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Topeka Metropolitan Transit Authority

On-call human resources consulting services

RFB no. TO-20-07

September 26, 2019



Baker Tilly Virchow Krause, LLP
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Madison, WI 53718
tel 608 249 6622
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bakertilly.com

September 26, 2019

Mr. Richard Appelhanz
Accountant
Topeka Metropolitan Transit Authority
201 N Kansas Avenue
Topeka, KS 66603

Dear Mr. Appelhanz:

Baker Tilly Virchow Krause, LLP (Baker Tilly) appreciates the opportunity to respond to the Topeka Metropolitan Transit Authority (Metro) regarding your request for bids (RFB) no. TO-20-07 for on-call human resources (HR) consulting services.

Baker Tilly has decades of experience delivering HR consulting services to public sector organizations, including transits. This includes large, complex entities like Metro. Based on our previous successes providing these types of services, our team of HR consulting professionals and subject-matter specialists will provide exceptional value to Metro in exceeding your objectives for these important projects.

As your Valued Business Advisor, we will deliver meaningful recommendations to enhance your HR operations. Our reports are straightforward and actionable, with recommendations that are tailored to your needs, thoroughly researched and vetted.

Key factors that differentiate Baker Tilly include:

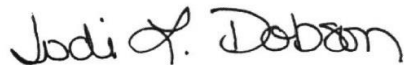
- **Targeted experience with HR consulting services for the public sector.** Your industry consulting team has firsthand experience addressing the day-to-day operational needs and required competencies for mission-critical positions in public sector organizations, including transits. Baker Tilly currently serves nearly 1,000 state and local government clients nationwide with accounting, advisory and consulting services. This broad experience sharpens our skills in serving clients like Metro and provides useful insights into your staffing and operational needs that will inform our approach.
- **Utility and transit industry specialization.** Baker Tilly provides accounting and advisory services to more than 600 utility and transit organizations. You will be served by our dedicated utilities and transit team — a nationally recognized group of 60 professionals specializing in your industry. Our transit industry professionals are also committed to leading the industry as educators by serving as speakers at industry association meetings and authors of thought leadership. We understand the issues facing Metro and have the knowledge and resources to help you navigate your challenges and opportunities.
- **Proven models and tools tailored to your needs.** Drawing liberally from past experiences, your team will leverage best practices, assessment tools and models that have worked at entities similar to Metro; however, we are not married to any aspect of our methodology and will customize our approach as needed to align our work with Metro's strategic goals.

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- **Large firm with personalized service and significant partner and manager involvement.** Baker Tilly is the right fit for Metro. We are large enough to offer the professional capabilities you need, yet we have the focus of a smaller firm that ensures you receive responsive service. Baker Tilly's partners are actively involved in every client engagement to ensure timely, responsive service and your highest level of satisfaction. You will receive thoughtful strategic guidance from partners who see the "big picture" and work with you to enhance and strengthen your operations over the long term.
 - **Comprehensive services from our practice groups.** Over time, your objectives may broaden or change. Baker Tilly's professionals can help you meet complex challenges. Beyond HR consulting services, we provide proven, practical solutions through the comprehensive resources of our audit and assurance team, our government consulting team, and other industry and service specialists.

The following pages describe Baker Tilly's tailored approach to working with you to accomplish your objectives and exceed your expectations. If you have any questions or would like more information, please do not hesitate to contact me at 608 240 2469 or via email at jodi.dobson@bakertilly.com. We look forward to discussing our proposal and approach in detail.

Sincerely,

BAKER TILLY VIRCHOW KRAUSE, LLP



Jodi L. Dobson, CPA | Partner

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This document contains confidential material that is proprietary to Baker Tilly Virchow Krause, LLP, and other related entities (collectively referred to herein as Baker Tilly). The materials, ideas, and concepts contained herein are to be used exclusively to evaluate the capabilities of Baker Tilly. The confidential information and ideas herein may not be disclosed to anyone outside parties and may not be used for purposes other than the evaluation of Baker Tilly's capabilities.



2) Understanding of services and ability to fulfill specifications

Baker Tilly offers you an integrated HR consulting team with specialized expertise in all areas important to your projects and the right capabilities to deliver actionable recommendations.

Understanding your needs

Public entities are under a great amount of pressure to deliver high-quality services in a fiscally constrained environment. Traditional methods and means do not necessarily work anymore and this is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative collaboration, cautious risk taking and an investment in their personnel and organizational foundation.

Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are more likely to deliver value by maximizing the use of public resources, thus achieving more success in the marketplace of public opinion.

To ensure optimal performance of its HR function, Metro is seeking a qualified HR consulting team to provide consulting services on an as-needed basis over a five-year contract. Possible projects assigned by the HR Director or General Manager may include the following:

- Wage/salary ranges and allocation
- Performance appraisal systems, tools and processes
- Customized employee training
- Policy development and revision
- Creation of new or updates to existing job descriptions
- Ongoing management training and coaching
- Assistance with the hiring process for executive positions

The Board of Directors may also request assistance with the coordination of personnel duties for the General Manager. These duties may include, but are not limited to:

- Hiring
- Salary benchmarking
- Performance reviews
- Maintenance of personnel records

In each instance, Metro seeks to receive clear, concise and readable reports and deliverables that focus on usable recommendations and options.

2) Understanding of services and ability to fulfill specifications

Achieving your objectives

Baker Tilly is a top 15 advisory and accounting firm with more than 3,800 employees serving clients from more than 50 offices across the United States and internationally. Our firm was founded on strong service to public sector entities and offers you nearly 50 years of experience performing consulting services for governmental organizations. This specialization allows us to carefully consider the cultural, political, fiscal and operational realities faced by Metro when developing recommendations for you. We closely follow the perspectives of taxpayers, legislative leaders and government executives to best design solutions for you and are viewed as thought leaders in the field.

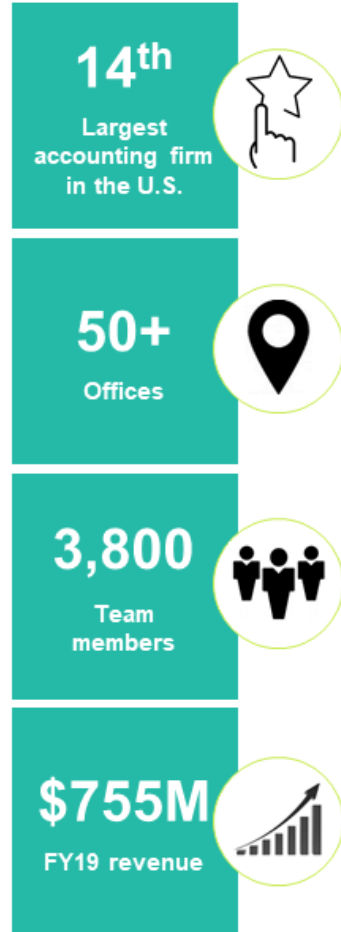
Baker Tilly has successfully performed HR consulting services for numerous public sector organizations comparable in size and complexity to Metro, including transits. Our approach provides the full continuum of organizational analysis and considers all aspects of HR operations. As a result of our assessments, public sector clients have been able to realize both improvements in service quality and realignment of HR as a strategic partner to guide human capital decisions for future business needs. We are eager to demonstrate how we can help you maximize efficiencies and meet Metro's future needs.

