



City of Saint Paul

Event #1092 – Housing development consultant services

Technical proposal

December 23, 2021



December 23, 2021

Ms. Sarah Pietrzak
Buyer 2
City of Saint Paul
Delivered electronically

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Dear Ms. Pietrzak:

Thank you for this opportunity to assist the City of Saint Paul (the City) and its City Council Audit Committee with a comprehensive review and process mapping of residential housing development services. Together, Baker Tilly US, LLP (Baker Tilly) and our teaming partner, GRāEF, have extensive knowledge and experience with municipal development review processes and practices and are ideally suited to furnish support to you in this important assignment. Our proposal meets your RFP requirements and describes our unique value proposition for how we plan to enhance and protect value while meeting your key objectives:

- Map, evaluate and streamline the residential housing review and approval processes
- Implement best practices and organize plan review, permitting and inspection steps into an easy-to-navigate process
- Support the City’s commitment to improve the partnership between the City and developers
- Attract new, more diverse developers to Saint Paul and eliminate barriers to entry

Benefits of working with Baker Tilly include:

<p>The right firm</p> <p>The City will benefit from our best-of-both-worlds solution that pairs the technical qualifications, technology tools and expansive resources of the largest firms with the responsive service, personalized attention and proactive communication of smaller firms.</p>	<p>The right experience</p> <p>Our firm is structured around industry-specialized practice groups, allowing us to provide focused training and continuing education to our team members. Our understanding of the public sector, paired with targeted experience, will help you thrive now and as you evolve.</p>	<p>The right team</p> <p>Your team of Value Architects™ includes technical and industry-specialized team members who understand your requirements, challenges and opportunities. The City will receive a tailored approach designed to meet your needs and exceed your expectations.</p>	<p>The right value</p> <p>We provide high-quality service for a fair and reasonable fee. Our significant level of partner, director and manager involvement translates into a responsive, efficient engagement and the ability to deliver value throughout the year.</p>
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Helping public leaders succeed is not just our livelihood, it is our passion. Over our careers as both operating managers and consultants, each member of the Baker Tilly team has built a record of client success with municipal governments and their services across the United States. We are confident that a careful review of our proposal, the qualifications and experience of our team, and our prior work with similar organizations on comparable projects, will demonstrate that the Baker Tilly team is the clear choice to collaborate with you on this important engagement. **After all, we only have one agenda: yours.**

City of Saint Paul
December 23, 2021

The City of Saint Paul is a highly valued client of Baker Tilly. Springsted Incorporated (now part of Baker Tilly) has served as your trusted advisor for decades on a wide range of sensitive and high-profile consulting engagements.

I will be personally involved in all aspects of our relationship, from planning through completion. Thank you for the opportunity to continue to serve the City and make tangible contributions to your success. Our team would consider it a professional privilege to provide these services, and we look forward to discussing your questions and feedback.

Sincerely,



David W. Eisenlohr, Managing Director
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Serving as the City's Value Architect™

Clients like the City are the reason our team members love to work for Baker Tilly. We do not think of ourselves merely as advisors – that is what we do. Instead, we consider ourselves Value Architects™. It is a mindset; a set of skills, capabilities and behaviors rather than a job description.

Like an architect, we will work with the City to design unique blueprints for your success. We will have meaningful conversations to solve your most pressing problems. You can trust our judgment to marshal the right people and resources for whatever you need. **And we will continue to make that commitment to you, day in and day out.** We invite you to click on the video below to hear what being a Value Architect™ means at Baker Tilly.



OUR COMMITMENT TO BEING YOUR VALUE ARCHITECT™

Being your Value Architect™ means we will be there for the City every step of the way as your organization evolves.

Based on what we learned from you, here are some of the ways we plan to help the City enhance and protect your value by delivering a customized Value Architect™ approach:

- We will deploy a hand-picked team of local government and community development specialists.
- You will benefit from our extensive experience in the analysis and improvement of residential development processes and technologies.
- We will apply a proven operations and process improvement methodology tailored to meet the City's specific needs.
- We will use robust technology tools and processes to enable remote service delivery, as necessary.

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Baker Tilly is responsive, interactive and produces the results they say they will. We are very pleased with the services they provide and consider **Baker Tilly a leader among accounting and advisory firms.**

Controller



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Tab 1 – Overall proposal suitability

What makes Baker Tilly different from other firms? Our solution truly begins by listening to what the City needs.

Understanding your needs to achieve your objectives

With a population of well over 311,000, the City of Saint Paul is the 11th-most populous in the Midwest. As an integral part of one of the largest metropolitan areas in the United States, the City has unique residential housing development needs. Your development process currently requires developers to intersect with multiple City departments and community partners. As detailed in the RFP, this process can be confusing, difficult to navigate. The complexity and costs of local regulations may also create barriers to entry for new and emerging developers, including BIPOC developers. Additionally, a lack of internal coordination across departments often leads to delays, frustrations and miscommunications during a project. The impact of these and other challenges is amplified by the fact that affordable housing choices within the City are increasingly difficult to find.

Many consultants and consulting firms possess the baseline competencies required to meet the specific technical requirements of this project. However, we believe the City is looking for more than technical skill to realize your operational improvement goals. You require a consulting team that understands the importance of effective, customer-centric residential development processes to the accomplishment of the City's policy objectives and, importantly, knows how to get you there.

Delivering your scope of work requirements

The City is seeking a qualified consultant who is highly experienced in the analysis of multi-faceted residential housing development regulatory practices and processes. The following table details our understanding of what you require for a successful project and how we plan to address your needs as your Value Architect™.

Your needs	Baker Tilly's capabilities
A depth of resources to meet your evolving needs	<ul style="list-style-type: none"> – Ability to offer a bench strength of 6,000 professionals, including 500 partners, as the ninth largest accounting firm in the U.S. – Direct access to resources through Baker Tilly International, the 10th largest global accounting and advisory network – Full suite of value-added consulting and assurance solutions to meet your needs
A firm with relevant industry experience	<ul style="list-style-type: none"> – Specialized knowledge and direct experience gained from serving 3,100 public sector clients like the City – Assignment of a project team from our public sector practice group with a pool of 420 team members – In-depth understanding of the unique nature of your organization and your most pressing challenges

TAB 1 – OVERALL PROPOSAL SUITABILITY

Your needs	Baker Tilly's capabilities
Significant residential housing development and process review expertise	<ul style="list-style-type: none"> – Intentionally selected team of local government and community development specialists – Extensive experience in the analysis and improvement of municipal development review, permitting and inspection processes and technologies – Proven operations improvement methodology tailored to meet the City's specific needs
A responsive engagement team	<ul style="list-style-type: none"> – Thoughtful, strategic guidance from a consistent team sophisticated understanding of the multi-faceted functions required of an effective housing development process – Highly skilled local government and housing development specialists with a sophisticated understanding of the multi-faceted functions required of an effective housing development process and the ability to deliver big-picture insights and best practices – Engagement team members who are leaders in industry associations and authors of thought leadership
A successful methodology tailored to meet your specific needs	<ul style="list-style-type: none"> – Proven operations improvement methodology, refined over many years, and a development process analytical framework to structure and guide both the City and the project team throughout the engagement – Verifiable record of success in supporting local governments with organizational, operational, process and financial reviews of their planning and community development processes (see Tab 4 – Responder qualifications for a representative client list)
Robust technology tools and processes	<ul style="list-style-type: none"> – Ability to complete the City's project remotely without material disruption, no matter what 2022 may bring – Investment in Microsoft Teams, Zoom and conference technology for meetings to enable remote service delivery as necessary – Huddle project management and collaboration workspace to seamlessly manage your engagement
Value for fees paid	<ul style="list-style-type: none"> – Competitive fee arrangement; we do not bill for every question, comment or concern – Significant managing director and senior manager involvement to deliver timely, responsive service – Year-round training, education and insight at no additional cost – Streamlined approach that pairs technical expertise with innovative technology to add efficiencies

YOU RECEIVE MANY BENEFITS BY CHOOSING TO WORK WITH BAKER TILLY

We understand the City's needs and will meet your objectives with our ability to offer valuable resources, experience and solutions.

Building on our successful, long-standing relationship with the City

Baker Tilly and Springsted (now part of Baker Tilly) have had the privilege of serving the City of Saint Paul for more than 60 years. We have been involved the City’s signature projects, as well as many debt management programs. As a result, we are extremely familiar with the City’s operations and bring unparalleled insight to this process review and mapping project. Our past projects with the City include:

Organization and management studies

- Vehicle management plan, Saint Paul Police Department, 2010
- Staffing and organizational review, Department of Planning and Economic Development, 2013
- SWOT analysis, Department of Safety and Inspections (DSI), 2013
- Review of River Print Department, Office of Financial Services and Office of Human Rights and Equal Economic Opportunity, 2019

Projects for Saint Paul Department of Planning and Development

- Municipal advisor (debt issuance)
- Ford plant site financial review and negotiations, 2019
- Ford site financial study, 2019
- \$17M TIF revenue bonds, 2019
- Ford plant redevelopment, 2017
- Ford plant reuse revenue projections, 2016

Project for the DSI

- Business license fee study, 2013

Projects for Saint Paul Regional Water Services

- Utility rate study, 2012
- Analysis of fire accounts, 2018
- Water treatment financing, 2020
- General contractor selection RFP, 2020

Other projects for the City

- Municipal advisor to the City (annual debt issuance)
- Sewer rate study, 2018
- Organized collection cash flow model, 2017
- Evaluation of eureka recycling financials, 2016
- Sewer rate study, 2015
- LEAP feasibility study, 2015

Relationship of trust and unparalleled insight based on serving the City for 60+ years

The City is a key client of our firm. Baker Tilly has provided value to the City by successfully completing a broad range of engagements over the years, including some with direct relevance to the project scope requested in this RFP. We are committed to delivering the exceptional level of client service and deep subject-matter expertise the City has come to expect from us.

Among the many **City of Saint Paul officials who can speak to the quality and responsiveness of the services provided by Baker Tilly**, and previously Springsted, are:

- John McCarthy, Director of Financial Services
- Michael Solomon, Treasurer
- Ricardo Cervantes, Director, Department of Safety and Inspections
- Dave Wagner, Engineering Manager, Saint Paul Regional Water Services

We work closely with you, have candid conversations and implement valuable solutions together to build trust. As a sign of our commitment to continuing our successful relationship, we will provide:

<p>Proactive, responsive communication We will co-develop a communication protocol to be responsive and accessible to the City. We do not bill for routine phone calls, and we welcome discussions year-round.</p>	<p>Value for fees The City can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.</p>	<p>Complimentary consultations You will receive meaningful insights and solutions from our industry experience and service expertise. Your team can introduce the City to other firmwide specialists for complimentary consultations as your goals change.</p>
<p>Client-training webinars Our firm is an accredited professional training organization under National Association of State Boards of Accountancy requirements. Our webinars qualify for CPE and are free to clients.</p>	<p>Industry insight and thought leadership The City will receive tools, templates and resources free of charge throughout the year to help you stay one step ahead of industry trends and regulatory changes.</p>	<p>Forward-thinking service solutions The City will receive customized ideas from our Value Architects™ to assist you with identifying and seizing new opportunities.</p>

INFUSING VALUE IN OUR RELATIONSHIP

Helping the City achieve your goals is our top priority. We will provide meaningful ways to support your success throughout our relationship.

Serving local governments by choice

We believe in the values of public service and have a deep and abiding respect for public servants. After all, many of us were senior-level managers in local government before beginning our consulting careers. Baker Tilly consultants work in the local public service sector not because we were assigned to do so, but because we choose to do so. You can rely on us to be there for you over the long term.

We are excited about the opportunity to serve you. Should the City need additional information for the evaluation process, we would be happy to schedule a time to discuss your questions or feedback and how our qualifications position us to best meet your needs. **Let’s face the future, together.**

Tab 2 – Project timeline

The City will benefit from our application of a structured consulting methodology and a municipal development process review framework that produces specific, best practices-based recommendations for sustainable improvement.

Understanding the City's project scope

The City is seeking a comprehensive review and process mapping of residential housing development services. Specifically, the project scope will include the following, as outlined in the RFP:

- Map the review and approval processes for all applications related to residential housing development projects, distinguishing between one to two units, one to four units and over four units
- Examine department processes related to land use/zoning, engineering, building code, code enforcement, environmental and other regulatory application programs, permits, approvals or actions and provide an analysis of efficiency and how well these processes serve the applicant
- Directly engage experienced and new developers who have worked with the City and document their feedback
- Recommend coordinated process improvements, communication strategy and tools to improve or enhance the City's residential development services/processes
- Study and document "best-case" and "worst-case" examples of the residential housing development process in Saint Paul; evaluate what worked well and what went wrong in these situations to inform recommended improvements
- Review existing codes and regulations as they relate to residential development projects and recommend improvements
- Report on best practices and tools used in other jurisdictions

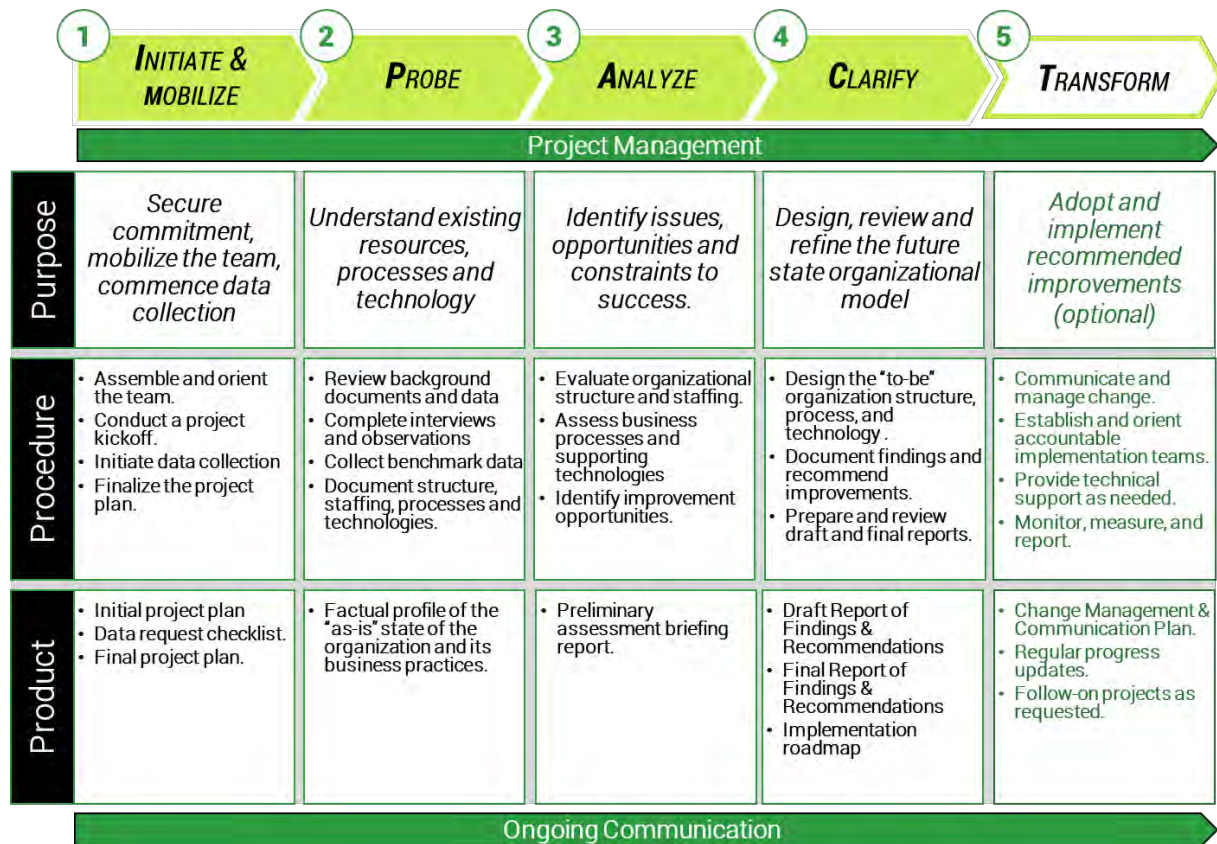
Employing a proven operations and process improvement methodology

Baker Tilly's operations and process improvement methodology is organized within a structured framework called *ImPACT*. This framework logically organizes tasks necessary to document, analyze and redesign the City's housing development-related processes and systematically deploys the redesigned processes as directed. As illustrated in the graphic on the following page, the methodology is organized into five major phases:

- **Initiate and mobilize** the review and process mapping project and ensure that all participants share a common understanding and commitment to the project goals.
- **Probe** to understand the "as-is" state of the City's housing development-related organization, practices and processes, establishing the factual foundation for subsequent analysis.
- **Analyze** and evaluate current operations in detail, identifying critical constraints and developing preliminary opportunities for improvement.

