

American Rescue Plan Act Consulting Services



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Menu of Services

PSC offers an array of services to assist municipalities, counties, and state agencies with assessing, expending, and reporting on ARPA funding.

- **Funding Eligibility.** Understanding where funds can be spent is a critical first step in the ARPA process. PSC can help distill the complicated federal regulations and guidance to determine allowable expenses. While ARPA's focus is to address short- and long-term impacts of the public health emergency, it does provide flexibility in determining the unique impacts in each community.
- **Strategic Direction.** After understanding what types of projects ARPA funds can be spent on, the next critical step is determining where to spend those funds. PSC can assist by facilitating strategy sessions with staff and elected leadership to determine high-priority needs and develop a course of action. This process should integrate existing plans and strategies to serve as a starting point for discussion and prioritization.
- **Stakeholder Engagement.** Integrating the input of residents on spending priorities can help staff and elected officials in their decision process. PSC can facilitate public input sessions, in person or virtually, and garner additional feedback via surveys, websites, and social media. Most importantly, PSC can structure stakeholder engagement to ensure participants are aware of the funding's intent and limitations.
- **Reporting and Compliance.** Once it has been determined where money will be spent, it is critical to ensure expenditures meet federal requirements. PSC can help navigate the regulations and assist with compliance reporting. If necessary, the PSC team would coordinate its efforts with the County's accounting firm to ensure compliance with Governmental Accounting Standards Board requirements.
- **Leveraging Additional Resources.** Direct ARPA funding to Michigan counties exceeds \$1.9 billion and the State of Michigan another \$6.5 billion. However, some federal agencies have received ARPA funding and will distribute those funds to local governments through a variety of programs, including competitive grant applications. For example, the U.S. Economic Development Administration has received \$3 billion for economic development projects—nine times its average annual investment. PSC is tracking these opportunities and can assist with identifying, applying for, and securing additional funds.

PSC can provide any of these services on a stand-alone basis or in combination to provide a comprehensive support system. PSC works closely with organizations to assess the needs and reach consensus on the necessary scope of work before proceeding.

Prior Experience

Public Sector Consultants has extensive experience supporting governmental agencies in securing and expending state and federal funding. PSC's recent and ongoing work in this space has focused on efforts related to the Coronavirus Aid, Relief, and Economic Security (CARES) Act. PSC is working directly with local governments and through the Michigan Municipal League (MML). Specific projects include:

- **City of Flint:** PSC has been working with the City of Flint since April 2020 to provide support for a variety of CARES Act funding, both as a direct recipient of federal funding and through the State of Michigan. PSC has helped Flint secure nearly \$1.8 million.
- **City of Lansing:** The City of Lansing hired PSC in December 2020 to be their Economic Resource and Recovery Developer—identifying and pursuing both philanthropic and governmental funding to support pandemic recovery in the city. PSC has been meeting with community partners, developing priorities, and generating funding proposals.
- **Macomb County:** PSC completed a project in December 2020 with Macomb Community Action (MCA) to do a community needs assessment to meet federal requirements and establish a framework for assessing the needs of older adults, youth, and families with low income. While this project did not involve pursuing funding, it leveraged data and stakeholder engagement to identify key focus areas for future work—a critical foundation for pursuing available funding.
- **Michigan Municipal League:** PSC has provided support to MML since May 2020 for operationalizing the [ServeMICity](#) program. Providing technical assistance to 56 cities, villages, and counties through this program, PSC has helped communities secure over \$30 million in funding to date. PSC has also supported MML with the execution of the Pure Michigan Small Business Relief Initiative, an effort that awarded \$10 million to nearly 700 small businesses across Michigan.

These projects provide PSC with a clear understanding of the challenges faced by local governments in the federal and state funding process, as well as solutions to those challenges. During these projects, the firm provided support and assistance for the following programs:

- Federal Emergency Management Agency's (FEMA) Public Assistance Program
- Fiscal Year 2022 Community Project Funding (federal appropriation requests)
- U.S. Department of Justice's (DOJ) Coronavirus Emergency Supplemental Funding Program
- U.S. Economic Development Administration's Public Works and Economic Adjustment Assistance Program
- Michigan Department of Treasury's Public Safety and Public Health Payroll Reimbursement Program, First Responder Hazard Pay Premiums Program, and Coronavirus Relief Local Government Grants Program

PSC's success in supporting state and federal funding requests is based on the ability to execute on three key factors: project management, grant administration, and compliance and reporting. These skill sets are at the core of PSC's efforts in these endeavors and carry over to all ARPA projects.