Baker Tilly's extensive experience with HR consulting services for the public sector makes our firm ideally suited to assist you with your projects. As your Valued Business Advisor, we will provide you with meaningful recommendations and usable options to enhance your HR operations. We will use a tailored approach based on proven methodology that allow us to work closely with stakeholders throughout each project, ensuring our final recommendations meet Metro's complex needs.





Key personnel aligned with your needs

Metro wants to work with professionals who are industry specialists and experienced advisors, who understand your needs, are proactive and creative in identifying issues and are flexible in providing solutions. Your proposed engagement team will work as your valued advisors side-by-side with you to ensure you receive the most responsive service possible.





The team members we are proposing for your engagement have worked together on projects exactly like the services Metro is seeking. Metro's HR consulting services will be performed by personnel with deep public sector, transit industry and HR experience. Your project team will include professionals dedicated to working with public sector clients and transits on a daily basis, assuring you of a specialized engagement team. The table on the following pages summarizes their experience. Please also consult the **Appendix: Resumes** for full resumes of your engagement team members.



2) Understanding of services and ability to fulfill specifications

Team member	Qualifications
<p>Jodi L. Dobson, CPA Partner</p> 	<p>Your consulting team will be led by Jodi Dobson, a partner in our state and local government consulting practice with 21 years of experience serving the public sector and a special focus on transit organizations. She will ensure that our services exceed your expectations and that the deliverables presented meet quality assurance standards for your services. Jodi is a CPA with a deep understanding of transit operations. She has led many reviews and consulting engagements for transit and utility organizations.</p>
<p>Kimberly Wylam, SPHR President, Managing Partner Baker Tilly Vantagen, LLC</p> 	<p>As the leader of our HR consulting practice, Kim Wylam focuses on best practice approaches across all industries relative to each area of HR, with a dedicated focus on benefits and compensation administration. Kim has 25 years of experience in all aspects of HR and specializes in compliance, HR strategy and development, employee benefits and compensation.</p>
<p>Sharon G. Klumpp Director</p> 	<p>Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and helped them build strong organizations. For over 15 years, Sharon has specialized in providing executive recruitment, organizational management and facilitation services to local governments and not-for-profit organizations.</p>
<p>Ann Antonsen Director</p> 	<p>Ann Antonsen is a consultant with a strong background in organizational management and HR which she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies.</p>

2) Understanding of services and ability to fulfill specifications

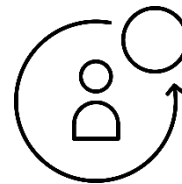
Team member	Qualifications
<p>Caitlin M. Humrickhouse MPA, SWP Project Manager</p> 	<p>Caitlin Humrickhouse will serve as the project manager for all phases of your engagement. She is certified in strategic workforce planning and has provided HR consulting services to a variety of governmental organizations with a focus on resource optimization. This includes compensation and classification studies and organizational assessments for governmental clients.</p>
<p>Melanie Varghese Senior Consultant</p> 	<p>Senior consultant Melanie Varghese specializes in strategic planning, workforce analysis, business process improvement and change management. She has led human capital management initiatives in the public sector which focused on talent management, workforce optimization, succession planning and employee engagement. Melanie will support the project manager on data collection, methodology and deliverables.</p>
<p>Deanna Kempinski Senior Human Resources Consultant</p> 	<p>With more than a decade of working in the HR field, Deanna Kempinski brings a diverse skill set to Metro's project team. She specializes in employment law compliance, compensation design, employee relations and management coaching and has successfully managed complex employee relations issues. Deanna has lent her expertise in federal and state regulatory compliance to multiple HR compliance engagements and has performed HR audits and assessments for clients in a variety of industries.</p>
<p>David W. Eisenlohr President, The Azimuth Group, Inc.</p> 	<p>David Eisenlohr, founder and president of The Azimuth Group, Inc. (AGI) will serve as a subject-matter specialist on your projects, providing additional insight based on more than 25 years of experience in leadership roles with national public sector consulting firms, including Ralph Andersen & Associates, Arthur Andersen LLP and MAXIMUS, Inc. Over the course of his career, David has completed multiple consulting engagements focused on the improvement of strategic human capital management process and practices for public sector organizations, including transits. He previously served in progressively responsible local government analytical and leadership roles as a budget analyst for the City of San Antonio, Texas and Assistant City Manager of the City of Grand Prairie, Texas.</p>

2) Understanding of services and ability to fulfill specifications

Team member	Qualifications
<p>Senior and staff consultants</p> 	<p>We are committed to meeting every deadline and expectation set forth by Metro. In addition to the key team members listed above, we may assign senior and staff consultants to your engagement as necessary to assist with work plan delivery and ensure we meet and exceed your expectations. All staff members assigned to your HR consulting services will be members of the state and local government consulting team with specialized expertise in serving the public sector.</p>

Building trust through significant partner and manager involvement

Baker Tilly’s high level of partner and manager involvement in client engagements sets us apart from other firms. Our team believes that three core areas — communication, accessibility and efficiency — complete our Exceptional Client Service approach. Here is how we keep this commitment:



Communication. Consistent communication is vital to our relationship with you. We will connect with your management throughout the engagement to share relevant information. Should issues arise, we will share them immediately and transparently. Clear and proactive communication ensures that everyone understands the issues and accountabilities and that problems are resolved on a timely basis.

Accessibility. We stand ready to serve you when you need us, where you need us, for as long as you need us. Whether it is an early morning email or late night phone call, we are here to give you peace of mind when it comes to the delivery of your services.

Efficiency. To perform efficiently, we believe in up-front planning and investing a significant amount of time from the beginning to understand your business operations, internal controls and greatest challenges. This allows us to more readily identify your unique risks and opportunities — and respond more quickly with targeted insights and services.

Ensuring staff continuity as an employer of choice

One of the ways we are able to provide our clients with quality audit services is our ability to keep engagement staffing consistent from year to year. We keep turnover low — and engagement teams intact — by striving to be an employer of choice for talented, committed individuals. In fact, Baker Tilly is consistently recognized as one of the best places to work in several of our offices and nationally.



Our low turnover rate means we can offer a team that is likely to serve you for many years. Our utility clients appreciate the fact that they get to know the Baker Tilly employees they work with year after year and that they do not have to educate new personnel from project to project.

This high level of continuity means your engagement team truly understands the intricacies of your organization and is able to offer opinions, advice and insight that are more meaningful to you. If an employee on your engagement team leaves Baker Tilly, the size of our

2) Understanding of services and ability to fulfill specifications

practice allows us to quickly assign a replacement with a comparable level of industry and service line experience, thereby minimizing any disruption to your engagement.

We attract some of the best and brightest professionals from top universities, industry and national accounting firms because of our unique corporate culture. They come to Baker Tilly to work in an environment that emphasizes the importance of relationships and a Valued Business Advisor approach. To attract and retain our employees we promote an organizational culture that encourages creativity, continuous learning, respect, employee appreciation and — above all — a positive attitude.

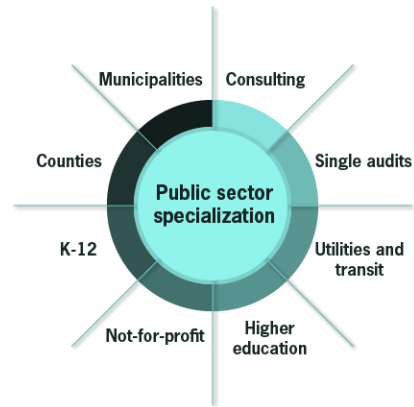


3) Experience and qualifications

Baker Tilly's deep public sector and transit industry expertise ensures that we understand the issues facing Metro and have the knowledge and resources to help you navigate your HR challenges and opportunities.

