



NOTICE OF WORK SESSION AGENDA
LANCASTER CITY COUNCIL



James R. Williams Pump Station
Training Room, 1999 Jefferson

Monday, April 15, 2013 – 7:00 PM

DEFINITIONS:

Written Briefing: Items that generally do not require a presentation or discussion by the staff or Council. On these items, the staff is seeking consent from the Council or providing information in a written format.

Verbal Briefing: These items do not require extensive written background information or are an update on items previously discussed by the Council.

Regular Item: These items generally require discussion between the Council and staff, boards, commissions, or consultants. These items may be accompanied by a formal presentation followed by discussion and direction to the staff.

[Public comment will not be accepted during Work Session
unless Council determines otherwise.]

Regular Items:

1. Discuss proposals received from facilitators in response to the City's Request for Qualifications and Proposal for City Council annual strategic planning.

EXECUTIVE SESSION: The Council reserves the right to convene into executive session on any posted agenda item pursuant to Section 551.071(2) of the TEXAS GOVERNMENT CODE to seek legal advice concerning such subject.

ACCESSIBILITY STATEMENT: The Municipal Center is wheelchair-accessible. For sign interpretive services, call the City Secretary's office, 972-218-1311, or TDD 1-800-735-2989, at least 72 hours prior to the meeting. Reasonable accommodation will be made to assist your needs.

Certificate

I hereby certify the above Notice of Meeting was posted at the Lancaster City Hall on April 12, 2013 @ 8:30 a.m. and copies thereof were hand delivered to the Mayor, Mayor Pro-Tempore, Deputy Mayor Pro-Tempore and Council members.

Dolle K. Downe, TRMC
City Secretary

LANCASTER CITY COUNCIL
Work Session Agenda Communication
April 15, 2013

Item 1

Discuss proposals received from facilitators in response to the City's Request for Qualifications and Proposal for City Council annual strategic planning.

This request supports the City Council 2012-2013 Policy Agenda.

Goal: Financially Sound City Government

Background

At the February 18, 2013 work session, Council directed staff to seek proposals for a consultant to facilitate strategic planning.

A Request for Qualifications and Proposals for facilitating Council's annual strategic planning was issued on February 20, 2013. Six proposals were received: 1. TransPro Consulting; 2. Relationships Matter; 3. CGH Technologies; 4. ITG; 5. The Azimuth Group; and 6. The Novak Consulting Group. Proposals were opened on March 22, 2013. Staff evaluated the proposals and only two have experience in working with local governments and elected officials; The Azimuth Group and The Novak Consulting Group.

References were checked and both firms are capable of completing the strategic planning sessions.

Considerations

- **Operational** – Following direction from City Council, the City Manager will execute the appropriate agreement. No further action by Council will be necessary.

After review of the citywide calendar, staff has identified possible dates for strategic planning.

- May 28, 29 & 30 Tuesday – Thursday (Tuesday after Memorial Day)
- June 25, 26 & 27 Tuesday - Thursday

- **Legal** - This RFQ was processed in accordance with all local and state purchasing statutes. Six RFQs were received. The Novak Consulting Group is a certified MBE and HUB. The Azimuth Group is not a certified MBE and HUB vendor. Any project specific contract will be reviewed by the City Attorney.

- **Financial** – Funding for the 2013 strategic planning session has been approved in the current year’s budget. Expenditures will not exceed funds appropriated. Funds will be committed at the time of invoice payment.

<u>Strategic Planning</u>	<u>Novak Consulting Group</u>	<u>Azimuth Group</u>
2013	\$10,000	\$11,990
2014	\$10,000	\$11,990
2015	\$10,000	\$11,990
2016	\$10,000	\$13,410
2017	<u>\$10,000</u>	<u>\$13,410</u>
Total	\$50,000	\$62,790

\$12,000 is budgeted this year for strategic planning services.

- **Public Information** - There are no public information requirements.

Options/Alternatives

Staff seeks direction from Council regarding selection of a consulting firm to conduct the annual strategic planning and selection of a date for the planning session.

Attachments

- Specifications
- The Azimuth Group proposal
- The Novak Consulting Group proposal

Submitted by:

Opal Mauldin Robertson, City Manager
Dolle K. Downe, City Secretary
Dawn Berry, Purchasing Agent

SPECIFICATIONS

The City of Lancaster is seeking qualifications and proposals from a consultant to assist City Council in completing a strategic plan and conduct a team building workshop.

BACKGROUND

Founded in 1852 as a frontier post, Lancaster is only 15 minutes from downtown Dallas and strategically placed adjacent to the south sector of the Dallas city limits in the convergence of three interstate highways IH-20, IH-35, and IH-45. Lancaster serves 36,225 residents and encompasses approximately 31 square miles.

The City of Lancaster is a Home Rule City governed by a seven (7) member City Council. Six (6) Councilmembers are elected by district for three (3) year terms. The Mayor is elected at large for a three (3)-year term. The City functions as a Council/Manager form of government with the administrative responsibilities vested with the City Manager. The City Council appoints the City Manager, City Attorney, and the City Secretary.

MISCELLANEOUS

The submission of a proposal shall be evidence that the proposer has full knowledge of the scope, nature, quantity, and quality of work to be performed, the detailed requirements of the specifications, and the conditions under which the work is to be performed.

The City reserves the right to conduct personal interviews with any or all proposers prior to selection. The City will not be liable for any costs incurred by the Proposer in connection with such interview, including travel, accommodations, etc.

All materials submitted as response to this RFQ/P shall become the property of the City of Lancaster and shall be subject to open records laws.

SCOPE OF SERVICE

The purpose of this Request for Qualifications and Proposal is to identify and select a qualified facilitator with demonstrated expertise as a facilitator for a workshop for City Council strategic planning and to lead team building activities for City Council members.

The City Council typically conducts an annual three day strategic planning workshop. Generally day one consists of group discussion with department directors and one-on-one discussion with Councilmembers. Day two and three generally consist of a group workshop with the Mayor, Councilmembers, City Manager, Assistant City Manager, and City Secretary.

The 2013 workshop has not been scheduled yet, but Council does have a preference for late May or late June.

The selected facilitator will prepare and work with the City Manager's office and the City Secretary to develop a program to best serve the needs of the City Council in identifying and ranking priorities, objectives and strategies, both short and long term for the policy agenda (set by City Council) and management agenda (set by City Manager's office) to achieve the goals of the City Council. The facilitator will prepare a report of the workshop proceedings.

The selected facilitator will lead City Council in their annual review of City Council rules and Procedures, helping to identify areas that may need amending and building consensus among councilmembers regarding the rules and procedures.