Project Management

At the heart of PSC's work is a dedicated, responsive approach to project management. Our project management services are tailored to meet client objectives through the development and execution of

detailed workplans as well as collaboration and coordination among partners and stakeholders to ensure the timely completion of deliverables. PSC project managers maintain budgets, collect data, coordinate with stakeholders, provide concise status updates, and work closely with clients to develop processes and systems to ensure efficient and effective resource deployment. Stakeholder coordination can also expand into public engagement, helping to facilitate input and ensure adequate transparency. Project managers regularly use online scheduling and virtual meeting platforms to coordinate stakeholder communications and support greater collaboration in decision making.

For example, PSC provided extensive project management services to the Michigan Department of Health and Human Services (MDHHS) for five years as the agency implemented the federally funded State Innovation Model. The firm facilitated leadership team meetings and workgroups, coordinated logistics and communication with key stakeholders (e.g., bureau directors and legislators), and worked closely with MDHHS staff to develop processes for transforming healthcare delivery and financing in the state.

Grant Administration

PSC has extensive grant management experience, overseeing multiple grant projects for the [Great Lakes Fishery Trust \(GLFT\)](#) and the [Greater Ann Arbor Region's \(GAAR's\) Prosperity Initiative](#). The firm has provided a full range of management services for the GLFT since its inception in 1996, serving as staff to the board and handling all operational aspects of the organization. The GLFT Board of Directors and Scientific Advisory Team comprise representatives from federal and state government, energy companies, conservation clubs, and Native American tribes. PSC has managed issuance of more than \$80 million in grants, approximately 50 grants annually, performing all aspects of grant management activities from inception to final closeout. PSC developed a customized Web-based grant management system to support grant administration and augment rigorous internal controls to ensure compliance with GLFT policies.

As part of the GAAR Prosperity Initiative, PSC provided program administration and management services from 2014 to 2020, working closely with project partners to expand economic prosperity and quality of life in Hillsdale, Jackson, Lenawee, Livingston, Monroe, and Washtenaw Counties. PSC provided multiple management support activities, including oversight of the challenge grant process, which sought innovative approaches and measurable progress toward the Five-year Prosperity Strategy. PSC also coordinated a quarterly progress report process with grant recipients, reviewing grantee invoices to ensure consistency with approved project budgets.

Compliance and Reporting Systems

PSC has developed and implemented multiple data and reporting systems for both broader initiatives and specialized standalone projects. The firm has extensive expertise with leveraging technology to coordinate and execute reporting deliverables for complex projects. This includes grant compliance reporting using Web-based tools to track progress against deadlines and deliverables and to coordinate with grantees.

For 15 years, PSC has led the development and operation of the Michigan Department of Education Office of Special Education’s (OSE’s) regulatory compliance tool—[Catamaran](#). Catamaran is a Web-based platform for compliance management that provides data collection, enables two-way workflow, and facilitates communication between professionals in the field and the OSE. Catamaran simplifies regulatory work for the OSE and its external partners across 56 intermediate school districts and approximately 900 of their member districts, improving process efficiency and supporting timely collection, analysis, and reporting of regulatory data. PSC has provided strategic counsel, project management, and tiered support to the OSE since the tool’s inception, ensuring the state’s compliance with complex federal program requirements.

About the Firm

Public Sector Consultants is an independent public policy consulting firm based in Lansing with a mission to improve the quality of life for residents of Michigan and beyond. We achieve this through the development and implementation of innovative, actionable public policies. PSC was established in 1979 and since that time has undertaken unbiased, nonpartisan project support to deliver enduring outcomes. We are a certified Women-owned Small Business that has served hundreds of government agencies, nonprofit organizations, and regulated industries through a full suite of professional services aimed at solving problems, improving systems, and empowering action. With over 50 employees, PSC has the depth to support work across multiple content areas, including local government, health, human services, energy, environment, and education.

At PSC, we believe in the power of good public policy shaped by thoughtful discourse and rigorous research for the benefit of all. We are committed to an intentional, ongoing understanding of systemic inequities, their causes, and their cures, ensuring our work is culturally responsive and inclusive. Clients call on PSC to help them better understand complex issues, make informed decisions, and develop effective strategies for making change.

Our skilled team provides deep expertise and bold insight to navigate policy decisions and guide projects and programs from conception to completion. We work to bridge the gap between what’s real and what’s ideal by concentrating on our clients’ most critical needs and opportunities. We don’t just follow best practice—we create it.