TAB 2 – PROJECT TIMELINE

- **Clarify** conclusions and review, refine and document specific findings and improvement recommendations, both immediate and long-term, for the consideration of the City.
- **Transform** the operations of the City’s residential housing development services and operations, with optional assistance and technical support from the Baker Tilly team.



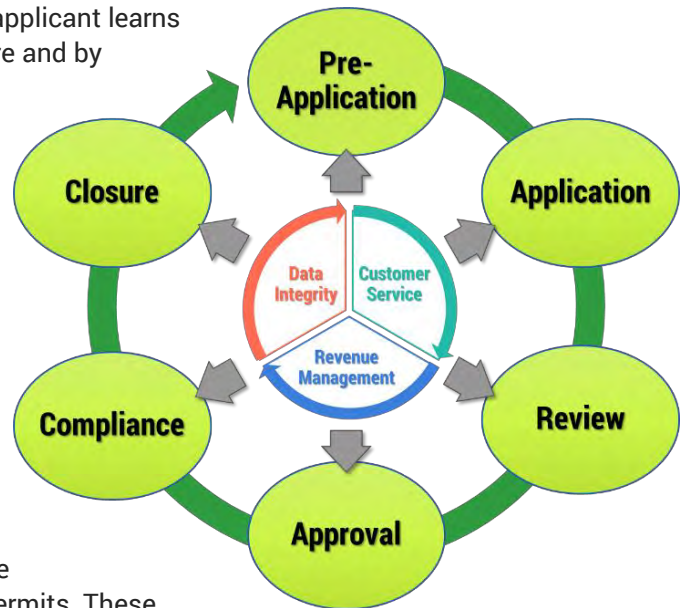
PROVEN OPERATIONS AND PROCESS IMPROVEMENT METHODOLOGY FOR THE CITY

Within the overall methodology, we have further identified the specific **Purpose** for each phase, the **Process** steps or tasks required to achieve the phase goals, and the deliverable **Products** that will be developed and provided to you. Rigorous project management and effective communications support the accomplishment of each phase.

Applying our development process analytical framework

In evaluating the efficiency and effectiveness of development-related functions, Baker Tilly applies an analytical model that segments the land use and building regulatory processes into major component parts, as illustrated in the graphic below.

- **Pre-application:** The processes by which the applicant learns what the City’s regulations and expectations are and by which the City can identify key development opportunities.
- **Application:** The processes by which an applicant prepares and submits a development application, the City receives and reviews the application for completeness and inserts the application into the review process.
- **Review:** The steps for review of applications by the various City departments and other regulatory authorities as required, including identification of the need for special exceptions.
- **Approval:** The processes for acceptance of the application and the issuance of appropriate permits. These processes also include all hearing processes, such as planning and zoning commissions, boards of adjustment and the like.
- **Compliance:** The field inspection, correction and reporting processes.
- **Closure:** Issuance of final certificates of occupancy and closure of the case files.



The above-listed core processes are supported by three key organizational capabilities, including the following:

- **Customer service:** This is how the jurisdiction has organized itself to provide given levels of customer support. It can include inquiry, call tracking, work order systems, as well as the organization’s overall customer service philosophy.
- **Revenue management:** This is how the jurisdiction manages the revenue and cash handling components of development-related activity, including permit fees, development fees and escrows, use of bonding, creative customer financing arrangements and similar systems.
- **Data integrity:** This is how the jurisdiction manages the different types of information necessary for an effective development services program and the technologies supporting that program.

We will adapt this framework for the City to evaluate how well the City performs the development review process, including planning, economic development and the respective inspection functions. Through the systematic engagement of internal participants in the development review processes, this framework will serve as a structure for analyzing, understanding and recommending improvements for each primary work activity included in the project scope.

Presented on the following pages is our detailed plan for your residential housing development process review. If selected as your consultant, we will adjust this project plan as needed to ensure that your priority needs are met within a budget that is comfortable for you.

Tailoring our project plan to the City’s requirements

The following phases, tasks and subtasks describe in detail our plan for the execution of operational analysis, based on the *ImPACT* methodology as adapted for the City. The listed tasks and subtasks are representative and illustrative and will be applied as necessary to achieve the established project objectives.

Phase 1 – Initiate and mobilize

Secure commitment, mobilize the team and commence data collection

This phase includes those tasks necessary to solidify mutual understanding of the project scope, objectives, deliverables and timing, as well as ensuring that appropriate client and consultant resources are available and well-coordinated.

Task 1.1 – Complete preliminary project planning

- Develop a high-level project plan showing major work steps, timelines, milestones and resource assignments
- Confirm consulting team staffing, work assignments and availability
- Prepare an agenda and other briefing materials for project initiation/kickoff activities

Task 1.2 – Formally initiate the project

- Complete an initial entry meeting with the City’s project leadership team to commence the project and solidify a mutual understanding of the overall objectives, scope, schedule and deliverables
- Establish points of contact and the project "chain of command"
- Review and agree on communication, status reporting and control procedures to be used
- Finalize the project scope, workplan, schedule and budget

Task 1.3 – Mobilize the project team

- Brief the project team on the project plan and expectations
- Prepare and deliver an initial data request checklist including, for example, such items as:
 - City ordinances, goals, objectives, policies, performance standards and measures related to planning and development, economic development, plan review, permitting and building inspections
 - Existing planning, building inspection and related process documentation, informational materials and brochures, flow charts, etc.
 - Comprehensive plan and future land use maps
 - Current and three prior years’ City and departmental budgets and staffing authorizations
 - City and departmental organization charts
 - Three years’ prior and current year workload volumes (permits, permit values, plan reviews, etc.), performance goals and results

- Listing and documentation of current automated systems supporting development review and permitting services
- Any prior in-house or independently prepared audits, performance reviews or management studies, development services, economic development activities and related business functions
- Develop and review interview and focus group guides

Phase 2 – Probe

Understand the current state organization, processes and technology

After the project is fully mobilized, the Baker Tilly team will apply its experience, knowledge and skill to discover the current state of the City's housing development-related programs in terms of organizational structure, workload and staffing, business process, facilities, technology and results. Using interviews, process workshops, surveys and other stakeholder involvement techniques, this phase represents the primary data collection component of the methodology

Task 2.1 – Review background documents and data

- Review provided background data and documentation to develop an initial understanding of the organizational structure, staffing, goals, objectives and results of the development review process

Task 2.2 – Conduct interviews with key managers and supervisors

- Schedule and conduct a series of individual interviews as agreed in Phase 1 including, for example, managers and supervisors with responsibility for the regulatory functions impacting residential development planning and zoning, residential subdivision plats and site plan reviews, building permitting and inspection and closely related service functions.
- Review and understand business objectives, current and project workload volumes, and key performance indicators related to residential/housing development. Interview topics may include such items as:
 - Basic service delivery goals, objectives, performance measures, standards and targets
 - Identification of key issues, opportunities and constraints regarding residential development review and approval processes
 - Customer service issues and how these have been recently addressed
 - Growth and other external/environmental trends impacting operations
 - Sufficiency of office space and facilities for both staff and applicants
 - Adequacy of information technology, data management and reporting capabilities, and the extent to which managers use information to make decisions
 - Resource constraints impacting operations, both now and as expected in the coming years

Task 2.3 – Engage external development process stakeholders

- Identify external stakeholder concerns and suggestions through targeted individual interviews with housing development industry leaders and a series of facilitated outreach/focus group sessions with, for example, representatives of:
 - Single-family, multi-family and mixed-use developers
 - Design professionals, such as planners, engineers, architects, etc.
 - Single-family and multi-family builders

- To the extent necessary, utilize technology tools and techniques for virtual engagement
- Summarize identified issues, constraints and improvement opportunities within the residential development review, approval, permitting and inspections processes at each of the stages of the development review cycle, from initial application through closure

Task 2.4 – Complete comparative data collection and analysis

- Assemble a set of suggested comparable cities to include in a comparative analysis of organizational structures, staffing levels and workload volumes by functional area
- Collect and compile comparative data into a tabular summary including the following kinds of information:
 - Listing of each evaluation comparable standard for each City included in the survey
 - Our evaluation of the degree to which the department is above or below the average for the group of comparable cities
- Provide an analysis of the conditions that seem to be major factors contributing to any substantial difference between the organizational structures and staffing levels in the City vs. the comparable cities

Task 2.5 – Conduct “as-is” processes workshops

- Organize and lead process documentation session of approximately two hours duration with internal residential development process owners to document existing development review and approval, permitting and inspection, property maintenance code enforcement and related processes. Subject to confirmation with the City’s project leadership, groups to be scheduled will include the staff members involved in:
 - Single-family and multi-family plan review and approval
 - Building permitting and inspections
 - Code enforcement
 - Economic development
- For each process group, we will seek to document and understand key processes steps and sequencing, process owners and supporting technologies
- As needed, these discovery sessions can be accomplished via virtual means

Phase 3 – Analyze

Identify organizational, operational and process issues, constraints and opportunities

Consultants will work with the staff of the Planning, Building Inspection and Engineering divisions to assess and analyze the impact of a variety of factors relevant to the redesign of business processes. These include the adoption of best practices, staffing and resource requirements, facilities and the capability of existing technologies.

Task 3.1 – Analyze business process efficiency and responsiveness

- Review “as-is” residential development process documentation for bottlenecks, non-value-added activities, manual processing, excessive review and rework, long cycle times and other potential inefficiencies, including all processes or process groups reviewed in the prior phase

- Compare and contrast the City’s residential development-related processes to best practices and standards for planning, development, permitting and inspection services
- Identify potential “to-be” process improvements to address identified inefficiencies or to capture opportunities to simplify, streamline or otherwise enhance services

Task 3.2 – Assess organizational structure and staffing

- Evaluate the adequacy of staffing and resource allocations to functional service areas and departments considering current and expected service demand
- Assess spans of managerial and supervisory control and the organizational placement of functions and responsibility relative to importance in meeting operating and service objectives
- Review staff training and development programs and succession management
- Assess the clarity of lines of authority, responsibility and communication

Task 3.3 – Evaluate current planning and permitting technology

- Evaluate the strengths and weaknesses of software applications and other technologies supporting the residential development review, permitting and inspections processes with a view towards improving accuracy, promoting transparency, reducing paperwork and reducing wait times
- Identify gaps between existing system capabilities and functionality available in the current land development and permitting system market
- Evaluate opportunities to adopt and integrate mobile computing platforms and devices to streamline processes and increase efficiency

Task 3.4 – Analyze stakeholder satisfaction

- Assess the effectiveness of customer service and stakeholder engagement methods and diverse communication channels, both technological and personal
- Review the adequacy of communication and coordination between and among related operating units of City government
- Identify barriers to effective communication and understanding of processes, roles and responsibilities
- Assess the sufficiency and ease of access to online information regarding the various aspects of the development process
- Prepare a summary of the residential development community feedback received

Task 3.5 – Prioritize process improvement opportunities

- Triage residential development review process improvement opportunities based on potential and cost. This triage activity will identify:
 - Processes which do not appear to need modification
 - Quick hits – changes that can or should, be made quickly, easily and at minimum cost to the City
 - Processes for Redesign – those processes which do not lend themselves to quick implementation
- Document preliminary findings and improvement opportunities and brief the City on progress

Phase 4 – Clarify

Design, review and refine the future-state operational model

Here the process analysis team will apply all the information and knowledge acquired to this point in the project to create updated business processes that will enable Planning, Building Inspections and Engineering to better serve the needs and expectations of the City’s leadership, applicants and the public at large.

Task 4.1 – Develop “to-be” organizational, staffing and process model

- Evaluate each high-level process for potential:
 - Elimination of unnecessary or duplicative tasks
 - Removal of process “bottlenecks”
 - Re-sequencing of tasks
 - Parallel vs. sequential review
 - Leverage of technology solutions
- Prepare and review high-level “to-be” processes

Task 4.2 – Prepare draft report of findings and recommendations

- Develop a set of recommended improvement concepts and action steps in terms of both “quick hit” opportunities and those improvements that may require more time, effort or investment to implement
- Conduct a working briefing on the draft organizational, operational and technology improvements and associated recommendations for review and comment by the City’s project leadership team.
- Receive feedback, both positive and negative, on recommended changes

Task 4.3 – Complete follow-up data collection and analysis as needed

- Collect additional data collection and complete further analysis based on the feedback provided on the Draft Report

Task 4.4 – Prepare and review the final report and implementation plan

- Based on feedback received from the review of the draft report, prepare a final report document incorporating corrections, clarifications and other appropriate revisions
- Develop an implementation roadmap identifying priorities, sequencing and individual accountabilities for implementation action
- Present the findings and recommendations to the City Council Audit Committee, City staff and other stakeholders as appropriate

Phase 5 – Transform (out of scope)

Adopt and implement recommended improvements

In this phase, the operations improvement project’s center of gravity shifts away from the consultant and towards the City. While this phase of the methodology is outside of the scope of this proposal, the Baker Tilly team can be available to provide a range of implementation support tasks at the City’s request. The tasks listed below are illustrative of the kinds of support services available.