In addition, the facilitator will identify and lead team building activities designed to promote effective communications and an understanding of expectations among Councilmembers and executive staff to enhance team work in policy development and decision making. Specific team building activities should be outlined in the proposal.

MINIMUM QUALIFICATIONS

This section lists the criteria to be considered in evaluating the ability of firms interested in providing the services specified to be considered for award of the bid. Specific responses to each must be uploaded to the e-procurement system. It is the responsibility of the proposer to ensure all forms and proposal documents have been uploaded. Vendors that have not submitted all required forms will be considered unresponsive.

It is expected that the successful firm will exceed these qualifications. Firms shall:

1. Have provided services similar to those specified herein to at least five (5) clients (preferably local governmental entities) in the past three (3) years.

SUBMISSION REQUIREMENTS

Upload the information below into the City's e-procurement system in the tab "Response Attachments". Hard copies will not be accepted. Please do not merge attachments into one file.

The proposal must be organized using the following format:

Attachment A: Letter of Understanding and authorization to submit proposal.

Attachment A must be signed by an official authorized to bind the vendor and shall contain the following:

- Statement that the proposal is firm for 60 days.
- The names of each sub-consultant that will be used to complete the proposed work.
- Contact information for the binding official
- Contact information for the primary contact
- Acknowledgement that the project can be complete within the time constraints listed in the RFP.

Attachment B

Experience and References

- List those projects your firm has completed within the past three (3) years that are similar to those requested by this RFP. Special attention should be given to projects your firm has completed for other governmental entities. Include company name, address, persons to contract, telephone number, e-mail address, a brief description of the project completed by your firm, and date completed.
- Describe your firm's qualifications for this engagement based on the above references.
- Describe the experience of the firm with strategic planning sessions and team building. Please address any applicable federal, state and other laws, if any.

Key personnel

- Describe your firm's organizational structure with respect to providing strategic planning services to the City and include a personnel list that includes: the person's name, title, project assignments, years of experience and any other qualifications relevant to the City's project.

Narrative on project approach.

- Describe the schedule of events necessary to complete this project clearly defining the roles of all involved parties. Outline familiarity with the project and identify critical or unique issues specific to this project. Outline a communications process and explain unique approaches used elsewhere.

Attachment C Cost.

- Identify all costs related directly or indirectly to this project, including, but not limited to employee classification, hourly rate, travel time, out-of-pocket expenses, fixed fees etc. A total maximum price not to exceed for the service shall be included.

Task/Personnel Breakdown.

- Describe task and estimated total hours to complete task. List the personnel classification responsible for task and estimated hours per personnel classification by task, and total cost for complete project.
- Provide Expense breakdown and unit cost

SELECTION PROCESS

Submittals will be reviewed by a selection committee who will present a recommendation(s) to City Council. Selection will be based on individual's approach, experience and listing of similar projects, references, and price. The evaluation will consist of 100 points as follows.

Points	Evaluation Criteria
○ 35	Approach
○ 25	Experience/Similar Projects
○ 15	References
○ 25	Price

TERM

The contract will be for the 2013 session and includes the option to renew the contract for up to four (4) additional sessions on a yearly basis.

PROFESSIONAL SERVICES AGREEMENT

A sample agreement is attached for your review.

The contract that may result from this request for qualification shall be based on all-inclusive rate per session capped at a not-to-exceed maximum amount. ***The City will not reimburse expenses under this contract.***

Selected firms will be required to show proof of insurance: comprehensive general and automobile liability, and statutory workers compensation insurance for all employees with a waiver of subrogation in favor of the City.

City of Lancaster, Texas (Purchasing) Supplier Response

Bid Information

Bid Creator Dawn Berry Purchasing Agent
Email dberry@lancaster-tx.com
Phone (972) 218-1329
Fax (972) 218-3621

Bid Number 2013-83 Addendum 2
Title Strategic Planning Services - City Council
Bid Type RFP-Weighted
Issue Date 02/20/2013
Close Date 3/22/2013 2:00:00 PM CST
Need by Date

Contact Information

Address PO Box 940

Contact Dawn Berry
 Purchasing Agent

Department
 Building

Floor/Room
Telephone (972) 218-1329
Fax (972) 218-3621
Email dberry@lancaster-tx.com

Ship to Information

Address 211 N. Henry

 Lancaster, TX 75146

Contact
 Finance

Department
 Building City Hall

Floor/Room
Telephone
Fax
Email

Supplier Information

Company The Azimuth Group, Inc.
Address 6611 Hillcrest Ave
 Suite 441
 Dallas, TX 75205

Contact David W Eisenlohr
Department
Building
Floor/Room
Telephone 1 (214) 9873423
Fax 1 (214) 9870919
Email deisenlohr@azimuthgrp.com
Submitted 3/22/2013 1:17:07 PM CST
Total \$62,790.00

Signature _____

Supplier Notes

Bid Notes

Bid Activities

Date	Name	Description
4/15/2013 7:00:00 AM	City Council Work Session	1999 E. Jefferson, Lancaster, TX 75134

Bid Messages

Please review the following and respond where necessary

#	Name	Note	Response
1	Questions	All questions shall be addressed to Dawn Berry, Purchasing Agent via email at purchasing@lancastr-tx.com.	Agree
2	Company Ownership	Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please explain the impact both in organizational and directional terms.	No
3	Difficulties	What difficulties do you anticipate in serving the City? How do you plan to manage these and what assistance will you require from the City? Describe your firm's past performance on other contracts for the City (e.g. cost control, cost savings, schedule control).	None
4	Litigation	Address any performance related litigation that your firm may be, or has been, involved in over the last five (5) years.	None
5	Litigation with City of Lancaster	Is your firm involved in any litigation (past or pending) with the city of Lancaster? If yes, please provide details.	No
6	Open Records Act	All responses will be maintained confidential until award is finalized. At that time, all proposals are subject to the Open Records Act.	Agreed
7	PROPERTY TAXES	Please indicate whether you or your company, owe delinquent property taxes to the City whether an assumed name, partnership, corporation, or any other legal form.	Do Not
8	Special Services	Provide details regarding any special services or product characteristics, or other benefits offered or advantages to the City if selecting your firm.	The Azimuth Group is a boutique consulting organization providing strategic planning, organizational assessment and technology consulting services exclusively to local government. We are a Dallas-based firm and have performed multiple strategic planning projects for municipalities in the Metroplex, Texas and nationally. We have developed our own strategic planning methodology and utilize an effective combination of individual and group activities, brainstorming, graphical facilitation and prioritization techniques. We often incorporate the application of leading technology tools for group consensus building and priority setting. These and other attributes of our approach and experience are described in more detail in the attachments.
9	Website Address	Enter product website information	www.azimuthgrp.com
10	T&C Acknowledgement	I have read and agree to the terms and conditions of this bid.	Agreed

