) as well as New York City. These projects focused on how the cost of services supported by the cities' general fund were to be shared by related governments and resulted in the recovery of billions of dollars for their respective general funds. He has practical experience in the areas of human services management and finance.

Qualifications and Experience

✓ **Fee and Cost of Service Studies:** Jerry has extensive experience in the preparation, review, and negotiation of indirect cost rate proposals and cost allocation plans. This experience extends to all types of state and local governments, educational institutions, and nonprofit agencies. While at David M. Griffith & Associates, Ltd. (merged with MAXIMUS, Inc., in 1998), Jerry was responsible for directing cost allocation projects in 8 Midwestern and 12 Eastern states, with more than 600 clients. Clients ranged from small rural counties to the largest cities and counties in the region. He also developed cost allocation strategies and directed cost allocation projects for numerous state agencies including Illinois, Wisconsin, and Ohio.

Prior Organizational Experience

Public Consulting Group of Boston

MAXIMUS Consulting Services

David M. Griffith & Associates

Arthur Young & Company

**Education**

- ❖ MBA, University of Chicago
- ❖ MA, Social Policy, University of Chicago
- ❖ BA, Political Science and Economics, Washington University in St. Louis
- ❖ CPA, State of Illinois

Jerry's Key Clients

The following list is a representative sample of clients Jerry has assisted with fee study consulting engagements.

- City of Chicago, Illinois
- City of Cleveland, Ohio
- City of Detroit, Michigan
- City of New York, New York
- City of St. Louis, Missouri
- Cook County, Illinois
- St. Louis County, Missouri
- Alachua County, Florida
- Manatee County, Florida
- Polk County, Florida
- Nashville, Tennessee
- City of Pittsburgh, Pennsylvania

BRUCE COWANS ♦ MPP

As a partner at Fiscal Choice, Bruce provides management consulting and financial analysis to public agencies. In his more than 30-year career, he has held various leadership positions and advised hundreds of state and local agencies on cost-of-service matters and operations improvement.

Qualifications and Experience

✓ **Fee and Cost-of-Service Studies:** Bruce has completed hundreds of user fee and cost-of-service studies nationally of virtually every type of governmental service, analyzing service delivery methods, costs, and cost-recovery options. He has reviewed the service levels of all departments, validated staffing and spending levels, streamlined service delivery processes, and established productivity standards to balance workflow and determine staffing needs.

Prior Organizational Experience**Price Waterhouse’s Office of Government Services:**

Bruce served as a consultant to public agencies on cost-of-service and operations improvement.

Office of the U.S. Treasury Secretary**JMB Institutional Realty****MAXIMUS Consulting Services.****Education**

- ❖ BA, Pitzer College
- ❖ MPP, Duke University

Bruce’s Key Clients

The following list is a representative sample of clients Bruce has assisted with fee study consulting engagements.

- City of Tampa, Florida
- Montgomery County, Maryland
- City of Atlanta, Georgia
- City of Reno, Nevada
- City of Miami Beach, Florida
- City of Tulsa, Oklahoma
- Alachua County, Florida
- City of San Mateo, California
- City of Redwood City, California
- City of Lynwood, California
- City of Abilene, Texas
- City of Midland, Texas
- City of Sugar Land, Texas
- Town of Leesburg, Virginia

- City of Cape Coral, Florida
- City of Cocoa, Florida
- Charlotte County, Florida
- Hillsborough County, Florida
- Lake County, Florida
- Manatee County, Florida
- Monroe County, Florida
- Polk County, Florida
- Wakulla County, Florida
- City of National City, California
- City of Pittsburgh, Pennsylvania
- City of Lee's Summit, Missouri
- City of St. Louis, Missouri
- St. Louis County, Missouri
- Kenosha County, Wisconsin
- City of Chicago, Illinois
- City of Elmhurst, Illinois
- City of Naperville, Illinois
- City of West Chicago, Illinois
- Metropolitan Government of Nashville & Davidson County, Tennessee

PATRICIA KNUDSON JOINER ♦ FAICP

Patti founded KnudsonLP and over the past 35 years has built a reputation for creating and implementing innovative planning standards, design methodologies, and economic strategies for the Texas Gulf Coast Region and Austin. The result has been the creation of more than \$14 billion in new taxable value with more than \$1 billion in signed developer agreements in the Gulf Coast Region. The successful strategy created \$1.00 of developer reimbursement for every \$14.00 received by the political jurisdictions in new taxable real property revenues. The land use plans and designs created a “win-win” strategy for cities, counties, and private sector developers. In addition, Patti was recognized as one of Houston’s 50 most influential Women of 2015.

