



**Proposal for HR Consulting Services:  
Staffing / Efficiency Study for  
the City of Menasha, WI and Menasha Utilities  
(Revised July 19, 2012)**

**HUMAN RESOURCES GROUP, INC. (HRG)**

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**PURPOSE**

This proposal to provide compensation consulting services is submitted at the request of Ms. Melanie Krause, Co-General Manager/Business Operations, Menasha Utilities (“the Utilities” or “Client”), during a telephone discussion on June 15, 2012 with Dan Stahl, Principal, Human Resources Group, Inc. (“HRG”), related to the need for an organizational staffing / efficiency study for her organization and the City of Menasha (“the City” or “Client”). This proposal addresses the specified issues and includes the scope of services, project timeline, fees and terms of payment.

**SITUATION**

The City of Menasha and Menasha Utilities are separate entities with a common set of “external customers”, the residents and businesses of the greater Menasha area. The current population of the City is approximately 17,500 and Menasha Utilities provides electric services to approximately 9,200 customers and water services to approximately 5,000 customers.

Both Ms. Krause and the Mayor of Menasha, Mr. Donald Merkes (“the Mayor”) have a shared interest in 1) determining if the staffing for their respective organizations is optimized relative to similar-sized communities and 2) whether the services they provide to their customers are delivered in the most efficient manner possible. An

implied question is: “Are there potential efficiencies and synergies to be realized through different organizational structures in the two organizations?”.

Based upon the discussions with the Ms. Krause, the primary “drivers” for the study include both financial and operational considerations. These can be more thoroughly discussed during the “Project Planning” phase of the study.

## **SCOPE OF STUDY / SERVICES TO BE PROVIDED**

### **Departments To Be Reviewed**

Per Ms. Krause, the departments to be focused on in the study include Parks, Finance, IT, Human Resources, Public Works, and Menasha Utilities.

### **Areas of Focus**

The City has three main questions that are the focus of the study:

**1. Evaluation of City Services:** Evaluate the services that the City provides and compare them to similarly sized communities.

- a. Determine if the City is providing more or less services, and should there be changes in what is presently provided?
- b. Prioritize the existing services.
- c. Evaluate the staff resources and identify important elements of a succession plan.

### **2. Determining Efficiency of Services Provided**

- a. Review the number of employees in each department to see if any can be moved into others and/or can be utilized more effectively
- b. Review the organizational and department structures and determine if any changes can be introduced.

### **3. Prepare and Present a Plan for Implementation of the Recommendations**

- a. Develop recommendations based upon findings and conclusions of the study and a plan for implementation.
- b. Present the plan to the study sponsors and any other desired stakeholders to respond to any questions and ensure understanding.

#### **4. Provide Follow-Up Support**

Continue to be a resource following implementation to assist with any post-implementation questions or issues.

#### **PROJECT DELIVERY DATE**

The written summary report is requested to be completed by September 1, 2012.

#### **CONSULTANTS**

Dan Stahl, SPHR, will be the principal consultant working with the Client and manage the project. Lyle Heller, MBA, Senior Consultant, will provide technical and project support.

#### **PROCESS / APPROACH**

The following process will be used to accomplish the above study:

##### **1. Project Planning / Management**

Initial discussions will be held with designated Client staff to develop a thorough understanding of the current “state of the organizations”, (including financial, cultural, political, employee turnover, morale, etc.) and of the current and past staffing practices and service delivery standards and challenges. A project plan will be developed and any questions that arise during the course of the study will be discussed with the Client, as needed. In addition, periodic check-ins and updates will be provided to the Client on progress of the study.

Another important element of the initial planning process will be to clarify and confirm the most important “drivers” for potential restructuring, as these will become the basis for any decision-making criteria when evaluating potential alternative organizational structures.