11 Bid Acknowledgement	Bidder affirms that they have read and understand all requirements of this proposal. Additionally, the bidder affirms that they are duly authorized to execute this contract and that this company has not prepared this proposal in collusion with any other proposer, and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the bidder nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this type of business prior to the official opening of this proposal.	Agreed
12 Insurance	Vendor shall provide insurance as listed in the insurance requirements attached.	Understood
13 Alternate Items	1.) Variations from the specification may be acceptable provided such differences are noted on the bid and detailed specifications uploaded for review. <p>2.) Any substitutions from the brand name mentioned must be proved to be equal and may be considered for award by the Purchasing Agent and requesting department, if so proven.	Agreed
14 County	What county is your principal place of business located?	Dallas, Texas
15 Immigration	Employers may hire only persons who may legally work in the United States (i.e., citizens and nationals of the US) and aliens authorized to work in the US. The employer must verify the identity and employment eligibility of anyone to be hired, which includes completing the Employment Eligibility Verification Form (I9). The Contractor shall establish appropriate procedures and controls so no services or products under the Contract Documents will be performed or manufactured by any worker who is not legally eligible to perform such services or employment.	(No Response Required)
16 Laws and ordenances	The Contractor shall at all times observe and comply with all Federal, State, and local laws, ordinances and regulations which in any manner affect the Contract or the work.	Understood
17 Payment Terms	The City of Lancaster's payment terms are Net 30.	Agreed
18 Late Submission	Bids/RFQs are not accepted after the closing date and time. The City of Lancaster is not responsible computer, mail or carrier issues/problems. The server time located in the top right corner of this software is the official clock. It is the responsibility of the user to ensure you have chosen the correct time zone for your company.	Understood
19 Change Orders - Professional Services	Consultants must receive written approval from the City prior to initiating any additional work. Additional services for which compensation exceeds \$50,000 must be approved by the City Council. All changes in services for which compensation is less than \$50,000 may be administratively approved by the City Manager. In the event that an authorization of change in services causes the original contract to increase in excess of the \$50,000 threshold, the original contract must be ratified by the City Council.	Agreed

20 AWARD OF CONTRACT	The contractor shall not commence work under these terms and conditions of the contract until all applicable Certificates of Insurance, Performance and Payment Bonds and have been approved by the City of Lancaster and he/she has received notice to proceed in writing and an executed copy of the contract from the City of Lancaster.	Agreed
21 Deviation	<p>DEVIATIONS: In the event, you the Proposer, intends to deviate from the general terms, conditions, special conditions or specifications contrary to those listed in the "Terms and Conditions" and other information attached hereto, all such deviations must be detailed and uploaded in the RESPONSE ATTACHMENTS section of the e-pro system with the description DEVIATION.</p> <p><P>NO DEVIATIONS: In the absence of any deviation, Proposer assures the City of Proposer's compliance with the Terms, Conditions, Specifications, and information contained in this RFP.</p>	None
22 Award	Response to specifications, location of vendor, history/relationship, price and vendor's ability to perform the work are the primary factors in determining the lowest responsible bid.	(No Response Required)
23 MWBE 1	Is your company M/WBE or HUB certified?	No
24 MWBE 2	If yes, what is your certification number?	NA
25 MWBE 3	If yes, what agency completed the certification?	NA
26 MWBE 4	If yes, what is the expiration date of your certification?	NA
27 BID PROTESTS	<p>All protests regarding the bid solicitation process must be submitted in writing to the Purchasing Agent within five (5) working days following the opening of bids. This includes all protests relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as protests relating to alleged improprieties or ambiguities in the specifications.</p> <p><p></p> <p>The limitation does not include protests relating to staff recommendations as to award of a bid. Protests relating to staff recommendations may be directed to the City Council by contacting the City Secretary PRIOR to Council Award.</p>	Agreed
28 Reciprocal Information 1	<p>The City of Lancaster, as a governmental agency of the State of Texas, may not award a contract for general construction, improvements, services or public works projects or purchases of supplies, materials, or equipment to a non-resident bidder unless the non-resident's bid is lower than the lowest bid submitted by a responsible Texas resident bidder by the same amount that a Texas resident bidder would be required to underbid a non-resident bidder to obtain a comparable contract in the state in which the non-resident's principal place of business is located (Article 601g v.t.c.s.). Bidder shall answer all the following questions by encircling the appropriate response or completing the blank provided.</p> <p><p>**Where is your principal place of business?</p>	Texas
29 Reciprocal Information 2	For Businesses not located in Texas, does your state favor resident bidders (bidders in your state) by some dollar increment or percentage?	N/A

30	Reciprocal Information 3	If Yes, What is the dollar increment or percentage?	NA
31	Notification	How did you here about this bid opportunity?	Other
32	Plan Room - Other	If yes for a plan room or other, please list which plan room or other means of notification.	A professional colleague forwarded the link to your website
33	Response Term	Responses shall be valid for ninety (90) calendar days after the opening date and shall constitute an irrevocable offer to the City of Lancaster for the 90 calendar day period. The 90 calendar day period may be extended by mutual agreement of the parties.	Agree
34	Terminology	Throughout this document, the terms Contractor, Bidder, Proposer, and/or Vendor may be used interchangeably. Reference to any of these terms throughout this document should be construed by the reader as meaning any bidder for the products/services being requested (e.g., Bidder, Proposer); or the bidder who has been awarded a bid/RFQ or contract (e.g., Contractor, Vendor).	Agree
35	Addendum 1	Addendum 1 has been issued. The specification docuemnt was deleted and a revised version added. Page 2, Submission Requirements, Attachment B was modified.	ACK
36	Addendum 2	Addendum 2 has been issued. A list of questions submitted has been attached and named Addendum 2.	ACK

Line Items

#	Qty	UOM	Description	Response
1	1	EA	Total Price to Complete the 2013 Strategic Planning Session.	\$11,990.00

Item Notes:

Supplier Notes: Firm fixed price, valid for 60 days from proposal due date. Inclusive of all fees and expenses.

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	30 elapsed days, 55 consulting hours estimated

2	1	EA	Total Price to Complete the 2014 Strategic Planning Session.	\$11,990.00
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Item Notes:

Supplier Notes: Firm fixed price, valid for 60 days from proposal due date. Inclusive of all fees and expenses.

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	30 elapsed days from NTP, 55 consulting hours estimated

3	1	EA	Total Price to Complete the 2015 Strategic Planning Session.	\$11,990.00
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Item Notes:

Supplier Notes: Firm fixed price, valid for 60 days from proposal due date. Inclusive of all fees and expenses.

