

Town of Belleair

Strategic Planning Services

June 5, 2018





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JP Murphy, Town Manager
Belleair Town Hall
901 Ponce de Leon Boulevard
Belleair, FL 33756

Dear Mr. Murphy:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting in the Midwest. Since then, we have been providing our clients with the best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal to the Town of Belleair for Strategic Planning Services. This proposal is based on our understanding of the needs for this engagement as outlined in the Town's Request for Proposals, as well as our experience facilitating strategic planning processes for local governments across the country.

We have had significant success working with community members, elected officials, department leadership teams, and staff to identify priorities for an organization or a community and achieve consensus. We are also skilled in developing effective implementation models that ensure the goals developed for the strategic plan are measurable and actually achieved. We are confident our approach will provide the Town with the direction it seeks for the organization.

We look forward to the opportunity to serve Belleair. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
President

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About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of predominantly local governments and nonprofit organizations in the Midwest. Projects ranged from those as small as conducting community workshops to those as sweeping as analyzing the operational efficiency of entire departments within a municipality.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built upon Public Management Partners' reputation for innovation and results while expanding the company's services nationwide. Her company meets a wider range of needs, consulting with governments in the areas of public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Organizational Assessment and Optimization
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants, and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

The Novak Consulting Group is a women-owned firm led by President Julia Novak, headquartered in Cincinnati, Ohio. The firm is staffed with local government professionals.

Project Team

Our project team is made up of senior level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time investigating realistic approaches for cost-effective and long-term strategic solutions.

President Julia Novak – Julia will serve as engagement director, responsible for all aspects of this engagement. She has worked in and around local governments for 30 years – 16 years in direct service to local governments and 14 years as a full-time consultant. She founded The Novak Consulting Group in 2009. As a professional consultant, she has led engagements in communities of all sizes covering the full spectrum of local government services. She has facilitated more than 100 retreats and strategic planning sessions with elected officials and is an established thought leader in the areas of governance and management. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York. Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers and maintains that designation.

All projects included in the reference section of this proposal were completed by Julia. Julia will be assisted by Visual Facilitator Julie Gieseke and Analyst Claire Pritchard.

Visual Facilitator Julie Gieseke – Julie collaborates on projects utilizing the tools of group process and design such as Visual Facilitation, Creative Engagement, and storytelling to bring strategy and tactics into clear focus. In addition, she incorporates change methodologies such as Appreciative Inquiry, Positive Psychology, Strengths Finder, and Neurolinguistics. She works with clients from the initial stages of concept and challenge to design processes that facilitate change and sustain growth. Her clients include corporations, non-profits, and higher education, in addition to one-on-one consultations.

Analyst Claire Pritchard – Before joining The Novak Consulting Group in 2018, Claire served as Assistant to the County Manager for Dakota County, Minnesota where she led the County's transition to a new form of government in 2013. She coordinated the County's legislative agenda, assisted in development of the annual budget, and conducted financial impact analyses on a daily basis. She is a member of the International City/County Management Association and is a former ICMA Local Government Management Fellow.

Complete resumes for each of our project team members are included.

Julia D. Novak, President

Julia established The Novak Consulting Group in September 2009 when she acquired Public Management Partners. From 2003 to 2009, she served as a vice president for a local government consulting firm. Julia has 30 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York.

Julia has extensive experience as a facilitator and trainer. She has worked with both elected and appointed officials across the country to conduct goal setting, develop strategic plans, and prioritize service delivery. She has conducted training for elected officials as an individual trainer and through the National League of Cities and a consortium of cities in California. Topics included leadership style and evaluating appointed officials.

Julia has also established herself as a thought leader in the areas of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James Svara's paper, "City Council, Roles, Performance, and the Form of Government," is included in the ICMA-published book, "The Future of Local Government Administration." Public Management Magazine has published multiple articles which she authored and co-authored, including "Preparing Councils for Their Work," co-authored with Dr. John Nalbandian; "Permission to Manage" which discusses the importance of using data to manage local governments; "Dreams That Make a Difference" on the value of community based strategic planning; "Civility" and most recently "Using Data in Police Management." In 2010, Julia served as a trainer for a USAID Initiative in Baghdad, Iraq to develop the capacity of local advisors and councils in Iraq to engage in strategic planning, project management, policy analysis, and policy advocacy.