##### **2. Evaluation of City Services**

###### **Internal Review**

HRG will review the organization charts and job descriptions of each organization. We will develop appropriate questions to be covered during staff interviews with Nine (9) designated staff (e.g. Mayor Merkes, Ms. Krause, Manager of Engineering & Operations, City Comptroller, City Attorney/HR Director, Director of Parks, Recreation, Forestry and Cemeteries, Public Works Superintendent, Engineering Supervisor and Building Services Superintendent). Through these discussions with designated staff, we will clarify any questions regarding roles, responsibilities, turnover and understand current succession plans. We would also ask for their suggestions for improving their current succession plan and succession planning process.

In addition, we would obtain feedback regarding their relative prioritization of existing services (essential, discretionary, non-value-added, etc.) and ideas regarding potential value-added services that could be provided if they had a “clean slate” organizational chart to develop their optimum structure.

### **External Data Collection and Review**

Following our internal review, we will research comparably sized Wisconsin communities (e.g. municipalities of ~ 17,000 – 20,000 and utilities serving ~ 9,000 electric service customers / 5,000 water customers) and determine how their organizations are structured. We will then compare the staffing levels and structures to develop ratios and determine relative “market averages” (e.g. 25<sup>th</sup> percentile, median, and 75<sup>th</sup> percentile) of staffing levels. Upon completion of this external data collection and analysis, we would be able to draw conclusions and make recommendations regarding staffing levels.

### **3. Determining Efficiency of Services Provided**

Through the interviews with designated staff described above, we will have obtained feedback regarding individuals’ capabilities and suggested changes to their organizational structure. Using the information gained from these interviews, we will be able to make judgments regarding the current efficiency of services provided and develop alternative organization structural models for review and discussion with the Client.

### **4. Prepare and Present a Plan for Implementation of the Recommendations Preparing Implementation Plan**

Based upon confirmation of the “drivers” mentioned in the “Situation” section of this proposal (page 2), we would be able to develop findings, conclusions and recommendations regarding any changes to staffing levels, roles and responsibilities, succession planning and organizational structure.

An alternative approach would be to develop findings, conclusions and alternative recommendations and facilitate a decision-making discussion with key decision-makers. One consideration of this approach would be the degree of autonomy of the Client to make final decisions on structure or if a third-party (e.g. City Council or Board of Commissioners or other entity) would be making the final decision.

### **Presenting the Plan**

If desired, the summary report could be presented in-person to the study sponsors and any other desired stakeholders to respond to any questions and ensure their understanding. Whether presented or not, a written summary report will be provided to the Client.

## **PROPOSED INVESTMENT**

### **A. Project Planning / Management**

Includes initial discussions with the Client sponsors and interviews with other Client staff (7) and periodic check-ins and updates will be provided to the Client on progress of the study. \$ 2,450

### **B. Evaluation of City Services**

#### **Internal Review**

Largely included in above, with additional time for analysis of data. \$ 900

### **C. External Data Collection and Review**

Performance of research of external organizational comparisons, compilation and analysis of data and development of recommendations. \$ 2,625

### **D. Determining Efficiency of Services Provided**

Review of feedback regarding individuals' capabilities and suggested changes to their organizational structure, evaluation of the current efficiency of services provided and developing alternative organization structural models. \$ 2,200

### **E. Obtaining Feedback on Organization Restructuring**

Facilitating a discussion (2<sup>nd</sup> day of site visit for staff interviews) to obtain input on organizational restructuring. \$ 700

### **F. Prepare and Present a Plan for Implementation of the Recommendations and Preparing the Summary Report**

Develop findings, conclusions and recommendations regarding any changes to staffing levels, roles and responsibilities, succession planning and organizational structure and developing a written summary report. \$ 1,200

### **G. Presenting the Plan**

Development of PowerPoint presentation plus delivery of report at Client site \$ 950

### **H. Provide Follow-Up Support**

Continue to be a resource following implementation to assist with any post-implementation questions or issues (Initial 2.0 hours no charge; additional support @ \$175/hour)

### **I. Travel**

Expenses related to two (2) trips to Menasha for 1) staff interviews and 2) Presentation of Summary Report \$ 650