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	30 elapsed days from NTP, 55 consulting hours estimated

4	1	EA	Total Price to Complete the 2016 Strategic Planning Session.	\$13,410.00
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Item Notes:

Supplier Notes: Firm fixed price, valid for 60 days from proposal due date. Inclusive of all fees and expenses.

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	30 elapsed days from NTP, 55 consulting hours estimated

5	1	EA	Total Price to Complete the 2017 Strategic Planning Session.	\$13,410.00
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Item Notes:

Supplier Notes: Firm fixed price, valid for 60 days from proposal due date. Inclusive of all fees and expenses.

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	30 elapsed days from NTP, 55 consulting hours estimated

Response Total: \$62,790.00



March 22, 2013

Ms. Dawn Berry
Purchasing Agent
211 N. Henry St.
P.O. Box 940
Lancaster, TX 7514

RE: ATTACHMENT A – Letter of Understanding and Authorization to Submit Proposal for the 2013 City of Lancaster City Council Strategic Planning and Team Building Workshop

Dear Ms. Berry:

Thank you for the opportunity to submit this Statement of Qualifications and Proposal to support the Lancaster City Council and executive leadership team with your 2013 strategic planning and team building workshop. We understand that you are seeking a potential multi-year partnership with a highly competent strategist and workshop facilitator, possessing expert-level experience and knowledge of local government organization and operations, to plan, organize and guide the planning process.

About The Azimuth Group

The Azimuth Group, Inc. (AGI) is a Dallas-based consulting firm delivering highly individualized management advisory services to the local government sector. Our team has helped both elected and appointed leaders of many cities, counties and other public agencies build consensus around both strategic and operational priorities and, in the process of doing so, forge effective relationships and a spirit of cooperation and teamwork.

Founded by former “Big Six” management consultants, AGI’s value proposition rests on the delivery of big firm results on a nimble and highly responsive platform. Unlike the larger firms from which we came, our partners and senior associates are actively engaged in the direct delivery of client service. By assembling handpicked teams of Azimuth partners, associates and allies, we are able to address our clients’ most pressing challenges with creativity and pinpoint precision.

Your Trusted Strategic Advisor

The marketplace today is full of consultants and consulting firms possessing the baseline facilitation skills to meet the specific requirements of your solicitation. However, we believe that you need more than a good facilitator to realize your objectives for the upcoming workshop. You require a consulting team with a deep understanding of municipal policy, governance and operations to become your trusted strategic advisor. At AGI:

- **We are more than competent workshop facilitators.** The Azimuth Group is a full-service consulting firm focused on delivering strategic solutions for public leaders. Every day, our professionals go to work thinking about how they can help leaders improve the performance of their governing bodies and their organizations. Our expertise and experience spans the full range of municipal service programs, operations, management, and technology. Our deep reservoir of local government knowledge means that the strategic plans we help our clients develop are rooted in a real-world appreciation for the complexities and risks of local government service delivery.
- **We are adept at translating strategic concepts into operating plans and results.** As the Managing Partner and founder of AGI, I will personally lead this engagement. I served in senior management roles in Texas local government prior to beginning my consulting career, understand the differences between policy and administration and respect the vital importance of each. If selected, you can rely

on the AGI team to creatively apply our practical, real world experience to support you as we work together to set a positive, progressive direction for the City of Lancaster.

- **We are locally based, easily accessible to the City of Lancaster.** Our team members are all residents of the Dallas / Fort Worth Metroplex and our firm is headquartered in Dallas. We are just a phone call and a few minutes' drive time away from Lancaster City Hall. Over the course of our consulting careers we have provided strategic planning and management consulting services to such local organizations as the cities of Dallas, Arlington, Southlake, Forney and City of University Park, the Irving Police Department, the North Texas Tollway Authority and the Trinity River Authority, to name but a few. We believe in the values of public service and have an abiding respect for public servants and you can rely on us to be there for you over the long term.

Proposal Requirements

Our proposal and pricing is valid and firm for a period of not less than 60 days from the due date and we can complete the project within the time period specified by the City. I will serve as the lead facilitator and Project Manager and may be assisted by other AGI team members including Wendy Skinner, Senior Associate and Jerry Tweedy, Partner.

As President and Managing Partner of the firm, I am fully authorized to negotiate and sign any agreement that may result from this proposal and will serve as the primary point of contact between the City of Lancaster and AGI. I can be contacted at the addresses and phone numbers listed below:

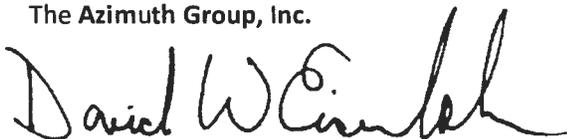
The Azimuth Group
6611 Hillcrest Ave., Suite 441
Dallas, Texas 75205
Phone: 214.987.3423
Cell: 214.577.6525
Fax: 214.987.0919
e-mail: deisenlohr@azimuthgrp.com

In Summary

At the Azimuth Group, helping local governments to succeed is not just our livelihood. It is our passion. Over our careers as both operating managers and consultants, each member of the AGI team has built a personal record of client success for local government agencies across the nation. We are confident that a careful review of our proposal, the quality of our team and our prior work for comparable organizations will reveal the Azimuth Group as your best choice for this assignment. Should you have any questions or desire any further information, please feel free to contact me at any time. We look forward to the opportunity of serving the City of Lancaster on this important project.

Very truly yours,

The Azimuth Group, Inc.



By:

David W. Eisenlohr
President and Managing Partner

ATTACHMENT B: EXPERIENCE, PERSONNEL AND APPROACH

The Azimuth Group, Inc. has extensive experience in helping local government organizations to think and plan strategically for their future. We often partner with cities, counties, special purpose districts, non-profit associations and other public service organizations to assess current conditions, articulate a compelling vision and mission, and achieve consensus on a set of high priority strategic goals and action plans.

The following information is included in this response attachment to the Lancaster Request for Qualifications and Proposal:

- Experience and References.
- Team Qualifications.
- Project Methodology and Approach.

EXPERIENCE AND REFERENCES

This section provides a summary of some of the applicable project experiences of the proposed members of the AGI team for the City of Lancaster and provides information about the qualifications and strategic planning experience of the firm.

RECENT COMPARABLE PROJECTS

Below are on the following pages are summary descriptions and reference contact information for strategic planning projects completed by the Azimuth Group and its team members in recent past years. These references represent the direct experience of the team members assigned to this engagement, both with AGI and other firms.