Julia has been a speaker at national conferences for the ICMA, National League of Cities, and American Society of Public Administrators. She has been a featured speaker/trainer for many state associations, including Ohio, Vermont, Connecticut, New Hampshire, Pennsylvania, North Carolina, the Metropolitan (D.C.) Association of Local Government Administrators and the Illinois Assistant Municipal Managers Association.

Julia earned a bachelor's degree in government and politics from George Mason University and a master's degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers and maintains that designation. Julia is a Master Facilitator of the popular Myers-Briggs Personality Type Indicator and is certified to administer several other Level B psychological assessments, Apter Motivational Styles Profile, and the Strength Deployment Inventory. She also is trained in popular level-A assessments, including the Thomas-Killman Conflict Modes Inventory and the Human Element-B.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Arts, George Mason University

PROFESSIONAL CERTIFICATIONS

- Certified Professional Manager, International City/County Management Association
- Master Facilitator, The Myers-Briggs Personality Type Indicator

INDUSTRY TENURE

- 30 years
- Consulting, 14 years
- Local Government, 16 years

Julie Gieseke, Visual Facilitator

Julie collaborates on projects utilizing the tools of group process and design such as Visual Facilitation, Creative Engagement, and storytelling to bring strategy and tactics into clear focus. In addition, she incorporates change methodologies such as Appreciative Inquiry, Positive Psychology, Strengths Finder, and Neurolinguistics. She works with clients from the initial stages of concept and challenge to design processes that facilitate change and sustain growth. Her clients include corporations, non-profits, and higher education, in addition to one-on-one consultations.

Julie developed her group process design through a broad range of experience. She received her master's degree in Organizational Development and Management from Fielding Graduate University, is certified as a professional coach through The Coaches Training Institute and is a certified Master Practitioner of Neurolinguistics. Julie also received professional training through the Grove Consultants International and mentoring by leaders in the fields of Visual Facilitation, facilitation, organizational development, coaching, storytelling, and performance. The result is a wide range of exposure to various approaches that culminates in a unique style that is customizable to achieve effective solutions for organizations and individuals. She is the author of the soon-to-be-published book *Unconditional Creativity*.

EDUCATION

- Master of Arts in Organizational Development and Management, Fielding Graduate University
- Bachelor of Arts in Film and Video Production/Theater Arts, UC Santa Cruz

CERTIFICATIONS

- Master Practitioner of Neurolinguistics
- Certified Professional Coach

Claire Pritchard, Analyst

Claire joined The Novak Consulting Group in 2018 following five years of service with Dakota County, Minnesota where most recently she held the position of Assistant to the County Manager.

While with Dakota County, Claire coordinated the County's legislative agenda, assisted in development of the annual budget, and conducted financial impact analyses and process improvement efforts for a variety of County functions. Claire also coordinated the County's transition to a new form of government in 2013.

As a student at the University of Chicago, Claire served as a policy intern with the National Association of Regional Councils where she developed an educational program on the work of regional councils. She was also the associate editor for international development for the Chicago Policy Review.

Claire earned a bachelor's degree in political science from the University of Chicago and a master's degree in public policy from the University of Chicago Harris School of Public Policy. She is a member of the International City/County Management Association and is a former ICMA Local Government Management Fellow.

EDUCATION

- Master of Public Policy, University of Chicago
- Bachelor of Art, University of Chicago

INDUSTRY TENURE

- 5 years
- Local Government, 5 years

Strategic Planning Qualifications

The Novak Consulting Group has extensive experience with strategic planning throughout the country. A complete listing of all clients is included with this proposal, along with several examples of recently completed strategic planning engagements. We encourage the Town to contact any of our clients to learn more about our commitment to quality and timely service.

Ferndale, Michigan engaged The Novak Consulting Group to develop the City's strategic plan. The process began with the development of an environmental scan and included sessions with the governing body and City's management team to create a vision, critical success factors, mission, and organizational values. The Novak Consulting Group then worked with staff to develop outcome measures for each of the critical success factors in order for the organization and the community to track progress on achieving the vision.