Optional task 5.1 – Create staff implementation teams

- Define implementation team and sub-teams based on the adopted recommendations and the approved implementation roadmap
- Work with City’s senior leadership team to identify implementation team leaders, participants and departmental points of contact and to secure their commitment to their assigned implementation projects
- Assist in the creation of an overall program management structure and approach to integrate implementation efforts with other, ongoing efforts to drive strategic and cultural change that may be ongoing within the City

Optional task 5.2 – Facilitate implementation planning workshops

- Prepare and deliver a workshop for all individuals tasked for implementation activities to:
 - Ensure their understanding and intent of the recommendations
 - Review timing and sequencing and, if necessary, revise same
 - Establish implementation status reporting mechanisms, audience and schedule

Optional task 5.3 – Independently monitor and report on implementation progress

- Prepare formal monthly implementation status reports to the Mayor, City Administrator and others as appropriate
- Provide periodic status updates to the Common Council, as requested
- Status reports will track the approved implementation plan and will be in the form of a “stoplight” report and documenting completed tasks, scheduled tasks, issues and risks
- Collect and analyze stakeholder feedback
- Diagnose gaps and manage resistance
- Implement corrective action as needed and celebrate successes

Optional task 5.4 – Provide technical support as needed

- Baker Tilly professionals can be made available to offer additional implementation support upon request

Project plan summary

This work plan is comprehensive and extensive, based on our understanding of your needs and requirements. It is illustrative of our approach to previous projects that are similar in scope and focus to the one now under consideration by the City. If there are significant gaps, or if certain aspects of our scope and approach are either excessive or insufficient, we are willing and able to review and adjust the project plan to align more precisely with your requirements.

Co-developing a timeline to meet the City’s deadlines

Baker Tilly has the resources to begin work on this project within 10 days from the notice to proceed. We have provided a proposed project schedule that provides for the completion of the study within 10 weeks provided that all necessary information is made available to us in a timely manner and that the necessary City staff and external stakeholders are available for meetings, as needed, by the scheduled work plan. Should any unforeseen delays or circumstances arise, we can draw on additional staff to keep the project on schedule to the greatest extent possible.

There are factors that impact upon meeting the schedule that are beyond the consulting team’s control. The proposed time frame is contingent upon a timely decision, the receipt of the data from the participants when requested and the timely receipt of feedback and comments on the submitted preliminary data.

A preliminary schedule depicting each of the task activities shown below.

Project phases and tasks	Week ending																				
	April				May			June			July			August							
	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
Phase 1 - Initiate & mobilize	←-----→																				
1.1 Complete preliminary project planning	■																				
1.2 Formally initiate the project	■																				
1.3 Mobilize the project team		■																			
Phase 2 - Probe	←-----→																				
2.1 Review background documents and data		■	■	■	■																
2.2 Conduct interviews with key managers and supervisors			■	■	■	■	■														
2.3 Engage external development process stakeholders				■	■	■	■	■													
2.4 Complete comparative data collection and analysis					■	■	■	■	■												
2.5 Conduct "as-is" process workshops						■	■	■	■	■											
Phase 3 - Analyze	←-----→																				
3.1 Analyze business process efficiency and responsiveness						■	■	■	■	■											
3.2 Assess organizational structure and staffing							■	■	■	■	■										
3.3 Evaluate current planning and permitting technology								■	■	■	■	■									
3.4 Analyze stakeholder satisfaction									■	■	■	■	■								
3.5 Prioritize process improvement opportunities										■	■	■	■	■							
Phase 4 - Clarify	←-----→																				
4.1 Develop "to-be" organizational, staffing and process model										■	■	■	■	■							
4.2 Prepare a draft report of findings and recommendations											■	■	■	■	■						
4.3 Complete follow up data collection and analysis as needed												■	■	■	■	■					
4.4 Prepare and review the Final Report and implementation plan													■	■	■	■	■				
Phase 5 - Transform (future scope)	←-----→																				
5.1 Create staff implementation teams																					
5.2 Facilitate implementation planning workshops																					
5.3 Independently monitor and report on progress																					
5.4 Provide technical support as needed																					TBD

COMMITMENT TO TIMELY SERVICE DELIVERY TO MEET THE CITY’S REQUIREMENTS

The City’s time is valuable. We will co-develop a timeline to deliver your project on time or ahead of schedule.

Delivering service enhancements and cost-saving strategies

Each client environment is unique, community service standards and expectations vary, and few “one-size-fits-all” solutions are valid. However, there are also similarities and common experiences that offer some insight to potential service enhancements, some of which may already be in place in the City.

Representative examples drawn from previous studies, which may or may not be appropriate in the City, include the following:

Actively manage customer interactions, including:

- Establish a cross-functional Development Review Committee involving all departments and divisions required for complete plan review
- Implement mandatory pre-application conferences for projects over an established size threshold
- Limit the expenditure of staff time on the review of incomplete development and building plan submittals
- Consider offering an express plan review option, for a premium fee, to assist in expediting the plan reviews and approvals
- Design and implement a “spot awards” program to periodically recognize and reward employees for their significant contributions to customer service and client satisfaction
- Adopt a dedicated “Case Manager” concept for the handling of complex development reviews
- Improve the signage within the permitting waiting area to make procedures clearer and to easily direct applicants to appropriate counters
- Establish and maintain a comprehensive set of requirements checklists for each type of license, permit or other application type, with downloadable and/or online application forms
- Establish quarterly forums for information sharing, problem resolution and informal interaction between the development and building community and members of the housing development staff

Manage performance and assure quality, including:

- Develop and implement a formalized quality assurance program with the following essential elements:
 - Periodic “side by side” plan reviews with supervisor and reviewer to help assure consistent application of codes and standards across multiple reviewers
 - Supervisory “post audit” of a sample of randomly selected case files
 - Compilation of a “lessons learned” document documenting common problems uncovered through audits, complaint investigations, etc.
 - Organization of periodic round table discussions with staff to share lessons learned and to improve consistency across plan reviewers and inspectors
- Commit to a robust program of employee training, development and credentialing
- Establish minimum annual in-service or outside training hours requirements for plans examiners and building inspectors and incorporate those expectations into the annual performance review process
- Explore partnerships with the local building and development community (Real Estate Council, AGC, AIA, Homebuilders, etc.) to allow city personnel to participate in training and educational programs presented to their members

- Complete a formal succession planning process for the development services staff
- Ensure that valid standards and measures of customer service and responsiveness are documented in each employee’s performance evaluation

Effectively manage and report performance data, including:

- Develop an activity-based cost model of current processes to ensure that fees and charges accurately capture service costs at the unit of service level, to identify non-value-added activities and, where possible, reduce or reallocate costs to quality control and service enhancements
- Improve management reporting to emphasize goal achievement and performance against established standards and plans, rather than simple activity counts:
 - Fewer, more focused measures
 - A balance of financial, customer service, operational efficiency and employee development measures
 - A simplified, graphical “stop light” or “executive dashboard” report format
 - A forward-looking section highlighting significant positive and/or worrisome trends
- Develop specific customer service standards, in collaboration and partnership with the development community, and measure and report against those standards
- Conduct a regular customer satisfaction survey and publish results internally and externally
- Distribute the revised management report broadly, both within and without the City organization, including making it available on the City’s web site

Fully leverage information technology, including:

- Specify, select and deploy a fully automated plan submittal, review, permitting and inspections software system, including support for mobile devices including laptops, tablets and smartphones
 - Acceptance of electronic plan submissions and permit via the web, e-mail or kiosk
 - Electronic workflows for plan review routing
 - Implementation of concurrent/parallel –rather than sequential – plan reviews
 - Plan review comments are made available online
 - Electronic scheduling of field inspections
 - Field entry of inspection results via mobile devices
 - Field generation and electronic routing of official notices/inspection results
 - Fees collected electronically
- Develop an upgraded, customer friendly web site/portal with automated tools to help applicants locate needed information about their property, development code requirements, application procedures and forms, etc.
- Create a Frequently Asked Questions web page to consolidate in a single location the answers to the most common questions/issues, along with links to all relevant data
- Allow customers to register for an email list to “push” information, code change notices, important announcements, etc. to users
- Develop a data management strategy for Development Services with the specific view towards improving the department’s ability to perform complex data analytics and effectively use the results for improved management decision making

Implement other process improvements, including:

- Identify and implement opportunities to provide “over the counter” permitting of smaller scale projects
- Usage of approved third-party plan reviewers and inspectors, either to meet peak workload demands or to provide additional project expediting options for developers and builders on a premium fee basis
- Staggering work hours of plan reviewers and inspectors to provide extended hours of availability

These and other improvement opportunities will be considered for the City, based on the findings and conclusions of the operations analysis. Baker Tilly will, where necessary and appropriate, estimate the costs and benefits expected of each recommendation.

Tab 3 – Cost (submitted separately)

We are submitting your cost proposal under separate cover, as required by the RFP.

Supporting the City with our value-for-fees approach

Project costs are important to the City, just as they are to Baker Tilly. We will provide the highest quality service to the City for a fair and reasonable fee. Below is an overview of our value-for-fees approach and how it benefits you.



COMMITMENT TO VALUE FOR FEES

The City can expect exceptional service paired with a fair, competitive fee arrangement that allows us to deliver continuous value throughout our relationship.

Tab 4 – Responder qualifications

Baker Tilly and GRāEF together offer the City many years of experience in helping local governments strengthen and improve their housing development-related operations, processes and technologies.

Offering our resources: Baker Tilly at a glance

We dedicate ourselves to delivering efficiency, quality, creativity, innovation and forward-thinking solutions. We are passionate about enhancing and protecting our clients' value, which is a collective effort by everyone across our firm.

The City will receive an exceptional experience for your leadership team, internal process owners and – ultimately – the students and families you serve. Below are some key facts about our firm.



COMPREHENSIVE EXPERIENCE TO SERVE YOU

The City will receive support and guidance from a respected firm that continues to grow – as evidenced by INSIDE Public Accounting naming Baker Tilly as the ninth largest accounting firm in the U.S. on their 2021 Top 400 Firms list.

Celebrating 90 years in serving our valued clients

As a future-looking firm, we celebrate 90 years in the marketplace by honoring our roots and continuing to shape our future. We embrace the fact that business can't stand still – and we won't stand still. As we help our clients identify new needs and opportunities, we innovate and change to work better. We celebrate where we came from and how far we have come – which is essential to knowing who we are and where we are headed.



Our roots took hold in 1931 in Waterloo, Wisconsin, where we began as a public accounting firm specializing in canning factory audits. Since that time, we have grown with more than 40 different combinations, each with its own rich history, expanding our presence coast to coast and globally and our scope across industries, services and areas of expertise.

One thing has not changed in 90 years: **our shared passion for enhancing and protecting our clients' value.**

As we reimagine our lasting impact, we remain grounded in our timeless core values. Through dedication, creativity and never standing still, Baker Tilly will become more connected to our clients, our people, our communities and our profession.

Standing on our values

Our core values infuse our culture and drive the way we plan to work with the City. They are what we believe and what we expect from each other. They guide our decisions, inspire our actions and gauge how we do business. They are shorthand for what we stand for – and what we stand against. Our core values are fundamental and timeless and come to life through our own experiences and personal expression. Our core values are highlighted below.

				
BELONGING	COLLABORATION	INTEGRITY	PASSION	STEWARDSHIP
<p>We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. We commit to a diverse and inclusive workplace upheld by fairness, compassion and equality.</p>	<p>We are at our best when we work together. We build on our collective strength to achieve more than we can as individuals.</p>	<p>We do the right thing, for the right reason, every day. Honesty, trust and keeping our promises are paramount to our success.</p>	<p>We put forth our best effort every day for the benefit of our people, clients and firm. There is a sense of urgency and relentless energy in everything we do. We love our profession and take great pride in it.</p>	<p>We invest for the future with the intention of leaving everything better. We strive to make a positive difference and leave a proud legacy.</p>

SHARED CULTURES, VALUES, PHILOSOPHIES AND GOALS

The City and Baker Tilly have a strong cultural fit, and our commonalities will lay the foundation for trust, open communication, a seamless project approach and an enduring relationship.

One of the City’s key goals in undertaking a comprehensive review and process mapping of residential housing development services is the elimination of barriers for new and emerging developers, including BIPOC developers. Baker Tilly is similarly committed to eliminating barriers for success within our firm and across our industry.

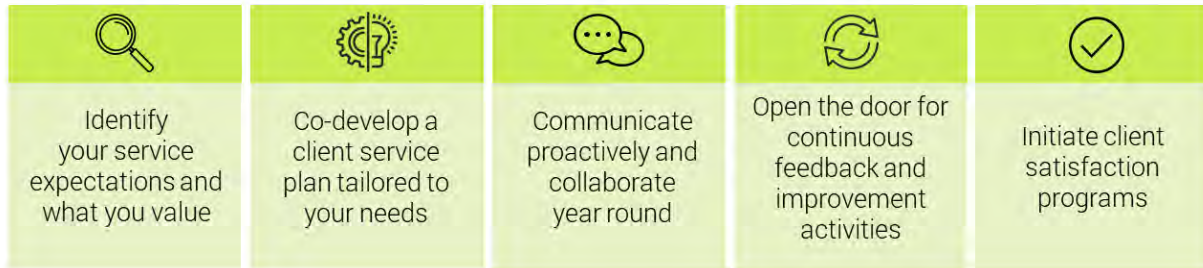
Please consult **Appendix B: Prioritizing diversity, inclusion and belonging** for details on how we live our value of Belonging.

Commitment to diversity, inclusion and belonging

The City’s commitment to eliminating barriers for new and emerging developers, including BIPOC developers, resonates strongly with Baker Tilly’s core value of Belonging.

Providing exceptional client service

Client trust and satisfaction are the foundation for any service relationship. We will work hard to gain your trust through meaningful conversations, responsiveness and forward-thinking services that solve your most pressing issues. Below is how we deliver on our commitment to exceptional service.



PILLARS OF OUR EXCEPTIONAL SERVICE APPROACH

Relationships are the foundation of our firm. We will work hard to build a genuine relationship with the City.

As evidence of our ability to deliver exceptional service, Baker Tilly received a 73 Net Promotor Score (NPS) score for fiscal year 2021. The 2021 Accounting Industry NPS Benchmark for U.S.-based firms is only 38 according to [ClearlyRated](#). This places Baker Tilly as a leading firm in delivering client satisfaction and quality service.

For further details, please refer to **Tab 5: Supplemental information**.

Delivering specialized expertise to our public sector clients

Baker Tilly has served local governments since our establishment 90 years ago. We are one of the few advisory CPA firms with a state and local government group dedicated entirely to serving governmental clients.

Unlike many of our contemporaries, Baker Tilly is organized by industry, not service line. What does this mean for the City? It means you will be served by a carefully selected team that blends our government-focused professionals with experienced specialists in activities of the City. The City will be working with knowledgeable professionals who understand the specific challenges you face – and who will provide innovative solutions to help you overcome them.



From the start, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with – not dictate to – every client. We will deepen and enhance our relationship with the City as, together, we work to help you realize your vision.

State and local government is a complex, unique environment shaped by fiscal, regulatory and operational considerations not found in other industries. Recognizing this complexity, and eager to

serve as a true valued advisor to the public sector, Baker Tilly formalized its dedicated public sector specialization more than 50 years ago.

More than 420 Baker Tilly professionals – including nearly 40 partners – focus directly on serving governments, providing hundreds of thousands of client service hours annually to this industry. Your team is ready to help you find solutions to the obstacles that stand between you and your goals. Our dedication to the public sector is illustrated by our commitment to inform and advise our clients on important governmental issues. Annually, we speak at numerous industry seminars and workshops throughout the nation.

We recognize the complexity of this environment and further organize the partners and staff into niche fields within the public sector service group, including audit and assurance, municipal advisory services and management consulting. The team for the review and process mapping of residential housing development services will be staffed and led from the management consulting team. These professionals have deep expertise in local government organization, operations, business processes and the technology required to support them. Where necessary, our team can easily access the vast resources and expertise from staff in other areas of the firm.

