

Schumaker & Company



State & Local Government Industry Projects

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Washington Whistleblower Program

Olympia, WA

Assisted the Washington Office of Financial Management (OFM) to perform a performance audit of the Washington State Employee Whistleblower Program (Whistleblower Program) in which focus areas included: whether the program was acquiring, protecting and using its resources such as personnel, property and space economically and efficiently; the cause of inefficiencies or uneconomical practices; whether the program has complied with laws and rules on matters of economy and efficiency; the extent to which the desired results or benefits established by the legislature are being achieved; the effectiveness of the program; whether the staff has complied with significant laws and rules applicable to the program; and the appropriate procedures were in place to ensure confidentiality of the source documents. This assignment involved three consultants and approximately 196 hours for approximately \$44,956.

Great Lakes Bay Michigan Works!

Midland, MI

Assisted GLBMW! by providing information technology (IT) evaluation to provide analysis and recommendations on the GLBMW's IT services; staffing levels, skills, and capabilities; departmental structure; infrastructure and computing resources; metrics and associated performance results, including incorporation of best practices; etc. This assignment involved three consultants and approximately 132 hours for project fees totaling approximately \$24,845.

State of Michigan Department of Treasury

Lansing, Michigan

Provided a business process review (BPR) of sales and use tax audits/processing for the Michigan Department of Treasury to provide a higher level of service to Treasury customers and Michigan citizens, while reducing costs and gaining efficiencies. Schumaker & Company reviewed internal Treasury's sales and use tax audit and processing processes in the Tax Compliance Bureau (TCB), and processes in other State departments, which impacted TCB's activities. This one-year assignment involved four consultants and approximately 1,342 hours for project fees totaling approximately \$204,966.

City of Ann Arbor Housing Commission

Ann Arbor, Michigan

Provided services to assist the Ann Arbor Housing Commission (AAHC) in an operational assessment with an emphasis on financial decisions involving the organization. Specifically, Schumaker & Company performed three key assessments: 1) a high-level analysis of the existing organization structure of services involving major areas of AAHC operations; 2) an evaluation of the present staffing structure for appropriateness, effectiveness, and efficiency of operations; and 3) an assessment of department processes for improved effectiveness and efficiencies with a goal to create an organizational climate of empowerment and accountability. Schumaker & Company identified potential organizational, staffing, business process, and technology changes for consideration by AAHC management. A five-year strategic plan was addressed and a final report written. This project involved five consultants, for roughly 744 hours, with project costs of approximately \$117,040.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Office of Financial and Insurance Regulation

Lansing, Michigan

Provided services to assist in an independent program assessment of the State of Michigan, Office of Financial and Insurance Regulation (OFIR), Mortgage Examination and Investigation Section. Schumaker & Company provided research to identify and describe characteristics of six state mortgage regulatory programs and assessed current complaint-based approaches versus routine examination approach on 36/48 month cycle. We identified quantitative data to be captured and developed a tool for OFIR to process the data for measuring the impact of additional staffing in reducing predatory lending practices and recommended action plans to implement given those findings. This project involved two consultants, for roughly 140 hours, with project costs of approximately \$24,850.

Wayne County Airport Authority

Detroit, Michigan

Provided services to assist the Wayne County Airport Authority (WCAA) Technology Services Division in identifying technology business initiatives and updating its annual five-year technology performance plan at the Detroit Metropolitan Wayne County and Willow Run airports. This project involved assessing WCAA's technology and service needs for all 30+ divisions, plus identifying the impact of airport and/or business trends on operations, as a means to identify WCAA's technology initiatives planned for the next five (5) years. This project involved three consultants, for roughly 276 hours, with project costs of approximately \$49,680.

State of Michigan Office of Financial and Insurance Regulation

Lansing, Michigan

Conducted an assessment of the operational and managerial aspects of the Office of General Counsel for the Office of Financial and Insurance Regulation (OFIR). Interviews with key management personnel for on-site analysis consisted of reviews of the organization and chief processes for which each key person was responsible, as well as discussions of any areas of particular interest. A well balanced report that reflected both areas which hold opportunity for operational and financial improvement and those areas which demonstrate exemplary management and operation effectiveness was written and delivered. This project involved three consultants, for roughly 140 hours, with project costs of approximately \$24,850.

City of Detroit

Detroit, Michigan

For the City of Detroit, recommended cost reduction planning and potential revenue enhancement initiatives based on process mapping and analysis of key processes for designated departments (fire and public works). These plans/initiatives address risks associated with implementation, not only within the designated departments, but especially its potential impact on the delivery of services to the residents and surrounding communities. Schumaker & Company conducted on-site analysis using interviews, process team meetings, and other research methods. This project involved six consultants, for roughly 1,350 hours, with project costs of approximately \$220,000.