April Lynch, City Manager
(248) 546-2399 alynch@ferndalemi.gov

Westminster, Colorado initially engaged The Novak Consulting Group to conduct a strategic planning retreat with the City Council. Subsequently, Julia worked with the management team to develop implementation plans for the Council's key focus areas. Repeat engagements with the Council and with staff have been conducted annually for the past several years.

Barbara Opie, Assistant City Manager
(303) 658-2009 BOpie@CityofWestminster.us

Lawrence, Kansas engaged The Novak Consulting Group to conduct the City's strategic planning process. The engagement included two retreats with the City Commission, several sessions and focus groups with City staff, and two community engagement forums based on the World Café™ model. The input process was summarized and documented for the Commission's use in development of the City's vision, critical success factors, and key initiatives.

Dianne Stoddard, Assistant City Manager
(785) 832-3400 dstoddard@lawrenceks.org

Lancaster, Texas has engaged The Novak Consulting Group annually since 2010 to facilitate retreats with their governing body and department heads to develop their strategic plan. This process has included visioning, goal setting, and articulating key priorities that would shape the direction of the City over the next five years.

Opal Mauldin-Robertson, City Manager
(214) 500-1383 ORobertson@lancaster-tx.com

Midland, Michigan engaged The Novak Consulting Group to conduct a community based strategic planning process. The engagement involved use of a Search Conference, which included involvement of over 100 community members who gathered to articulate the vision and key performance areas for the community, along with critical initiatives and action plans.

Bridgette Gransden, County Administrator
(989) 832-6797 BGransden@co.midland.mi.us

Clayton, Missouri has engaged The Novak Consulting Group annually since 2011 to facilitate retreats with both the governing body (Mayor and Board of Aldermen) and department heads. The retreats improved working relationships, established priorities, and articulated and clarified expectations. Additionally, The Novak Consulting Group assisted the City with a community-wide strategic planning process called "C – The Future." This process included approximately 60 stakeholders who participated in articulating the future vision and determining action steps to achieve the vision. The environmental scan was informed from focus groups, community surveys, and individual interviews with local leaders. Others participated using MindMixer technologies on a site that became known as "Clayton Connects."

Craig Owens, City Manager
(314) 727-0671 cowens@ci.clayton.mo.us

Oak Creek, Wisconsin engaged The Novak Consulting Group to develop its first strategic plan. The City's efforts were led by a team composed of staff from all City departments including department directors and line staff, as well as members of the public. The process involved engaging employees and department directors in articulating the organizational values and mission statement, as well as preparing a draft strategic planning framework for consideration by the Mayor and Common Council. Community input was solicited using both online engagement strategies and multiple community meetings.

Leslie Flynn, Communications Coordinator
(414) 766-7075 lflynn@oakcreekwi.org

Rockville, Maryland has used The Novak Consulting Group to assist in goal setting, strategic planning, and Council-Staff relations since 2014. Work in Rockville has included developing directional statements for each of the City's eight critical success factors.

Mayor Bridget Newton
(240) 314-8280 Bnewtown@RockvilleMd.gov

Yountville, California engaged The Novak Consulting Group to facilitate a strategic planning process that involved the Town Council, staff, and the community. The Council established the vision, key focus areas, and strategic initiatives for the community with direct input from residents, businesses, and other Town stakeholders. Town staff developed a corresponding mission and organizational values to guide the organization as it supports implementation of the new strategic plan.

Steve Rogers, Town Manager
(707) 944-8851 SRogers@yville.com

Fort Collins, Colorado has engaged The Novak Consulting Group multiple times since 2010. Work with the City has included goal setting/strategic planning with the governing body, retreats with the leadership team, a structural review of the budget and finance functions, and an organizational analysis designed to enhance service delivery for the customers of Transportation, Community Planning, and Environmental and Utility Services.