**J. Materials and photocopying of Summary Report copies** \$ 250

<b>ESTIMATED INVESTMENT SUBTOTAL</b>	<b>\$ 11,925.00</b>
<b>ESTIMATED CONTINGENCY</b>	<b>\$ 575.00</b>
<b>ESTIMATED INVESTMENT TOTAL</b>	<b>\$ 12,500.00</b>

## **TERMS AND CONDITIONS**

This written agreement between HRG and the Client includes the following provisions:

1. The Client agrees to provide HRG with various background information in written or oral form as may be requested by HRG and deemed appropriate by the Client. This includes any current job descriptions.
2. HRG will provide the Client with oral and written reports as requested. The final written report with recommendations and subsequent follow-up support shall complete the obligations of HRG under this agreement.
3. The Client agrees to the financial arrangement specified above and to provide one signed copy to HRG.
4. Invoices are payable upon receipt.
5. Either HRG or the Client may cancel this agreement upon 10 (ten) days' notice to the other prior to the initial on-site visit. In the event the Client shall cancel the agreement, the Client shall reimburse HRG for any expenses incurred as a result of this agreement. In the event HRG shall cancel the agreement prior to the initial on-site visit, the Client shall not be entitled to any sum for liquidated damages.
6. The relationship established by this agreement is confidential in nature. The information developed by the study and any reports are for all purposes to be considered privileged. While HRG shall undertake to exercise every reasonable effort to keep the information developed by the consulting relationship confidential, it is agreed that HRG shall not be held responsible for any unauthorized disclosure unless it results from the willful act of gross negligence on the part of HRG. The Client agrees to indemnify HRG and hold it harmless on account of any and all claims of unauthorized disclosure not resulting from such willful act of gross negligence, or resulting from persons not under its control.
7. The services rendered by HRG are done so as an independent contractor and not as an employee of the Client.
8. Neither HRG nor its consultants are licensed, certified or otherwise legally entitled to practice law or accountancy. Therefore, if questions of a specific legal and/or

accounting nature are involved in implementing any of the consultant's recommendations, appropriate counsel must be sought by the client.

9. HRG's liability is limited to \$1,000.00 or the fees received for the project, whichever is greater. If the Client decides to terminate the project for any reason prior to its completion, HRG will invoice the Client for time spent on the project to date, not to exceed the totals listed in the proposal.

10. No mileage is charged for travel within the greater Madison area. Mileage outside the Madison area is reimbursed at the prevailing IRS rate. In addition, travel time is charged at ¼ of HRG's standard billing rate for a senior consultant (i.e. at a rate of \$43.75/hour). Hotel and meal expenses, when applicable, are billed at actual cost incurred. (Note: alcoholic beverages, if any, are not submitted for reimbursement).

11. Unless acceptance is received beforehand, this proposal is valid through **July 31, 2012**.

12. Actual cost of materials (i.e. binders, etc.), collating/copying and postage or overnight mailing expenses will be billed to the client. (Note: **Built into proposal costs**).

13. HRG guarantees 100% satisfaction with its work.

We look forward to working with the City of Menasha and Menasha Utilities on this important work.



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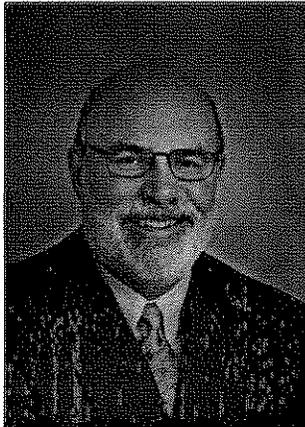
Dan Stahl, SPHR  
Principal  
6/29/12  
**Revised: 7/19/12**

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Accepted by: The City of Menasha / Menasha Utilities

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Date



**Daniel L. Stahl, SPHR**  
Principal  
dstahl@hrgroup.com

Dan has more than 25 years experience in the field of human resources, with particular strengths in the areas of talent acquisition, compensation, strategic planning, performance management and employee development. He has a strong manufacturing background, having worked his entire career in the pharmaceutical, plastics packaging and durable goods appliance manufacturing industries.