Public sector specialization

Baker Tilly is one of the few consulting and accounting firms with a formalized public sector service group. Our team members will provide actionable project results that impact the efficiency, cost effectiveness and responsiveness of HR operations. Our specialization approach allows us to provide targeted training and continuing education to our staff, assuring you of a team with the knowledge and skills to identify strength and weaknesses of internal controls and processes as well as HR best practices to transform your government.



Our dedication to government organizations is manifested in our public sector practice, a group of more than 420 professionals — including 40 partners — dedicated to serving governments. **Our clients include nearly 1,000 public sector entities** and this experience gives us the knowledge and insight to find effective solutions.

Our public sector clients rely on our expertise to meet their specific operational, auditing and accounting needs. From transitioning to a people-centric human capital management culture to identifying ways for HR to use data to inform organizational decisions, you can expect a practical approach, technical insight and a deep understanding of government.

Our industry-specific approach will ensure Metro is working with a team that is truly dedicated to serving governments.

- Our specialists keep abreast of the new developments and trends that may impact public sector HR and will regularly provide newsletters, trainings and industry alerts that contain updates and answers to your questions.
- Members of your engagement team are active in national and state organizations, participate in ongoing continuing education to obtain industry certifications and speak and author articles on industry trends.

Transit industry experience

Within Baker Tilly's public sector group, our dedicated utilities and transit team specializes in serving transits and utilities, bringing significant experience to support you year-round, not just during the audit. Your engagement team works exclusively with clients like Metro and uses its understanding of the issues faced by transit agencies to find effective solutions to meet your needs.

3) Experience and qualifications

The following factors differentiate us from other advisory firms:

- 600+ transit and utility clients
- Nearly 50 years of industry experience
- Nationally recognized industry trainers and thought leaders

Baker Tilly brings a rich understanding of the many transit-specific nuances that impact your engagement. Transit organizations served by Baker Tilly include the following:

- Greater Peoria Mass Transit District, Peoria, Illinois
- Pace Suburban Bus Service, Arlington Heights, Illinois
- Regional Transportation Authority, Chicago, Illinois
- Rockford Mass Transit District, Rockford, Illinois
- Springfield Mass Transit District, Springfield, Illinois
- City of Beloit – Beloit Transit, Wisconsin
- City of Madison – Metro Transit, Wisconsin
- City of Stevens Point – Stevens Point Transit, Wisconsin
- Des Moines Area Regional Transit Authority (DART), Des Moines, Iowa
- VIA Metropolitan Transit, San Antonio, Texas
- Waukesha Metro Transit, Waukesha, Wisconsin

Deep public sector consulting experience

We have established a record of successfully serving state and local governments through increasingly diverse service offerings for our public sector clients. This experience enables us to easily understand your organizational structure, processes and regulatory environment and provide you with valuable, on-target advice. Your project team members have provided consulting and advisory services to a variety of public sector entities. We are well versed in conducting both policy, process and procedure reviews and organizational structure analyses for public sector organizations to drive toward HR transformations. The following are a few of government consulting clients:

- State of Illinois
- State of California
- State of Indiana
- State of Oregon
- City of Burbank, CA
- City of Carlsbad, CA
- City of Chicago, IL
- City of Dearborn, MN
- City of Eagan, MN
- City of Elgin, IL
- City of Evanston, IL
- City of Fond du Lac, WI
- City of Goleta, CA
- City of Green Bay, WI
- City of Highpoint, NC
- City of Madison, WI
- City of Milwaukee, WI
- City of Minneapolis, MN
- City of Modesto, CA
- City of Rochester, NY
- City of Rockford, IL
- City of St. Paul, MN
- City of Valdez, AK
- City of Wauwatosa, WI
- City of Wilmington, DE
- Burbank Water and Power, CA
- Central Brown County Water Authority, WI
- Chippewa County, WI
- Colorado Springs Utilities, CO
- Dane County, WI
- DuPage Water Commission, Elmhurst, IL
- Florida Municipal Power Agency, FL
- Guam Water Utilities
- Hennepin County, MN
- Lake County, IL
- Milwaukee County, WI
- Modesto Irrigation District/MSR Public Power Agency, CA
- Portage County, WI
- Sacramento Municipal Utility District, CA
- Scott County, IA
- Sheboygan County, WI
- Waseca County, MN
- Washington County, MN
- Will County, IL

“Baker Tilly’s final report [...] enabled us to hit the ground running with a prioritized plan of the improvements we most needed to address and in what order to maintain our momentum.”

*— Kate May, Chief Performance Officer
City of Rochester, New York*

Experience with state and local government HR services

Our team’s strength lies in improving service cost effectiveness and responsiveness in local government operations, including key support functions such as HR, finance and information technology. In our role as business advisors to local governments, we have assisted clients with the following:

- Advising on HR strategy
- Redesigning HR organizational structures to increase effectiveness
- Updating classification and compensation approaches and frameworks to maintain market competitiveness
- Re-engineering HR processes for efficiency improvement, aligning benefit compliance with state and federal regulation
- Creating enhanced HR approaches and management frameworks
- Reviewing compliance and control policies and procedures
- Acting as project managers for enterprise resource planning (ERP) and HR information system (HRIS) selection

We have firsthand experience in transforming HR departments to be more responsive and align with an organization’s overall strategy. This includes the full continuum of strategic HR services (for example, talent management and development, organizational capacity and budget alignment). Moving from a tactical to a strategic HR approach has helped clients improve their ability to realign critical resources toward strategic priorities, both within and outside the HR department. One critical perspective we have helped many to gain is the appropriate assignment and allocation of core administrative resources between central and decentralized operations. The assessments we have provided have been critical to determining:

- Strategic visioning and operational alignment
- Shared services structures and frameworks
- Division of roles and responsibilities
- Reporting relationships
- Compliance and monitoring approaches
- Workload balancing and resource realignment
- Keys to full realization of system functionality

Our project team has significant advisory experience related to a broad spectrum of public sector operations and has performed extensive operational reviews for departments including HR, finance, procurement, public safety, water utility,

3) Experience and qualifications

communications, city attorney, city clerk, fleet and facilities, parks and recreation, . This means we are intimately familiar with the broad spectrum of stakeholders that a public entity’s HR function serves. We will apply this knowledge toward helping Metro assess your HR function and make recommendations that meet your short-term and long-term needs.

We have also supported institutions in creating a roadmap to transform from transaction-based HR departments to strategic business partners that have a “seat at the table” and provide critical insights and recommendations for the management and investment of their human capital, which is always one of the largest investments for our public sector clients.

The table below lists publicly funded clients and other entities Baker Tilly has supported in reviewing HR functions. Our exposure to publicly funded entities provides us with the required knowledge relative to labor issues, employee development and retention, training, succession planning, compensation and benefits programs, and recruitment and selection expectations. Baker Tilly has also executed many engagements of similar size and scope for private sector clients.