Darin Atteberry, City Manager
(970) 221-6505 datteberry@fcgov.com

Gurnee, Illinois engaged the firm for a strategic planning process for the Village. The process included involvement by 100 Village residents in community meetings, as well as department directors and elected officials. Gurnee is home to Gurnee Mills and Six Flags Great America, which draws 26 million visitors a year to this Chicago suburb of 32,000.

Pat Muetz, Village Manager
(847) 599-7500 Priests@ci.il.gurnee.us

Sierra Vista, Arizona engaged The Novak Consulting Group to facilitate a strategic planning workshop with the governing body and senior staff to lay out a two-year work plan of high priority policy initiatives. Work included individual interviews with the Council, a preparatory work shop with senior staff, and a two-day joint strategic planning workshop.

Mary Jacobs, Assistant City Manager
(520) 439-2147 Mary.Jacobs@SierraVistaAZ.gov

Windsor, Colorado engaged The Novak Consulting Group to facilitate a strategic planning process that engaged the Town Board, department directors, and approximately 80 interested residents who contributed to a new vision and four performance commitments. The Town identified short and long-term initiatives designed to move the Town toward its vision of being the hub of Northern Colorado.

Mr. Kelly Arnold, former Town Manager
(970) 397-2689 kellyarnold8390@gmail.com

Farragut, Tennessee contracted with The Novak Consulting Group in 2017 to facilitate a strategic planning process for the Town. The process included articulating all elements of the strategic planning framework (vision, mission, values, critical success factors, and strategic initiatives).

David Smoak, Town Administrator
(865) 966-7057 dsmoak@townoffarragut.org

Strategic Planning Approach

At its best, strategic planning engages individuals and strengthens a sense of community that undergirds strong civic engagement. Tapping individuals who are content, and even perhaps apathetic, creates new leaders for the future and energizes people in a positive way toward their local government. At The Novak Consulting Group, we believe that communities function best when there is engagement during *good* times, not just when people oppose something. By creating constructive dialogue, the community is much more likely to react productively and civilly when something occurs that might otherwise bring out nonproductive forms of engagement.

The Novak Consulting Group understands the unique roles of each stakeholder. Each participant in this process comes to this engagement with a different perspective and, perhaps, conflicting priorities. Each of these viewpoints is important and valuable. It is our responsibility to work in partnership with the Town to synthesize this information and facilitate a process that:

- Honors and respects the diversity of opinions of participants;
- Promotes group communication and collaboration through inclusivity and community building; and
- Provides useful information and direction for decision making and priority setting.

Effective and efficient project management will be critical for ensuring successful completion of this engagement. Therefore, our approach is to work collaboratively with the Town to ensure all expectations are articulated from the start. We remain in close contact with our clients throughout all phases of each engagement to ensure these expectations are met. This also allows us to quickly address any contingencies that may arise. Our experience with similar work enables The Novak Consulting Group to hit the ground running.

The Novak Consulting Group is interested, capable, and excited to help the Town of Belleair develop its first strategic plan. We have provided a scope of work that will result in a valuable tool that will serve as a guide for the future and assist in the realization of a shared vision.

A visioning or strategic planning process involves articulating a clear vision for the community and mission for the organization, preparing an environmental scan that identifies the factors affecting the community and organization, establishing goals, identifying priority strategies, and creating implementation plans that become the focus of activity and engagement long after the process itself has finished. The process of developing a strategic plan explores three specific questions:

- What do we know to be true? – *Who are we?*
- What do we hope will be true in the future? – *Where are we going?*
- What must go well in order to make it so? – *How are we going to achieve it?*

In this way, a strategic plan is a roadmap to move a community toward its intended vision.

Strategic Planning Scope of Work

The following outlines our scope of work to answering the three key questions in the development of a strategic plan for the Town of Belleair.

Activity 1: Prepare for Strategic Planning Facilitation

A successful strategic planning process will benefit from a collaborative relationship between the consulting team and Town from the very beginning of the process. This task is intended to begin building that relationship.

At the start of this engagement, we will request and review all background information, including results of other planning processes and other relevant data, such as Council objectives and financial plans. Next, The Novak Consulting Group will meet with the Town Manager and key staff to gain a clear picture of what the Town hopes to accomplish from the strategic planning process. We want to ensure that we have a shared understanding for how to develop the plan. We will review the project plan and finalize the schedule. A session will be held with the Town's senior management team to review the project and begin to solicit their input for the strategic plan.