Before joining Human Resources Group (“HRG”) in 2002, Dan was Director of Human Resources for Wolf Appliance Company, LLC, an affiliate company of Sub-Zero Freezer Company, Inc. and manufacturer of high-end refrigeration and cooking appliances in Madison, WI. Prior to Wolf, he was Director of Human Resources for Placon Corporation, a plastics packaging manufacturer also based in Madison, WI. Before Placon, Dan was with Pfizer Inc., the world’s leading pharmaceutical company, working in leadership roles in six divisions over a period of 19 years.

Dan’s HR experience is diverse. He has 12 years experience at the senior management team level, having been a member of the senior leadership teams at his last Pfizer division and at Placon and Wolf Appliance. He has designed, implemented and managed compensation, job evaluation, sales incentive, recruitment, employee development, performance management and safety compliance plans. He has had active involvement in the human resources activities associated with mergers, an acquisition, a start-up, and expansions and reductions of work forces. He has developed HR policies and procedures, worked on EEO compliance issues, developed affirmative action plans, performed outplacement consulting services and developed employee communication programs.

In addition to being a Principal of HRG, Dan has been a part-time instructor for the University of Wisconsin-Madison School of Medicine for its “M.S. in Biotechnology” program. Dan co-taught the 12-week SHRM certification course for PHR / SPHR certification during 2002-2007, helping HR professionals achieve exceptional pass rates, and taught the “Essentials of HR” course through the UW-Madison Small Business Development Center. He is a member of the Herzing College Advisory Board, a member of the Madison Area Technical College Advisory Team for its Supervisory/Leadership Development program curriculum and chairs the HR Committee of Oakwood Village, a 1,000+ resident seniors’ housing community.

Dan holds a B.A. in Political Science from the University of Wisconsin-Madison and a M.A. in International Relations from the University of Southern California.



## **Lyle Heller, MBA, Senior Consultant**

Lyle has over 35 years of experience in management consulting, information technology, and IT auditing with particular strengths in production and operations, systems design and development, and analysis. His background includes experience in diverse organizations, including government (State of Wisconsin, City of Beloit, others), cooperatives (CUNA), banking (USBank) and healthcare (Methodist Hospital) sectors.

Lyle lectured for 11 years at the University of Wisconsin - Whitewater in Production Concepts, Quantitative Decision Making, Systems Analysis, Simulation, and other advanced management courses. Lyle directed projects at USBank that involved operations efficiency of some of the largest credit card systems and also for a major automotive components manufacturer. As a Senior Consultant, Lyle provides project management expertise, research capability and systems support to HRG on compensation projects, recruiting, organizational effectiveness surveys /studies and web-based applications.

Lyle holds an MBA with a concentration in Production and Operations from Marquette University.



## **HRG References: Compensation – Related Projects and Presentations**

### **Clients and Projects**

1. **Larry Romuald**, CFO & Corporate Treasurer/Secretary, Cooperative Resources International (international agribusiness, non-profit cooperative, 1,500 employees, \$150MM+ revenues), (715) 526-2141; [lromuald@crinet.com](mailto:lromuald@crinet.com). HRG has performed a variety of compensation-related projects for CRI during the past ~ 18 years, including market-pricing, advising on their initial expatriate compensation program (India), and generally serving as their compensation advisor. In 2005-2006, HRG provided professional education to CRC's 12-member board on executive compensation trends, evaluated its current executive compensation program and made recommendations for restructuring the program. In 2010, HRG completed leading a two-year effort with the 8-person Senior Executive Staff in developing and launching CRI's first Variable Compensation Program for the organization's top 34 executives. In 2011, we performed market-pricing for their 155 "mid-level" salaried positions and a complete analysis of their salary administration and job evaluation system. We are currently engaged to revise their current job evaluation system and, working with their CFO and HR, facilitate the re-evaluation of all of their 525 positions.