Qualifications and Experience

- ✓ **Texas Land Use and Economic Development:** Patti is an acknowledged pioneer of Texas public land use policy and economic development strategy. She was the youngest person, and the first woman, to be appointed director of Planning and Development for the City of Houston, managing a \$16 million annual budget and a staff of 327 employees for the last years of her public service. Upon founding KnudsonLP, Patti was able to apply the lessons learned during her 13-year public sector career, offering a unique perspective and understanding of the goals of the public sector and the business models of the private development sector.

Prior Organizational Experience

City of Houston, Texas: During her tenure with the city, Patti held a number of roles including assistant director, Planner I, Planner II, planning director, and assistant to the director.

City of St. Cloud, Minnesota: Patti served as a Planning and Zoning administrator for the City.



Education

- ❖ BS, Geography, Mankato State University, Minnesota
- ❖ BS, Recreation, Parks & Community Development, Mankato State University, Minnesota
- ❖ Graduate, Center for Houston’s Future

Certifications

- ❖ College of Fellows of the American Institute of Certified Planners (FAICP)
- ❖ Certified Commercial Investment Member (CCIM)

Professional Affiliations

- ❖ Greater Houston Partnership
- ❖ Urban Land Institute (ULI)
- ❖ Scenic Houston
- ❖ Society of American Military Engineers (SAME)

Patti's Key Clients

The following list is a representative sample of clients Patti has assisted with development consulting engagements.

- Shadow Creek Ranch public utility district (PUD) Development, Pearland, Texas
- Memorial Heights PUD Development, Houston, Texas
- South Post Oak PUD Development, Houston, Texas
- Gulfgate PUD Development, Houston, Texas

DAMON WILLIAMS

Damon is the director of Economic Development & Public Engagement with Knudson, LP. Damon Williams brings experience in both real estate development and public involvement. He has developed and/or consulted on private real estate projects large and small, and understands what is required to facilitate successful public engagement.

Qualifications and Experience

- ✓ **Economic Development and Public/Private Partnerships:** Damon's core strengths are focused in economic development with a heavy emphasis in public/private partnerships and application of municipal finance tools including special districts and tax increment reinvestment zones (TIRZs). Extensive community outreach and state/municipal government relations experience serve to round out his skills. Additionally, Damon has been instrumental in the development of Knudson's proprietary SITEwise™ and VALUEwise™ protocols for site selection and context-sensitive portfolio management

Prior Organizational Experience

Greater Southeast Management District: Damon was the founding executive director.

Houston City Council Member Peter Brown: Damon served as chief of staff for the at-large council member.

Dominion Community Development Corporation: Damon served as executive director for the corporation.

Texas State Representative Garnet Coleman: Damon served as district director.



Education

- ❖ BBA, Texas Southern University

Professional Affiliations

- ❖ Scenic Houston
- ❖ Houston Citizen's Chamber of Commerce
- ❖ Urban Land Institute
Houston District Council

Damon's Key Clients

The following list is a representative sample of clients Damon has assisted with development consulting engagements.

- Harris County, Texas
- League City, Texas
- Upper Kirby Management District, Texas

JOSEPH LESSARD ♦ MPA

Joseph has more than twenty years of administrative and managerial experience in public- and private-sector environments. His professional strengths include complex project management, organizational change and alignment, negotiation, and organizational entrepreneurship.

Qualifications and Experience

- ✓ **Inter-Agency Coordination Subject Matter Expert:** Through his experience with KnudsonLP, Joseph has worked with a variety of clients including The Lone Star Rail Project in the Central Texas region. This is the first large-scale commuter rail project in Texas requiring a joint effort among cities, counties, transit authorities, and metropolitan planning organizations. Joe has led financial modeling and the coordination/negotiation with communities for local funding support of the District's rail operations. Joe also acted as liaison between the planning entities, developed the joint efforts organizational approach and co-wrote the regional plan's funding structure for the joint high-capacity transit planning effort between the City of Austin, Capital Metro Transportation Authority, and the Capital Area Metropolitan Planning Organization (MPO).