Quality and Accessibility

There is no substitute for quality. PSC has delivered thousands of projects to clients who rely on information to make decisions that affect people’s lives. That is why PSC believes in creating content that is thorough and accurate with a high presentation value. To do this, all content, whether produced in house or externally, goes through a production process that incorporates client feedback. Our production team, made up of editors and designers, ensures writing accuracy, consistency, and flow. They also make sure the content is well formatted and designed to help tell the intended story. This quality control check comes standard with all PSC services and has already been accounted for in this proposal’s timeline and budget.

Personnel

PSC has a dynamic and experienced team with extensive government and grant management expertise. PSC would ensure the most cost-effective approach by assigning the appropriate staff member(s) and aligning their skills sets with the project needs and demands. In addition, PSC has a dedicated team of editors and designers who review and ensure clear, concise, well-written deliverables. Key staff biographies follow.



Tim Dempsey

Vice President

[Tim Dempsey](#) is a vice president of the talent and economics team at PSC. In his role, Tim specializes in community and economic development and is a key researcher and policy analyst, working with clients at the local, regional, and state levels to develop actionable solutions. Tim has been project manager for MML's ServeMICity program and has provided extensive strategic advisement and program support on the

City of Flint's federal and state funding support as well as the City of Lansing's economic recovery and resiliency development initiative.

Prior to working with PSC, Tim acted as director of the Department of Planning, Building, and Development as well as deputy city manager for the City of East Lansing. In these positions, he oversaw the department's planning and zoning, community and economic development, building, housing, and downtown parking divisions. Tim's responsibilities included comprehensive planning, business district revitalization, affordable housing development, tax increment financing, public-private partnership creation, and technology incubator development.

Tim holds a BA in Geography from the State University of New York at Geneseo, with an emphasis in Planning and Urban Studies, and an MA in Geography from Miami University, with an emphasis in Market Analysis and Urban Planning.



Scott Dzurka

Vice President

[Scott Dzurka](#) is a vice president at Public Sector Consultants. In this role, he uses his past experience leading statewide associations to identify opportunities for PSC to collaborate with other entities to improve health outcomes and advance human potential. Specifically, he manages large-scale projects with public- and private-sector clients in health and human services; facilitates and provides strategic counsel for partnerships,

task forces, coalitions, and healthcare and human services organizations; conducts research, analysis, and

focus groups on health policy issues; and monitors state and national public policy activities. Scott co-led Kent County’s strategic plan and oversees Kent County Health Department’s coronavirus (COVID-19) community conversations project.

Prior to joining the firm, Scott served for nine years as the president/chief executive officer of the Michigan Association of United Ways—an organization focused on the human services sector. There, his responsibilities included implementing the association’s strategic plan, leading program and product development, and overseeing all finances and fundraising activities. In addition, Scott provided policy advocacy support, represented the United Way network on several state government committees and nonprofit boards, and developed relationships on behalf of the network with governmental, labor, and corporate entities. Before that, he held leadership roles at the Michigan Association of Community Mental Health Boards and the Michigan Association of Counties.

Scott holds an AA in Business from Delta College, a BS in Public Administration from Michigan State University, and an MA in Business Administration with a focus on Management from Northwood University. He is also certified by the Project Management Institute as a Project Management Professional (PMP).



Mary Swanson

Affiliate Consultant

Mary Swanson brings more than 30 years of county government experience and knowledge to the team, including 16 years as assistant county administrator at Kent County. During her tenure with Kent County, she was responsible for leadership of several departments (Facilities Management, Health, and Parks) and also worked closely with the courts, sheriff, community mental health, and the Gerald R. Ford International Airport. She participated in the leadership teams, developing and monitoring the County’s annual budget, capital improvement plans, and performance management system, and was also responsible for overseeing specific projects, including the planning and negotiation to construct a \$27 million human service building; transitioning the Department of Aeronautics, John Ball Zoo, Community Mental Health, and Children’s Emergency Shelter to new governance models; managing the County’s American Recovery and Reinvestment Act–funded Energy Program; implementing the Senior Services Millage; and numerous collaborations and partnerships with local nonprofits and other governmental units.

Prior to joining Kent County, Mary served as the inaugural planner and grants director for Ottawa County, where she managed the process to create the first County Development Plan, engaged in internal County organizational planning, prepared grant applications on behalf of the County and various community partners, and oversaw compliance with federal and state funding requirements.

Mary holds a BA from Kalamazoo College in Political Science and a Master of Management degree from Aquinas College. She was an International City/County Management Association–credentialed Manager and a board member for the Michigan Association of County Administrative Officers.



Julie Durham

Senior Consultant

[Julie Durham](#) is a senior consultant at Public Sector Consultants. She provides strategic guidance; conducts quantitative and qualitative research and analysis; designs and evaluates programs; and facilitates focus groups, surveys, and stakeholder meetings for clients. Julie also supports PSC in a variety of policy areas, including economic and workforce development, nonprofit management, and education. Julie has been the

project manager for the City of Flint’s state and federal grant support and the City of Lansing’s economic recovery and resiliency development initiative.