Additionally, we will conduct individual meetings with the Mayor and members of the Town Commission. As part of these sessions, we will conduct a SWOT (Strengths, Weaknesses, Opportunities, and Threats) exercise and begin identifying emerging priorities.

Activity 2: Plan and Facilitate Development of Strategic Planning Framework

The Novak Consulting Group will conduct a survey open to all Town employees. The purpose of the survey will be to solicit feedback from the organization about the current state of the Town and issues that should be considered as part of the strategic planning process. Their input will be sought on the organizational mission and values, as well as the SWOT.

The Novak Consulting Group will facilitate a session with the Town's management team to develop a draft mission and organization values, based on the input received from the employee survey. This will be an important element of the strategic plan for the Commission to consider as part of the larger framework.

Next, The Novak Consulting Group will facilitate a strategic planning retreat with the Town Commission and key staff to articulate a desired future for the community. During the session, the results of the SWOT will be reviewed and help inform the finalization of the vision, mission, values, and critical success factors. The session will include activities with the entire group as well as small group break-out sessions that will allow everyone to actively participate and engage in the process.

Following the session, input on the framework will be sought from the community.

Activity 3: Solicit Community Engagement

A community strategic plan is best when touched by as many people as possible. Therefore, the community will be invited to attend one of three community summits where they can provide input on the strategic plan framework. Our trained facilitators use a variety of techniques to actively engage participants in the input process. We thoroughly prepare for each session and

develop an agenda for the group. However, each session is slightly different, based on the participants. Our facilitators know how to “read the group” and determine the best techniques to use to solicit feedback from participants with different styles: some participants will readily voice their ideas, while others may need prompting or perhaps a written exercise to engage. Regardless of the methods, our goal in any facilitated session is create an environment that allows participants to feel comfortable sharing their honest feedback. For this process, we often use the World Café format to actively engage participants and encourage community building.

We anticipate the community engagement will be both physical – at a designated location in the Town – as well as virtual through use of Bang the Table™, a virtual Town Hall that will allow interested stakeholders to provide feedback about the strategic plan online. We will use this tool throughout the project to encourage continual engagement at key points in the process. Feedback will be solicited to inform the strategic plan elements, and then stakeholders can use the online process to comment on the elements of the plan as they are drafted.

We have found that the mix of both in-person and virtual meetings allows for greater participation by those individuals in the community who might not typically participate. The online option is approachable and allows community members to engage to the extent they are comfortable, when it is convenient for them.

The input received during this phase of the process will be summarized for the Town to consider.

Activity 4: Facilitate Final Strategic Planning Workshop

Next, The Novak Consulting Group will facilitate a subsequent session with the Town Commission and key staff to review the input from the community and finalize the strategic plan. Additionally, the group will spend time articulating and prioritizing goals and objectives, as well as laying the groundwork for implementation and determining what must go well in order for the vision to be realized.

We also have included the use of our graphic facilitator. Visual co-creation allows participants to see their vision for Belleair come to life in graphic form. We have found this process a powerful way to actively engage participants.

Achievement of the strategic plan will rest on successful implementation. Therefore, The Novak Consulting Group will work with Town departments to develop detailed workplans for each goal. These workplans will include key performance metrics for use by the organization as well as the elected officials and community to ensure progress toward achieving the strategic plan’s vision.

Activity 5: Prepare Final Deliverables

At the conclusion of the above activities, The Novak Consulting Group will prepare a comprehensive deliverable that includes the results of the process. We will review the draft deliverables with the Town and make any necessary changes or modifications prior to finalization. The final report will include implementation plans, recommendations for updating the plan, and options for electronic, online reporting, if desired by the Town.

We will also work with the Town to develop strategies for continual engagement of the community as the strategic plan is implemented and provide deliverables for public presentation.

Timeline

A draft timeline is included. We expect to refine this timeline with the Town during Activity 1.