2. **Randy Trachte**, President & Co-Owner, Trachte Inc., 422 N. Burr Oak Avenue, Oregon, WI 53575; (608) 835-5707; [randyt@trachteusa.com](mailto:randyt@trachteusa.com). HRG has performed a variety of projects for Trachte since 2008, including supervisory training, several searches and a major compensation study in 2009 for their ~ 55 positions, including a market-pricing study, developing initial formal pay ranges for all positions, evaluating their benefits programs, providing an opinion on their non-exempt longevity bonus and educating their senior staff about FLSA classifications and making recommendations on several positions regarding their appropriate FLSA classification.

3. **Diana Gilbertson**, PHR, Executive Assistant/HR Administrator, Pierce-Pepin Cooperative Services (energy utility, non-profit cooperative, 75 represented and salaried employees), Ellsworth, WI. (715) 273-2451; [dgilbertson@piercepelin.com](mailto:dgilbertson@piercepelin.com). HRG has performed a variety of compensation-related and other projects for PPCS during the past ~14 years, ranging from market-pricing single jobs to developing job descriptions,

developing salary structures for their non-represented, salaried employees and evaluating and making recommendations to their executive pay plan.

4. **Nancy Morrison**, Vice-President, HRD, Cooperative Response Center, Inc. (outsourced customer (call) center and central alarm monitoring organization, non-profit cooperative, 250 employees), 2000 8<sup>th</sup> Street NW, Austin, MN 55912; (507) 437-2630; [nancymorrison@crc.coop](mailto:nancymorrison@crc.coop). G has performed a variety of compensation-related and other projects for CRC during the past ~ 12 years, ranging from market-pricing single jobs to developing job descriptions, developing salary structures and evaluating and making recommendations on their overall compensation program for their 40 salaried and hourly positions and other elements of their pay program (i.e. weekend, holiday and shift differentials, etc.). In addition, HRG has provided market-pricing and recommendations to CRC's Board on the CEO's pay.

5. **Judy Osman**, Director of Human Resources, Wisconsin Public Power Inc. (regional utility, ~ 80 employees), Sun Prairie, WI. (608) 834-4500; [josman@wppisys.org](mailto:josman@wppisys.org). (Note: Judy has been in her position since May, 2007. HRG also worked with her predecessor, Kris Kreuger). HRG performed a comprehensive review of WPPI's compensation system in late 2006, including reviewing job descriptions for compliance with FLSA requirements, performing job evaluation for new positions, market-pricing 65 positions (including executive staff), and reviewing all base pay levels and ranges for internal consistency, external competitiveness and adequate progression of incumbents. In 2011, we were engaged to perform the same comprehensive review of their compensation system. In 2012, we were engaged to perform a "competitive analysis" on the competitiveness of the compensation portion of their "Total Rewards" (i.e. Total Compensation) practices, including variable compensation and retention bonuses of select senior staff.

6. **Kristi Pagenkopf**, Director of Administration & HR/ Controller, Food Concepts, Inc. (FCI); 2551 Parmenter Drive, Middleton, WI 53562; (608) 830-5004; [kpagenkopf@foodconcepts.com](mailto:kpagenkopf@foodconcepts.com). HRG has performed a variety of roles and projects for FCI since 2005, including providing weekly on-site HR support, revising their Employee Handbook, revising their Performance Management System, performing leadership coaching and development and performing compensation studies and updates for their ~25 positions, including market-pricing and revising position descriptions.

7. **Jason Olson**, Director of Human Resources, Verona Area School District, Verona, WI. (608) 845-4335; [Jason.olson@verona.k12.wi.us](mailto:Jason.olson@verona.k12.wi.us). HRG has performed a variety of projects for VASD during the past ~ 13 years, including market-pricing and grading teacher and administrator jobs, developing job descriptions, developing salary ranges, and grading "co-curricular" jobs (e.g. Department Chairs, Coaches and Directors of summer sports leagues, jazz

band, etc.) using HRG's proprietary job evaluation system for Co-Curricular / Extra-Curricular Positions.