Before joining PSC, Julie was responsible for managing Habitat for Humanity Capital Region’s fundraising strategy. While there, she coordinated community and neighborhood revitalization efforts, oversaw volunteer coordination, and created strategic plans for the organization’s long-term economic growth. Before this, Julie served as a research associate at the University of Wisconsin–Madison and as the director of research and data initiatives at the Michigan Association of Public School Academies. In both roles, she was responsible for collecting and analyzing large data sets, identifying areas for improvement, and guiding schools through strategic planning and change management processes designed to increase student achievement and engagement. She also managed several multimillion-dollar federal grant initiatives, including grants supporting research on career and college readiness.

Julie holds a BS in Social Science and Public Affairs from Central Michigan University and an MPA from the La Follette School of Public Affairs at the University of Wisconsin–Madison.



Ben Fulton

Senior Consultant

[Ben Fulton](#) is a senior consultant at Public Sector Consultants. He manages projects, writes reports, develops strategic plans, and facilitates meetings and focus groups with the firm’s community and economic development team. Ben has recently completed a successful funding project with the Michigan Manufacturing Technology Center and is currently providing grant research and writing efforts with the City of Saginaw’s funding support.

Prior to joining PSC in 2018, Ben worked for the Pew Charitable Trusts on the Pew-MacArthur Results First Initiative in Washington, D.C., where he led evidence-based policymaking projects in multiple states. Before that, Ben served as policy analyst and legislative senior aide at the Montgomery County Council in Rockville, Maryland, where he provided policy analysis and recommendations on legislation, executive regulations, and budgets in several different issue areas, including transportation, health and human services, and public safety.

Ben holds a BA in International Relations from Michigan State University and is currently pursuing a MA in Public Administration at the University of Missouri.



Dayna Roth

Consultant

[Dayna Roth](#) is a consultant at PSC. In this role, she conducts, translates, and analyzes evaluations and public policy research for the firm and its clients on a variety of topics; measures program and policy impacts; and supports continuous improvement of client initiatives. She also supports the evaluation team by providing expertise in evaluation methods, design, and execution across the firm.

Prior to joining PSC in 2018, Dayna worked at the American Civil Liberties Union of Washington, where she supported policy and advocacy efforts on a variety of civil liberties issues at the state and local levels. During graduate school, Dayna also worked at several nonprofit organizations, conducting research and analysis as well as assisting in the development of evaluation frameworks.

Dayna holds BAs in International Affairs and Political Science from the University of Colorado and an MPA, with specializations in Policy Analysis and Program Evaluation, from the Evans School of Public Policy and Governance at the University of Washington.



Erin Lammers

Research Associate

[Erin Lammers](#) is a research associate on the health and human services team at Public Sector Consultants. In her role, she creates interview guides, interviews stakeholders, and collects and analyzes data to develop findings and recommendations. She also collaborates with staff and facilitates stakeholder meetings when necessary.

Prior to joining PSC, Erin worked as a client relations manager for a public affairs consulting firm in Oxford, Michigan. There, she administered business license applications, developed and scheduled communications to clients, and oversaw research efforts at the municipal government level.

Erin holds a BA in History and a BA in Arts and Humanities, with minors in Museum Studies and Peace and Justice Studies, both from Michigan State University.

Fees

Per the Michigan Association of Counties CoPro+ contract, PSC would bill project work on a time-and-materials basis. However, for any specific project, PSC would develop a scope of work with a not-to-exceed estimate for budgeting purposes. PSC's schedule of hourly rates as approved through the CoPro+ contract is provided below. PSC brings an appropriate mix of staff to every project to maximize efficiency and remain cost effective, including aligning tasks with appropriate skills and experience.

Job Title/Responsibilities	Hourly Rate
Vice president: Provide strategic advisement and project guidance through strategy development, identification and assessment of funding opportunities, and review of grant submissions and compliance requirements	\$265
Senior consultant: Undertake funding research, draft funding applications, create reporting forms, and ensure compliance requirements are met	\$170
Consultant: Assist with funding research and document preparation and assist vice presidents and senior consultants with project execution	\$115
Research associate: Assist with funding research and document preparation and assist vice presidents and senior consultants with project execution	\$100
Production staff: Includes editors, formatters, and designers who will review grant submissions and other documents as needed	\$110
Executive assistants: Coordinate and provide meeting support, as well as document compilation if needed	\$115
Mileage (if necessary)	Prevailing IRS rate