Attachment A – Project Timeline

| Schedule | | | | | | | | | | | | | | |
|--|-------|------|------|------|-----|------|------|------|------|------|-------|-------|-------|------|
| Belleair, Florida | | | | | | | | | | | | | | |
| Strategic Planning Services | | | | | | | | | | | | | | |
| | start | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| | 8/6 | 8/13 | 8/20 | 8/27 | 9/3 | 9/10 | 9/17 | 9/24 | 10/1 | 10/8 | 10/15 | 10/22 | 10/29 | 11/5 |
| Activity 1 - Prepare for Strategic Planning Facilitation | | | | | | | | | | | | | | |
| 1.1 Review Council objectives, Financial Plan, and other key documents | | | | | | | | | | | | | | |
| 1.2 Meet with Town Manager to discuss overall goals and objectives | | | | | | | | | | | | | | |
| Facilitate preparatory session with Senior Management Team to articulate SWOT and | | | | | | | | | | | | | | |
| 1.3 identify emerging priorities | | | | | | | | | | | | | | |
| 1.4 Interview Mayor and Town Commissioners | | | | | | | | | | | | | | |
| 1.5 Summarize learning | | | | | | | | | | | | | | |
| Activity 2 - Plan and Facilitate Development of Strategic Planning Framework | 8/6 | 8/13 | 8/20 | 8/27 | 9/3 | 9/10 | 9/17 | 9/24 | 10/1 | 10/8 | 10/15 | 10/22 | 10/29 | 11/5 |
| 2.1 Solicit employee input on Mission and Values via organization-wide survey | | | | | | | | | | | | | | |
| Facilitate planning session with Town Department Heads to develop draft Mission | | | | | | | | | | | | | | |
| 2.2 statement for the Commission's consideration | | | | | | | | | | | | | | |
| 2.3 Plan and facilitate development of strategic planning framework with the City Commission | | | | | | | | | | | | | | |
| 2.4 Prepare summary report and draft framework | | | | | | | | | | | | | | |
| Activity 3 - Solicit Community Engagement | 8/6 | 8/13 | 8/20 | 8/27 | 9/3 | 9/10 | 9/17 | 9/24 | 10/1 | 10/8 | 10/15 | 10/22 | 10/29 | 11/5 |
| 3.1 Identify input strategy for online engagement | | | | | | | | | | | | | | |
| Facilitate community summits (3 meetings) to gather input on the strategic planning | | | | | | | | | | | | | | |
| 3.2 framework | | | | | | | | | | | | | | |
| 3.3 Summarize all input | | | | | | | | | | | | | | |
| Activity 4 - Facilitate Final Strategic Planning Workshop | 8/6 | 8/13 | 8/20 | 8/27 | 9/3 | 9/10 | 9/17 | 9/24 | 10/1 | 10/8 | 10/15 | 10/22 | 10/29 | 11/5 |
| 4.1 Plan, review, and finalize agenda | | | | | | | | | | | | | | |
| 4.2 Facilitate Council workshop | | | | | | | | | | | | | | |
| 4.3 Meet with Town Staff to further develop implementation plans | | | | | | | | | | | | | | |
| 4.4 Finalize implementation plans | | | | | | | | | | | | | | |
| Activity 5 - Prepare Final Deliverables | 8/6 | 8/13 | 8/20 | 8/27 | 9/3 | 9/10 | 9/17 | 9/24 | 10/1 | 10/8 | 10/15 | 10/22 | 10/29 | 11/5 |
| 5.1 Prepare final strategic plan | | | | | | | | | | | | | | |
| 5.2 Prepare presentation summary | | | | | | | | | | | | | | |
| 5.3 Provide electronic copies of all deliverables to the Town | | | | | | | | | | | | | | |

ATTACHMENT A

INSURANCE GUIDE II - AVERAGE CONTRACTS FOR SERVICE

INSURANCE

1. The CONTRACTOR agrees to maintain such insurance as will fully protect both the CONTRACTOR and the TOWN from any and all claims under any Workers Compensation Act or Employers Liability Laws, and from any and all other claims of whatsoever kind or nature, made by anyone whomsoever, that may arise from operations carried out under this Agreement, either by the CONTRACTOR, any subcontractor, or by anyone directly or indirectly engaged or employed by either of them.