8. **Chris Berg-Thacker**, Director of Human Resources and Operations, Wisconsin Energy Center (private, non-profit supporting energy sustainability through research, technology and education, ~ 40 employees), 455 Science Drive – Ste 200, Madison, WI 53711. (608) 238-8276 ext 113; [cthacker@ecw.org](mailto:cthacker@ecw.org). HRG has performed a number of projects for WI Energy Center, including market-pricing ~ 15 salaried positions, analyzing their pay practices and facilitating discussions with their executive staff on their compensation philosophy and pay practices.

9. **Dr. Kris Gilmore**, Superintendent, D.C. Everest Area School District (16<sup>th</sup> largest of 426 school districts in WI), Weston, WI. (715) 359-4221; [kgilmore@dce.k12.wi.us](mailto:kgilmore@dce.k12.wi.us). HRG did several related projects for D.C. Everest during 2004 – 2005 related to reviewing and recommending changes to their existing MBO system for 38 administrators, evaluating (grading) and market-pricing ~ 20 administrator positions, recommending revised salary ranges and developing administrative guidelines for maintaining the system

### **Presentations / Educational Programs**

In addition to facilitating discussions on compensation with our clients, HRG consultants have made a number of presentations on compensation-related topics to a variety of groups, including the, Jefferson County SHRM Chapter, Greater Madison Area SHRM Chapter and joint conference of WI Association of Business Officers (WASBO) and WI Association of Personnel Administrators (WASPA) and the Jamaican Employers Federation Conference.

In addition, they have been either the principal instructor or co-instructors for seven years for the PHR/SPHR Certification preparation course, a 12-week, 36-hour course offered through the UW Small Business Development Center, UW-Madison, intended to prepare HR professionals to pass their PHR or SPHR certification exam. During this time, participants' test scores significantly exceeded the national averages for both the PHR and SPHR exams.



Dan Stahl, SPHR  
Principal



## Client Testimonials: On-Site Support

1. *"When I think about stress relief, Dan Stahl of Human Resources Group, Inc. is the first person that comes to mind. Dan has made the transition of becoming a new supervisor at M.M.S.D. very enjoyable and less stressful. Dan is a great mentor and through his careful guidance, has helped me to shape my management style and the team I supervise. I can't thank Dan enough for his knowledge and continued support."*

**Brad Walker;** [bradw@madsewer.org](mailto:bradw@madsewer.org); (608) 222-1201  
Building & Grounds Supervisor  
Madison Metropolitan Sewerage District (MMSD)

2. *"An Organizational Assessment completed by all Madison Metropolitan Sewerage District employees in 2007 highlighted the desire of employees to have a more formal human resources presence. The District decided to contract with the Human Resources Group for such services. At the beginning of 2008, Dan Stahl met with each employee to introduce himself and to learn a bit about the employee. These sessions were critical in helping employees to feel comfortable with Dan and for them to learn how Dan could help them. Since that time Dan has worked with several of the District's employees and supervisors on personnel matters related to performance issues, trust building, and interpersonal relationships within workgroups. His firm has also helped us perform 360 degree evaluations for most of our supervisors. Dan's help has been invaluable. In addition Dan has worked with the District's Training Manager and Directors to develop and present sessions on creating a respectful workplace and leadership issues. Dan has been very responsive to the District's needs and has become a key member of our team. We continue to have a very good working relationship with Dan and his firm."*

**Paul Nehm;** [pauln@madsewer.org](mailto:pauln@madsewer.org); (608) 222-1201  
Director of Operations, MMSD

3. *"Dan Stahl of the Human Resources Group began working as a consultant for our company over three years ago. Prior to this time, we did not have anyone at our facility who served in a human resources capacity. In the time since Dan began consulting with our company, he has provided or facilitated training for all Supervisor/Managers here on topics ranging from such things as harassment to employee accountability, and I have personally found several occasions over the last couple of years when I have turned to Dan for insight and direction on specific issues that have come up concerning employees or*

*employee work habits. Dan's experience, knowledge, and "no-nonsense" approach when advising me on how to manage these situations has been very helpful."*

**Rhonda Riedner;** [rhondar@madsewer.org](mailto:rhondar@madsewer.org); (608) 222-1201  
Manager, Laboratory Operations, MMSD