Prior Organizational Experience

City of Austin, Texas. In the role of assistant city manager, Joe's executive responsibility focused on the completion of the new Austin-Bergstrom International Airport. The conversion of the former Bergstrom Air Force Base to Austin's new airport is the largest single public capital project in the City's history. He was also responsible for managerial leadership of five City departments/projects: Police, Fire, Emergency Medical Services, Aviation, and New Airport Project team. Joe's management assignments included Planning and Development, Public Works, Environment and Conservation Services, Parks and Recreation, Convention Center, Convention and Visitor Bureau, Water and Wastewater Utilities, Electric Utility, and Aviation.

**Education**

- ❖ MPA, Public Finance Administration, Indiana University
- ❖ BA, Political Science, Washington State University

Professional Affiliations

- ❖ Congress for the New Urbanism (CNU)
- ❖ Urban Land Institute (ULI)
- ❖ International City Management Association (ICMA)

JIAHE BIAN ♦ MA

Jiahe has worked at the Metropolitan Transit Authority of Harris County (METRO) on the Long Range Plan (METRONext) as a GIS consultant representing KnudsonLP. She helped the team collect the current and forecast demographic, economic, land development, and transportation operation data, analyzed and evaluated the potential transit services, and assisted in their public outreach meetings.

Qualifications and Experience

- ✓ **GIS Subject Matter Expert:** Jiahe is responsible for the KnudsonLP SmartMaps producing. She requested and collected the GIS data from different sources such as the Federal Emergency Management Agency (FEMA), the Harris County Flood Control District (HCFCD), City of Houston, Harris County Appraisal district, U.S. Census, and the Houston-Galveston Area Council (HGAC), etc. The GIS exhibits and analysis Jiahe accomplished include the land use and property value, population and employment density, ethnicity, age, education, and income distribution, etc.



Education

- ❖ MA, Department of Landscape Architecture and Urban Planning, Texas A&M University

Jiahe's Key Clients

The following list is a representative sample of clients Jiahe has assisted with development consulting engagements.

- Energy Corridor District, Houston, Texas
- METRO Long Range Plan (METRONext), Houston, Texas

DANIEL BEHNKE ♦ PMP, AICP, GISP

Daniel is the director of Asset Management Operations at Data Transfer Solutions. He has 12 years of public- and private-sector experience with Geographic Information Systems (GIS) utilizing Esri's ArcGIS software and GPS as well as DeLorme and Trimble applications. Prior to becoming the director of Asset Management Operations, Daniel collected and processed data for approximately 20,000 roadway miles including pavement distress, rutting, roadway geometry, and ROW assets as well as validating and verifying roadway distresses. Daniel has managed more than 50,000 miles of pavement condition evaluations and ROW asset extraction. Daniel is proficient in all types of data processing workstation hardware and software for automated data collection.

Qualifications and Experience

- ✓ **Pavement Condition Surveying and Asset Collection:** Daniel is project manager for DTS's work to provide a pavement condition survey per the ASTM D6433 and collect street asset information for the City of Houston. The pavement survey and rating is being performed for 1,231 centerline miles of major streets and 4,918 centerline miles of local streets. DTS is importing condition rating information into StreetSaver Plus. This is the second network-wide collection DTS has conducted for the City of Houston.
- ✓ **Pavement Data Collection:** Daniel is managing a four-year annual contract with the City of Austin to collect 50% of the City's network yearly and to provide automated crack distress information and ride-quality measurements. Distress data is delivered in the Long Term Pavement Performance (LTPP) Distress Rating format for distress, extent and severity definitions. DTS is currently completing its third cycle of data collection for the City of Austin.