Town of Hilton Head Island

Hilton Head, South Carolina

Provided services related to an assessment of the Town of Hilton Head Island's (Town) current business processes, organization structure, staffing levels, and software that support the management of the Town's employee information to evaluate the performance of the subject organization, staffing, operations, and costs with the intended final result of identifying opportunities for improving/revising/replacing the processes, organization structure, staffing levels, and software. This project involved three consultants, with project hours of roughly 170 hours, with project costs of approximately \$24,700.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

City of Dearborn

Dearborn, Michigan

Like many organizations, the City of Dearborn was faced with delivering essential services to its citizens with a reduced level of resources – both financial and human resources. The City was looking to streamline and consolidate its operations, eliminate non-essential services, and optimize overall level of resources involved in achieving its goals.

Schumaker & Company provided services for two separate departments on independent projects as follows:

- ◆ Provided consulting services to the City's Technology Committee regarding a definition of the role of the Technology Committee in relation to its five subcommittees, to MIS, and to City administration so that problems are efficiently resolved and progress is steady, definition of the role of the five subcommittees, and establishment of a one-year development plan to carry forward the recommendations of a previously-defined Technology Committee report. This project involved three consultants, with project costs of approximately \$52,650.
- ◆ Performed an operations review and assessment of the Assessor's Office involving a review of staffing responsibility, skills, and performance, establishing guidelines, and engaging departmental staff in operating practices, standards, procedures, etc. This project involved three consultants, with project costs of approximately \$23,150.
- ◆ Performed an operations review and assessment of Camp Dearborn that included reviewing all key positions, evaluating staffing levels, reviewing operating revenues and expenditures and business policies, and more. This project involved four consultants, with project costs of approximately \$37,400.

City of Dearborn

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- ◆ Assessed existing technology (hardware and software) and identify upcoming needs.
- ◆ Ranked, grouped, and sequenced identified items/tasks to support these needs and provided expected timelines for work; identified workload for Technology Committee, MIS, and other City departments.
- ◆ Identified current/emergent skill/resource deficiencies and recommended ways to solve them.
- ◆ Specified outsourcing tasks or other methods to achieve the recommendations, as appropriate.
- ◆ Defined roles and the procedures to follow in carrying out the responsibilities of all those tasked in the Technology Committee report, including problem resolution, and provided training.
- ◆ Created a one-year technology development plan.

This project involved three consultants, with project costs of approximately \$52,650.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

City of Dearborn

Dearborn, Michigan

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Schumaker & Company performed an operations review and assessment of the Assessor's Office that focused on the following:

- ◆ Compared the operation with other municipal governments of like size and service mix, and identified differences in responsibilities.
- ◆ Accounted for staffing by responsibility and compared the communities.
- ◆ Reviewed staff skills alignment for handling emergent responsibilities for the department.
- ◆ Engaged departmental staff in operational review and challenged them on current operating practices, standards, procedures, etc.
- ◆ Identified opportunities for advancing performance and saving money.
- ◆ Established guidelines for sharing an employee with another department.
- ◆ Coordinated departments with similar informational needs.

This project involved three consultants, with project costs of approximately \$23,150.

City of Dearborn

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Schumaker & Company performed an operations review and assessment of Camp Dearborn that focused on the following:

- ◆ Reviewed all key positions (full-time and part-time) through job descriptions, chain of command analysis, and interviews with Camp Dearborn and Recreation Administration staff.
- ◆ Evaluated the adequacy of current staffing levels in terms of ability to deliver needed services.
- ◆ Reviewed operating revenues and expenditures and business policies and guidelines.
- ◆ Conducted a benchmark review of Camp Dearborn with venues similar in size, capacity, and recreational opportunities.
- ◆ Reviewed the Camp Dearborn task force report and evaluated the task force's observations and recommended re-development plans/goals.
- ◆ Reviewed and evaluated the five-phase Camp Dearborn re-development financial analysis/site plan and reviewed the current capital improvement plan.
- ◆ Evaluated current service delivery methods and technologies; made recommendations on outsourcing of maintenance operations and/or property management.
- ◆ Evaluated potential leasing opportunities for sections of the property or the entire property and provided a general assessment of the present and potential future real estate/property market value of Camp Dearborn.

This project involved four consultants, with project costs of approximately \$37,400.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Department of Environmental Quality, Air Quality Division

Lansing, Michigan

The State of Michigan Department of Environmental Quality Air Quality Division (AQD) needed a thorough and comprehensive assessment of existing systems and processes. Their existing processes seemed inefficient, and their existing systems needed significant improvement. We delivered a comprehensive business process re-engineering strategy and a high-level project plan for systems redesign efforts. By working closely with AQD staff and understanding their needs, Schumaker & Company was able to outline process improvements, scope system improvements, and deliver a strategy that exceeded expectations. This project involved five consultants, with project costs of approximately \$67,820.