REPRESENTATIVE PUBLIC SECTOR STRATEGIC PLANNING CLIENTS

Client	Summary Project Description	Client Contact
<p>City of Arlington, Texas</p>  <p>ARLINGTON</p> <p>Dates of Performance: 1999 – Present</p> <p>Most Recent: October, 2012</p>	<p>Strategic Planning and Related Services</p> <p>David Eisenlohr has had a 20 plus year relationship with the appointed and elected leadership of the City of Arlington, Texas. He was engaged to design and facilitate the City's first-ever strategic planning process and continued in the capacity as strategic planning advisor for a period of five years. These efforts resulted in a complete reorganization of the City Council's governance process and the City staff's organizational structure resulted from this work. More recently, AGI has worked with a select team of internal staff on a city-wide organizational transformation program designed to better align the city's fiscal and operating structure with constrained resources in the current and expected economy. Additionally, we have been supporting the new City Manager's strategic "Horizon Project," engaging both senior staff members and the City Council in developing strategies to address an uncertain future. He has facilitated two City Council strategy workshops for Arlington over the past year.</p>	<p>Ms. April Nixon Finance and Management Resources Director / CFO City of Arlington 101 West Abram Street Arlington, TX 76010 817.459.6403 April.Nixon@arlingtontx.gov</p>



Client	Summary Project Description	Client Contact
<p>New Hanover County, North Carolina</p>  <p>Dates of Performance: 2011-2013</p>	<p>Strategic Planning Services</p> <p>AGI completed an extensive strategic planning project for this coastal destination community in Wilmington, North Carolina. The strategic plan developed for the County, at the initiative of a newly elected Chairman of the Board of County Commissioners and supported by the County Manger, was the first formalized planning effort completed by the County in over two decades. Using graphical facilitation techniques and technology-enabled prioritization tools, the strategic plan involved all areas of County government and an intensive two-day planning workshop with the County Board, executive staff, and others. Final results included the development of new vision and mission statements, an articulation of core values, prioritized goals, a supporting set of strategic objectives, and individual initiatives for each County department. After completion of the County strategy project, the firm was engaged by the County Board of Health to provide similar services at the departmental level.</p> <p>More recently, in February of 2013, AGI was engaged to design and facilitate a one-day workshop for the Board of County Commissioners to help in the establishment of strategic budget priorities for fiscal year 2013-214.</p>	<p>Mr. Chris Coudriet County Manager 230 Government Center Dr. Suite 165 Wilmington, NC 28403 910.798.7184 ccoudriet@nhcgov.com</p>
<p>City of Forney, Texas</p>  <p>Dates of Performance: 2008 - Present</p>	<p>Strategic Planning Services for the City Council and Park Board</p> <p>Starting in 2008, AGI has provided strategic planning support to the leadership of the City of Forney. We led the design and development of the City's first strategic plan, including detailed discovery interviews with senior elected and appointed officials, the facilitation of an offsite strategic planning retreat with the City Council and executive team, and the documentation of mission, vision, and values statements, identification of strategic goals and objectives, and the development of a strategy map to graphically depict the adopted strategic plan. The firm was subsequently invited to support the city's Park Board in the development of its strategic plan and the alignment of that plan with that of the city as a whole. Following this initial round of strategic planning, AGI was further engaged to facilitate a follow-up strategic planning offsite with the City Council to assess progress against established objectives and to recalibrate the strategy in light of changing economic realities and emerging community priorities,</p> <p>In 2011 and 2012, AGI provided design and planning consultation to the City staff who, in turn, facilitated the planning retreat with in-house resource. In 2013, AGI was invited to return to the facilitation role and to "refresh" the planning process five years after its initial inception.</p>	<p>Ms. Gina Nash Assistant City Manager 101 Main Street Forney, Texas 75126 972.564.7300 gnash@cityofforney.org</p>



Client	Summary Project Description	Client Contact
<p>City of Southlake, Texas</p>  <p>Dates of Performance: Initial strategic plan – 2005 Strategy execution support – 2008-2010 (Wendy Skinner)</p>	<p>Strategic Plan Development and Implementation</p> <p>Over a two day retreat, David Eisenlohr developed, facilitated and documented a comprehensive and collaborative effort to achieve consensus around a strategic vision for the City, articulated values and a refined mission statement. In addition, David helped the retreat participants in the identification of strategic business goals or focus areas, began the process of setting specific action plans and identified high-level performance measures. Following the adoption of the strategic plan by the City Council, David was invited to design and facilitate a one-day workshop for the leadership team of the City. The purpose of this workshop was to introduce the elements of the strategic plan and to lead the organization’s top managers through a process of identification of immediate, mid-range and long-term action items to achieve the City Council’s strategic purposes. The workshop also included a facilitated team building exercise and prioritization of consensus action items.</p> <p>Wendy Skinner next worked with the City Manager and leadership team of the City to provide best practices in strategic management, assess their capabilities to execute strategy and identify action plans to improve results. She also translated the City’s strategy into a graphical strategy map, enabling the City Manager to align over \$60 million of investments for City Council approval.</p>	<p>Ms. Shana Yelverton City Manager 1400 Main Street, Suite 270 Southlake, Texas 76092 817.748.8400 SYelverton@ci.southlake.tx.us</p>
<p>North Texas Tollway Authority</p>  <p>Dates of Performance: Fall 2009 - Winter 2010</p>	<p>Strategic Plan Update</p> <p>The strategic planning assignment was an outgrowth of a detailed organizational assessment and redesign project completed by AGI at the request of the Board of Directors. The planning process included the assessment of the Authority’s strengths and weaknesses, identification of strategic threats and opportunities, the documentation of the Authority’s operational context and the development of a comprehensive set of strategic business goals, objectives, initiatives and key performance indicators. The strategic plan is supported by a graphical strategy map and the development of a strategic management system to align departmental business planning, budgeting processes, and communications with the mission, vision, values and objectives of the Authority as a whole.</p>	<p>Ms. Kimberly Tolbert Assistant Executive Director 5900 West Plano Parkway, Suite 100, Plano, Tx. 75093 214.224.2345 ktolbert@ntta.org</p>