Client	Engagement
Alexandria Renew Enterprises, Virginia	HR consulting services
City of Greenville, North Carolina	HR department review
City of Valdez, Alaska	HR organizational structure and policy review
Eau Claire County, Wisconsin	HR review
Georgetown University, Washington, D.C.	HR onboarding review
Howard University, Washington, D.C.	HR process review
Keys Energy Services, Florida	Organizational redesign and classification and compensation review
Lafayette County, Wisconsin	HR management assistance
Long Island Power Authority, New York	Review of HR policies and processes
McHenry County Community College, Illinois	HR process re-engineering – onboarding and payroll
Oconto County, Wisconsin	HR operational review
Oregon State University, Oregon	Strategic human capital review
Oregon Legislative Administration, State of Oregon	HR review
Orlando Utilities Commission, Florida	HR review
Philadelphia Parking Authority, Pennsylvania	Recruiting and staffing review
San Mateo County, California	HR and Payroll organization design and classification and compensation study
Sheboygan County, Wisconsin	Entity-wide HR function assessment
Winnebago County, IL	Countywide HR review

Thought leadership to keep you informed

Members of your engagement team maintain specialized knowledge of HR governance, strategic alignment of the HR life cycle (hiring, position transfers and termination), e-verification and I-9 processes, escalation protocols, workforce planning, staffing structures, leading practices benchmarking, surveying and other industry-specific areas of expertise. We demonstrate our deep knowledge on the subject through frequent presentations and publications on topics including:

- Creating a sustainable organization: the intersection of technology, finance and human capital
- How HR management can impact the bottom-line
- Strength of two – talent strategy and modern technology
- Aligning your talent programs to achieve corporate success
- The ups and downs of rightsizing
- The journey starts here: a fresh look on talent acquisition
- Succession and workforce planning
- Human capital management and the ERP ecosystem

Service offerings aligned with your project needs

HR consulting expertise

If selected as your consultant, Baker Tilly will be pleased to help Metro identify the right approach to human capital management and ensure the optimal HR management structure to meet the goals and aspirations of Metro. We have assisted numerous public sector clients transitioning from transactional to strategic HR, with a new focus on serving as a business partner to internal customers.

Our general HR consulting expertise includes:

- Organizational redesign and staffing level analysis
- HR satisfaction survey development
- Succession and workforce planning
- HR policy development and procedural documentation
- HRIS system selection and implementation
- HR business process redesign
- Job description design and development

Our approach focuses on collaborating with you to design a project plan that best meets your needs. With our depth of experience, public sector and transit industry knowledge, and commitment to your success, you can count on our proven ability to work well with individuals at each level of Metro. We have employed this approach with other public organizations, working diligently with our clients to ensure their needs are met.

Employee assessment credentials

Baker Tilly has the experience and credentials to administer and interpret various types of employee assessments on behalf of your organization upon request. Our firm's subject-matter specialists in leadership development and management consulting are certified in and regularly use the following types of assessments:

3) Experience and qualifications

- Hay Group, Inc. Emotional Intelligence 360
- Center for Creative Leadership SKILLSCOPE 360
- Clark Wilson Management 360
- Profiles XT
- Myers-Briggs Type Indicator (MBTI)
- DISC Behavioral Style profiles
- Five Behaviors of a Cohesive Team
- DiSC® PPSS General Characteristics
- Emotional Intelligence Appraisal® – Me Edition (Talent Smart)
- Emotional and Social Competency Inventory (ESCI) – Hay Group
- Everything DiSC® Workplace Profile
- Everything DiSC® Work of Leaders Profile
- Everything DiSC® 363 for Leaders Profile
- Gallup StrengthsFinder®
- Phillips Coaching Skills Inventory

Classification and compensation services

Baker Tilly's compensation consulting team is focused on position classification, compensation and performance evaluation. Our work is competitive, current, court tested and copyrighted to deliver pragmatic outcomes. Our organizational management focus ranges from HR consulting, executive recruitment, group facilitation, strategic planning, budget analysis, resource sharing and building collaborations to organizational improvement and efficiency studies.

Since our firm's beginning, we have emerged as a leader in HR management consulting and executive recruitment. It is our more than 30 years of consulting experience, coupled with our unique approach and personal touch, which drive our internal standard for delivering only outstanding services and leading-edge products.

Baker Tilly's methodologies are consistent with these goals, as we base our studies on the following guiding principles.

- Classification and compensation studies should include employee involvement and promote transparency to ensure that, at the commencement of the project, ambassadors are created who will build confidence in the process at all levels in the organization.
- As classification and compensation systems are the foundation of all other HR programs, they must be strategically structured to achieve Metro's HR and operational goals.
- Position classification should be a defensible process. The assignment of positions into pay grades should be based on a quantifiable system of job evaluation.
- Compensation surveys should include relevant benchmark organizations. Who does Metro compete with for talent? Are the demographic characteristics similar? Is there consistency in the services provided? What is the appropriate competitive position?

Adhering to these principles will ensure the Metro uses practices that meet its stated goals and best practices, is objective and has maximum support during and after implementation.

Executive recruitment expertise

Baker Tilly's public sector executive search services assist a wide variety of public and not-for-profit organizations across the country. Our executive recruitment team consists of 10 recruitment consultants and project coordination staff available to meet Metro's needs.

3) Experience and qualifications

Each consultant assigned to assist you with the hiring process for executive positions has experience working with similar public sector clients. Our consultants bring an experienced, participatory and energetic perspective to each engagement. Our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed the Metro’s expectations. In the past five years, our combined consultant team has conducted nearly 450 executive recruitments.

The Baker Tilly project team will collaborate with Metro’s leadership and designated staff as your technical advisor to ensure that the recruitment process for your executive positions is conducted in a thorough and professional manner. Our objective is to generate high-quality candidates and assist you with the screening and evaluation of these candidates.

We have structured the Baker Tilly project team to draw upon our nearly 50 years of service to the public sector and leverage our experience and capacity to find the most qualified candidates.

Valuable perspectives

We encourage you to connect with the clients listed below to learn more about the value of their relationship with Baker Tilly. Each will have a different perspective you may find valuable as you think about your needs.

Baker Tilly references

Client	Dallas Area Rapid Transit Authority (DART), Texas
Contact	Jesse D. Oliver, Deputy Executive Director
Address	1401 Pacific Avenue Dallas, TX 75202
Phone email	214 749 3278 joliver@dart.org
Scope of work	Baker Tilly’s executive recruitment team (previously Springsted) assisted DART with the selection of its Vice President – Human Capital (2015) and Deputy Executive Director (2015). DART serves a 700-square-mile service area, with over 240,000 average weekday riders (all modes), 4,000 employees and an operating and capital budget of \$1 billion.

Client	City of Olathe, Kansas
Contact	Michael Wilkes, City Manager
Address	100 E Santa Fe Street Olathe, KS 66061
Phone email	913 895 6152 jmwilkes@olatheks.org
Scope of work	In 2019, Baker Tilly’s executive recruitment team assisted this City with a population of 195,000 with the recruitment of a Chief Information Officer (CIO).

3) Experience and qualifications

Client	City of Bellingham, Washington
Contact	Ameleah Sullivan, Human Resources Senior Analyst
Address	210 Lottie Street Bellingham, WA 98225
Phone email	360-778-8223 amsullivan@cob.org
Scope of work	Baker Tilly currently assists the City with a classification and compensation study which is nearing completion.

Client	San Mateo County, California
Contact	Lisa Yapching, Classification/Compensation Manager
Address	455 County Center, 5th Floor Redwood City, CA 94063
Phone email	650 363 4381 lyapching@smcgov.org
Scope of work	Baker Tilly provided a countywide HR organization, personnel classification and compensation study.

