

<p align="center"><b>City of Rochester Hills</b>  <b>Groundskeeping Services and Staffing Study</b>  <b>RFP-RH-24-060</b>  <b>Bid Closing: Thursday, October 24, 2024 @ 3:00 PM</b></p>	<p align="center"><b>FEA</b>  12701 Fair Lakes Circle, Suite 101  Fairfax, VA 22033</p>	<p align="center"><b>Matrix Consulting Group, Ltd.</b>  1875 S Grant Street, Suite 960  San Mateo, CA 94402</p>	<p align="center"><b>MGT Impact Solutions</b>  4320 W Kennedy Blvd  Tampa, FL 33609</p>
Are there any exceptions?	Yes - Hold Harmless	Yes - insurance requirement regarding coverage for owned automobiles.	No
Firm established:	1992	2003	1974
Years in business:	32 years	21 years	50 years
Type of Organization:	Corporation	Corporation	LLC
What payment method(s) will your company accept from the City?	City PO/Check	City PO/Check	City PO/Check
Provide a brief history and organization of the firm, including the location of the office where the work will be performed:	FEA was founded in 1992. They help organizations become more efficient in their performance through asset management, strategic planning and financial analysis. FEA works with an organization to link their goals to programs, people, and infrastructure to be able to achieve them. They work with schools, governments and corporations nationwide. FEA has a data-driven approach that ensures continuous improvement, with a focus on excelling in performance and being proactive with change management. Work will be completed from several FEA offices.	Matrix is a management consulting firm that is dedicated to provide quality analytical assistance to local government. Firm was incorporated in 2003, and has grown to 30 full-time and 7 part-time consultants who specialize in local government. The headquarters are in San Mateo, CA with regional offices are the US (Charlotte, Dallas, Tampa, Portland, and more). Staff are assigned to projects based on their experience with similar scopes of work. Matrix has extensive experience with evaluating the staffing and operations of maintenance functions. They have conducted over 200 studies of public works and over 50 of parks and recreational studies.	Established in 1974 by a group of former public sector employees to provide management consulting. The firm has a nearly 50-year track record for supporting institutions in their pursuit of performance excellence. MGT has a total of 920 active employees, with headquarters in Tampa, FL. There are 26 offices across the U.S. MGT of America Inc merged into MGT of America Consulting LLC as of 2016. In 2024, MGT rebranded in celebration of their 50th anniversary - also marking the consolidation of ten companies under the legal name of MGT Impact Solutions, LLC.
Provide a narrative of your firm's prior experience and qualifications pertaining to the Scope of Work and provide a list of projects with similar scopes.	<p>FEA has over 30 years of experience in regards to enhancing facility management, including parks and recreation. They have done staffing analysis, assessment of operations, strategic planning, etc. For the City's needs, FEA would team up with StudioCPG. They have collaborated for over 10 years on similar scopes of work. StudioCPG has had over 20 years of experience supporting the public sector and municipal clients in parks and recreation asset assessments.</p> <p><b>UMaine Organization Assessment</b> - FEA assisted with elevating the maintenance, custodial and grounds operations to an APPA Level 3 service standard. FEA recommended a phased staffing plan and alternative funding sources to achieve long-term sustainability.</p> <p><b>City of Louisville Park Maintenance &amp; Management Plan</b> - Under StudioCPG leadership, FEA assessed park maintenance operations and provided strategic planning. FEA provided actionable recommendations that enabled the city to optimize its park services, enhance user satisfaction, and ensure effective use of public funds.</p> <p><b>City of Raleigh Site Condition Assessment &amp; Capital Planning</b> - FEA performed a site condition assessment for the City of Raleigh's parks, emphasizing operational effectiveness and capital planning.</p>	<p>Since being incorporated in 2003, Matrix has served over 1,700 clients, including over 50 dedicated parks and recreation department studies. Currently, similar scope jobs include Palmetto Bay, FL and East Bay Regional Parks District, CA. The firm has conducted over 100 organization-wide studies, including all municipal functions, in places such as Portage, MI, Joplin, MO and Jefferson City, MO. The firm provided an extensive list of public works clients in their proposal - where they have significant experience.</p>	<p>MGT has conducted multiple compensation, classification, and HR studies (including staffing studies) for clients nationwide. They are dedicated to helping clients find the procedures and people they need to deliver the quality service they desire. MGT believes that a competitive, attractive compensation program is key to achieving those desired goals as the City wants to update their compensation system. MGT has completed similar projects all across the country.</p> <p><b>For example, in Michigan:</b>  Central Michigan University/ West Shore Community College/Livingston Community Health Authority/ Sault Tribe of Chippewa Indians  <b>Counties:</b> Dickinson/Gogebic/Ingham/Kent/Lapeer/Livingston/Lenawee/Menominee/Muskegon/St Clair</p>