Client	Summary Project Description	Client Contact
<p>Irving, Texas Police Department</p>  <p>Dates of Performance: February, 2012</p>	<p>Police Department Strategic Plan</p> <p>The Azimuth Group supported IPD's annual strategic planning effort by developing and leading a process of issue identification, brainstorming, and prioritization of strategies and actions relevant to the accomplishment of the Department's mission. Completed tasks included confirmation of the relevance / validity of the Department's Vision, Mission and Values statements; validation, modification and/or supplementation, as appropriate, of the Department's list of strategies for goal attainment; review and adjustment of action items to reflect current Departmental requirements and resources; clarification of the alignment of the Department's programs and services to the various elements of the City's strategic plan.</p>	<p>Chief Larry Boyd Chief of Police 305 South O Connor Road Irving, TX 75061 972.721.2598 lboyd@cityofirving.org</p>
<p>City of University Park, Texas</p>  <p>Dates of Performance: April, 2009</p>	<p>Community Development Strategic Plan</p> <p>AGI was engaged to plan, facilitate, and document a strategic planning workshop for the City's Community Development staff. The workshop was designed to help the members of the Department to collectively develop and "buy in" to a shared commitment to high achievement. Specific tasks completed included development of a departmental mission statement, securing agreement on a set of key departmental values, identification of obstacles and enablers of strategic success, building improved understanding of customers and their expectations, development and documentation of key strategic objectives, development of short, medium, and long term action steps to improve departmental performance and the preparation of key indicators of success.</p>	<p>Mr. Bob Livingston City Manager 2800 University Blvd. Dallas, Texas 75225 214.363.1644</p>
<p>Trinity River Authority of Texas</p>  <p>Dates of Performance: Ongoing project</p>	<p>State Mandated Performance Audit and Strategic Plan</p> <p>The Trinity River Authority is required under state law to contract for an independent management review every five years. For the year 2012 project, AGI was selected and has recently submitted its findings and recommendation. The scope of the review included an examination of organizational structure, policies and practices, management philosophies, information technology and internal controls. TRA is the largest operator of wastewater and water treatment systems in the State of Texas.</p> <p>As an additional component of the state-mandated audit, AGI is working with the staff and Board of TRA to develop its first-ever strategic plan. This work, currently underway, has included the development of a SWOT analysis and environmental scan, the development of mission, vision and values statements, and initial working sessions with both the senior management team and the Board's Executive Committee. Final plan delivery is anticipated this spring / summer.</p>	<p>Ms. Fiona M. Allen, P.E. Northern Region Manager 5300 S. Collins Arlington, TX 76018 817.493.5100 allenf@trinityra.org</p>



FIRM QUALIFICATIONS

At the Azimuth Group, our mission is as demanding as it is simple:

To help public leaders discover new directions for strategic success, bring clarity to their processes and technologies, and effect lasting, positive impacts on the communities they serve.

Just What Is an Azimuth Anyway?

Rooted in the Arabic ('as-sumūt') - meaning "the way" - an azimuth is the measure of one's direction of travel, expressed and measured in degrees from a known and fixed point. Akin to a compass heading, knowing one's azimuth means knowing which way you are going.

This concept put to practical use in such diverse fields as engineering, celestial navigation, cartography, astronomy, mining and the military. For the consultants of The Azimuth Group, it is symbolic of what we do: help our clients find new ways, new paths, and new directions for strategic success.

The firm was founded by former "Big Six" consultants who, after many years in large national firms, recognized that public sector organizations at the local level need access to large firm expertise without the overhead costs and red tape. Having spent our entire careers working in the public sector as analysts, senior managers and consultants, we have a passion for public service and believe that public sector organizations deserve the high quality, responsive and innovative consulting support available to the corporate sector at an affordable price.

AGI is a full-service consulting firm dedicated to meeting the most complex challenges of local government organizations across the domains of strategy, people, process and technology. Our motto is "strategic solutions for public leaders" and we do our work with an ever-present focus on each client's unique operating and risk environments. Our clients include many of the most progressive and innovative local governments in the United States, and these organizations engage us because they know that in addition to our technical skill and subject matter knowledge, our laser-like focus on serving the special needs of local government leaders provides them with an added level of sophistication and sensitivity unmatched by other firms.

OUR VALUES

At AGI, we are a values-driven organization. We practice what we preach. Our cornerstone values form the bedrock on which the company is built and include the following:

- **Clients First** - We place the interests and needs of our clients before our own
- **Integrity Always** - Our conduct is ethical and our honesty above reproach
- **Lead by Example** - We never expect more of others than we demand of ourselves
- **Innovate and Create** - We are not afraid to try new things
- **Our Word is Our Bond** - We do what we say, when we say we will do it
- **Respect Others** - We live by the Golden Rule.

SERVICES AND CAPABILITIES

Impact. That is what we are in business to deliver. Sustainable and beneficial impact. Working across a broad range of strategic, human, process and technology competencies, the professionals of the Azimuth Group and our allied firms have amassed impressive records of helping our clients succeed.



In meeting our client's needs, AGI believes in building teams. Teams of individual practitioners and other high quality small firms assembled for the specific need at hand. With an extensive network of associates and allies, we are able to assemble, deploy, and manage multi-capable teams to address your most complex and demanding challenges. We approach every assignment within the context of your unique risk environment, working with you to deliver impactful solutions that creatively balance risk and reward.



Our services and capabilities include:

STRATEGY

- Governing body / senior staff strategy and planning workshops.
- Comprehensive strategic planning programs.
- Strategy deployment and execution.

- Business process redesign and improvement.
- Best practices diagnostics.
- Management audits and performance reviews.

PEOPLE

- Organization design.
- Performance measurement and management.
- Management effectiveness reviews.
- Change management and communications.

TECHNOLOGY

- IT strategy and business alignment.
- System requirements definition.
- RFP development and solution selection.
- Implementation project oversight and quality assurance.

PROCESS

OUR CLIENTS

Serving local government is not just our business. It is what we love to do. Over the course of our careers, the partners and associates of the Azimuth Group have served a "who's who" of leading clients in the public services sector including cities, counties, state agencies, special purpose authorities, associations and not for profit organizations across the United States. The listing includes many of the clients that members of the AGI team have helped to discover new directions for strategic success, both with AGI and prior firms.

Cities

- City of Abilene, TX
- Town of Addison, TX
- City of Albuquerque, NM
- City of Allen, TX
- City of Ann Arbor, MI
- City of Ardmore, OK
- City of Arlington, TX
- City of Asheville, NC
- City of Baytown, TX
- Village of Bartlett, IL
- City of Battle Creek, MI
- City of Bowling Green, KY
- City of Bryan, TX
- City of Carrollton, TX

- City of Cincinnati, OH
- City of Cedar Falls, IA
- City of Clayton, MO
- City of College Station, TX
- City of Colorado Springs, CO
- City of Coppell, TX
- City of Corpus Christi, TX
- City of Costa Mesa, CA
- City of Dallas, TX
- City of Denton, TX
- City of Des Moines, IA
- City of DeSoto, TX
- City of Dodge City, KS
- City of El Paso, TX
- City of Evanston, IL

- City of Fayetteville, NC
- Town of Flower Mound, TX
- City of Forney, TX
- City of Fort Worth, TX
- City of Frisco, TX
- City of Galveston, TX
- City of Grand Island, NE
- City of Galveston, TX
- Village of Glen Ellyn, IL
- City of Greensboro, NC
- City of Grapevine, TX
- Town of Highland Park, TX
- City of Hickory, NC
- City of Houston, TX
- City of Hurst, TX