Education

- ❖ PhD, Civil Engineering, University of Central Florida
- ❖ MPA, Public Administration, University of Central Florida
- ❖ Graduate Certificate in Urban and Regional Planning
- ❖ Graduate Certificate in Emergency Management and Homeland Security
- ❖ Certificate in Geographic Information Systems, University of West Florida
- ❖ BA, Geography, University of Wisconsin

Certifications

- ❖ American Institute of Certified Planners
- ❖ GIS Professional
- ❖ Project Management Professional

Daniel's Key Clients

The following list is a representative sample of clients Daniel has assisted with development consulting engagements.

- State of Arizona Department of Transportation
- Bexar County, Texas
- City of Amarillo, Texas
- City of Arlington, Texas
- City of Austin, Texas
- City of Bellaire, Texas
- City of Buckeye, Arizona
- City of Cedar Hill, Texas
- City of Dickinson, Texas
- City of El Campo, Texas
- City of Farmington, New Mexico
- City of Fort Worth, Texas
- City of Fulshear, Texas
- City of Galveston, Texas
- City of Houston, Texas
- City of Maricopa, Arizona
- City of Mesquite, Texas
- City of Plano, Texas
- City of San Antonio, Texas
- City of Stafford, Texas
- State of Colorado Department of Transportation
- New Braunfels, Texas
- Northern Arizona Council of Governments
- Waller County, Texas

G. SCOT GORDON ♦ P.E.

Scot is a pavement engineer at Data Transfer Solutions. He has 28 years of experience in geotechnical engineering and construction materials testing including pavement design and optimization.

Qualifications and Experience

- ✓ **Pavement and ROW Data Collection:** Scot served as the project pavement engineer for DTS's project with the City of Fort Worth to provide software implementation, network database development, automated field surveys, budget analysis, and maintenance optimization services for the City's approximately 6,600-lane-mile pavement network. This project also included the development of repair and rehabilitation scenarios and the creation of budgeting decision trees to assist in optimization. Scot also served as the project engineer and QA/QC manager on a project for the City of College Station, which included automated data collection of the City's 327-mile plus network with the fleet of MAC vehicles. The City has conducted a pavement condition survey and the data has been loaded into the City's asset management system. Additionally, DTS extracted the following assets for the City's street network: signs; sidewalks; ramps; curb, gutter, and pavement markings; and pavement striping. Scot has worked with the City's public works team to determine best practices for developing a rehabilitation strategy for its pavement network.

Scot's Key Clients

The following list is a representative sample of clients Scot has assisted with development consulting engagements.

- City of Fort Worth, Texas
- City of College Station, Texas
- City of Albuquerque, New Mexico
- Texas Turnpike Authority

Education

- ❖ ME, Civil Engineering, Texas A&M University
- ❖ BS, Political Science, Washington State University

Certifications

- ❖ Registered Professional Engineer (P.E.) in Texas, Colorado, and Maryland

Professional Affiliations

- ❖ American Council of Engineering Companies, Texas Representative
- ❖ American Society of Highway Engineers, DFW Section Treasurer
- ❖ American Council of Engineering Companies
- ❖ Charles County Chamber of Commerce
- ❖ National and Texas Society of Professional Engineers

WARREN HUTMACHER ♦ MPA

Warren Hutmacher has 20 years' experience in local government having served as a city manager in four communities in Georgia. Warren is a thought leader in the area of municipal incorporation and creative service delivery approaches.

Qualifications and Experience

- ✓ **Municipal Incorporation Subject Matter Expert:**
Warren is currently the city manager for the City of Johns Creek, Georgia, which was incorporated in 2006. As the manager of a recently incorporated City, Warren has experience renegotiating public/private partnership contracts and has managed master plans for public safety, recreation and parks, and transportation, transit, and economic development. He has also acted in an advisory role for several other municipal incorporations.

Prior Organizational Experience

City of Dunwoody, Georgia: Warren was the city manager for the City of Dunwoody, which was incorporated in 2008. In his position he planned and executed the initial corporation of the City and oversaw a \$31 million general fund budget. He also developed an innovative split-contract service model upon incorporation to provide city services.

Warren's Key Advisory Roles

The following list is a representative sample of communities Warren has assisted with advisory services for incorporation efforts.

- Sharon Springs, Georgia (currently seeking incorporation in Forsyth County)
- Peachtree Corners, Georgia
- Brookhaven, Georgia

**Education**

- ❖ BA, Political Science, University of Delaware
- ❖ MPA, Ohio State University

DAVID SCHULER

David has 38 years of municipal experience and is a current financial services director with broad experience in municipal finance. He has a practical understanding in fulfilling local government services within budgetary requirements.