“Baker Tilly has uncovered insightful findings and provided thoughtful recommendations to improve our operations.”

— Lisa Yapching, Classification/Compensation Manager
San Mateo County, California

AGI references

Client	Dallas Area Rapid Transit Authority (DART), Texas
Contact	Cheryl D. Orr, former Vice President, Human Capital; now Founding Principal, Insight Human Resources Partners
Address	3000 Custer Road, Suite 270-343 Plano, TX 75075
Phone email	757 621 9607 cheryl@insighthrpartners.com
Scope of work	AGI performed two separate assignments to evaluate specific aspects of DART’s human capital management program, including the detailed documentation and assessment of supervisory spans of control across the entire enterprise and the re-engineering of its talent acquisition process.

3) Experience and qualifications

Client	Las Vegas Clark County Library District, Nevada
Contact	Ronald R. Heezen, Executive Director
Address	7060 W Windmill Lane Las Vegas, NV 89113
Phone email	702 507 6186 heezenr@lvccld.org
Scope of work	<p>AGI performed a comprehensive review of the District's HR organization and a high-level review of the overall structure of the District which is the nation's 15th largest public library system, with full-time staff of 500 and annual budget of \$60 million.</p> <p>Additionally, AGI was invited to provide a day of "hands-on" training and orientation to the District's leadership team on point factor job evaluation and compensation plan design.</p>

Client	Delaware River Port Authority of Pennsylvania and New Jersey (DRPA)
Contact	David Aubrey, Inspector General
Address	One Port Center, 2 Riverside Drive Camden, NJ 08101
Phone email	856 969 7822 djaubrey@drpa.org
Scope of work	<p>AGI planned and led two comprehensive management and performance reviews of separate component business units of the DRPA, a large, bi-state toll bridge and rail transit operator serving the City of Philadelphia and its New Jersey suburbs. DRPA has service area population of 6 million and total workforce of 890.</p> <p>The first of these audits addressed the organization and operation of DRPA's wholly owned subsidiary, the Port Authority Transit Corporation, which operates a high-speed commuter rail line between center city Philadelphia and the New Jersey suburbs to the east.</p> <p>The second assignment focused on the operation and maintenance of four signature toll bridges, including the iconic Benjamin Franklin Bridge, linking Pennsylvania and New Jersey across the Delaware River. In both of these assignment, the effectiveness of DRPA's internal support functions, including HR processes and services, were included within the scope of the reviews.</p>

4) Price quote and certifications

Forms and certifications

Please find on the subsequent pages the following forms required by the RFB:

- Price Quote
- Disadvantaged Business Enterprises (DBE) Certification
- Non-Collusion Certification
- Suspension/Disbarment Certification

Exceptions to contract clauses

Notwithstanding anything to the contrary in the RFB, this proposal is contingent upon negotiation of mutually agreeable terms and conditions prior to executing a final contract. Based on the professional standards and firm policies, we respectfully request the discussion of sections 1.0, 4.0, 13.0 and 14.0 of the contract clauses on pages 3-6 of the RFB. If selected, we will provide Metro our standard terms and conditions within our engagement letter for review. Should Metro wish to incorporate terms from the RFB or its own format, we are confident we would be able to reach mutually agreeable terms.

Value for fees

Baker Tilly's price quote allows for thorough and insightful advice and services from experienced professionals, providing a high value for fees. Our hourly rates are based on the needs and objectives you have shared with us as well as our experience performing similar HR consulting services for clients in the public sector.

4) Price quote and certifications

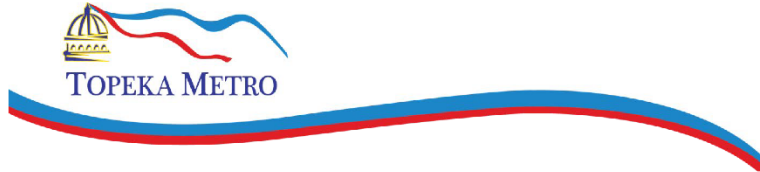


RFB TO-20-07
On-Call HR Consulting

PRICE QUOTE

Please provide a list of employee types/positions that would be involved in HR consulting services under this contract, with a per-hour rate for each type of employee. Two types of price quotes are acceptable: (1) quote a set price for each year of the contract; or, (2) quote a set price for Year 1 and a maximum percentage increase for Years 2-5.

Type of employee/position	Year 1	Year 2	Year 3	Year 4	Year 5
<u>Partner</u>	<u>\$315</u>	<u>\$324</u>	<u>\$334</u>	<u>\$344</u>	<u>\$355</u>
<u>Managing partner</u>	<u>\$315</u>	<u>\$324</u>	<u>\$334</u>	<u>\$344</u>	<u>\$355</u>
<u>Director</u>	<u>\$248</u>	<u>\$255</u>	<u>\$263</u>	<u>\$271</u>	<u>\$279</u>
<u>Project manager</u>	<u>\$200</u>	<u>\$206</u>	<u>\$212</u>	<u>\$219</u>	<u>\$225</u>
<u>Senior consultant</u>	<u>\$180</u>	<u>\$185</u>	<u>\$191</u>	<u>\$197</u>	<u>\$203</u>
<u>Subject-matter specialist</u>	<u>\$175</u>	<u>\$175</u>	<u>\$175</u>	<u>\$175</u>	<u>\$175</u>
<u>Staff consultant</u>	<u>\$120</u>	<u>\$124</u>	<u>\$127</u>	<u>\$131</u>	<u>\$135</u>
<u>Administrative support</u>	<u>\$105</u>	<u>\$108</u>	<u>\$111</u>	<u>\$115</u>	<u>\$118</u>
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
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DISADVANTAGED BUSINESS ENTERPRISES (DBE) CERTIFICATION

This contract is subject to the requirements of Title 49, Code of Federal Regulations, Part 26, *Participation by Disadvantaged Business Enterprises in Department of Transportation Financial Assistance Programs*. The national goal for participation of Disadvantaged Business Enterprises (DBE) is 10%. Metro’s overall 2019-2021 goal for DBE participation is 2.00%; the race neutral goal is 1.12%, and the race conscious goal is 0.88%. There is no contract goal for this procurement.

The contractor shall not discriminate on the basis of race, color, national origin, or sex in the performance of this contract. The contractor shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of this DOT-assisted contract. Failure by the contractor to carry out these requirements is a material breach of this contract, which may result in the termination of this contract or such other remedy as Metro deems appropriate. Each subcontract the contractor signs with a subcontractor must include the assurance in this paragraph (see 49 CFR 26.13(b)).

The contractor is required to pay its subcontractors performing work related to this contract for satisfactory performance of that work no later than 30 days after the contractor’s receipt of payment for that work from Metro.

The contractor may not hold retainage from its subcontractors.

The contractor must promptly notify Metro whenever a DBE subcontractor performing work related to this contract is terminated or fails to complete its work, and must make good faith efforts to engage another DBE subcontractor to perform at least the same amount of work. The contractor may not terminate any DBE subcontractor and perform that work through its own forces or those of an affiliate without prior written consent of Metro.

Signature: Jodi L. Dobson

Name and Title: Jodi L. Dobson, Partner

Company Name: Baker Tilly Virchow Krause, LLP

Date: September 26, 2019

4) Price quote and certifications



RFB TO-20-07
On-Call HR Consulting

NON-COLLUSION CERTIFICATION

This is my sworn statement to certify that this proposal was not made in the interest of or on behalf of any undisclosed entity. This proposal is not collusive.