2. The insurance required by the terms of this Agreement shall in no event be less than:

A. WORKERS' COMPENSATION:

Coverage is to apply for all employees for statutory limits in compliance with the applicable state and federal laws. The policy must include Employers' Liability with a limit of \$500,000 each accident, \$500,000 each employee, \$500,000 policy limit for disease.

B. COMMERCIAL GENERAL LIABILITY - OCCURRENCE FORM REQUIRED:

CONTRACTOR shall maintain commercial general liability (CGL) insurance with a limit of not less than \$500,000 each occurrence. If such CGL insurance contains a general aggregate limit, it shall apply separately to this location/project in the amount of \$1,000,000. Products and completed operations aggregate shall be \$1,000,000. CGL insurance shall be written on an occurrence form and shall include bodily injury and property damage liability for premises, operations, independent contractors, products and completed operations, contractual liability, broad form property damage and property damage resulting from explosion, collapse or underground (x, c, u) exposures, personal injury and advertising injury. Damage to rented premises shall be included at \$100,000 if applicable.

C. COMMERCIAL AUTOMOBILE LIABILITY INSURANCE:

CONTRACTOR shall maintain automobile liability insurance with a limit of not less than \$1,000,000 each accident for bodily injury and property damage liability. Such insurance shall cover liability arising out of any auto (including owned, hired and non-owned autos). The policy shall be endorsed to provide contractual liability coverage.

3. EVIDENCE OF INSURANCE:

The CONTRACTOR shall furnish the TOWN with Certificates of Insurance. The Certificates are to be signed by a person authorized by that insurer to bind coverage on its behalf. The

TOWN is to be specifically included as an additional insured on all policies except Workers' Compensation. In the event the insurance coverage expires prior to the completion of the project, a renewal certificate shall be issued 30-days prior to said expiration date. The policy shall provide a 30-day notification clause in-writing in the event of cancellation or modification to the policy. All certificates of insurance must be on file with and approved by the TOWN **before** the commencement of any work activities.

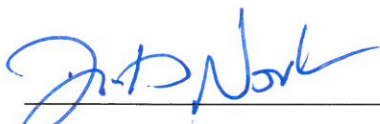
4. INDEMNIFICATION:

To the fullest extent permitted by applicable law, Contractor shall protect, defend, indemnify, save and hold the TOWN, its agents, officials, and employees harmless from and against any and all claims, demands, fines, loss or destruction of property, liabilities, damages, for claims based on the negligence, misconduct, or omissions of the CONTRACTOR resulting from the CONTRACTOR's work as further described in this contract, which may arise in favor of any person or persons resulting from the CONTRACTOR's performance or non-performance of its obligations under this contract except any damages arising out of personal injury or property claims from third parties caused solely by the negligence, omission(s) or willful misconduct of the TOWN, its officials, commissions, employees or agents, subject to the limitations as set out in Florida general law, Section 768.28, Florida Statutes, as amended. Further, CONTRACTOR hereby agrees to indemnify the TOWN for all reasonable expenses and attorney's fees incurred by or imposed upon the TOWN in connection therewith for any loss, damage, injury or other casualty. CONTRACTOR additionally agrees that the TOWN may employ an attorney of the TOWN's own selection to appear and defend any such action on behalf of the TOWN, at the expense of the CONTRACTOR. The CONTRACTOR further agrees to pay all reasonable expenses and attorney's fees incurred by the TOWN in establishing the right to indemnity.

5. NOTIFICATION OF CLAIMS

In the event CONTRACTOR decides to file any claim related to this project against any party, the TOWN shall be notified no later than five days following the filing of said claim. The TOWN will be notified in writing, by mail, to be sent to Attention Town Manager, 901 Ponce de Leon Boulevard, Belleair, FL 33756.

I, the undersigned, do hereby understand, acknowledge and consent to the requirements prescribed above. I shall provide proof of insurance providing coverage comparable to or greater than the minimum levels specified above.