Qualifications and Experience

- ✓ **Financial Subject Matter Expert:** David worked for the City of Garland, Texas, for more than 38 years, working in a variety of different roles within the Financial Services Department, including controller, CIO, and CFO. As the CIO, David was responsible for the active management of assets in excess of \$450 million and developed investment policies and strategies for various portfolios, conducted quantitative analyses of investment performance, and prepared and presented investment reports to management. In addition, David was responsible for acquiring and managing relationships with financial institutes, financial advisors, and security brokers. As CFO, David played a significant role in major decision making, guiding the use of resources, and providing recommendations to management on the strategic direction of fiscal policy matters.

Education

- ❖ BBA, Accounting, Texas A&M University

Certifications

- ❖ Certified Public Accountant
- ❖ Certified Management Accountant

Professional Affiliations

- ❖ Public Arbitrator, Financial Industry Regulatory Authority (FINRA)

3.0 Experience and Qualifications

3.1 Summary of Eligibility and Experience

Table 2 presents a list of prior client engagements that demonstrate our team’s experience in each of the Township’s requested service areas, along with points of contact who can confirm the quality of services we provide to our clients.

Table 2: Eligibility and Experience in Requested Service Areas

Client	Services Provided (<i>Team Members Involved</i>)	Contact Information	Service Area			
			Governance Planning	Financial Impact Planning	Street Condition Analysis	Public Input and Education
City of College Station, Texas	Enterprise Resource Planning (ERP) System Assessment, Selection, and Implementation Project Management (<i>BerryDunn</i>)	Ms. Erin Provazek <i>Assistant IT Director</i> 1101 Texas Avenue College Station, TX 77872 Telephone: (979) 764-3482 Email: eprovezek@cstx.gov				
City of Houston, Texas	Pavement Management and ROW Inventory Services (<i>Data Transfer Solutions</i>)	Mr. Raj Shah <i>System Consultant</i> 611 Walker St., 20th Floor Houston, TX 77002 Telephone: (832) 395-2500 Email: raj.shah@houstontx.gov				
City of Reno, Nevada	City-wide User Fee Study (<i>Fiscal Choice</i>)	Mr. Matt Taylor, CPA <i>Senior Management Analyst</i> P.O. Box 1900 Reno, NV 89505				

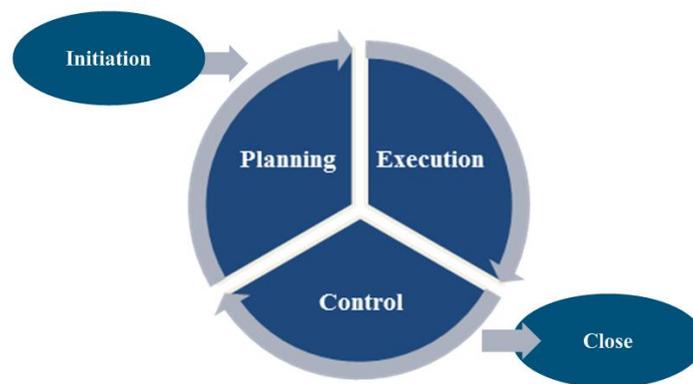
		Telephone: (775) 334-3104 Email: taylor@reno.gov				
City of Tucson, Arizona	Community Development Technology and Process Review (<i>BerryDunn</i>)	Mr. Ernie Duarte <i>COO/CFO (Former Development Services Director for City of Tucson)</i> Salpointe Catholic High School 1545 E Copper St. Tucson, Arizona 85719 Telephone: (520) 403-8890 Email: eduarte@salpointe.org				

4.0 Approach to the Township's Project

4.1 Project Management Methodology

To help ensure that project objectives are met and initiation and completion of project work are conducted in a timely manner, each BerryDunn project is led by an experienced project manager who understands project management best practices. Our Consulting Group employs project management best practices from the Project Management Institute's (PMI's) Project Management Body of Knowledge (PMBOK), Version 5. Our approach includes applying standard processes across the project management life cycle, as shown in Figure E.