City of Irving, TX
 City of Kalamazoo, MI
 City of Kansas City, MO
 City of Lawton, OK
 City of Lawrence, KS
 City of Lee's Summit, MO
 City of Liberty, MO
 Village of Lombard, IL
 Borough of Lansdale, PA
 City of Longview, TX
 City of Lubbock, TX
 City of McKinney, TX
 City of Mesquite, TX
 City of Miami, FL
 City of Missouri City, TX
 Murray City, UT
 City of Naperville, IL
 City of New Braunfels, TX
 Village of Oak Park, IL
 City of Odessa, TX
 City of Olathe, KS
 City of Oklahoma City, OK
 Village of Palatine, IL
 City of Plano, TX
 City of Port Arthur, TX
 City of Richardson, TX
 City of Round Rock, TX
 City of Salisbury, NC
 City of San Angelo, TX
 City of San Antonio, TX
 City of San Marcos, TX
 City of Stillwater, OK
 City of Southlake, TX
 City of Sugar Land, TX
 City of Tallahassee, FL
 City of Thousand Oaks, CA
 City of Tulsa, OK
 City of University Park, TX
 City of Waco, TX
 City of Waxahachie, TX
 City of West Chicago, IL
 City of West University Place, TX
 Village of Woodridge, IL
 City of Woodway, TX

Counties

Bexar County, TX
 Calhoun County, MI
 Champaign County, IL
 Collier County, FL
 Dallas County, TX
 Henderson County, TX
 Lake County, IN
 Los Alamos County, NM
 New Hanover County, NC
 New Hanover County Board of Health, NC
 Orange County, FL
 Peoria County, IL
 Ramsey County, MN
 Waukesha County, WI

State Agencies

Alabama Department of Human Resources
 Illinois Department of Central Services
 New York Worker's Compensation Commission
 Ohio Department of Administration
 Oklahoma Department of Finance and Revenue
 Texas Comptroller of Public Accounts
 Texas Department of Motor Vehicles
 Texas Health & Human Services Commission
 Wyoming Office of State Lands

Special Purpose Districts

Brazos River Authority, TX
 Capital Metropolitan Transit Authority, TX
 Dallas Area Rapid Transit Authority, TX
 Guadalupe Blanco River Authority, TX
 Houston Metropolitan Transit Authority

Jacksonville Transportation Authority, FL
 Trinity River Authority of Texas
 VIA Metropolitan Transit Authority, TX
 Maryland Transportation Authority
 North Texas Tollway Authority, TX
 North Central Texas COG

Public Education

Dallas County Community College District
 Collier County Public Schools, FL
 Charlotte Mecklenburg Public Schools, NC
 Cape Fear Community College, NC
 Central Piedmont Community College, NC
 Fayetteville Technical Community College, NC
 Guilford Technical Community College, NC
 McLennan Community College, TX
 Natchitoches Parish Public Schools, LA
 Northeast Independent School District, TX
 University of Texas Brownsville
 University of North Texas at Dallas
 Western Nebraska Community College

Not for Profits

American Heart Association
 Big XII Athletic Conference
 California Council of Civil Engineers
 Conference USA
 Oklahoma Municipal League
 MetroPort Cities Partnership
 National Purchasing Institute
 Sonoran Institute

STRATEGIC PLANNING AND TEAM BUILDING EXPERIENCE

AGI sees strategic planning as an integral part of any effective organization's management process. Good organizations are good at strategic planning and, importantly, the translation of those plans into concrete actions with properly aligned organizational structures and business practices. As full-time



management consultants to local government leaders, we approach the process of strategic planning not as an annual “event,” but rather as the defining step in rigorous and repeatable cycle. Strategic plans lead to operational plans which, in turn, lead to budgets and resource allocations and on to service delivery, measurement of results and recalibration as needed. We therefore work with our strategic planning clients as trusted business advisors, not just workshop facilitators, and we seek to leverage our extensive operational knowledge to produce practical and implementable plans.

As noted elsewhere in this Statement of Qualifications and Proposal, we have supported many governmental and not-for-profit organizations with their strategic planning needs and helping them build the necessary operational linkages to drive tangible and measurable outcomes. We have also learned that modern organizations are increasingly reliant on sophisticated technologies to achieve those outcomes, and so often work with clients in the strategic alignment of their technology investments to their business requirements.

The table below illustrates AGI’s breadth of strategic planning, technology planning and organizational and operational improvement experience. We know and understand local government!

RANGE OF LOCAL GOVERNMENT CONSULTING EXPERIENCE AND EXPERTISE

Representative Local Government Clients	Strategic Planning	Technology Assessment & Planning	Organization & Management Assessment	Business Process Improvement	Change Management
Bexar County, Texas		●		●	●
Borough of Lansdale, Pennsylvania		●			
City of Ann Arbor, Michigan		●		●	●
City of Arlington, Texas	●		●	●	
City of Battle Creek, Michigan		●		●	●
City of Dallas, Texas	●		●	●	
City of Denton, Texas			●	●	
City of Fort Worth, Texas		●	●	●	
City of Frisco, Texas			●	●	
City of Lee’s Summit, Missouri		●		●	●
City of New Braunfels, Texas		●		●	●
City of Southlake, Texas	●	●	●	●	●
Murray City, Utah		●			
North Texas Tollway Authority	●		●		●
Ramsey County, Minnesota		●	●	●	
Texas Department of Motor Vehicles		●	●		
Trinity River Authority of Texas	●	●	●		

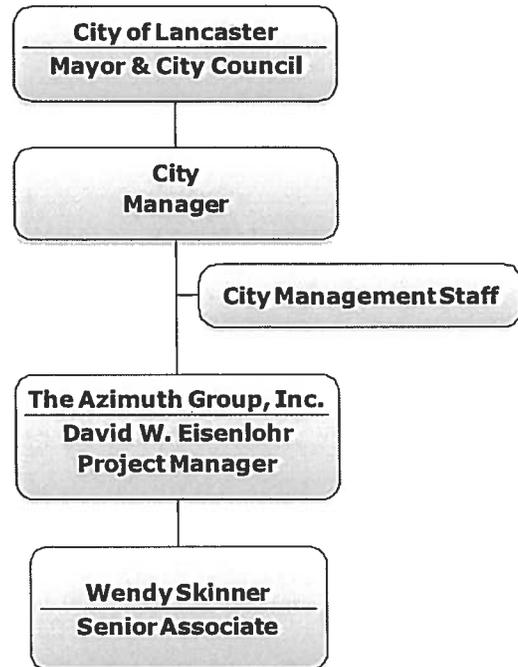


KEY PERSONNEL

The Azimuth Group is structured as a Texas Corporation and will deploy a team of seasoned professionals to meet The City of Lancaster's strategic planning needs. Both members of that team have many years of experience helping public sector organizations to improve the way they do business.