Was a list of comparable projects/ references provided?	Yes. Contact information was provided for projects listed in previous question.	Yes - Contact information is within the proposal for the following projects: Bradenton, FL - Organization and Operational Assessment of Public Works Dept Palmetto Bay, FL - Operational Assessment of Parks and Recreation Vacaville, CA - Organization and Operational Review of the Public Works Dept	Yes - Contact information is within the proposal for the following projects. Maricopa County, AZ - succession planning and organization management needs Stoncrest, GA - Classification and Compensation Study or 65 City positions Colorado - Organizations efficiency assessment of Division of Facilities Management
Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services. List any their role on the team and office location.	<p>Steve Meador - Project Manager - Fairfax, VA Office  Most recent experience includes managing Virginia Dept of Transportation's Facility Condition Assessments and leading University of Maine's System Organizational Assessment.  Laurie Gilmer - Senior Advisor - Santa Rosa, CA  President and COO of FEA - she will provide senior-level oversight, focusing on organizational assessments and strategic planning. Recent experience includes Bio-Rad Facility Condition Assessments and City of San Jose's Master Agreement.  Maureen Roskoski - Analyst - Denver, CO  VP of FEA - will be Lead Analyst and responsible for data analysis and maintenance planning. Recent Experience includes City of Louisville Parks and Rec Maintenance Plan and U of Maine level of service and staffing analysis.  Heather Noyes - Landscape Architect - Denver, CO  Managing Principal of StudioCPG - brings more than 30 years of experience in parks planning and landscape architecture. Recent experience includes City of Louisville Parks Management Plan and City of Thornton's Parks Master Plan.  Brian Pille - Landscape Architect - Denver, CO  Senior Landscape Architect with StudioCPG - assist with site assessments and maintenance planning. Experience includes construction and maintenance.</p>	<p><b>Jen Winter - VP/Project Manager</b>  Leads Public Works and Infrastructure area of consulting, including Parks and Recreation. Previous to working at Matrix, she served within local government as Public Works Director for Cedar Rapids, Iowa and as the Regional Director for an engineering consulting firm.  <b>Chas Jordan - Manager/Senior Analyst</b>  Serves as project manager and analyst on projects dealing with Public Works, and currently leads the firm's Parks and Recreation practice.  <b>Megan Young - Senior Consultant/Analyst</b>  More than 10 years of experience working with local and regional governments prior to joining Matrix. She has served in management over both operations and administration divisions of a Parks and Recreation department.  <b>Cody Brem - Consultant/Analyst</b>  Experience of serving as an analyst on multiple local government studies, many including Parks and Recreation. He has supported organization, operational, staffing and management consulting studies. On the City's project, he would assist with conducting project interviews, evaluating current processes and workload and provide analytical support to the team.</p>	<p><b>Joellen Cademartori - Executive in Charge</b>  30 years of comprehensive experience in municipal leadership, human resources, and management consulting within public sector. Oversee contractual process, manage resources appropriately, final authority over project deliverables.  <b>Sheena Horton, PMP, CCMP - Project Director</b>  Over 17 years of expertise in evaluation and 14 years in management consulting. Administrative management over team, point of contact for City, oversight over service, practice and project team management.  <b>Classification and Compensation Team</b>  <b>Rachel Skaggs</b>  <b>Rachel King</b>  <b>Isshiah Myles</b>  <b>Claudia Fasse</b>  Team will work closely with City to carry out various tasks and deliverables.  <b>Brandon Ledford, SHRM-SCP, PMP, PROSCI - Project Advisor</b>  Responsible for driving the growth and execution of MGT's performance solutions group, which includes project and change management, classification and compensation/salary studies.</p>



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Are there any exceptions?	No	No	No
Firm established:	1995	1993	2024
Years in business:	30	31 years	Less than 1 year.