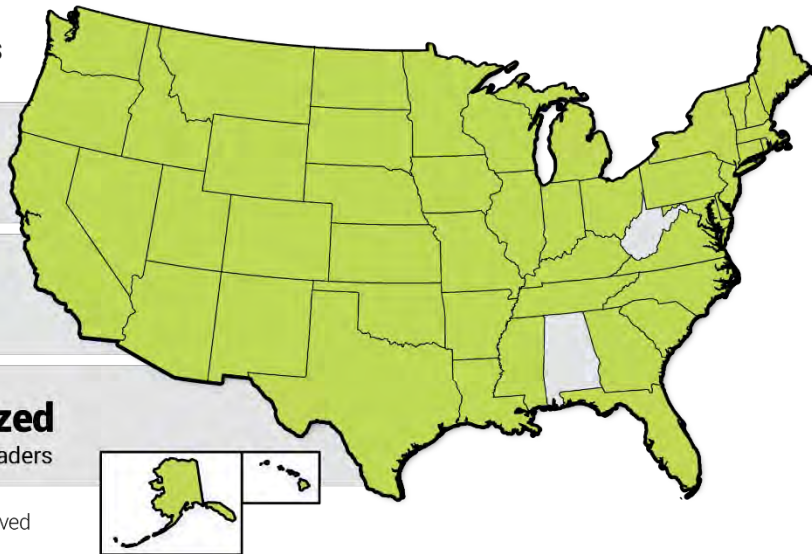
**Public sector:
experience that matters**

3,100+
public sector clients

90 years
industry experience

Nationally recognized
industry trainers and thought leaders

■ States where Baker Tilly has served public sector clients



For projects of all sizes, hundreds of state, county, city, village, township, school and special district governments rely on Baker Tilly for management and operations consultation, solutions and resources. Our extensive experience provides us with the insight to find workable solutions for our clients' high priority needs, including business and technology strategic planning, organizational assessment, business process improvement, technology assessment and selection support, and organizational change management.

The chart below illustrates the range of considerations often included in the operational assessment assignments we deliver:



Specializing in process analysis and redesign

Baker Tilly has helped many organizations in both the public and private sectors with the examination and improvement of their business processes, including the systems and data that are critical to your success in the management of housing development and related services. Our clients have realized value through the achievement of faster cycle times, increased transparency, more responsive customer service, increased accuracy and consistency, enhanced organizational agility and strengthened accountability.

We bring our deep understanding of common business processes to you. We identify, analyze and redesign core business processes for organizations of all sizes. We deliver exceptional client services and business value, providing you with the results you require. For units of state and local government, our process redesign capabilities include such critical processes as:

- Development plan review
- Building permitting and inspection
- Code enforcement
- Procurement
- Talent acquisition
- Customer service
- Payroll
- Finance

TAB 4 – RESPONDER QUALIFICATIONS

As shown in the table below, Baker Tilly and the members of the project team have successfully completed multiple assignments that are closely related in scope, purpose and approach to the City’s review and process mapping of residential housing development services.

Client	Planning & development	Permitting & inspections	Public works	Engineering	Code enforcement	Economic development	Other function*	Process review	Organizational assessment	Stakeholder engagement	Software assessment
City of Arlington, Texas	●	●	●	●				✓	✓		
City of Baytown, Texas	●			●				✓	✓		
City of Dallas, Texas		●						✓		✓	
City of Dayton, Minnesota	●	●						✓	✓		
City of Denton, Texas					●			✓	✓		
City of Fond du Lac, Wisconsin	●	●	●	●	●		●		✓		
City of Fort Myers, Florida	●	●								✓	
City of Frisco, Texas	●	●	●	●	●			✓	✓	✓	
City of Goleta, California		●	●	●				✓	✓		
City of Lee’s Summit, Missouri	●	●						✓	✓	✓	
City of McKinney, Texas	●	●				●			✓		
City of New Braunfels, Texas	●							✓			✓
City of Palo Alto, California		●						✓	✓		
City of Raleigh, North Carolina	●	●		●						✓	
City of Rolling Meadows, Illinois	●	●			●			✓			✓
City of Southlake, Texas	●	●	●					✓			✓
City of Stoughton, Wisconsin	●	●	●	●	●	●	●		✓		
City of Wauwatosa, Wisconsin				●				✓	✓		
Dane County, Wisconsin	●	●	●				●	✓	✓		
Ogden City, Utah	●	●			●			✓			✓
Pueblo of Laguna, New Mexico		●				●			✓	✓	
Sarasota County, Florida		●								✓	
Village of Carol Stream, Illinois	●	●			●	●		✓	✓		

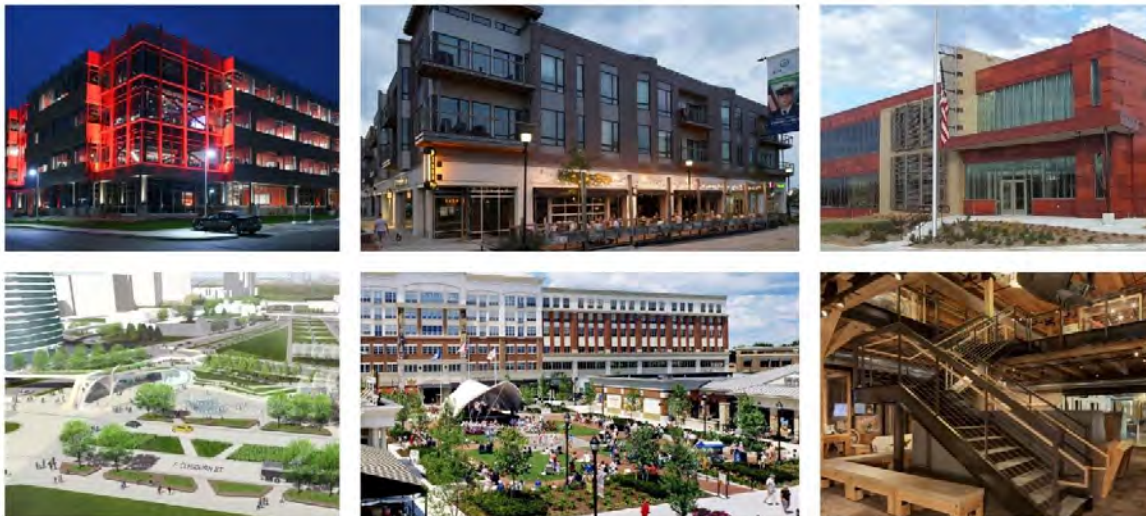
Adding value to your engagement with GRāEF’s housing development expertise

GRāEF, our teaming partner on this project, is a multi-disciplined, Midwest-based, planning, design and engineering firm dedicated to serving public and private clients throughout the United States. For over 60 years, GRāEF’s ability to excel has been driven by integrity, quality and its commitment to customer service. GRāEF began as an individual partnership structural engineering firm in 1961. Today, with 270 employees in eight offices in the Midwest and Florida, GRāEF is ranked among Engineering News-Record’s (ENR) Top 500 Largest Design Firms and is ranked 28th in Building Design + Construction’s (BD+C) list of the nation’s Top Engineering-Architecture firms.

GRāEF offers its clients a full range of consulting services in:

- Planning
- Urban design
- Landscape architecture
- Structural engineering
- Sustainable design
- Site/civil engineering
- Parking consulting
- Traffic/transportation engineering
- Environmental engineering
- Surveying and field services
- Mechanical engineering
- Electrical engineering
- Plumbing and fire protection engineering
- Commissioning

GRāEF professionals have achieved national recognition for their urban design and planning expertise, as documented by the list of peer-review awards they have won. GRāEF offers this track record as clear evidence that what they plan gets built, and that what gets built achieves excellence. Their clients include both government agencies and private developers seeking community excellence and they recognize the importance of establishing a good working relationship among public officials, landowners, business operators and local citizens.



GRāEF PROJECTS SERVING PUBLIC AND PRIVATE CLIENTS THROUGHOUT THE U.S.

The firm’s breadth of experience with housing planning and development processes and best practices will inform the City’s engagement.

Plan and development administration

GRāEF planners excel at understanding, applying and improving local planning and development procedures. Each community applies a unique set of values and goals. GRāEF’s breadth of experience allows them to see the merits and shortcomings of different approaches. This experience includes application reviews, codes, project plans, historic preservation, economic development, infrastructure, urban design and local area planning. GRāEF’s clients have included:

- Bristol, WI
- Burlington, WI
- Caledonia, WI
- Cottage Grove, WI
- Cudahy, WI
- East Troy, WI
- Erin, WI
- Franklin, WI
- Grafton, WI
- Plymouth, MN

Interactions with local and national developers

GRāEF staff have worked with many local, regional and national developers, including Hempel Companies, Interstate Parking, Presbyterian Homes, Hartland Developers, Tradition Development, Robert Thomas Homes, Ron Clark Homes, Zappa Development, M&I Homes, Pulte Homes and more.

The team has worked with the following communities on private development submittals, among many others:

- Columbia Heights, MN
- Hudson, WI
- Oakdale, MN
- Prior Lake, MN
- River Falls, WI
- Roberts, WI
- Woodbury WI

The firm includes staff members who either have served or are actively serving on planning commissions and boards/councils in the state of Minnesota.

Community engagement in all procedures

GRāEF continually assists local governments in involving community residents, land- owners, businesspeople and other interested parties. GRāEF offers technical skills in conducting listening and visioning workshops, stakeholder interviews, online and household surveys, as well as interactive development-preference surveys. In addition, GRāEF now offers a variety of computer animation and visualization services and prepares exhibits and displays for open houses.

For the City’s assignment, GRāEF will lead the facilities evaluation component, support community engagement from its Milwaukee headquarters and contribute expertise to the identification of emerging community development trends.

Dedication to diversity, equity and inclusion

GRāEF is committed to becoming a leader in the industry with respect to diversity, equity and inclusion. To that end, in 2020, GRāEF created the Diversity, Equity and Inclusion Council (DEIC). The DEIC exists to guide GRāEF in building a culture that models inclusion and embraces diversity in all of its forms. The Council works with GRāEF ’s leadership and employees at large to uncover and mitigate unconscious biases within ourselves and the systemic biases within our workplaces and marketplaces.

Aligning key engagement team members with your project goals

The City will work with a consistent team of Value Architects™ who understand your organization and can add value from day one. The combination of your engagement team’s public sector experience and process review expertise translates into tangible results for the City.

Your handpicked team of professionals offers a collaborative focus supported by the breadth and depth of our firm’s national resources. We believe in strong personal relationships, and this means a personal interest in the City from some of our most experienced team members. Engagement team members are introduced below, and complete resumes are available in **Appendix C: Resumes**.

INTENTIONALLY SELECTED ENGAGEMENT TEAM FOR THE CITY

Baker Tilly resources



David Eisenlohr – Managing director

Project director

A managing director in Baker Tilly’s public sector advisory practice, David has led state and local government performance improvement initiatives for more than 35 years, first as an operational manager and then as a highly regarded management consultant. An insightful analyst and skilled facilitator, David works closely with senior leadership teams and governing bodies in both the public and not-for-profit sectors to help them develop strategic clarity, establish priorities, improve organizational performance and streamline business processes and technologies. David’s experience spans virtually every municipal government service program including planning and development, code enforcement, public safety services, public works, parks and recreation, libraries, municipal courts, and general administrative services such as finance, procurement, human resources and information technology.

David’s experience specifically relevant to the City’s residential housing assignment includes operational and process improvement projects for planning and development services for the cities of Arlington, Baytown, Dallas, Denton, Frisco and University Park, Texas. Additionally, he previously facilitated stakeholder engagement processes for the development communities in Raleigh, North Carolina and Fort Myers and Sarasota County, Florida, in connection with development fee cost analysis projects.



Melanie Varghese – Consulting manager

Project manager

Melanie specializes in business process improvement, risk and change management. She has managed teams in identifying program-related risks and has worked to develop mitigation strategies and contingency plans for large-scale organizations in both state and federal government. Melanie has analyzed public sector organizations in several industries. She has strong experience engaging stakeholders, identifying areas of efficiency and providing recommendations in alignment with industry best practices.



Monique N. Caston, MSW, MSM – Consulting manager

Subject-matter specialist

Monique is a subject-matter specialist in grants administration, government contracting and strategic planning with particular competency in the housing industry. She joined Baker Tilly in 2020. Monique also specializes in program management, policy writing and analysis, and program/project compliance. She assesses and documents client resources to determine current and desired operating states to ensure alignment with organizational vision and goals.



Peter Haney, CCIM – Senior consultant

Project senior consultant

Peter provides management and risk consulting services to public sector clients. As a Certified Continuous Improvement Manager (CCIM), Peter specializes in delivering value through the use of continuous improvement methodologies in all client deliverables and recommendations. Peter recently served as a key member of the Baker Tilly team supporting the City of Palo Alto, California with an evaluation of the City’s building permitting and inspection process.

GRāEF resources



Jon Schwichtenberg, GISP – GIS coordinator | CAD manager | associate

Project manager

Jon has worked with over 30 municipalities and multiple agencies, in regard to their development review process. He has developed and implemented GIS systems for tracking development review. He has developed automated processes for the configuration of multiple data sources to create input for complex modeling software packages. Jon has assisted clients with developing unique GIS systems for tracking internal and external work. He works with statewide agencies and private associations to assist their efforts in gaining funding sources, formalized analysis of processes and defined development of appropriate systems.



Roger Humphrey, PE – Civil engineer

Subject-matter specialist

Roger is the lead civil engineer in our Minneapolis office and has practiced in the Twin Cities and surrounding areas throughout his career. He is a Registered Professional Engineer (PE) with more than 30 years of experience managing a variety of civil engineering project types, with a focus on community development, transportation, municipal, residential and industrial design. In a consultant role, he has served as a city engineer and project manager. Roger has been the lead design engineer for numerous municipal projects ranging from large industrial park design, transportation projects and street reconstruction to utility projects. As a project manager, Roger has worked with five out of the top 10 residential home builders in the Twin Cities metro

area. He has also worked with major senior housing developers and architects and serves on the local government board with Housing First Minnesota. He currently serves on the Finance Committee with the City of Mahtomedi, Minnesota, and was a founding member and Past President of the St Croix Economic Development Corporation.



Lawrence Witzling PhD, AIA, PLA – Principal

Subject-matter specialist

Larry has worked on economic development throughout his career. This work includes preparing analyses of TIF districts, generating concepts for new property development, estimating the value and benefit of area-wide development capacity, meeting with developers to promote new projects, negotiating project outcomes, conducting cost-revenue analyses, and conducting cost-of-service analyses. Larry's work emphasizes high-quality private development that is feasible and can be readily implemented by property owners, businesspersons and municipalities.