State of Michigan Michigan State Police Communications Division

Lansing, Michigan

Assisted Michigan State Police (MSP) in developing an objective needs assessment and an overall financial disbursement strategy for the specific monies collected under the authority of *Public Act 78 of 1999, Section 409(E)*, specifically the *Wireless E911 §.03 Priority Fund*, whose monies were collected over a two-year timeframe. Assisted in developing a strategy for the disbursement of these monies to provide appropriate funding for identified and needed services, initiatives, and products; developed criteria for selection and evaluated proposals from the public safety answer point (PSAP) community for disbursement of funds; and recommended proposals for consideration by the Michigan Legislature. This project involved five consultants, with project costs of approximately \$145,000.

State of Michigan Department of Environmental Quality

Lansing, Michigan

Reengineered Department of Environmental Quality's records management and implemented a pilot electronic document management system (EDMS) in the Storage Tank and Environmental Response divisions. Reviewed and documented existing business processes for re-engineering with EDMS. Created file list, file structure and indexing for database of files; established processes and priorities for back file conversion; and established processes for electronic imaging of records going forward. This project involved four consultants and 6 to 10 production interns for project costs of approximately \$1.2 million.

State of Michigan Department of Community Health

Lansing, Michigan

Provided project management services to the Michigan Department of Community Health (MDCH), as MDCH located a vendor who could provide enrollment, eligibility, pharmacy benefits management services (including claims administration and operations of a point-of-sale system), and clinical management programs for the State's Elder Prescription Insurance Coverage (EPIC) beneficiaries. Then, following contract award to the vendor, our firm managed implementation activities. Major steps include:

- ◆ Project planning/schedule development/monitoring
- ◆ Request for proposal analysis and development
- ◆ RFP evaluation, including assessment of bid responses, provision of counsel/advice to joint evaluation committee members, and appeal justification
- ◆ Implementation (project initiation, requirements definition, systems analysis/general design, technical design, development, and operations)

This project involved three consultants, with project costs of approximately \$540,000.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Department of Community Health

Lansing, Michigan

Provided quality assurance and project planning services to the Michigan Department of Community Health (MDCH), as MDCH management located a vendor to provide pharmacy benefits management services, including claims administration and operations of a point-of-sale (POS) system, clinical consultation programs, and disease state management programs for the State's Medicaid fee-for-service (FFS), Children's Special Health Care Services (CSHCS), Refugee Assistance Services (RAS), and State Medical Program (SMP) beneficiaries. Then, following contract award, to monitor implementation activities. Major steps include:

- ◆ Project planning/schedule development/ monitoring
- ◆ RFP analysis and development
- ◆ RFP evaluation, including assessment of bid responses, provision of counsel and advice to joint evaluation committee members, and appeal justification
- ◆ Implementation (project initiation, requirements definition, systems analysis/general design, technical design, development, and operations)

This project involved three consultants, with project costs expected to cost approximately \$256,000.

State of Michigan Department of Community Health / Medicaid Services Administration

Lansing, Michigan

Assisted work group in identifying, reporting, and monitoring issues associated with transition of the Medicaid eligibility determination processing to Family Independence Agency staff. The project fees totaled approximately \$12,000.

State of Michigan / Department of Community Health, Medicaid Services Administration

Lansing, Michigan

Assisted program staff by developing a request for proposal for Executive Information System (EIS) and Decision Support System (DSS) to analyze and report managed care data on the State's data warehouse. Helped through initial phases of procurement process. The project fees totaled approximately \$12,000.

State of Michigan / Department of Community Health / Medicaid Services Administration

Lansing, Michigan

Provided quality assurance (QA) assistance to the MDCH as it began administration of over 29 medical assistance programs. Initially, provided QA assistance to a multiple department task force established to quickly develop a scope paper and detailed master plan and schedule for implementation of a *Medicaid Eligibility Decision Support System*. Following this initial 60-day effort, we provided QA services for preliminary design/ implementation steps until the decision was made to move eligibility determination to FIA. Subsequently, we provided QA services for the feasibility analysis of a pre-screening package for local health departments and community agencies. We developed a master QA plan and provided QA support. The project fees for project totaled approximately \$90,000.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Department of Environmental Quality

Lansing, Michigan

Providing an oversight and quality assurance role for the Department of Environmental Quality's records management program. Xerox was selected as the imaging hardware and software provider for this project, which involves the digital imaging, cataloging, and retention of environmental related documents (documents, engineering drawings, photographs) pertaining to *Super Fund* projects. The initial phase of this project involved a diagnostic review of the existing situation, identifying issues impeding complete implementation, and suggesting a program for moving the project forward. The project fees for this phase totaled roughly \$17,500. Following this phase, we proposed providing implementation support for the Environmental Response and Storage Tank divisions, as well as other divisions and offices, as necessary.