Type of Organization:	Corporation	Corporation	LLC
What payment method(s) will your company accept from the City?	City PO/Check	City PO/Check	City PO/Check
Provide a brief history and organization of the firm, including the location of the office where the work will be performed:	<p>PROS Consulting is a smaller firm with experience in the field of management consulting for public entities and non-profit organizations. Their main office is located in Brownsburg, IN. They have been in business for 30 years, with 15 employees.</p>	<p>Raftelis is a subchapter S-Corporation incorporated in the state of North Carolina in 2004. The predecessor to Raftelis, Raftelis Environmental Consulting Group, Inc., was established in 1993 by George A. Raftelis to provide financial and management consulting services of the highest quality to public-sector clients. In 1999, the firm's name was changed to Raftelis Financial Consulting, PA. Following the sale of a portion of the firm to a group of employees in 2004, the firm's name changed to Raftelis Financial Consultants, Inc., which remains the firm's legal name. The office where work will be performed from is in Cincinnati, OH.</p>	<p>Watson &amp; Yates (W&amp;Y) has their headquarters in Detroit, MI. They provide management and budget consulting services for public and nonprofit sector clients. It was founded by two former public sector executives with over 30 years of combined experience. Leaders in the firm played a big role in the financial turnaround of Detroit after bankruptcy. Janani Ramachandran Yates, Partner, is authorized to enter into master contract agreements on behalf of Watson &amp; Yates. No subcontractors will support the firm.</p>
Provide a narrative of your firm's prior experience and qualifications pertaining to the Scope of Work and provide a list of projects with similar scopes.	<p>Since being established in 1995, PROS has countless projects and gained insight on projects similar to what the city is requesting in their RFP. For example:</p> <ul style="list-style-type: none"> <li>• Completing more than 1,000 projects in over 47 states, and numerous projects internationally.</li> <li>• Operational experience with over 100 combined years as former parks and recreation managers.</li> <li>• Successfully completed over 1,000 planning projects in the public sector and over 150 cost of service and financial management plans for public clients.</li> <li>• Completing over 200 business plans for individual parks/parks systems.</li> <li>• Completing over 300 operational and programming studies for a wide variety of parks and recreation planning projects on a system-wide level as well as site/facility specific.</li> </ul> <p>Projects with similar scopes include but are not limited to:  Bloomington Maintenance Management Plan (2024)  Ocean County Maintenance Management Plan (2022)  Brownsburg, IN Maintenance Management Plan (2017 &amp; 2022 Update)</p>	<p>Raftelis has been working with local government to transform their organizations by enhancing their performance and improving their financial conditions. They specialize in strengthening public sector organizations. The firm has helped more than 700 organizations in the last year alone. Raftelis has more than 180 consultants, making them one of the largest local government management and financial consulting practices. The staff that makes up the team has years of experience in roles such as City Manager, Parks and Recreation Director and Fire Chief.</p> <p>Projects with similar scopes:  Pinellas County, FL - Staffing assessment of the Parks and Conservation Resources Dept.  City of Fort Collins, CO - Staffing and operational plan for the Dept Recreation  Davison Township, MI - Township-wide organization assessment with focus on parks and recreation.</p>	<p>At the City of Detroit between 2021 and 2024, the founding partners of Watson &amp; Yates were responsible for making budgeting and staffing recommendations to Mayor Duggan that managed cost escalation while providing effective services at the General Services Department (GSD). This department was responsible for all grounds maintenance and parks and recreation programs. The work in the Office of Budget included strategic analysis that was very closely aligned to the Scope of Work set forth by the City, including assessing and making recommendations on employees. It also included analysis and recommendations related to overlapping fund use by multiple departments, such as the Solid Waste Fund, a shared funding source for clean city initiatives tapped by both GSD and the Department of Public Works.</p>
Was a list of comparable projects/ references provided?	<p>Yes - Contact information is within the proposal for the following projects.  Bloomington, MN Parks &amp; Rec - 2024 Parks Maintenance Management Plan  Ocean County, NJ parks Maintenance - 2022 Parks Maintenance Management Plan  Brownsburg, IN Parks Maintenance - 2021 Parks Maintenance Management Plan</p>	<p>Yes. Contact information was provided for projects listed in previous question.</p>	<p>Yes - the list provided focuses on references while working in Detroit rather than specific projects.  John Naglick - worked closely with W&amp;Y partners during their tenure as Budget Director and Deputy Budget Director for City of Detroit.  Jay Rising - Steve Watson's previous direct Supervisor during tenure at City of Detroit.  Jennifer Reed - Director of Office of Budget and Performance Management in District of Columbia - where one of the W&amp;Y partners had worked from 2018-2021.</p>