Signature

Julia D. Novak

Print Name

5 / 23 / 2018

Date

ATTACHMENT B SOLICITATION QUESTIONNAIRE

1. Complete the below contact information

Firm's Name: The Novak Consulting Group
Contact/Project Manager's Name: Julia D. Novak
Address: 26 E. Hollister Street
City: Cincinnati State: OH Zip Code: 45219
Primary Phone: 513-221-0500 Secondary Phone: 513-309-0444
Email: jnovak@thenovakconsultinggroup.com Website: thenovakconsultinggroup.com

2. Which most accurately describes your company?

Individual consultant Consulting firm University
 Other: _____

3. Describe, in one to two sentences, the unique mission and purpose of your firm. _____

Our mission is to strengthen organizations for those they serve and the people who work in them.

4. Has your firm ever completed a strategic plan for a city, county, or other government agency?

Yes No

5. How many years has your firm been working in strategic planning? 9 years

6. Has your firm ever worked in Pinellas County? Yes No

7. Has your firm ever worked for the Town of Belleair? Yes No

8. If selected, approximately how many individuals would be working on this project? 2

9. List below information regarding the individuals from your firm that would be working on this project. Additional pages may be attached if more employees are to be included.

a. Name: Julia Novak
Job Title: President
Education: Master of Public Administration, University of Kansas; Bachelor of Arts, government & politics from George Mason University
Relevant Work Experience: Julia has 30 years of experience working with and for for local governments - 16 in direct service and 14 as a full-time consultant.
Additional Certifications/Qualifications: ICMA Credentialed Manager; Myers-Briggs Personality Type Indicator Master Facilitator, certified to administer several other assessments

b. Name: Julie Gieseke
Job Title: Visual Facilitator
Education: Master of Arts, Organizational Development & Management, Fielding Graduate University; Bachelor of Arts in Film and Video Production/Theater Arts, UC Santa Cruz
Relevant Work Experience: Julie utilizes the tools of group process and design such as Visual Facilitation, Creative Engagement, and storytelling.
Additional Certifications/Qualifications: Certified as a professional coach through The Coaches Training Institute; certified Master Practitioner of Neurolinguistics.

c. Name: Claire Pritchard
Job Title: Analyst
Education: Master of Public Policy, University of Chicago; Bachelor of Art, University of Chicago
Relevant Work Experience: Five years with Dakota County, MN most recently as the Assistant to the County Manager.
Additional Certifications/Qualifications: _____

11. Provide at least three (3) references for recent clients for which a similar scope/size strategic plan was completed. If possible, please list clients that are currently employing this strategic plan as a “living” and frequently-referenced document.

| Client | Contact | Contact # | Summary of Work |
|---------------------|--------------|----------------|---|
| Town of Farragut | David Smoak | (865) 966-7057 | Farragut, TN contracted with The Novak Consulting Group in 2017 to facilitate a strategic planning process for the Town. The process included articulating all elements of the Strategic Planning Framework (Vision, Mission, Values, Critical Success Factors, and Strategic Initiatives). |
| City of Oak Creek | Leslie Flynn | (414) 766-7075 | Oak Creek, WI engaged The Novak Consulting Group to develop its first strategic plan. The City’s efforts were led by a team composed of staff from all City departments including department directors and line staff, as well as members of the public. |
| City of Westminster | Barbara Opie | (303) 658-2009 | Westminster, CO initially engaged The Novak Consulting Group to conduct a strategic planning retreat with the City Council. Subsequently, Julia worked with the management team to develop implementation plans for the Council’s key focus areas. |

12. If possible, please provide no more than three (3) examples of strategic plans that your company has completed in the recent past that are similar in scope to this proposed project.

13. Please attach (on a separate sheet of paper) an outline of the process your firm would likely use to gather insight from Town of Belleair stakeholders and complete this project. This should include, but is not limited to, the following touchpoints:

- a. **Anticipated process for gathering data:** Do you plan to use surveys, focus groups, in-depth interviews, a combination of these, etc.? Provide an explanation for those decisions.
- b. **Expected timeline for completing this strategic plan:** When can you start work and how long will it take to be completed once begun?
- c. **Anticipated challenges and solutions in this process:** What are some typical hurdles in these types of projects and how do you plan to deal with them to achieve an agreeable result?