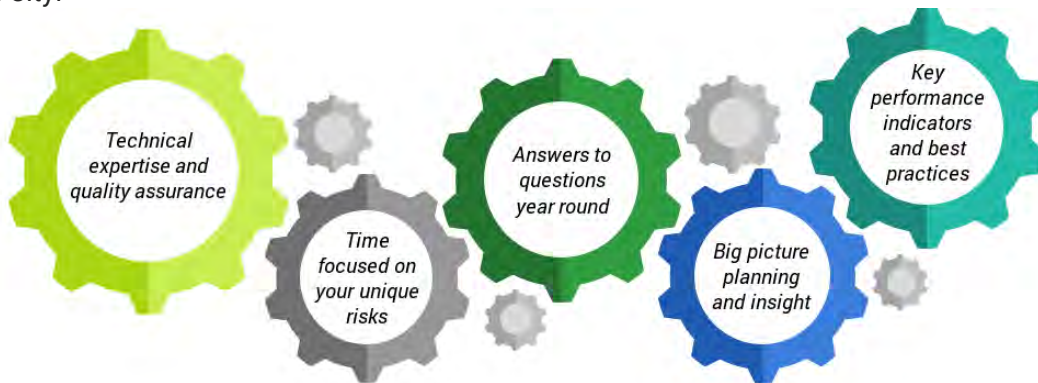
THE CITY WILL RECEIVE TANGIBLE RESULTS WITH BAKER TILLY

All engagement team members are committed to the City's success. Their industry experience and service expertise translates into tangible results for the City.

Building trust and maximizing value with significant leadership involvement

Your experienced engagement team leaders will be responsive to your needs, quickly resolve challenges and build trust. You can expect to receive technical insights and an approach customized to your unique structure, culture, timing and strategic goals.

We are ready to serve you when you need us, where you need us and for as long as you need us. Whether it is an early-morning phone call or late-night email, we are here to give you peace of mind when it comes to financial reporting. The graphic below details how we will build trust and maximize value with the City.



COLLABORATING WITH YOU AS YOUR TRUSTED VALUE ARCHITECT™

Your directors and managers will be deeply involved in the engagement to give them an in-depth working knowledge of your organization and processes to deliver value throughout the year.

Valuable perspectives

We are always happy to provide references because it is important for you to talk with the organization we serve. Our similar client base equals experience-derived insights for the City.

In addition to considering the City’s own positive relationship with Baker Tilly, we encourage you to connect with the clients below to learn more about the value of their relationship with our firm. Each client will offer a different perspective as you consider your own needs.

Baker Tilly references

DANE COUNTY, WISCONSIN <i>Evaluation of the Department of Planning and Development and evaluation of zoning, permitting, taxation and real property listing systems</i>			
Name	Dave Merritt	Title	Director of Policy and Program Development
Phone	+1 (608) 261 9792	Email	merritt@countyofdane.com
Services	<p>Baker Tilly completed two separate projects for Dane County directly related to the services the City is now considering.</p> <p>A review of the County’s Department of Planning and Development provided the County Board with recommendations to improve operational efficiency, customer responsiveness, organizational effectiveness, and impact of governance structure on permit and petition review process. The project included a significant effort to gather information from external stakeholders and customers through focus groups and a customer service survey. A primary focus of the evaluation was the extent to which the Department used technology to accomplish its missions and included assessments of the efficiency and effectiveness of the zoning and plat review, planning, land information and property tax functions</p> <p>A subsequent evaluation of the zoning, permitting, taxation and real property listing systems entailed the comprehensive documentation and assessment of processes, workflow and systems used to manage the County’s land use, permitting and taxation functions. The study included objective assessment of whether technology is effectively used to manage these functions and resulted in the identification of several alternative approaches and technology strategies for consideration in enhancing the use of technology to improve operational efficiency, inter-departmental collaboration and customer service. Technology assessment included development of costing for various alternatives, cost/benefit analysis and roadmap for technology strategy and system replacements and investments. Risk mitigation evaluation relative to system redundancy, process effectiveness, internal controls and system sustainability was also completed.</p>		

CITY OF FRISCO, TEXAS
*Process and performance reviews of Development Services,
 Engineering and Public Works Departments*

Name	Lauren Safranek	Title	Director of Human Resources
Phone	+1 (972) 292 5210	Email	lsafranek@friscotexas.gov
Services	<p>Prior to joining Baker Tilly, David Eisenlohr, the managing director on your proposed project team, undertook separate, detailed organizational, operational, process improvement and performance reviews of each of the City’s development-related departments including Development Services, Public Works and Engineering.</p> <p>These assignments, completed over several years, were undertaken with the purpose of identifying opportunities to improve business process and practices, enhance service responsiveness and reliability, and strengthen the consistency of service delivery to both internal and external customers.</p>		

LEE’S SUMMIT, MISSOURI
Business development process improvement

Name	Stephen Arbo	Title	City Manager
Phone	+1 (816) 969 1013	Email	stephen.arbo@cityofls.net
Services	<p>The City of Lee’s Summit contracted with the Lee’s Summit Chamber of Commerce to conduct an appraisal of the current development processes and procedures utilized when working with small businesses desiring to locate or expand within the community.</p> <p>Springsted Incorporated, now a part of Baker Tilly, was engaged to undertake the study on behalf of the city. Using an intensive and participatory interview process, we found that the overwhelming concerns from small businesses occurred in the beginning phases of the development process. This included the initial contact with City staff introducing the development concept, identifying and determining the scope of the project, the initial formal meeting(s) and the lack of an understanding of the process going forward.</p> <p>While the City’s development practices were fundamentally sound and represented best practices within local government, there was opportunity to improve both communication and processes. We provided the City with seven recommendations for improvement to its development review process.</p>		

CITY OF DALLAS, TEXAS			
<i>Building inspections and permitting process review</i>			
Name	Theresa O'Donnell	Title	Former Director of Planning and Sustainable Development; currently Director of Planning and General Manager of Planning, Urban Design and Sustainability, City of Vancouver, British Columbia, Canada
Phone	+1 (604) 673 8434	Email	theresa.o'donnell@vancouver.ca
Services	Completed by David Eisenlohr while employed with another consulting firm, this assignment involved an examination of the City's permitting process and inspection services, as well as the operation of the "one-stop-shop" development service center and the development of recommendations for improvement.		

GRāEF reference

WISCONSIN DEPARTMENT OF TRANSPORTATION – SOUTHEAST REGION			
<i>Design and implementation of access determination GIS system and review process</i>			
Name	Susan Voight	Title	Access Management Coordinator
Phone	+1 (262) 548 8788	Email	susan.voight@dot.wi.gov
Services	<p>GRāEF performed a project involving the development of a system that would allow WisDOT staff to make accurate determinations of whether a property owner has rights to access a state highway from their parcel of land.</p> <p>The team used many data layers used for the application, including driveway locations, county parcels, aerials, road centerlines, waterways, etc. The project began with an extensive needs assessment, requiring many interdepartmental meetings, as well as regional and statewide meetings. The assessment determined that a system was needed and identified what was for potential users to make the system functional for them.</p> <p>Once the needs were defined, the GRāEF team developed a system design and implementation plan. A mockup of the potential system was created and demonstrated to the potential users. Once the concept was approved by the WisDOT project manager, the implementation plan was updated and completed. The final system was completely developed, tested and implemented. A contractual provision was put in place to support the application for a period of one year.</p> <p>The final system consisted of a GIS and database that tracked the development review process internally for the WisDOT region for subdivisions, certified surveys, access permitting, right of way permits and more. This included tracking the process from date of submittal to review time for multiple departments, to acceptances, to permitting and finally for field verification. The system also pulled together all the pertinent data for reviewers to make informed decisions more quickly.</p>		

Tab 5 – Supplemental information

The City has one-of-a-kind needs as a public sector organization, and we are here to meet them as your Value Architects™. Our ability to enhance and protect value begins with a strong, collaborative working relationship between the City and Baker Tilly.

The Baker Tilly difference is your client experience

A client-centric way of doing business

The City's definition of satisfaction is the only definition that matters. We ask. We listen. We improve. From associate to managing partner, we learn about your organization. Through knowledge sharing and free-flowing discussions, you will experience the value of working with a team of professionals that focuses on you and your success – a team that dedicates itself to:

- Proactively meeting your needs by fostering an atmosphere of trust, responsiveness and respect
- Taking responsibility for developing and sustaining a strong working relationship
- Enhancing and protecting value in ways that increase your satisfaction and loyalty
- **Enhancing value:** growth-oriented and transformation-enabling services, support and advice to help create and grow additional enterprise value
- **Protecting value:** helping you adhere to legal, governance and/or regulatory requirements while eliminating risks and improving operating efficiencies
- Consistently applying the characteristics of the Baker Tilly client service model to everything we do

Above all, it means **we are continually working to provide a return on your client experience.**

Our client experience philosophy: "Now, for tomorrow"

"Now, for tomorrow" is our value proposition for the City. These three phrases capture what we stand for every day: **great relationships, great conversations and great futures.**

We truly value the relationships we work so hard to build. We have tomorrow's conversations, today. We embrace the unknown because of the possibilities it brings. At Baker Tilly, "Now, for tomorrow" is much more than a tagline. It captures the complex dynamic of current actions and future outcomes.

Making decisions today to shape tomorrow is never easy. It is even more challenging when disruption is all around us: from unprecedented technology advancements to sweeping legislation, shifting demographics, a new competitive landscape and changing client needs. To be successful, we must be indispensable to the City, learning and working together as a team to leave a legacy that can make us all proud. And we will make this commitment to the City as your Value Architect™.

The Baker Tilly Client Experience (BTCX) program

Measuring client satisfaction through the value of our relationship with the City

Your satisfaction is always our priority. Because every client is unique, we believe in measuring each client’s satisfaction holistically. The new BTCX program helps us dive deep into client relationships so we can serve as your Value Architect™.

BTCX helps us better understand the City, your needs and how we can better meet them. The better Baker Tilly understands the City, the better the relationship we can build and the better the results we can deliver throughout the year.

How it works

We measure client loyalty and satisfaction by our Net Promotor Score (NPS) – a standardized client satisfaction and service quality metric based on a single survey question that determines the likelihood of recommending our services.

We also ask probing questions to know why clients chose that rating. This index measures the willingness of customers to recommend a company’s products or services to others. Indirectly, it provides a dimensional view into the retention of our client base.

Our world-class NPS

According to [ClearlyRated](#), the 2021 Accounting Industry NPS Benchmark for firms operating in the U.S. is 38.

Baker Tilly’s average NPS is 73 – placing us among the top firms in delivering world-class service.

Using Qualtrics to calculate our NPS

Our firm uses Qualtrics, an industry-leading survey technology, to send relationship surveys to a random selection of clients. On a scale of 1 to 10, where 10 is the highest, we ask clients: *How likely are you to recommend Baker Tilly to a friend or colleague?* **Based on survey results, Baker Tilly received a 73 NPS score.**

Per [ClearlyRated’s annual benchmarking report](#), the 2021 Accounting Industry NPS Benchmark for firms operating in the U.S. is 38 – placing Baker Tilly among the top leaders in client satisfaction, as shown in the graphic below.



BAKER TILLY IS A LEADING FIRM IN CLIENT SATISFACTION

Clients gave Baker Tilly an average NPS score of 73 for fiscal year 2021 – placing us among world-class leaders in client satisfaction.

Sharing sample work products with the City

Sample reports can be made available to the City upon request as part of the selection process.

Fostering an engaging culture to offer a consistent team for the City

You can expect to see the same engagement team members every year and avoid the time and cost commitments of onboarding a new team. We view our commitment to staff continuity as the cornerstone of building a lasting relationship with the City.



Exceptional professionals thrive at Baker Tilly because we cultivate an engaging culture through diversity and inclusion, work-life balance, continuous learning opportunities, career advancement and employee recognition. As a result, **we had our lowest firm turnover in a decade during fiscal year 2021.**

EMPHASIZING OUR CULTURE
*What makes our firm special?
 The emphasis we put on our culture.
 We take care of our people so we can
 take care of our clients.*

Evidence of our team member-focused culture and commitment to excellence

Ranked as the ninth largest accounting and advisory firm in the U.S. according to INSIDE Public Accounting's 2021 Top 400 Firms list



Ranked as a top 10 accounting and advisory firm for workplace prestige and quality on Vault Accounting's Accounting 50 list; culture is the number one reason that team members join our ranks and stay at our firm



Recognized as one of America's Best Large Employers in 2021 by Forbes



Certified as a Great Place to Work® for the fourth consecutive year



Received 250+ culture awards and workplace recognitions firmwide



FOSTERING AN ENGAGING CULTURE

Our commitment to attracting and retaining a top-quality workforce benefits the City through engaged team members and staff continuity.

Appendix A: Required documents and forms

Please find on the subsequent pages the following documents and forms required by the RFP.

- Vendor Outreach Program Ordinance Questionnaire
- Certificates of insurance

Baker Tilly's subsidiary, Baker Tilly Municipal Advisors, LLC, currently has an agreement with the City (contract no. 2888) through December 31, 2025. This proposal is submitted with and conditioned on the understanding that, if selected, we will be afforded an opportunity to negotiate mutually agreeable contract terms and conditions based on previously agreed terms.

Should you have any questions or desire further information, please feel free to contact us at any time. Our team would consider it a professional privilege to provide the requested services to the City.



CITY OF SAINT PAUL
Vendor Outreach Program Ordinance Questionnaire
Business Inclusion Data – Mandatory Submission *

Company/Firm Name: Baker Tilly US, LLP

Street Address: 225 South 6th Street, Suite 2300, Minneapolis, MN 55402

Contact Person: David W. Eisenlohr, Managing Director

E-Mail: david.eisenlohr@bakertilly.com Phone Number: +1 (972) 748 0127

Project Name: Housing development consultant services

Supplier Portal (stpaulbids) Event #: 1092

Failure to complete and include this questionnaire with the bid/quote/request for information/request for proposal/request for qualifications, or any other type of solicitation not listed herein, will deem it non-responsive and it will be rejected.



(check if applicable) At this time there are no subcontracting opportunities as we are self-performing all work. If the scope of our work changes and we will not be self-performing this work, we will (1) consult the CERT list to look for a qualified subcontractor to perform the work and (2) notify compliance of the change.

Anticipated percent of available business opportunity for this project that will be awarded to CERT certified businesses:

MBE _____% SBE _____% WBE _____%

Percentages and estimated dollar amounts are required. Attach additional pages if necessary.

Name of Certified Vendor	MBE, SBE, or WBE	Type of Work or Supplies	Estimated Subcontract Dollar Amount

* I understand that, pursuant to Chapter 84 of the City of St. Paul Code of Ordinances, the Vendor Outreach Program applies to this bid, and under the Vendor Outreach Program, the City requires submission of the Vendor Outreach Program Questionnaire in order for the bid to be responsive. I further understand that I will have up until the time of award, or 10 days after bid opening, whichever occurs first, to complete and submit my Vendor Outreach Program Questionnaire. Failure to submit this form will result in my bid being treated as nonresponsive.



CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY)
01/06/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. New York NY Office One Liberty Plaza 165 Broadway, Suite 3201 New York NY 10006 USA	CONTACT NAME: PHONE (A/C. No. Ext): (312) 381-1000 FAX (A/C. No.): (312) 381-7007		
	E-MAIL ADDRESS:		
INSURED Baker Tilly US, LLP P.O. Box 7398 Ten Terrace Court Madison WI 53707-7398 USA	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A: American Casualty Co. of Reading PA		20427
	INSURER B: The Continental Insurance Company		35289
	INSURER C: Transportation Insurance Co.		20494
	INSURER D: Valley Forge Insurance Co		20508
	INSURER E: National Fire Ins. Co. of Hartford		20478
INSURER F:			

COVERAGES **CERTIFICATE NUMBER: 570085622870** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
E	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			C6016751638 General Liability	01/01/2021	01/01/2022	EACH OCCURRENCE	\$1,000,000	
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000	
							MED EXP (Any one person)	\$5,000	
							PERSONAL & ADV INJURY	\$1,000,000	
							GENERAL AGGREGATE	\$2,000,000	
							PRODUCTS - COMP/OP AGG	\$2,000,000	
D	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			6016751641 Auto	01/01/2021	01/01/2022	COMBINED SINGLE LIMIT (Ea accident)	\$1,000,000	
							BODILY INJURY (Per person)		
							BODILY INJURY (Per accident)		
							PROPERTY DAMAGE (Per accident)		
B	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION			6016723001 Umbrella	01/01/2021	01/01/2022	EACH OCCURRENCE	\$1,000,000	
							AGGREGATE	\$1,000,000	
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below			WC 6 16751624	01/01/2021	01/01/2022	<input checked="" type="checkbox"/> PER STATUTE	<input type="checkbox"/> OTH-ER	
B				WC 6 23746823	01/01/2021	01/01/2022	E.L. EACH ACCIDENT		\$1,000,000
C				WC643413436 Workers Compensation	01/01/2021	01/01/2022	E.L. DISEASE-EA EMPLOYEE		\$1,000,000
							E.L. DISEASE-POLICY LIMIT		\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 Additional insured applies as respects the General Liability and Automobile Liability when required by written contract subject to the terms and conditions of the respective policies. Primary and Non-Contributory applies on General Liability and Auto Liability when required by a written contract.
 A waiver of subrogation applies as respects the General Liability, Auto Liability and Workers Compensation when required by written contract subject to the terms and conditions of the respective policies.

CERTIFICATE HOLDER**CANCELLATION**

Evidence of Insurance	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <div style="text-align: center;"><i>Aon Risk Services Northeast, Inc.</i></div>





CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/01/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Aon Risk Services Northeast, Inc. One Liberty Plaza, 165 Broadway, Suite 3201 New York, N.Y. 10006	CONTACT NAME: PHONE (A/C, No, Ext): 312-381-1000	FAX (A/C, No): 312-381-7007
	E-MAIL ADDRESS:	
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A: Columbia Casualty Company		
INSURED Baker Tilly US, LLP P.O. Box 7398 4807 Innovate Lane Madison WI 53707-7398 USA	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	<input type="checkbox"/> Y <input type="checkbox"/> N <input type="checkbox"/> N/A					<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability Insurance			ABF-188122608	01-Oct-21	01-Oct-22	Not less than US \$1,000,000 per claim and in the annual aggregate.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance

CERTIFICATE HOLDER

CANCELLATION

Baker Tilly US, LLP
P.O. Box 7398
4807 Innovate Lane
Madison WI 53707-7398 USA

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Aon Risk Services Northeast, Inc.

Appendix B: Prioritizing diversity, inclusion and belonging

*Baker Tilly actively promotes a diverse and inclusive workplace culture dedicated to providing opportunity for all. Diversity, inclusion and belonging are **who we are** rather than **what we do**.*

One of the City's key goals in undertaking a comprehensive review and process mapping of residential housing development services is the elimination of barriers for new and emerging developers, including BIPOC developers. Baker Tilly is similarly committed to eliminating barriers for success within our firm.

A firm culture committed to diversity, inclusion and belonging

Creating an environment where all team members are valued empowers us to bring our authentic selves to work each day. **When our contributions reflect our individual best, we achieve better results for the City.**

Belonging is a core Baker Tilly value. We foster a deep level of mutual respect where each one of us feels seen, heard, valued and connected. Each team member commits to upholding a diverse and inclusive workplace driven by fairness, compassion and equality.

Throughout the firm, you will find our DIBS philosophy and practices embedded into everything we do. We hire people who bring new perspectives and experiences. We embrace our differences and believe a more open, connected world serves everyone better. DIBS is the lens that helps us see things more broadly and lights the path for us to follow. This benefits our people, our clients and our communities.

Shane Lloyd, Baker Tilly's new diversity lead, will help us take our [diversity, inclusion and belonging for success \(DIBS\) strategy](#) to the next level, Shane is already gathering perspectives from team members from coast to coast and digging into the deep conversations.



Click the video above to see how Baker Tilly celebrates and values the identities, perspectives and contributions of every team member across our firm



DIBS steering committee

Baker Tilly's national DIBS steering committee is designed to strengthen our firm's culture of diversity, inclusion and belonging. A cross-section of leaders across the firm oversees our strategy – from inclusion-related communications to accountability measures for our key diversity goals and coordination of our signature initiatives described below.



Growth and Retention of Women (GROW)



Through our GROW initiative, Baker Tilly provides women valuable opportunities to network, share their stories, acquire skills, strengthen professional relationships and advance in their careers. Our commitment to GROW increases the number of women in management positions, enhances the retention of women at all firm levels, creates an environment where women feel empowered and supports our advocacy of advancing women in business. It also helps us share knowledge gained with clients and creates a workforce that reflects our client base.

Supporting Opportunity, Advancement and Retention for all (SOAR)



SOAR focuses on improving inclusion and increasing retention of team members of color to create a more inclusive, innovative and productive workforce. Diversity makes each of our professionals unique; inclusion is how that unique team collaborates to achieve common goals. Our SOAR strategy rests on four key pillars: talent acquisition, advancement, education and awareness and recognition.

NexGen: joining workforce generations



Today, four generations coexist in the workplace – baby boomers, Gen X, millennials and Gen Z – and each brings unique viewpoints influenced by events and experiences in their lifetime. With NexGen, we aim to empower the next generation of team members to collaboratively engage in the firm's progress while promoting an overall investment in our future. Key components of NexGen's vision involve discovering how different generations can build rewarding professional relationships that are mutually beneficial. NexGen amplifies the voices of our firm's next generation of professionals – providing leadership and growth opportunities along the way.

PRIDE team member network



Our PRIDE team member network exists to support the LGBTQ+ community and their allies within Baker Tilly. We strive to create an open environment centered on LGBTQ+ issues and topics relevant to the workplace. We also acknowledge this effort includes the involvement, support, understanding and acceptance from colleagues across the firm.

Racial Equity Action Plan (ACTION) and focus on social justice



Our firm developed an ACTION plan to support our strategic goal of increasing the retention of team members of color, and to create positive change in our communities and our profession. As initial steps in our plan, we convened our DIBS steering committee and formed a racial equity advisory group consisting of a diverse group of team members. We then worked closely with a highly respected consulting firm with more than 30 years of experience to assess the current state of our workplace as it relates to diversity, inclusion and racial equity. We used their recommendations to refine our DIBS strategic plan and inform the next steps in our journey.

This past year, Baker Tilly team members have taken the time to have difficult conversations and reflect deeply. Colleagues shared stories of how racism and discrimination affect their daily lives – stories they did not feel comfortable sharing before. Others gained new insight into their own unconscious biases and the steps needed to overcome them. As a firm, we are committed to continue this learning journey and achieve tangible results together.

Baker Tilly Foundation support for racial justice advocacy



As a firm, we have made our position clear: we stand against racism and discrimination in any form. The Baker Tilly Foundation's board of directors, with input from our team members, recently selected key racial justice organizations as recipients of direct financial support from our firm – with a commitment to match team member donations. Additionally, our SOAR committees support local social justice causes through event sponsorship, fundraising initiatives and volunteer engagement.

Setting the tone from the top: CEO Action for Diversity & Inclusion

CEO ACTION FOR DIVERSITY & INCLUSION

Baker Tilly is a member of [CEO Action for Diversity & Inclusion](#), a steering committee of CEOs focused on making diversity and inclusion a business priority. CEO Action for Diversity & Inclusion is the most extensive alliance of business leaders openly committed to sharing successful diversity initiatives and lessons learned. This corporate exchange provides a central hub for participating businesses to share successes and challenges. As a member, Baker Tilly pledges to:

- Make our workplaces trusting places to have open conversations about diversity and inclusion
- Implement and expand unconscious bias education
- Share best, and unsuccessful, practices

Receiving public recognition and awards from independent publications for our diversity and inclusion efforts

<p><i>Journal of Accountancy</i> article featuring Baker Tilly's diversity initiatives: "The business case for diversity and inclusion at CPA firms"</p>	<p>Winner of <i>Corp! Magazine's</i> "Salute to Diversity Award"</p>
<p>Pennsylvania Institute of Certified Public Accountants (PICPA) article by a Baker Tilly staff discussing her experience with diversity at the firm: "CPA Now – My Experience with a Diversity Initiative"</p>	<p>In 2018, the National Association of Black Accountants (NABA) Metropolitan Washington, D.C. Chapter named Baker Tilly its Corporate Partner of the Year</p>
<p><i>Twin Cities Business</i> article highlighting Baker Tilly's commitment to our GROW initiative: "All In: Hiring Women Executives"</p>	<p>In a 2017 article, partner emeritus Julius Green is profiled as the inspiration behind the Inspire Future CPAs program hosted by the PICPA</p>

“

We do not view diversity, inclusion and belonging as a program or something we “have to do.” We genuinely believe this is who we are. This includes the way we recruit, how we develop and promote team members, how we serve clients and how we treat each other. This is not easy to do. It is much easier to roll out a program as “evidence” of our commitment. However, we are not interested in scratching the surface. We want to effect change for the long run – in our firm and in our profession.

Baker Tilly CEO, Alan Whitman

Appendix C: Resumes

Your engagement team members were intentionally selected for the City to provide the optimal combination of public sector, community development and process review expertise for your project.

Resumes of proposed key engagement team personnel and their relevant qualifications are provided on the following pages.

MANAGING DIRECTOR**David W. Eisenlohr**

David Eisenlohr, a managing director at Baker Tilly, is a member of the firm's state and local government consulting practice.

**Baker Tilly US, LLP**

2500 Dallas Parkway
Suite 300
Plano, Texas 75093
United States

T: +1 (972) 748 0127

david.eisenlohr@bakertilly.com

bakertilly.com

Education

Master of Public Administration
Edwin O. Stene Program
University of Kansas
(Lawrence, Kansas)

Bachelor of Arts, political science
Texas A&M University
(College Station, Texas)

David has actively supported state and local government performance improvement initiatives for more than 35 years, first as an operational manager and then as a highly regarded management consultant. An insightful analyst and skilled facilitator, David works closely with senior leadership teams and governing bodies in both the public and not-for-profit sectors to help them develop strategic clarity, establish priorities, improve organizational performance and streamline business processes and technologies.

David previously served in key leadership roles with the government services practices of two large professional services organizations, including Arthur Andersen LLP, where he directed the strategy, organization and change team within the firm's Southwest Region public sector practice and MAXIMUS, Inc., with responsibility for the company's local government management consulting team. He then founded The Azimuth Group, Inc., a boutique public sector consultancy. Prior to his consulting career, David served in progressively responsible local government analytical and leadership roles. He was a Budget Analyst with the City of San Antonio, Texas and led the city's internal management and analysis and performance improvement team. He subsequently served as an assistant city manager in the City of Grand Prairie, Texas.

Specific experience

Representative planning and community development related experience while with Baker Tilly and other consulting firms include:

- Currently involved in a performance audit of the building permitting and inspections processes in the City of Palo Alto, California under Baker Tilly's outsourced internal audit service assignment.
- Served as project manager and lead analyst for three separate management and performance reviews of planning and development-related departments of the City of Frisco, Texas, including Development Services, Engineering and Public Works.
- Supported the City of Raleigh, North Carolina, the City of Fort Myers, Florida, and Sarasota County, Florida – as a subcontractor to the MGT Consulting Group – in the design, execution and documentation of comprehensive development community outreach efforts in connection with the analysis and redesign of development fee structures and rates

David W. Eisenlohr

Page 2

Specific experience, continued

- Conducted an assessment of the City of Dallas’ “one-stop shop” for development approvals, including planning, engineering, fire, building inspection and water utilities, to create synergies and operating efficiencies.
- Conducted an organization and process review for the Denton, Texas Community Improvement Services (Code Enforcement) Division.
- Coordinated an innovative, collaborative land development software selection for the cities of Southlake and New Braunfels, Texas, including analysis of the development review, approval and inspection processes in both cities for the purpose of defining business and technical requirements for upgraded land management and permitting software applications, development of an RFP, facilitation of the final selection process, and helping to align development and permitting processes to the selected software package.
- Led a series of engagements focused on improving the planning, permitting, building inspection, development review, engineering, transportation and public works services of the City of Arlington, Texas. These projects resulted in improvements to existing organizational redundancies, the reduction of operating costs, and the improvement and strengthening of development review and permitting processes.
- For the City of University Park, Texas, planned and facilitated the City’s first-ever strategic planning process for the Community Development Department including planning, permitting, code enforcement and building inspection.
- Facilitated process improvement focus group sessions for building inspections, permitting and land development with the planning and engineering staff of the City of New Braunfels, Texas, as well as similar sessions with the local development community and the documentation of “gaps” between City staff and their key external stakeholders.
- Coordinated an innovative, collaborative land development software selection for the cities of Southlake and New Braunfels, Texas, including analysis of the development review, approval and inspection processes in both cities for the purpose of defining business and technical requirements for upgraded land management and permitting software applications, development of an RFP, facilitation of the final selection process, and helping to align development and permitting processes to the selected software package.
- Led a series of engagements focused on improving the planning, permitting, building inspection, development review, engineering, transportation, and public works services of the City of Arlington, Texas. These projects resulted in improvements to existing organizational redundancies, the reduction of operating costs, and the improvement and strengthening of development review and permitting processes.

MANAGING DIRECTOR

David W. Eisenlohr

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Industry involvement

- International City/County Management Association (ICMA)
- Texas City Management Association (TCMA)
- Government Finance Officers Association of Texas (GFOAT)

Community involvement

- Circle 10 Council, Boy Scouts of America, District Chairman
- Troop 70, BSA, Assistant Scoutmaster for High Adventure Programs
- United States Military Academy, Admissions Representative and Congressional District Coordinator,
- Friend of West Point
- West Point Parent's Club of North Texas, President, Treasurer, Webmaster
- Dallas Summer Musicals, Board of Directors, Marketing Committee

Thought leadership

- "Talent Management in the Post-COVID World," Resiliency on the Rise, Public Sector Virtual Summit, Baker Tilly US, LLP, June 2021
- "American Rescue Plan, Eligible Uses and Strategies for Readiness," Webinar, Baker Tilly US, March 2021
- "Growing Through the Pandemic: The After Action Review," Baker Tilly US online article, May 2020
- "Strategic information technology for executive leaders," New and Emerging City Managers Roundtable, North Central Texas COG, October 2013
- "Intensive care for under-performing organizations," Government Finance Officers Association of Texas Fall Conference, November 2010
- "Surviving a management audit," Center for Criminal Justice Research & Training, April 2009
- "Business intelligence for municipal government," Government Finance Officers Association of Texas Fall Conference, November 2009
- "Alternative service delivery: a risky business," Government Finance Officers Association of Texas Spring Institute, April 2008
- "Change management: addressing the soft side of project risk," MAXU webinar, MAXIMUS, Inc., July 2007

CONSULTING MANAGER

Melanie Varghese

Melanie Varghese, consulting manager with the public sector team, joined Baker Tilly in 2019.



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Austin, TX 78746
United States

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melanie.varghese@bakertilly.com

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Education

Bachelor of Science in behavioral
and community health
University of Maryland
College Park

Melanie specializes in business process improvement, risk and change management. She has managed teams in identifying program-related risks and has worked to develop mitigation strategies and contingency plans for large-scale organizations in both state and federal government.