- "The HR expertise that Dan Stahl and the Human Resources Group have brought to the District has been invaluable. Insights and guidance on issues such as employee performance and development; hiring practices, leadership and accountability have been particularly helpful."*

**David Taylor;** [davet@madsewer.org](mailto:davet@madsewer.org); (608) 222-1201  
Director of Special Projects, MMSD

- "Since 2005, Dan Stahl has become an integral part of HR at Food Concepts from planning, implementation and facilitation. He is intimately involved in the strategic planning of HR initiatives for my administrative budget each year through identifying what HR projects would benefit FCI and steer us into the next phase of our company. He then works with our company calendar and successfully implements each of these projects. The facilitation portion of work that he provides for FCI is all situational that occur throughout the work calendar. He has successfully navigated each of these HR situations by negotiating a solution that is acceptable to the employee while following the company policies and procedures."*

**Kristi Pagenkopf;** [kpagenkopf@foodconcepts.com](mailto:kpagenkopf@foodconcepts.com); (608) 830-5000  
Director of Administration / Controller, Food Concepts, Inc. (FCI)

- "Dan has helped me to handle a variety of difficult HR related situations. I (and my employees) appreciate that he consistently provides objective viewpoints and helps both the employee and company to find common ground. He has an amazing talent for helping all parties involved understand each other's view. Bottom line...I am thrilled to have Dan as a resource. "*

**Korbin Berg;** [kberg@foodconcepts.com](mailto:kberg@foodconcepts.com); (608) 830-5000  
Director of Graphic Services, Food Concepts, Inc. (FCI)

- "Dan has done an incredible job helping out with our company's HR department. He has helped me personally deal with some rather sensitive issues at work and he did so with great professionalism and objectivity. He has been a valuable resource for both our management staff and production staff equally. Due to the tough economic times there have been several difficult decisions our company has had to make and Dan has been there for us every step of the way keeping our best interests in mind."*

**Dan Doebereiner**; [ddoebereiner@foodconcepts.com](mailto:ddoebereiner@foodconcepts.com); (608) 830-5000  
Custom Production Supervisor, Food Concepts, Inc. (FCI)

8. *"HR Group and Dan Stahl have been providing Human Resource services to Food Concepts, Inc. for several years. During that time, Dan has been a tireless advocate for employees, making it a point to meet and get to know each new hire, and to maintain his relationships with established workers by frequent visits. Dan is a knowledgeable resource for managers, and has helped bring our HR policies and procedures in line with established norms in the industry. He has organized and led numerous training modules for managerial and supervisory staff. In that role, Dan is particularly adept at staying on subject and on time, and making the learning experience enjoyable as well as valuable to the trainees and to the company, and bringing the training in on budget.*

*I highly recommend Dan Stahl as a Human Resource expert who will add value to any organization with whom he is associated."*

**Michael Bea**; [mbea@foodconcepts.com](mailto:mbea@foodconcepts.com); (608) 830-5000  
Catalog Manager, Food Concepts, Inc. (FCI)

9. *"Dan Stahl has been working with The Alliance since September 2010 in a general HR role. The Alliance employs about 35 people and is not large enough to demand a full-time HR generalist. Dan provides highly experienced and effective HR support on a part-time basis. It has been a great fit. Dan started by first meeting with all staff to build trust and to surface any HR issues. Staff seemed to warm to Dan and his genuine interest in them as people and his genuine interest in helping. Since that time, Dan has provided a wide variety HR services, including staff recruitment (including several highly specialized positions), coaching on supervisory and interpersonal matters, compensation assistance (comp structure, position grading, and variable compensation), new employee orientation, and exit interviews. Dan is viewed as a trusted resource by our staff and our leadership team. His consistent and open feedback to our senior leadership is highly valued."*

**Paul Meyer**; [pmeyer@the-alliance.org](mailto:pmeyer@the-alliance.org); (608) 210-6600  
Chief Operating Officer, The Alliance (Healthcare Cooperative)



DLS  
1/18/12