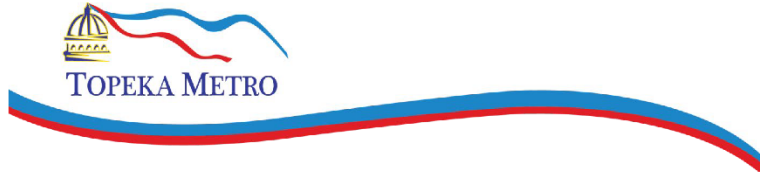
This proposer has not been a party to any agreement or collusion in restraint of freedom of competition by agreement to bid a fixed price, to refrain from bidding, or otherwise. This proposer has not, directly or indirectly, by agreement, communication or conference with anyone, attempted to induce action prejudicial to the interest of Topeka Metropolitan Transit Authority, or of any proposer, or anyone else interested in the proposed contract.

Signature: Jodi L. Dobson

Name and Title: Jodi L. Dobson, Partner

Company Name: Baker Tilly Virchow Krause, LLP

Date: September 26, 2019



SUSPENSION / DEBARMENT CERTIFICATION

In regard to 2 CFR Parts 180 and 1200

In accordance with 2 CFR Parts 180 and 1200, the contractor is required to verify that none of its principals or affiliates:

- 1) is included on the federal government's suspended and debarred list;
- 2) is proposed for debarment, declared ineligible, voluntarily excluded or disqualified;
- 3) within three years preceding this proposal, has been convicted of or had a civil judgment rendered against them for (a) commission of fraud or criminal offense pertaining to performing a public transaction, (b) violation of any federal or state antitrust statute, or (c) embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements or receiving stolen property;
- 4) is indicted or charged by a governmental entity for any of the charges in 3) above; and
- 5) has had any public transaction terminated for cause or default within three years preceding this proposal.

The contractor is required to include this requirement in any subcontracts related to this contract.

By signing and submitting its proposal, the proposer certifies that the certification in this clause is a material representation of fact relied upon by Metro. If it is later determined that the proposer knowingly rendered an erroneous certification, in addition to remedies available to Metro, the Federal Government may pursue available remedies, including but not limited to suspension and/or debarment. The proposer agrees to verify that none of its principals or affiliates is included on the federal government's suspended and debarred list at any time throughout the period of this contract. The proposer further agrees to include a provision requiring the same compliance in its subcontracts related to this contract.

Signature: Jodi L. Dobson

Name and Title: Jodi L. Dobson, Partner

Company Name: Baker Tilly Virchow Krause, LLP

Date: September 26, 2019

Appendix: Resumes

Jodi L. Dobson, CPA

Jodi Dobson, partner on the utilities and transit team, has been with Baker Tilly since 1998.



Baker Tilly Virchow Krause, LLP
Partner

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bakertilly.com

Education

Carthage College (Kenosha, Wisconsin)
Bachelor of Business Administration in Accounting and
International Business

Jodi specializes in serving public sector entities including municipal utilities (transit, electric, water, wastewater and stormwater) and joint action agencies. Her experience includes overseeing financial audits, single audits, agreed-upon procedure engagements and fraud investigations as well as assisting clients with financial forecasts and various management optimization projects. Jodi is active in several industry associations, including the Government Finance Officers Association (GFOA), Municipal Electric Utilities of Wisconsin (MEUW), Wisconsin Section of American Water Works Association (WIAWWA) Board of Trustees and Wisconsin Rural Water Association (WRWA).

Specific experience

- Oversees financial and single audits for municipalities, municipal electric, water, wastewater, stormwater and transit utilities and joint action agencies
- Leads agreed-upon procedure engagements related to contract compliance for municipalities, utilities, joint action agencies and regulatory bodies
- Assists governmental units with interpretation and implementation of Governmental Accounting Standards
- Directs the preparation of long-range financial forecasts considering capital needs, financing, desired cash reserves and rate implications
- Leads special projects, including departmental cost analysis and joint cost allocations, operational benchmarking, process and control mapping, process efficiency analysis and internal audit risks assessments
- Compiles annual reports to regulatory agencies
- Performs compliance audits of federal and state funded programs under OMB Uniform Guidance
- Conducts fraud investigations for municipalities and counties
- Facilitates utility rate studies, including cost of service studies and rate design options, as well as development of connection fees and impact fees

Jodi L. Dobson, page 2

Industry involvement

- American Institute of Certified Public Accountants
- American Public Power Association (APPA) – utility education courses instructor
- Government Finance Officers Association Comprehensive Annual Financial Report reviewer
- MEUW
- WIAWWA Board of Trustees, 2019 Chair
- Wisconsin Institute of Certified Public Accountants
- Wisconsin Public Transportation Association
- WRWA

Thought leadership

- Speaker on internal controls, fraud prevention, budgeting and other industry topics at management conferences
- Chair of annual Baker Tilly Utility University seminar
- “Beyond the check box: viewing your annual audit in a new way,” bakertilly.com, 2018
- “GASB update including GASB 75 on OPEB accounting and reporting,” Baker Tilly Utility University, 2017
- “Maintaining or improving your utility’s bond rating,” APPA webinar, 2017
- “Beyond cost: positioning the value of water utility services,” WIAWWA Spring newsletter, 2017
- “GASB financial reporting model project: potential impact on utilities,” bakertilly.com, 2017
- “Long-range planning: balancing costs with customer service,” WIAWWA Spring newsletter, 2017
- “Accounting standards and reporting update,” APPA webinar, 2016
- “GASB 72: fair value measurement and application,” bakertilly.com, 2016
- “Long range planning: why? how? who?” WIAWWA Annual Conference, 2016
- “Understanding utility finances,” Baker Tilly webinar, 2016
- “Value of water,” WIAWWA Annual Conference, 2016
- “New accounting standards impacting public power – GASB 65 and 68,” APPA webinar, 2015
- “Understanding payments in lieu of taxes and other contributions made by public power,” APPA webinar, 2015
- “Advanced utility accounting manual,” APPA (contributing author), 2018

Kimberly Wylam, SPHR

As president and managing partner of Baker Tilly Vantagen, Kim has created the overall vision, which is focused on bringing human resource strategies in a customized fashion to our clients.



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President, Managing Partner
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 bakertilly.com

Education

University of Scranton (Scranton, Pennsylvania)
 Bachelor of Science in Business Administration

Senior Professional in Human Resources (SPHR)
 Management Certification

Over the past 27 years, Kim has developed a comprehensive background within all areas of human resources (HR). Kim is the founding partner of Vantagen, now Baker Tilly Vantagen. Baker Tilly Vantagen specializes in delivering solutions that are focused in both technology and optimal client service. Kim is experienced in all aspects of HR and specializes in compliance, strategy and development, employee benefits and compensation. In her role as president, Kim oversees all major client development initiatives and operations.

Baker Tilly Vantagen maintains a staff of more than 60 dedicated HR professionals that are dedicated to client service. Clients represent every industry and range from a few hundred employees to 50,000 employees across the U.S. and internationally.

Kim is also responsible for Baker Tilly Vantagen's thought leadership, having published articles in PA Business Journal, HR Executive Magazine, Weight Watchers Magazine and numerous other periodicals on a variety of HR topics and trends. Kim is also a frequent speaker within the Healthcare Financial Management Association (HFMA) group and content provider on HR issues related to healthcare.