Melanie has analyzed public sector organizations in several industries, including energy and utilities, oil and gas, human resources, education and health and human services. Additionally, she has strong experience engaging stakeholders, identifying areas of efficiency and providing recommendations in alignment with industry best practices.

Specific experience

- Conducts in-depth reviews of existing documentation and elevates pain points and solutions
- Leads business process reviews to identify areas of operational improvement in alignment with industry best practices
- Creates detailed process workflows highlighting stakeholders' roles and pain points
- Documents processes and detailed standard operating procedures
- Engages stakeholders through surveys, interviews and workgroups to identify areas of efficiency
- Gathers requirements needed to develop visual dashboards
- Communicates and facilitates working sessions with multiple stakeholder groups
- Serves clients in the human resources, oil and gas, education, health and human services industries

Community involvement

- Moveable Feast Volunteer
- Regional Service Team

CONSULTING MANAGER

Monique N. Caston, MSW, MSM

Monique Caston, consulting manager with the public sector advisory team, joined Baker Tilly in 2020.



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Chicago, IL 60601
United States

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Education

Master of Science in management
with concentration in human
resources

University of Maryland University
College

Master of Social Work
Howard University
(Washington, D.C.)

Bachelor of Science in
architectural studies
University of Illinois at Urbana-
Champaign

Monique is a subject-matter specialist in grants administration, government contracting and strategic planning. She also specializes in program management, policy writing and analysis, and program/project compliance.

Specific experience

- Provides management consulting and technical guidance to stakeholders focusing on efficient grant administration, code of federal regulations, adequate finance and procurement policies, and procedures to ensure overall contract compliance
- Conducts strategic budgeting and resource planning activities to pinpoint spending trends, identify funding reallocation and cost savings opportunities, and forecast future resource needs
- Assesses and documents client resources to determine current and desired operating states to ensure alignment with organizational vision and goals
- Performs gap analyses with clients to support their identification of critical business needs and ascertaining strategic, cost-efficient solutions that can be implemented to address gaps within operations
- Reviews funding and contract proposals submitted by potential vendors to ensure the scope of work addresses client procurement needs while prioritizing essential resource requirements

Community involvement

- Alpha Kappa Alpha Sorority, Incorporated ®
- Chicago Cares
- A Safe Haven Foundation

SENIOR CONSULTANT

Peter Haney, CCIM

Peter Haney, senior consultant with Baker Tilly, has been with the firm since 2018.



Baker Tilly US, LLP

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Chicago, IL 60601
United States

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peter.haney@bakertilly.com

bakertilly.com

Education

Northwestern University
Master of Arts in public policy and
administration (anticipated
graduation January 2021)

Bachelor of Business
Administration in supply chain
management and marketing
University of Illinois at Urbana-
Champaign

Management and Strategy
Institute
Certified Continuous Improvement
Manager

Peter provides management and risk consulting services to public sector clients. As a Certified Continuous Improvement Manager (CCIM), Peter specializes in delivering value through the use of continuous improvement methodologies in all client deliverables and recommendations. Prior to his employment at Baker Tilly, he worked at a Fortune 100 financial services firm as a member of their three-year leadership development program, primarily as an internal management consultant and continuous improvement consultant.

Specific experience

- Conducts operational and organizational reviews for public sector clients
- Assists in change management for organizations concerned with change agility
- Conducts gap analyses in organizational policies and procedures and provides recommendations for further development
- Reviews risks and strength of controls within processes
- Conducts data analyses of large data sets to draw conclusions and make recommendations
- Provides enterprise resource planning (ERP) system selection guidance for municipalities through needs assessments, development of requirements and requests for proposals, and vendor selection and implementation assistance
- Contributes to thought leadership and provides industry insights to clients through webinars, seminars, whitepapers and articles

Industry involvement

- Illinois City/County Managers Association (ILCMA)
- International City/County Managers Association (ICMA)
- Illinois Association of Municipal Management Assistants (IAMMA)

Jon Schwichtenberg *GISP*
GIS Coordinator | CAD Manager | Associate



Certification

Certified GIS Professional - GISCI

Education

A.S., Architecture, 1990
Madison Area Technical College
Madison, WI

B.S., Geography, 2002
Concordia College and University
Distance Learning, VA

Affiliations

Wisconsin Geographic Information
Coordination Council – Chair (2010
to Present)

Wisconsin Land Information
Association – President 2012

Wisconsin Presidents Council –
WIGICC and WLIA Representative

Jon brings 27 years of experience in Computer Aided Drafting and Design (CADD) and Geographic Information Systems (GIS) related work, with a focus in strategic vision, technology innovation, Technical Services and delivering quality projects to clients. Jon is responsible for the development of CADD and GIS at GRAEF, both internally and externally for clients. His experience includes working with local, county, state and federal government agencies, as well as private companies and industries in respect to CADD and GIS. Jon has experience in many aspects of CADD and GIS, including base standardization (libraries, templates, guidelines, etc.), needs assessments, system design and integration, mapping, survey, global positioning systems (GPS), data development, cartography, analysis, database design and implementation, software development, hardware configuration and many other aspects of CADD and GIS. He has assisted many communities and agencies in development of procedures and policies in regard to development review, including working with the Wisconsin Department of Transportation to reimagine its development review process and develop a system for them to track the process from start to finish.

Jon has worked with over 30 municipalities and multiple agencies, in regards to their development review process. He has developed and implemented GIS systems for tracking development review. He has developed automated processes for the configuration of multiple data sources to create input for complex modeling software packages. Jon has assisted clients with developing unique GIS systems for tracking internal and external work. He works with statewide agencies and private associations to assist their efforts in gaining funding sources, formalized analysis of processes and defined development of appropriate systems.

Jon has extensive experience in project management, managing projects from \$500 to \$500,000. His background in the construction, engineering, planning, environmental, architectural, and other disciplines allows him to be familiar with your operational needs and to apply his knowledge to GIS systems to assist you with effectiveness and efficiency.

Wisconsin Department of Transportation – Access Determination GIS, Southeast Region, WI – Project Manager/Senior GIS Specialist: This project was the development of a system to allow the DOT staff to make accurate determinations of whether a property owner has rights to access a state highway from their parcel of land. Many data layers were used for the application, including: driveway locations, county parcels, aeriels, road centerlines, waterways, etc... The project began with an extensive needs assessment, requiring many interdepartmental meetings as well as regional and statewide meetings. The assessment determined that the need for the system was there and what was needed by the potential users to make the system function for them. Once the needs were defined, a system design and implementation plan was put together. A mockup of the potential system was created and demonstrated to the potential users. Once the concept was okayed by the WisDOT project manager, the implementation plan was produced.

Jon Schwichtenberg *GISP*
GIS Coordinator | CAD Manager | Associate

The final system was completely developed, tested and implemented. There was a portion of the contract put in place to support the application for a period of one year. The final system was a GIS and database that tracked the development review process internally for the WisDOT Region. This included from date of submittal to review time for multiple departments, to acceptances, to permitting and finally for field verification.

Wisconsin Department of Transportation – 6 Year Project Programming Application, Southeast Region, WI –Senior GIS Specialist: This project was the development of a system to allow the DOT staff to make accurate and timely decisions on what projects to move forward for programming in their 6 year programming cycle. Many items were needed to make these decisions, including interfacing with legacy state systems that hold program data. This development of the program is very political and must be generated using the best data to make the decisions and be able to document those decisions. The project followed the process of beginning with a needs assessment, interviewing staff and completing questionnaires, to document the entire process. Once the needs were established, then the system plan and implementation documents were put together. These two processes included many internal meetings with staff and managers to determine the best process and practices of development of the projects. The final system was designed, implemented, tested and supported for a year.

Economic Development Online Tracking Websites, City of New Berlin and village of Cottage Grove, WI – Senior GIS Specialist: Development, set up, and maintenance for an online SQL Server database for tracking available parcels/properties within a community. This system allows users to visually locate (on a GoogleMap® interface) properties that are available for development in a community. The interface also allows for property comparisons by selection of multiple properties.

Shawano Lake Sanitary District, GIS and GPS Services, Shawano, WI – Project Manager/Senior GIS Specialist: Performed GPS services for the utility, collecting sanitary and water system locations. Completed mapping from the GPS locations and several old as-builts. After the mapping was complete, it was integrated into a simple desktop GIS system, along with ties to a Microsoft Access Database structure for accurate maintenance and operations attribute data collection and record keeping. County and regional GIS data was added to the system to allow for quick access to property ownership and many other data layers of information. The system also manages the documentation of all existing developments in the area.

Neenah Water Utility InfiniteGIS Implementation, Neenah, WI – Sr. GIS Specialist: Replaced city's need for ArcGIS on-line and Cartegraph asset management database with InfiniteGIS to track facility inspections, repairs, costs, and water meter exchanging. Includes asset reporting and accurately located facilities in an interactive GIS map.

Manhole Inspection and GIS, Village of Hales Corners, WI – Senior GIS Specialist: The project entailed the inspection of approximately 200 manholes, along with televising, jetting and inspection of the mains serving over half of the manholes. The data was then loaded into a geographic information system (GIS) structure. The televising results were then manipulated and consumed into the GIS data structure. The GIS system has allowed the Village staff and project staff to analyze the data, scoring the pipes and structures and determining all rehabilitation/reconditioning/replacement needs. This information will ultimately be feed into budgeting and used for prioritization of needs. There is a large department of transportation project scheduled to begin next year and many of the structures and pipes are involved in the area of concern. This data is allowing the Village staff to determine what crucial needs have to be addressed within the timeframe of the project.

Shawano Lake Sanitary District, GIS and GPS Services, Shawano, WI – Project Manager/Senior GIS Specialist: Performed GPS services for the utility, collecting sanitary and water system locations. Completed mapping from the GPS locations and several old as-builts. After the mapping was complete, it was integrated into a simple desktop GIS system, along with ties to a Microsoft Access Database structure for accurate maintenance and operations attribute data collection and record keeping. County and regional GIS data was added to the system to allow for quick access to property ownership and many other data layers of information. The system also manages the documentation of all existing developments in the area.

Roger Humphrey PE
Civil Engineer



Professional Registration
Professional Engineer – MN, WI

Education
B.S., Civil Engineering, 1985,
University of Minnesota,
Minneapolis, MN

Roger is the lead civil engineer in our Minneapolis office, and has practiced in the Twin Cities and surrounding areas throughout his career. He is a Registered Professional Engineer with more than 30 years of experience managing a variety of civil engineering project types with a focus on community development, transportation, municipal, residential, and industrial design. In a consultant role, he has served as a city engineer and project manager. Roger has been the lead design engineer for numerous municipal projects ranging from large industrial park design, transportation projects, street reconstruction, and utility projects.

As a Project Manager, Roger has worked with 5 out of the top ten residential home builders in the Twin City Metro. He has also worked with major senior housing developers, architects, and sits on the local government board with Housing First Minnesota. He currently sits on the Finance committee with the City of Mahtomedi, MN and was a founding member and Past President of the St Croix Economic Development corporation.

Pike Lake Landing, Prior Lake, Minnesota: Pike Lake Landing is a 40 acres residential and commercial development that is within two shoreland districts. Pike Lake, a natural environmental lake and the Prior Lake Outlet Channel (PLOC), a pristine creek. The lake and creek function as the only outlet channel for Prior Lake's chain of lakes. A new collector road was built across the Prior Lake Outlet Channel, requiring extensive environmental permitting and multi-agency coordination. The collector road also required two new intersections on CSAH 42 and CSAH 21 of Scott County. The cities regional park road was also relocated. Full access was required for the duration of the project. Right of way was negotiated, utility lines were relocation, and temporary service lines were provided. Roger was the Project Manager and led the design and agency coordination. He also navigated the environmental approval and permitting process. The project boasts over 50% wooded open space and will become an essential extension of the city's Pike Lake Park.

City of Minneapolis Facility Condition Assessment (26 facilities) – Project Engineer: Provided site civil facility condition assessment study for the city. These facilities primarily consist of police precincts, fire stations, public works support facilities, and a few miscellaneous locations. The scope of the project was to provide a property condition assessment / property condition report of the building facades, exterior windows, doors, sidewalks, retaining walls, walkways, and any structural elements that may need immediate repair and provide a written report as to the existing conditions. The Facility Condition Assessment Study will ultimately help to determine planned replacements, major repairs and rehabilitation in order to continue service of these facilities.

Fairhill Mixed Use Planned Unit Development, Farmington, Minnesota: While at another firm Roger was the lead designer and project manager who helped reawaken a stalled 900-acre residential master planned development. Roger assisted in the AUAR update and provided early on design scoping assistance. The project proposed a unique disconnected stormwater system and attempted water reuse utility. The project showed the challenges of combining water quality management and water reuse. Roger was the lead engineer and project manager, providing the overall site design, cost controls, and entitlement assistance to a truly unique rural aesthetic neighborhood. The project was ultimately sold to M/I homes a premier national builder. Ground breaking occurred the spring of 2019.

Roger Humphrey PE
Civil Engineer

Presbyterian Homes at Cobblestone Lake, Apple Valley, MN – Lead Site/Civil Designer and Project Manager: 195-unit continuum of care facility. The project was on 12 acres and became the final development piece in the award-winning Cobblestone Lake Mix-use Development. The project had unique stormwater infiltration requirements and required an extensive sanitary sewer design. (with another firm)

Chatonka Heights Development, Prior Lake, MN – Site/Civil Engineer: 22-lot urban infill project that required a balance between environmental protection; wetland, heritage trees and storm water quality, with the land development necessities of lot densities, cost, and schedules. (with another firm)

Marshes of Meadow Woods - 17 Lot Urban Subdivision, Minnetonka, Minnesota: The original site was the old Meadow Woods Golf Course. The site consisted of unpermitted wetland fills and in violation of the Army Corp of Engineers. This project blended 17 urban lots with wetland remediation, stormwater treatment, and extensive soil correction to produce high end luxury homes surrounded in a created natural setting. The project used a unique disconnected stormwater system using ribbon curbs swales and raingardens. (with another firm)

Meridian Behavioral Health, St. Francis, MN – Site/Civil Engineer: Assisted in the site selection for the St Francis location. Meridian Behavioral Health provides drug and alcohol treatment to local communities. The site designs require a high degree of privacy. The project was on a small failed subdivision with open views. Coordinating a team effort, Roger obtained the approval by providing a series of berms and landscape areas to create an aesthetic site setting with private and secluded entrances. Roger further assisted Meridian Behavioral Health in site selection and permitting in the City of St Paul and Mahtomedi, Minnesota. (while working for his own firm)

Grand Central Lofts, 230 Unit Housing and Commercial Mix-Use Redevelopment*, Columbia Heights, Minnesota: When the City of Columbia Heights expanded its redevelopment goals along Central Avenue, the city looked to local private developers to redevelop the ageing Kmart store located on Central Avenue between the 47th and 49th block. The city recognized that economic development cannot become a reality without private investment. Mr. Humphrey worked directly with private development groups, architects, and landscape designers to design the 230-unit condominium and town-home development, including the retail and parking facility. (while working for his own firm)

First Street Station Office and Shared Parking Facility, Hudson, Wisconsin: Roger provided lead engineering and land planning services for the re-purposing of a long-idled warehouse facility and grounds on the shore of Lake St. Croix of the National Scenic St. Croix River. A team effort, careful site design, strategic advocacy, display exhibits, and presentations won unanimous rezoning and multiple variances. The project incorporates a system of rain gardens and retaining walls to maximize the land use. (with his own firm)

Stage Line Center CEC Hudson 12 Theater, Hudson, WI (SE Quadrant, HWY 35 and I-94)– Site/Civil Engineer: Planning, design and construction for the development of this 35-acre, large lot highway commercial development. At the time, the city did not have the number of votes to annex the project access roads. Navigating between two jurisdictions Roger coordinated, presented, and obtained permit approvals for the project. The access roads and utilities were built to city standards, while the right of way and two lots remained in the township. (while working for his own firm)

Consultant City of Menomonie, WI – Civil Engineer/Project Manager: While serving as an assistant to the City Engineer for the City of Menomonie from 1986 to 1991 with his previous employer, Roger was the project engineer on several prominent city projects, including the initial phases of the Stout University Foundation's Technology Park and Business Park. He also was the project engineer on several industrial expansion projects including, the then, American Float Glass, a 370,000 s.f. manufactory facility, requiring utility extensions, rail spur line and a unique stormwater energy dissipation system. Roger also assisted in writing the grant application for the city's sludge storage facility. The grant application was unique because of the city's water supplied had a radium removal system which created a concentration of radium in the cities sludge.