Provide a list of the project team members that you propose to use and identify each team member's responsibilities. Include a brief description of the experience and qualifications of the proposed staff member(s) who will be performing the services. List any their role on the team and office location.	<p><b>Leon Younger - Project Manager - Brownsburg, IN</b>  Has more than 40 years in parks, recreation and leisure services.  Has worked on the following projects in Michigan: Rochester Hills Parks and Rec Master Plan, Oakland County Parks and Rec Commission Strategic Master Plan, Wayne County Business and Sustainability Study.</p> <p><b>Travis Tranbarger, CPRP - Project Coordination and Analysis - Brownsburg, IN</b>  Has nearly 20 years of experience in the field of parks and recreation. His municipality experience includes overseeing organizational growth, finance management, grant writing, capital improvement projects, and more. Some relevant work examples include:</p> <ul style="list-style-type: none"> <li>• Blue Valley Recreation, KS Strategic Plan</li> <li>• Carmel, IN Master Plan Update</li> <li>• Greenfield, OH Organizational Study</li> <li>• O'Fallon, MO Maintenance Management Plan</li> </ul> <p>more examples are listed in the vendor response package.</p>	<p>Team is made up of senior-level consultants with local government experience.</p> <p><b>Jonathan Ingram - Project Director - Cincinnati, OH</b>  Responsible for overall project accountability. He has over 20 years of experience in management consulting and local government management.</p> <p><b>Ben Kittelson - Project Manager - Jacksonville, FL</b>  Manage day-to-day aspects of project - such as budget control, scheduling, and meeting objectives. He will lead consulting staff in conducting analyses and preparing deliverables for the project. Ben began consulting in 2019 after 7 years of direct service to local governments.</p> <p><b>Mick Rennelsen - Parks and Recreation and Maintenance Subject Matter Expert- Bloomington, IN</b>  Will provide input and guidance for parks, recreation and maintenance components of this project. Has experience in local government from being Deputy Mayor for five years and Director of Parks and Recreation for 20 years in Bloomington, IN.</p> <p><b>Polly Englot - Staff Consultant - San Francisco, CA</b>  Will work at the direction of Ben (Subject Matter Expert) in conducting interviews, directing research and analysis, preparing recommendations and drafting deliverables. She has worked in local government, nonprofit, and international development settings.</p>	<p><b>Janani Ramachandran Yates, Partner - Detroit</b> – Data analysis, strategy, and report writing. Has nearly 15 years of experience in federal, state and local government. Has experience balancing budgets, driving efficient financial processes, steering teams through crisis and growth, and leveraging analytical capacity to increase performance and reduce costs. She had a leadership role with the City of Detroit and District of Columbia focusing on developing and presenting analyses in support of a balanced annual budget and capital plan.</p> <p><b>Steve Watson, Partner - Detroit</b> - Data analysis, strategy, and report writing. Has nearly two decades of experience in state and local government, advising public officials, balancing budgets, and solving problems through times of fiscal stress. Served as Budget Director &amp; Deputy CFO for the City of Detroit, and received widespread recognition designing and implementing an innovative budget strategy for the City's "pension cliff" from the bankruptcy restructuring plan, resulting in release from State oversight, return to investment grade credit, and resumption of annual pension contributions in 2024.</p>

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Will subcontractors be used for this project? If so, was a list provided?	No	No	No

Provide a detailed description of the services and methods by which the work identified in the Scope of Services will be performed.	PROS anticipates to develop the Groundskeeping and Staffing Study over a 20-week period after project kick-off. PROS understands that the City is looking to have a comprehensive analysis of its park and natural resources maintenance operations and practices. The result of this effort will identify opportunities to improve current maintenance practices, implementation of necessary systems, and cost efficiencies. Also, the process will demonstrate how to use the information in making decisions regarding long-term and short-term services. The tasks to be performed by PROS will include: <ul style="list-style-type: none"> <li>• Project Kick-off/Coordination - confirm project goals, objectives and expectations that will help guide actions and decisions of the team.</li> <li>• Site Assessment: PROS will review all Rochester Hills facilities with maintenance staff over a two-day period to assess on-site maintenance practices. The assessment will evaluate all aspects of the buildings and grounds maintenance operations to determine strengths, weaknesses, opportunities, and threats to success.