Figure E: Project Management Life Cycle



4.2 Change Management Methodology

A central focus of the Prosci® change management approach is the belief that, in order for change to work in an organization or community, individuals must be willing to change and understand change. BerryDunn's change management methodology for change-intensive initiatives involves three key stages:

1. **Preparing for Change** begins with the development of a change management plan, based on input from Township stakeholders on the existing environment.
2. **Managing Change** involves overseeing assigned roles and tasks, providing training and coaching, using tools effectively, and executing a clear communication plan.
3. **Reinforcing Change** involves evaluating action plans, reviewing the sustainability of change management activities, and promoting individual and team successes.

We strive to be flexible when it comes to development and execution of an effective project plan. We understand that no two projects are exactly alike and believe that one of the primary reasons we have been successful with similar projects is our willingness to be flexible in adapting to our clients' unique needs. Our proposed team is skilled at leading individuals through the process of preparing for change. This preparedness can provide additional value in future phases of this initiative, as individuals embrace change and become vested in implementation activities.

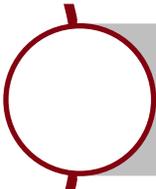
4.3 Tools and Technology

For the daily management and undertaking of project tasks, we strive to avoid unnecessary delays, enhance productivity, promote collaboration, and minimize barriers to participation. To that end, we utilize technology that is familiar or intuitive to most users, as detailed below.



Collaborate

We will conduct remote meetings via **teleconference** or using **Zoom video conference** technology. Zoom also supports screen sharing and recording.



Document

We will use common **Microsoft Office** (e.g., Word, Excel, Project, Visio) and **Adobe Acrobat** applications to develop of deliverables for the Township.



Share

We will use the BerryDunn KnowledgeLink, a customized **Microsoft SharePoint** tool, to maintain project calendars and a secure repository of project documents.

4.4 Detailed Work Plan and Schedule

Table 3 provides a detailed explanation of our proposed tasks and deliverables, as well as the key team members and estimated timeline for each.

Table 3: Detailed Work Plan and Schedule

Task/Deliverables	Team Members Involved	Estimated Timeline
Phase 1: Project Initiation and Management		
1 Conduct initial project planning. BerryDunn will conduct an initial project-planning teleconference with the Township’s Board and any additional key stakeholders identified for inclusion by the Township. The purpose of this meeting is to clarify goals and objectives, identify known project constraints, and refine dates and/or tasks as appropriate. As part of this meeting, we will discuss our approach for managing communications between BerryDunn and the Township, as well as our approach to scope, risk, and resource management. We will also request names and contact information for Township staff members who will be involved in the project, and we will work collectively to schedule upcoming meetings.	All	Weeks 0 – 3
2 Develop Project Work Plan and Schedule. Based on the information gathered from our initial project-planning teleconference work session with department directors, BerryDunn will develop the Project Work Plan and Schedule. The Project Work Plan and Schedule also address BerryDunn’s approach to providing the exact services requested by the Township and the agreed-upon timeframe for each task. In addition, the Project Work Plan will incorporate agreed-upon procedures between BerryDunn and the Township related to project control, including quality management and deliverable submission/acceptance management.	Project Manager	Weeks 0 – 3
3 Request and review existing documentation. Prior to conducting our on-site work, we will provide the Township with an information request sheet to request available documentation that will be helpful to us during the project (e.g., previous research, current processes, service contracts). We respectfully request that the Township provide the requested information prior to the project kickoff meeting and interviews, as reviewing this information in advance of our on-site work will enable us to be more efficient, become more knowledgeable of the current environment, and make best use of	All	Weeks 4 – 6