Lawrence Witzling PhD, AIA, PLA
Principal



Dr. Witzling was named the American Planning Association's Planning Pioneer of the Year in 2017. This unique honor comes on top of five other national awards, and 40 years of exemplary work on local, state, and national projects. His professional achievements have been recognized by Progressive Architecture, the American Institute of Architects, the Congress for the New Urbanism, the American Planning Association and local state chapters and regional organizations. Prior to GRAEF, Dr. Witzling was President of Planning & Design Institute, Inc. (PDI), a firm he founded in 1988.

Registrations

Registered Architect WI
Registered Landscape Architect WI

Education

Ph.D., City and Regional Planning,
1976, Cornell University, Ithaca, NY
Bachelor of Architecture, 1967,
Cooper Union, Manhattan, NY

Awards

Planning Pioneer of the Year,
American Planning Association,
2017

Awards

Larry was recognized as Planning Pioneer of the Year, American Planning Association in 2017. He has also won national awards from Progressive Architecture, the Congress for the New Urbanism, the American Institute of Architects, and the National Endowment for the Arts. He has supervised and participated in many of the planning projects that garnered over 15 state awards for innovative planning, urban design, and landscape architecture. Under his guidance the GRAEF planning group has won more local peer-reviewed awards than any other comparable group in Wisconsin.

Economic Development

Larry has worked on economic development throughout his career. This work includes preparing analyses of TIF districts, generating concepts for new property development, estimating the value and benefit of area-wide development capacity, meeting with developers to promote new projects, negotiating project outcomes, conducting cost-revenue analyses, and conducting cost-of-service analyses. Larry's work emphasizes high quality private development that is feasible and can be readily implemented by property owners, business persons, and municipalities. His projects include:

- East Troy's economic development plan
- Development capacity analysis for Wauwatosa's Life Sciences District
- TIF analysis for Drexel Town Square
- TIF analysis for Ashwaubenon subarea redevelopment
- TIF analysis in the Village of Twin Lakes
- TIF analysis for Milwaukee's Harbor District
- Cost-revenue analysis for freeway interchange development in Caledonia
- Cost of service analysis for the Town of Mukwonago conservation developments
- Freeway project development in the City of Sun Prairie
- Redevelopment for the City of Milwaukee
- Rivershores Development in West Bend
- Downtown Waukesha

Urban Design & Redevelopment

Larry's urban design and development projects span four decades, garnering several national awards for his work from Progressive Architecture, the Congress for the New Urbanism, and the American Institute of Architects. These projects range from downtown and district plans to the design of unique public places.

Lawrence Witzling *PhD, AIA, PLA*
Principal

His work is characterized by respect for the local context, community and a concern for blending traditional and time-tested concepts with innovative approaches that match today's needs. His work includes both public and private sector projects for conservation housing, district and neighborhood plans, mixed-use development, pattern books, form-based and hybrid codes, regulating plans, and entitlement procedures. His expertise includes developing initial concepts, as well as assisting throughout the implementation process. He employs a variety of methods and techniques for public involvement such as personal interviews, physical models, interactive computerizations, and traditional displays, publications, and studies. Larry's planning efforts include:

- Water Street Neighborhood – Racine
- Kenosha Downtown Design and Master Plan
- Milwaukee Regional Medical Center
- Wauwatosa Life Sciences District
- Milwaukee's Harbor District
- Transform Milwaukee's Five Industrial Districts
- Waukesha Central City Master Plan
- Drexel Town Square
- Neighborhood Plans throughout Milwaukee
- Allouez's Riverside Corridor
- Ashwaubenon Redevelopment
- Burlington Business Park Expansion
- South Milwaukee Downtown
- Plans for Milwaukee's Lakefront
- Kenosha's Downtown Plan
- West Bend Riverfront Development
- Milwaukee's Park East Development
- Stevens Point Downtown and Riverfront
- New Berlin's City Center
- West Allis Redevelopment
- West Allis National Avenue Corridor
- Numerous design competitions
- Sun Prairie's West Prairie Village
- Conservation developments in rural areas

Municipal Planning & Design

Larry has been engaged in award-winning municipal planning throughout Wisconsin and northeastern Illinois since 1988. His work includes a full range of services from zoning reviews to broad high-level development plans. His plans and designs have been implemented in small and large communities, for public and private sector investments. His public sector work includes land use and smart growth plans, park and open space design, town centers, revitalization of older retail areas, business corridors, preparation of ordinances and guidelines, boundary agreements, ongoing plan reviews, and other aspects of urban planning. His work also includes extensive contact with the general public through workshops, design charrettes, surveys, interviews, and open house presentations. His private sector work includes plans for conservation subdivisions, mixed use developments, townhouses and multi-family development, presentations before local agencies, and supervision of development applications and submissions. He has served on several regional committees developing standards for subdivision ordinances and land use plans. Larry's completed planning efforts include:

- Ongoing planning services cities, villages, and towns throughout Wisconsin and northeastern Illinois. New urbanist plans for communities in Wisconsin
- Plans for several subdivisions and main street projects in the City of Sun Prairie
- Plans for the Luxembourg American Cultural Center district in Ozaukee County
- Kenosha's Downtown plan
- City of Milwaukee's Park East Redevelopment Plan
- Plans for Racine's Walker site and West Washington neighborhood
- Wauwatosa Life Sciences District

Valuable perspectives

We are always happy to provide references because it is important for you to talk with the organization we serve. Our similar client base equals experience-derived insights for the City.

In addition to considering the City’s own positive relationship with Baker Tilly, we encourage you to connect with the clients below to learn more about the value of their relationship with our firm. Each client will offer a different perspective as you consider your own needs.

Baker Tilly references

DANE COUNTY, WISCONSIN <i>Evaluation of the Department of Planning and Development and evaluation of zoning, permitting, taxation and real property listing systems</i>			
Name	Dave Merritt	Title	Director of Policy and Program Development
Phone	+1 (608) 261 9792	Email	merritt@countyofdane.com
Services	<p>Baker Tilly completed two separate projects for Dane County directly related to the services the City is now considering.</p> <p>A review of the County’s Department of Planning and Development provided the County Board with recommendations to improve operational efficiency, customer responsiveness, organizational effectiveness, and impact of governance structure on permit and petition review process. The project included a significant effort to gather information from external stakeholders and customers through focus groups and a customer service survey. A primary focus of the evaluation was the extent to which the Department used technology to accomplish its missions and included assessments of the efficiency and effectiveness of the zoning and plat review, planning, land information and property tax functions</p> <p>A subsequent evaluation of the zoning, permitting, taxation and real property listing systems entailed the comprehensive documentation and assessment of processes, workflow and systems used to manage the County’s land use, permitting and taxation functions. The study included objective assessment of whether technology is effectively used to manage these functions and resulted in the identification of several alternative approaches and technology strategies for consideration in enhancing the use of technology to improve operational efficiency, inter-departmental collaboration and customer service. Technology assessment included development of costing for various alternatives, cost/benefit analysis and roadmap for technology strategy and system replacements and investments. Risk mitigation evaluation relative to system redundancy, process effectiveness, internal controls and system sustainability was also completed.</p>		

CITY OF FRISCO, TEXAS
*Process and performance reviews of Development Services,
 Engineering and Public Works Departments*

Name	Lauren Safranek	Title	Director of Human Resources
Phone	+1 (972) 292 5210	Email	lsafranek@friscotexas.gov
Services	<p>Prior to joining Baker Tilly, David Eisenlohr, the managing director on your proposed project team, undertook separate, detailed organizational, operational, process improvement and performance reviews of each of the City’s development-related departments including Development Services, Public Works and Engineering.</p> <p>These assignments, completed over several years, were undertaken with the purpose of identifying opportunities to improve business process and practices, enhance service responsiveness and reliability, and strengthen the consistency of service delivery to both internal and external customers.</p>		

LEE’S SUMMIT, MISSOURI
Business development process improvement

Name	Stephen Arbo	Title	City Manager
Phone	+1 (816) 969 1013	Email	stephen.arbo@cityofls.net
Services	<p>The City of Lee’s Summit contracted with the Lee’s Summit Chamber of Commerce to conduct an appraisal of the current development processes and procedures utilized when working with small businesses desiring to locate or expand within the community.</p> <p>Springsted Incorporated, now a part of Baker Tilly, was engaged to undertake the study on behalf of the city. Using an intensive and participatory interview process, we found that the overwhelming concerns from small businesses occurred in the beginning phases of the development process. This included the initial contact with City staff introducing the development concept, identifying and determining the scope of the project, the initial formal meeting(s) and the lack of an understanding of the process going forward.</p> <p>While the City’s development practices were fundamentally sound and represented best practices within local government, there was opportunity to improve both communication and processes. We provided the City with seven recommendations for improvement to its development review process.</p>		

CITY OF DALLAS, TEXAS			
<i>Building inspections and permitting process review</i>			
Name	Theresa O'Donnell	Title	Former Director of Planning and Sustainable Development; currently Director of Planning and General Manager of Planning, Urban Design and Sustainability, City of Vancouver, British Columbia, Canada
Phone	+1 (604) 673 8434	Email	theresa.o'donnell@vancouver.ca
Services	Completed by David Eisenlohr while employed with another consulting firm, this assignment involved an examination of the City's permitting process and inspection services, as well as the operation of the "one-stop-shop" development service center and the development of recommendations for improvement.		

GRāEF reference

WISCONSIN DEPARTMENT OF TRANSPORTATION – SOUTHEAST REGION			
<i>Design and implementation of access determination GIS system and review process</i>			
Name	Susan Voight	Title	Access Management Coordinator
Phone	+1 (262) 548 8788	Email	susan.voight@dot.wi.gov
Services	<p>GRāEF performed a project involving the development of a system that would allow WisDOT staff to make accurate determinations of whether a property owner has rights to access a state highway from their parcel of land.</p> <p>The team used many data layers used for the application, including driveway locations, county parcels, aerials, road centerlines, waterways, etc. The project began with an extensive needs assessment, requiring many interdepartmental meetings, as well as regional and statewide meetings. The assessment determined that a system was needed and identified what was for potential users to make the system functional for them.</p> <p>Once the needs were defined, the GRāEF team developed a system design and implementation plan. A mockup of the potential system was created and demonstrated to the potential users. Once the concept was approved by the WisDOT project manager, the implementation plan was updated and completed. The final system was completely developed, tested and implemented. A contractual provision was put in place to support the application for a period of one year.</p> <p>The final system consisted of a GIS and database that tracked the development review process internally for the WisDOT region for subdivisions, certified surveys, access permitting, right of way permits and more. This included tracking the process from date of submittal to review time for multiple departments, to acceptances, to permitting and finally for field verification. The system also pulled together all the pertinent data for reviewers to make informed decisions more quickly.</p>		



City of Saint Paul

Event #1092 – Housing development consultant services

Cost proposal

December 23, 2021

Value for fees

Value means more than simply checking boxes and meeting your requirements. Value means services that lead to meaningful insights and actionable recommendations.

Delivering a professional fee estimate

We are excited about the opportunity to work with the City and have prepared the below fee estimate to meet your needs and objectives. Our fees allow for thorough and insightful advice from a senior team of local government consulting professionals, providing a high value for fees.

Baker Tilly proposes to complete the scope of services described herein for a total fixed price of **\$49,726**, as detailed below.

Project phase	Estimated hours	Hourly rate	Estimated fees	Estimated expenses	Total budget
1. Initiate and mobilize	24	\$225	\$5,400	\$0	\$5,400
2. Probe	120	\$180	\$21,600	\$3,600	\$25,200
3. Analyze	72	\$180	\$12,960	\$2,500	\$15,460
4. Clarify	48	\$200	\$9,600	\$1,500	\$11,100
5. Transform*	TBD	TBD	TBD	TBD	TBD
SUBTOTAL	264		\$49,560	\$7,600	\$57,160
Less 15% discount on professional fees			(\$7,434)		(\$7,434)
TOTAL NOT-TO-EXCEED AMOUNT			\$40,986	\$7,600	\$49,726

*Fees and expenses for any follow-on implementation support services will be estimated at the time of the City's request for such services.

Assumptions

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

- The City's senior management is fully committed to the success of this project
- The City will designate and assign a dedicated project manager, who will be responsible for coordinating activities with Baker Tilly and City personnel, as needed, throughout the project
- Baker Tilly will have access to, and be provided with, electronic or other readily available data without the need to conduct data extraction or comprehensive synthesis
- Information will be provided within the specified timeframes and format
- No significant changes in scope from that outlined in this proposal

- If selected, Baker Tilly will be afforded an opportunity to propose additional terms and negotiate mutually agreeable contract terms and conditions including, but not limited to matters related to indemnification, ownership of work product and the incorporation of exhibits
- The City recognizes that the services provided are advisory in nature only and that the City will assume responsibility for implementation decisions
- Adherence to project timelines is dependent upon the availability of client personnel to participate in interviews, focus groups, deliverable reviews, etc.
- Work will be performed at the City’s offices and at Baker Tilly facilities as appropriate for the type of work being performed and any “social distancing” requirements and limitations that may be in effect

Standard hourly rates

When nonroutine matters arise outside the scope of the engagement, we will base our fees on our standard rates. When possible, we will provide an estimate in advance of the time and expense we believe necessary to achieve your objectives. Final billings are always evaluated in light of value delivered. Our standard hourly rates are located below.

Additional work includes work outside the scope of services as described in the project work plan including, but not limited to:

- Work related to a special request
- Additional onsite meetings or presentations
- Additional benchmark comparisons or comparison cities
- Ongoing implementation support

STANDARD HOURLY RATES	
Staff level	Hourly rates
Partner/principal	\$475
Managing director	\$325
Director/senior manager	\$300
Manager	\$280
Senior consultant	\$220
Consultant	\$165
Administrative support	\$85

BAKER TILLY’S STANDARD HOURLY RATES

We will base additional services on our standard hourly rates. We will always tell you if the assistance you need is out of scope and never perform additional work without approval.