State of Michigan / Department of Treasury, Department of Management & Budget, and Family Independence Agency

Lansing, Michigan

Performed a study of the existing work processes and systems for printing and disbursing State of Michigan warrants, resulting in the following:

- ◆ Review and assessment of the current situation and existing policy, processes, and procedures
- ◆ Findings, conclusions and recommendations, including identification of alternative technologies for enhancing quality, controls, and efficiency of operations
- ◆ Surveys of other organizations
- ◆ Alternatives and associated cost analysis
- ◆ Implementation strategy and plan

This three-month assignment involved six consultants and approximately 1,100 hours for project fees totaling approximately \$151,500.

State of Michigan Consumer & Industry Services Insurance Bureau

Lansing, Michigan

Studied and documented the work flows, office space design, policies, procedures, regulations and laws, manual and computer systems, telephone systems, and processes used by the Consumer Assistance Section (CAS) and also interactions with other Bureau organizations. Based on the results of this extensive study and benchmark research into other similar customer service/help desk operations, recommended ways to improve the effectiveness and efficiency of CAS operations and also develop performance measures for highlighting changes in operations. The project fees for the assignment totaled approximately \$17,500.



STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Family Independence Agency

Lansing, Michigan

Acted as quality assurance monitor for a 150-person systems group responsible for developing, operating, and supporting the Child Support Enforcement System (CSES) in Lansing and at Michigan's county offices. Helped develop plans and begin implementation to migrate towards newer technology from an old character-based application running on mainframe computers. Developed analysis documents discussing strengths, weaknesses, and responsiveness of CSES activities, work products, and deliverables. Provided assistance in identifying testing requirements and developing test plans. Performed analysis of all existing hardware, software and personnel contracts, including compliance with contract terms. Helped prepare and evaluate ITB or statement of work documents for solicitation of vendors. The project fees totaled approximately \$305,000.

State of Michigan Department of Management and Budget

Lansing, Michigan

Assisted the Michigan Administrative Information Network (MAIN) organization in its strategic planning activities, including identifying its customers and their needs, and developing its purpose, mission, goals, and objectives. The project fees totaled approximately \$4,000.

State of Michigan Department of Labor Business Enterprise Program

Lansing, Michigan

Performed a financial compliance review of the operations for a random sample of participants in the Business Enterprise Program (BEP). Identified problems in the financial reporting procedures and provided recommendations for improvement. We interviewed participants, examined their financial records, and drew conclusions about the program from the resulting database. This six-month assignment involved two consultants and approximately 400 hours for a total project cost of approximately \$27,300.

Michigan State Hospital Finance Authority

Lansing, Michigan

Assisted the Michigan State Hospital Finance Authority in its strategic planning activities, including developing its purpose, mission, goals, and objectives. The project fees totaled approximately \$2,500.

State of Michigan Department of Labor

Lansing, Michigan

Performed an organizational structure and management review of the Bureau of Departmental Services within the Department of Labor to identify inefficiencies and redundancies within the work flows between the Office of Budget, Finance, and Administrative Services and the Office of Technology and Information Systems. We also made numerous recommendations for streamlining operations. This six-month assignment involved two consultants and approximately 400 hours. During a follow-up project, we developed a framework for implementing bureau-wide procedures.

STATE & LOCAL GOVERNMENT ASSIGNMENTS

State of Michigan Department of Corrections

Lansing, Michigan

Performed an organizational structure and management review of the Michigan State Industries (MSI) program and assisted with its strategic planning. This program encompassed a central office in Lansing, three regional offices, and 32 factories at 20 prisons throughout Michigan's lower and upper peninsulas. In mid-1992, MSI employed 172 civilian employees (124 at factory locations) and 1,152 prisoners. Products manufactured by MSI included wood and metal furniture, shoes, vinyl, textiles, cartons, motor vehicle license plates and tabs, highway signs, mattresses, garments, paints and janitorial supplies, brushes and brooms, lumber, and farm products. Services provided include laundry, machine shop and industrial maintenance, and data processing. As a result of our review, comprised of approximately 500 hours of effort and \$28,000 in fees, substantial modifications occurred, including a structural reorganization. Additional follow-up work occurred to assess and evaluate selected factories.

State of Michigan Department of Agriculture

Lansing, Michigan

Performed a needs assessment and requirements definition, specification, and design of an administrative support information system. The system served the accounting analysis, budget monitoring and tracking, and personnel analysis areas, and a horse breeders' award program. The project fees totaled approximately \$15,000.