Task/Deliverables		Team Members Involved	Estimated Timeline
Township personnel's time. This data request will include GIS shape files and related linked information.			
4	Conduct on-site follow-up meeting with the Board. We will meet on-site with the board to review the draft Project Work Plan and Schedule, gathering and feedback for incorporation in the final version. We will seek clarification on any questions resulting from our review of the existing project documentation. This meeting will also include a discussion of the four to six peer communities to be used for benchmarking. We can help the Township identify appropriate peers but also want to incorporate those communities the Township would most like to be compared to.	All	Weeks 6 – 8
<i>D1 Project Work Plan and Schedule</i>			
5	Facilitate Biweekly Project Team Meetings. On an ongoing, biweekly basis throughout the project, we will conduct teleconference meetings with the Township's project team. The purpose of these meetings is to update Township executives on the progress of the study, identify any bottlenecks or project risks, and provide recommendations for mitigating them. These will also provide the Township with the opportunity to provide periodic input to the process.	All	Ongoing
<i>D2 Ongoing Biweekly Project Team Meetings</i>			
Phase 2: Financial Analysis and Comparison of Alternatives			
6	Develop cost models for financial analysis. Our financial analysis team will develop draft cost models to be used, as well as clearly outline any assumptions to be confirmed with the Board. We will then meet on site with the board to review the models, adjusting any assumptions and gathering feedback for incorporating in the final models.	Fiscal Choice and David Schuler	Weeks 9 – 12
7	Develop service and cost estimates for potential services of the incorporated city We will repeat the tasks below for each of the following areas:	All	Weeks 13 – 20

Task/Deliverables	Team Members Involved	Estimated Timeline
<ul style="list-style-type: none"> • Police Services • Fire Services • Emergency Communications Services • Planning, Zoning, and Building Inspection Services <p>7.1 Document current service levels and incident statistics.</p> <p>7.2 Review existing service contract(s) for cost and service requirements.</p> <p>7.3 Meet with Township representatives to determine the quality of the contract services provided and compliance with service level agreement (SLAs).</p> <p>7.4 Develop model of potential resource requirements and input variables.</p> <p>7.5 Survey peer communities for current operating costs for these functions for the development of cost ratios.</p> <p>7.6 Develop financial model including fringe benefit and other operational costs.</p> <p>7.7 Estimate transition costs for recruitment and training (including cross-training).</p> <p>7.8 Estimate facility costs.</p> <p>7.9 Estimate disengagement costs from current arrangements.</p> <p>7.10 Review findings with Township via teleconference to gather input and answer questions.</p> <p>7.11 Compare findings to current state operations.</p> <p>7.12 Assess available alternatives.</p> <p>7.13 Revise model and review updated version with the Township via teleconference.</p>	<ul style="list-style-type: none"> • City Secretary and City Clerk • Public Works and Engineering • General Operations • Parks and Community Services 	

Task/Deliverables	Team Members Involved	Estimated Timeline
8 Meet with the Township’s legal resources to review financial models. Our financial analysis team will meet with the Township’s contracted legal team to review the costs and revenue streams in our financial models to confirm what is allowable under the enabling legislation.	Fiscal Choice and David Schuler	Weeks 21 – 24
9 Develop Draft Financial Analysis Report. After finalizing the service-specific financial models, including cost and revenue estimates, we will develop a report that compares the Township’s most viable alternatives for incorporation as a city. The report will outline advantages and disadvantages of each for the Township’s consideration.	Fiscal Choice and David Schuler	Weeks 21 – 24
<i>D3 Draft Financial Analysis Report</i>		
10 Facilitate meeting with the board to review Draft Financial Analysis Report. We will meet on site with the Board to review the draft report, gathering any feedback. The purpose of this meeting is to ensure that the report provides the necessary level of detail and breadth of information to inform the Board’s decision-making process.	All	Weeks 24 – 26
11 Update financial analysis. We will incorporate the Board’s feedback and conduct any necessary feedback or additional analysis to deliver the Final Financial Analysis Report.	All	Weeks 27 – 28
<i>D4 Final Financial Analysis Report</i>		
Milestone: Board decides whether to put the incorporation ballot questions before voters		
Phase 3: Tax Rate Study and Public Outreach		
12 Develop draft Tax Rate Study. Based on the local revenues needed to meet the requirements defined in our financial analysis, we will develop estimated tax levy and homeowner assessment amounts. These estimates will reflect future revenues, capital and transition requirements, and funding needed to offset delays between assessments and actual collections.	David Schuler and Fiscal Choice	Weeks 29 – 36
13 Present draft Tax Rate Study to Township. We will present our draft Tax Rate Study to the Township Board to validate our assumptions and confirm results. Upon the Board’s approval, we will develop the Online Tax Calculator as a means of informing Township property owners of the likely impact of incorporation on their property taxes.	David Schuler and Fiscal Choice	Weeks 37 – 40