Prior to founding Vantagen and joining Baker Tilly, Kim served as vice president for NatWest Bank (now Bank of America) in the HR services division. Within this role, she coordinated HRIS, payroll, compensation and employee benefits for more than 25,000 employees in the U.S. and abroad.

Specific experience

- Assists clients in the development, implementation and execution of numerous HR strategic initiatives
- Certified Employee Benefits Specialist
- Has managed employee benefit plans representing a \$75 million budget
- Has worked with clients to identify specific compensation and benefit needs in order to develop effective retention and recruitment strategies; experienced in 280G and 409A compensation compliance

Kimberly Wylam, page 2

Specific experience (cont.)

- Provides perspective from 20+ years of consulting experience in a variety of industries, including not-for-profit and public sector clients
- International HR professional specializing in new market setup, compliance and compensation
- Has developed effective executive compensation strategies and succession planning projects
- Not-for-profit expertise (Higher Education, Healthcare, Community)
- Merger and acquisition strategy as it relates to HR
- Multistate compliance knowledge on all HR matters

Industry involvement

- National Society for Human Resource Management
- World at Work
- Employee Benefits Institute of America
- International Foundation of Employee Benefit Plans
- International RES Forum Member
- Ellevest Executive Member (formerly 85 Broads)
- Pennsylvania Bar Institute – Employment Law Segment
- Named Top 25 Women in Business by Northeastern PA Business Journal
- Frequent Speaker PA Chamber of Commerce
- HR Executive Magazine content contributor
- HFMA speaker and content contributor

Community involvement

- Women’s Resource Center, Scranton, Pennsylvania, board of directors treasurer, HR Committee Chair
- Family Business Alliance at Wilkes University, board member
- Broadway Theatre League of NEPA, board of directors treasurer (past)
- Scranton Preparatory School Parents Club, treasurer (past)

Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



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Director

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bakertilly.com

Education

University of Kansas (Lawrence, Kansas)
Master of Public Administration

Miami University (Oxford, Ohio)
Bachelor of Arts, Political Science

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and not-for-profit organizations.

Specific experience

- More than 15 years of experience in executive search and organizational management consulting
- Served as Associate Executive Director for the League of Minnesota Cities
- Appointed Executive Director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as City Administrator in Oakdale, Minnesota and Assistant City Manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association

Ann Antonsen

Ann Antonsen, a director with Baker Tilly, has been with the firm since 2005.

**Baker Tilly Virchow Krause, LLP****Director**

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bakertilly.com

Education

University of Minnesota–Minneapolis
Bachelor of Arts, Psychology

Ann is a consultant with a strong background in organizational management and human resources (HR) that she uses effectively in developing position analyses, classification and compensation studies, performance management and evaluation system development and staff training and in conducting executive search efforts for the public sector. She is dedicated to using her well-honed abilities to assist governmental agencies in developing and growing meaningful legacies.

Specific experience

- Performs organizational assessments and studies, revisions and development of personnel policies and manuals and conducts organizational management training and providing general HR assistance
- Strong background in organizational management and HR
- Experienced in serving government organizations
- Provides HR management services for large suburban communities and regional centers
- Has HR experience in both public associations and private corporations

Industry involvement

- International Public Management Association in Human Resources (IPMA)

Caitlin M. Humrickhouse, MPA, SWP

Caitlin Humrickhouse, consulting manager with Baker Tilly, has been with the firm since 2012.



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Consulting Manager
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 bakertilly.com

Education

University of Illinois at Chicago
 Master of Public Administration with concentration in
 Financial Management

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

Caitlin is a Strategic Workforce Planner with a deep understanding of succession planning and strategic human capital management. Caitlin's other areas of expertise include benchmarking, organizational redesign and system needs assessment and selection. Prior to joining the firm, she worked at the University of Illinois at Chicago performing program and market analyses for an online education unit.

Specific experience

- Provides management consulting services with a focus on resource optimization, assisting governmental entities in their efforts to ensure the resources available (people, processes and technology) are utilized in the most efficient manner
- Reviews and redesigns core business processes to enhance internal controls, align with industry best practices, leverage available technology and create efficiencies
- Performs organizational structure analyses for local governments, examining the current state versus the future optimal state of job functions and departments
- Offers technology needs assessment and system selection services to help organizations achieve strategic goals by leveraging technology
- Prepares organizations to be sustainable and resilient in the face of workforce challenges and fiscal pressure through the application of operational and organizational reviews, succession planning and technology implementation

Industry involvement

- Illinois Association of Municipal Management Assistants
- Illinois City/County Management Association (ILCMA)
- Institute of Internal Auditors (IIA)
- International City/County Management Association (ICMA)

Caitlin M. Humrickhouse, page 2

Community involvement

- Step Up
- Chicago Chapter of the U.S. National Committee for United Nations Women

Thought leadership

- "Cell phone policies: how to reduce risk," ICMA webinar, 2017
- "Creating a sustainable organization: the intersection of finance, technology and human capital," Baker Tilly webinar, 2017
- "Cybersecurity: guarding your organization's assets against attack," Baker Tilly webinar, 2017
- "Enterprise resources planning system selection best practices," American Public Power Association (APPA), 2017 (co-author)
- "Remote workplaces: leveraging technology and developing infrastructure," ICMA webinar, 2017
- "Risks and considerations for ERP systems implementations," IIA Southern Regional Conference, 2017
- "Best practices for assessing and selecting an enterprise resource planning system," Baker Tilly webinar, 2016
- "Best practices for ERP system procurement," bakertilly.com, 2016
- "Cybersecurity: not just an IT issue," ILCMA Metro Managers Luncheon, 2016
- "Preserving a vibrant workforce: establishing sustainable succession planning program," APPA, 2016 (co-author)
- "Success in succession planning," APPA webinar, 2016
- "Success in succession planning: building a program that works," ICMA webinar, 2016
- "Succession planning," Baker Tilly Utility University, 2015

Melanie Varghese

Melanie Varghese, senior consultant with the utilities and transit team, joined Baker Tilly in 2019.



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Senior Consultant

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bakertilly.com

Education

University of Maryland College Park
Bachelor of Science in Behavioral and
Community Health

Melanie specializes in strategic planning, workforce analysis, business process improvement and change management. She has managed teams in developing strategy and implementation approaches for large-scale organizational transformations, both in state and federal government. Melanie has led human capital management initiatives in the public sector which focused on talent management, workforce optimization, succession planning and employee engagement. Additionally, she has strong experience engaging stakeholders, identifying areas of efficiency and providing recommendations in alignment with industry best practices.

Specific experience

- Engages stakeholders through surveys, interviews and workgroups to identify areas of efficiency
- Conducts in-depth review 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
- 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

Industry involvement

- Society for Human Resource Management (SHRM)
- Healthcare Information and Management Systems Society (HIMSS)

Community involvement

- Moveable Feast Volunteer
- Regional Service Team

Deanna Kempinski

Deanna has spent more than 20 years working in the field of human resources (HR).



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 bakertilly.com

Education

Colgate University (Madison County, New York)
 Bachelor of Arts in Political Science

While her experience is wide-ranging and varied within the discipline, Deanna specializes in the areas of compensation, employee relations, manager coaching and employment law compliance.