</li> <li>• Maintenance Team/Parks and Rec Dept Workshop - PROS to facilitate a workshop with the maintenance staff to discuss maintenance practices and principles for the desired maintenance outcomes required for each site and establish standards.</li> <li>• Maintenance Standards Cost Analysis: PROS to create frequency standards for maintenance standards, assess costs associated with major activities and tasks, develop a unit cost for each major maintenance component to help the department project future operations and maintenance costs, and conduct a time-task analysis that will examine existing time allocations.</li> <li>• Maintenance Management Plan Report Development - PROS will develop the Maintenance Management Plan that will include maintenance strategies, and organizational design and implementation.</li> <li>• Briefing - final presentation to the department will be conducted and all findings presented.</li> </ul>	Raftelis focuses on specific objectives using their "Six R" approach. This involves soliciting and collecting information on City <b>Responsibilities, Resources, Requirements, and Results</b> in order to identify possible organizational and operational <b>Recommendations</b> with an associated <b>Roadmap</b> to implement positive change. Proposed work plan: <ul style="list-style-type: none"> <li>• Initiate and Manage Engagement - Meet with project team to review details and set expectations to finalize project schedule.</li> <li>• Conduct Initial Field Work - Collect data and information regarding department operations through interviews, focus groups, and fieldwork.</li> <li>• Assess Operations and Staffing - After conducting interviews and observations, they will develop organizational and operational data to provide recommendations on improving the City's program.</li> <li>• Prepare Project Deliverables - Review preliminary recommendations for staffing and contracted services with the City. Once details are finalized, a draft report will be prepared to be reviewed by the City. After Raftelis reviews comments, a final report will be provided and a final presentation can be done virtually.</li> </ul>	Using the framework established by Rochester Hills's 2023-2033 Parks and Natural Resources Strategic plan, Watson & Yates will conduct a study of the current operations of the grounds maintenance function across all City departments and divisions and make strategic recommendations to reduce costs and increase service quality. To accomplish the desired scope, the following approach will take place: <ul style="list-style-type: none"> <li>• Project Kickoff - Meet in person at City Offices to hold meeting to review timelines, scope, data requirements, and overall approach.</li> <li>• Data Collection and Review of Current State Operations - Consolidate and analyze data to identify key patterns and issues in the organization's provision of personnel and non-personnel resources. Then, they will relate this information to the goals set forth in the strategic plan and begin to identify strengths, weaknesses and opportunities for improvement and enhancement. W&amp;Y will also conduct small group interviews with key Rochester Hills staff.</li> <li>• Analysis and Comparison with Future State - combine findings from the interviews with initial data analysis to create a comparison framework between the current and future state.</li> <li>• Recommendations - Create a Report on the study's findings with 4 key deliverables: Summary of Findings, Recommendations Table, Organizational Structure and Staffing Plan and Implementation Roadmap.</li> <li>• Closeout - once the project is complete, provide a final presentation of the report to the City, including a PowerPoint deck summarizing our methodology, analysis, findings, recommendations, and implementation roadmap.</li> </ul> Timeline would be approximately 20 weeks.
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	Project Member	Job Classification	Estimated Hours	Hourly Rate	Project Member	Job Classification	Estimated Hours	Hourly Rate	Project Member	Job Classification	Estimated Hours	Hourly Rate
	Leon Younger	President/Principal	64	\$ 185.00	Jonathan Ingram	VP	8	\$ 360.00	Janani Ramachandran	Partner	220	\$ 250.00
	Travis Tranbarger	Senior Project Manager	138	\$ 155.00	Ben Kittleson	Manager	37	\$ 285.00	Steve Watson	Partner	220	\$ 250.00
					Mick Renneisen	Subject Matter Expert	54	\$ 295.00		Managing Consultant		
					Polly Englot	Associate Consultant	93	\$ 185.00		Director		
				\$ 33,230.00				\$ 46,560.00				\$ 110,000.00
	Other	Unit of Measure		Rate	Other	Unit of Measure		Rate	Other	Unit of Measure		Rate
	Travel	3 in-person trips		\$ 1,800.00	Travel	Air Travel		\$ 1,550.00	Travel			
						Hotel		\$ 1,136.00				
						Per Diem		\$ 304.00				
						Car Rental		\$ 200.00				
	<b>Total Project Cost</b>			<b>\$ 35,030.00</b>	<b>Total Project Cost</b>			<b>\$ 49,750.00</b>	<b>Total Project Cost</b>			<b>\$ 110,000.00</b>
What are your billing procedures?	Invoiced every thirty (30) days on percent complete of project.				Raftelis will bill the client for monthly progress payments based upon work completed. Payment is due upon receipt.				Client shall pay Contractor for the proper performance of the Services, inclusive of any reimbursable expenses, within thirty (30) days after receipt of a proper invoice from Contractor.			