Task/Deliverables	Team Members Involved	Estimated Timeline
<i>D5 Tax Rate Study and Online Tax Calculator</i>		
14 Facilitate First Public Outreach Meeting. Our team will facilitate a Public Outreach Meeting for Township residents and stakeholders. We will work with the Township to publicize the dates, times, and locations of our meetings through its most effective communication channels. The agenda for this meeting will include, but not be limited to, an update on work completed, an overview of results, an opportunity for the public to provide input, and a presentation of the online tax calculator. We will also introduce our online survey for Township residents, which will be linked on its website and publicized using available channels. The Township will have the opportunity to review and provide input to our agenda and presentation materials prior to the meeting.	All	Weeks 41 – 44
<i>D6 First Public Outreach Meeting</i>		
15 Collect and analyze survey results. We will gather and analyze the feedback from our online survey to identify gaps in public understanding, education needs, and themes for discussion during our upcoming outreach meeting(s). This will help the Township to anticipate any points of resistance and proactively address them prior to the vote on incorporation.	All	Weeks 45 – 48
16 Facilitate Second Public Outreach Meeting. Our team will facilitate a Public Outreach Meeting for Township residents and stakeholders. We will work with the Township to publicize the dates, times, and locations of our meetings through its most effective communication channels. The agenda for this meeting will include, but not be limited to, an update on work completed, an overview of results, an opportunity for the public to provide input, and answers in response to the survey results and/or any follow-up questions we have received since the first meeting. The Township will have the opportunity to review and provide input to our agenda and presentation materials prior to the meeting.	All	Weeks 49 – 50
<i>D7 Second Public Outreach Meeting</i>		
Milestone: Board decides whether to put the incorporation ballot questions before voters		
17 Develop Communication Plan for informing Township voters. Should the Board decide to move forward with putting the incorporation ballot question before voters in the general election, we will	All	Weeks 51 – 52

Task/Deliverables	Team Members Involved	Estimated Timeline
<p>lead the development of a Communication Plan. This plan will outline tools, tactics, and a schedule for disseminating allowable, factual information about the incorporation question to voters. The plan will be reviewed by the Township’s legal team to ensure neutrality and compliance with all applicable laws.</p>		
<p><i>D8 Communication Plan</i></p>		
<p>18 Facilitate Final Public Outreach Meeting. To assist the Board in the execution of the Communication Plan, our team will facilitate a Final Public Outreach Meeting to share the talking points outlined in the plan. This will serve as an opportunity for voters to ask any remaining questions about the study process and findings.</p>	All	Weeks 51 – 52
<p><i>D9 Final Public Outreach Meeting</i></p>		

5.0 Proposed Cost Schedule

As requested by the Township, we have provided an estimated project budget in Table 4 below. BerryDunn does not charge for time spent traveling, so all costs are reflective only of the time our consultants will spend working on the Township's project. We will invoice the Township on a monthly basis for progress against these deliverables.

Our proposed services will be billed at an all-inclusive hourly rate of \$295, with no additional costs or expenses.

Table 4: Estimated Project Budget by Deliverable

Deliverable	Estimated Hours	Estimated Cost
Phase 1: Project Initiation and Management		
<i>D1. Project Work Plan and Schedule</i>	200	\$59,000
<i>D2. Ongoing Bi-weekly Project Team Meetings</i>	120	\$35,400
Phase 2: Financial Analysis and Comparison of Alternatives		
<i>D3. Draft Financial Analysis Report</i>	1,544	\$455,480
<i>D4. Financial Analysis Report</i>	48	\$14,160
Phase 3: Tax Rate Study and Public Outreach		
<i>D5. Tax Rate Study and Online Tax Calculator</i>	340	\$100,300
<i>D6. First Public Outreach Meeting</i>	64	\$18,880
<i>D7. Second Public Outreach Meeting</i>	80	\$23,600
<i>D8. Communication Plan</i>	80	\$23,600
<i>D9. Final Public Outreach Meeting</i>	64	\$18,880
Project Total	2,540	\$749,300