Prior to joining Baker Tilly Vantagen, Deanna served as an associate director of employee relations for Verizon Wireless. She spent a combined six years working at the company's regional headquarters in Rochester, New York and the company's corporate headquarters in Basking Ridge, New Jersey. Deanna has successfully managed through multiple Office of Federal Contract Compliance Programs (OFCCP) audits, complex employee relations issues and was instrumental in the development and introduction of a company-wide training program designed to prevent harassment in the workplace.

As a senior consultant, Deanna leads all HR compensation and compliance engagements. A proven specialist in both federal and multistate regulatory compliance, she has performed numerous HR audits and assessments for many clients representing a variety of industry expertise, including healthcare and senior living, higher education, construction and manufacturing and professional services.

Specific experience

- HR regulatory compliance:
 - Department of Labor
 - Department of Transportation
 - Employee Retirement Income Security Act (ERISA)
 - Equal Employment Opportunity Commission (EEOC)
 - Occupational Safety and Health Administration (OSHA)
 - Fair Labor Standards Act (FLSA)
- Compensation analysis and program design
- Employee relations
- Management coaching
- Employment law
- Payroll operation and process flow

Deanna Kempinski, page 2

Industry involvement

- National Society for Human Resources Management
- World at Work
- Lehigh Valley Association for Human Resource Management
- Lehigh Valley Chamber of Commerce
- Frequent speaker at Pennsylvania Chamber of Commerce
- Compensation Committee member
- Forbes HR Council

David W Eisenlohr

President, The Azimuth Group, Inc.

Mr. Eisenlohr David is the founder and Managing Partner of the Azimuth Group. He has over 30 years of experience in designing and leading organizational improvement initiatives in public organizations, first as an operational manager and then, since 1986, as a consultant. He founded AGI after more than 10 years in leadership positions with the public sector consulting practices of two large consulting organizations including serving as a Senior Manager and Principal with Arthur Andersen LLP and as a Senior Vice President with MAXIMUS, Inc. He provides result-focused advisory support to cities, counties, state agencies and special purpose districts – including multiple public transportation authorities - spanning a range of disciplines from strategic planning through process improvement, organization design, technology assessment and implementation support.

EDUCATION

David holds a BA in Political Science from Texas A&M University and a Master of Public Administration from the Edwin O. Stene School of Public Administration at the University of Kansas.

REPRESENTATIVE EXPERIENCE

- **Dallas Area Rapid Transit Authority (DART) Talent Acquisition Process Redesign** – This assignment focused on streamlining and accelerating the Authority’s processes for the recruitment and selection of high-quality personnel across the full spectrum of job types including bus and rail operators, customer service personnel, planners and engineers, mid-level professionals, information technology specialists and senior executives.
- **Dallas Area Rapid Transit Authority (DART) Span of Control Assessment** – DART engaged the Azimuth Group to complete a thorough assessment of its organizational layers and management and supervisory spans of control for the Authority’s 4,000 employees. Deliverables also included a detailed review of the professional and academic literature on span of control and organizational design, a comparative survey of the layers and spans within selected other large public transits, local government organizations and private sector employers.
- **Dallas Area Rapid Transit Authority (DART) Performance Audit** – As a leading member of a multi-disciplined consulting team led by TransTech Management, Inc., David supported DART with the completion of a state-mandated third-party performance audit as required by the Authority’s enabling legislation. This 2012 assignment encompassed a thorough review and evaluation of DART’s administrative functions including finance, purchasing, human resources, information technology, legal, maintenance, police and other support activities.
- **VIA Metropolitan Transit Authority, San Antonio, Texas, Organization and Business Process Improvement.** While with Arthur Andersen, LLP, David directed a large-scale organization structure and process reengineering project focused on the agency’s “back office” functions including human resources management, finance, information technology, legal, and other general administrative functions. His team assessed the effectiveness of existing structures and processes and identified of both organizational and process improvements.
- **Delaware River Port Authority of Pennsylvania and New Jersey Performance Audits** – Mr. Eisenlohr planned and directed two large-scale yellow book performance reviews for this tolling and rail authority serving the greater Philadelphia area. The first assignment, completed in 2015, focused on the Authority’s wholly-owned subsidiary, the Port Authority Transit Corporation (PATCO),

providing high-speed commuter rail service between center city Philadelphia and the New Jersey suburbs. The second review concentrated on the Authority's operation of four signature toll bridges. In both instances, the project teams identified opportunities to strengthen and improve the Authority's processes, practices and technologies for long-term management of its assets.

- **Las Vegas Clark County Library District Human Resources Assessment** – David managed and served as the principal analysts on a comprehensive evaluation of the human resources management practices and business processes for one of the largest independent library districts in the United States. The scope of this independent review, completed in mid 2015, included assessment of the effectiveness of the Human Resources Department's organizational structure, management systems and practices, policies and procedures, and business functions including employee / labor relations, recruitment and selection, compensation and benefits administration, employee development, performance management and workplace safety. Recommendations focused on opportunities to improve reliability / dependability of service delivery, customer service focus, responsiveness, communication and continuous improvement.
- **Jacksonville Transportation Authority.** As a part of a TransTech Management team, David participated in a comprehensive management and performance review of this multi-modal public transit and transportation organization. JTA is responsible for the operation of bus, Skyway and paratransit services for the greater Jacksonville area.
- **Fort Worth Transportation Authority.** Working on a multi-firm team lead by TransTech Management and other leading practitioners, this assignment included a comprehensive management and performance review of this transit property serving a population of three-quarters of a million residents.
- **Capital Metropolitan Transit Authority, Austin, Texas.** As an advisory member of an Arthur Andersen project team implementing new enterprise resource planning software for the transit authority, David served as a subject matter expert on human resources management processes and practices and facilitated work sessions with the Authority's human resources staff to support the improvement of personnel management processes and the configuration of a new human resources management information system.
- **Houston Metropolitan Transit Authority, Houston, Texas.** While with Arthur Andersen, David was the Senior Manager and engagement leader on the implementation of new public sector procurement software from Oracle Corporation for this large public transit authority.
- **Maryland Transportation Authority Organization Review** – As a Senior Vice President with MAXIMUS, Inc., served as the quality assurance executive on a comprehensive organization and management review of the State of Maryland's tolling agency. Work efforts focused on organizational effectiveness, operational efficiency, and staffing requirements.
- **North Texas Tollway Authority Organizational Assessment and Strategic Plan** – David lead a team of AGI consultants and allied firms in the completion of a thorough assessment of the organizational structure of this large transportation authority providing toll roads, bridges and tunnels to the motoring public in the greater Dallas Fort Worth metro area. Recommendations included the development of a future state organizational model to support "steady state" operations at system build-out, as well as an interim organizational model to support the current capital expansion program. Following completion of the organizational review, David was asked to support the statutorily required biennial update of the Authority's strategic plan, based in part on the assessment results.

EMPLOYMENT HISTORY

January 2008 – Present	Founder and President, The Azimuth Group, Inc.
August 2003 – January, 2008	Senior Vice President, Consulting Segment, MAXIMUS, Inc.
August 1997 – June 2003	Senior Manager and Principal, Arthur Andersen LLP / Hitachi Consulting
May 1986 – August 1997	Senior Vice President and President, Ralph Andersen & Associates, Inc.
May 1979 - May 1986	Development Manager, TriLand Development Assistant City Manager, City of Grand Prairie, Texas Budget and Management Analyst, City of San Antonio, Texas