The AGI team will be led by **David W. Eisenlohr**, President and Managing Partner of the firm. He will be actively involved in all aspects of service delivery and analysis. David's practice concentrates on supporting the strategic business needs of public sector organizations at the local level including business and technology planning, operations improvement, and implementation project support.

David will be assisted by **Ms. Wendy Skinner**, an independent management consultant and also a Senior Associate with the Azimuth Group, focusing her practice on helping clients to translate strategy into operational terms and aligning organizational structure, business processes and organizational cultures to sustain strategic results over time.



TEAM EXPERIENCE HIGHLIGHTS

When a client selects a consulting firm to provide professional support, they are really hiring people, not a company. It is therefore important, even critical, that the selected firm has the ability to assemble and deploy a team with the correct experience, technical expertise and interpersonal skill to assure your success.

The table on the following page summarizes the relevant experience and qualifications of the AGI team members proposed for the City of Lancaster assignment. Detailed professional resumes for each of the team members are also provided, focusing on their public sector strategic planning and management experience.



TEAM EXPERIENCE HIGHLIGHTS

	David Eisenlohr	Wendy Skinner
Title	Managing Partner	Senior Associate
Years of Experience	34	29
Selected Strategic Planning Assignments	<p>City of Arlington, Texas City of Southlake, Texas City of Forney, Texas City of University Park, Texas MetroPort Cities Partnership New Hanover County, North Carolina North Texas Tollway Authority Trinity River Authority FOCUS Kansas City, Missouri (Governance Team) Oklahoma Municipal League Big XII Conference Conference USA National Purchasing Institute City of San Antonio Housing</p>	<p>City of Southlake, Texas New Hanover County, North Carolina New Hanover County Health Dept. Town of Trophy Club, Texas Saber Holdings, Inc.</p>
Other Qualifications	<p>David is a senior-level and highly regarded municipal management consultant and organizational strategist. His practice is focused on improving the effectiveness of local government services and he has served local government clients with their business and technology strategic planning and organizational improvement needs across the United States. He holds a Master of Public Administration, City Management Concentration from the University of Kansas and served in senior leadership roles in Texas municipal government prior to beginning his management consulting career.</p> <p>See resume following.</p>	<p>Wendy's professional background, experience and passion is on the translation of strategic plans into executable business plans. She helps both corporate and governmental clients with the alignment of business plans and budgets to strategic priorities, the development of measurement and accountability process to drive desired outcomes and on the implementation of change management strategies to support effective adoption and acceptance by managers, supervisors and staff.</p> <p>See resume following.</p>



David W Eisenlohr

Managing Partner

David is the founder and Managing Partner of the Azimuth Group. He has over 30 years of experience in designing and leading strategic planning programs in local government agencies and in providing results-focused consulting to public service organizations and their leaders. He founded AGI after more than 10 years in leadership positions with the public sector consulting practices of two large professional services organizations including Arthur Andersen LLP and MAXIMUS, Inc. At Andersen, he was a leader in the public sector industry group of the Southwest Region organizational change, and operational improvement initiatives in local government organizations, first as an operational manager and then, since 1986, as a consultant business consulting practice, focusing primarily on the state and local government, education and not-for-profit industry segments. At MAXIMUS, he was a Senior Vice President in charge of the company's local government management solutions consulting practice including business process improvement, technology requirements analysis, organizational design and change management. His knowledge and experience spans a range of disciplines from strategic planning through process improvement and implementation support.

EDUCATION

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

RELEVANT EXPERIENCE

David has led large project teams and served as chief analyst and facilitator on multiple consulting assignments focused on the articulation of clear strategic direction and priorities, improving organizational structures and management practices, streamlining business processes and supporting technologies across the full spectrum of local government programs and services. David is a skilled facilitator and has supported governing bodies and executive teams of multiple public and not-for-profit organizations in strategic planning, policy analysis and operational improvement projects.

Representative, pertinent strategic planning consulting engagements have included:

- **City of Arlington, Texas Strategic Planning and Business Improvement Initiatives** - David has had a continuing relationship with the City of Arlington, Texas since the middle 1990s. He planned, designed and facilitated the City's first-ever strategic planning retreat with the City Council and executive management and prepared the City's first documented strategy map. This initial planning effort led to the development of an integrated strategic management cycle and to a five-year process of planning and facilitating the City Council's annual strategic planning retreat. He was also engaged by the City Manager to support his efforts to implement the Council-directed plans through the facilitation of staff planning and risk identification workshops and the assessment of the strategic alignment of the City's human resources programs. He also helped the city with strategy formulation and process design for key initiatives including managed competition and public works and engineering services. He also facilitated multiple city staff teams engaged in a large scale effort to identify and implement transformative organizational changes and cost reductions in light of current economic realities. With the recent appointment of a new City Manager, in 2012, David has led two City Council planning workshops and a staff workshop as a part of the Manager's "Horizon" project.
- **New Hanover County, North Carolina and the New Hanover County Board of Health** – David has served as the overall project leader on a comprehensive strategic planning project for this coastal



destination community in North Carolina. The strategic plan developed for the County, at the initiative of a newly elected Chairman of the Board of County Commissioners and supported by the County Manager, was the first formalized planning effort completed by the County in over two decades. Using graphical facilitation techniques and technology-enabled prioritization tools, the strategic plan involved all areas of County government and an intensive two-day planning workshop with the County Board, executive staff, and others. Final results included the development of new vision and mission statements, an articulation of core values, prioritized goals, a supporting set of strategic objectives, and individual initiatives for each County department. High-level performance scorecards were also developed, along with a detailed strategy deployment plan. As an outgrowth of this effort, Azimuth was further engaged to complete a similar process with the county's independent Board of Health. Both assignments are in their final stages of completion. In early 2013, David was invited back to plan and facilitate a strategic budget priority-setting workshop with the County Board, which includes several members newly elected since the original strategic planning effort.

- **City of Forney, Texas Strategic Plan** – David facilitated the development of this high-growth Dallas, Texas suburban city's first strategic plan. The planning process included detailed discovery interviews with senior elected and appointed officials, the design and facilitation of an offsite strategic planning retreat with the City Council and executive team, and the documentation of mission, vision, and values statements for the City, identification of strategic goals and objectives, and the development of a strategy map to graphically depict the adopted strategic plan. David was also invited to support the City's Park Board in the development of its strategic plan and the alignment of that plan with that of the city as a whole. Following this initial round of strategic planning, David was engaged to facilitate a follow-up strategic planning offsite with the City Council to assess progress against established objectives and to recalibrate the strategy in light of changing economic realities and emerging community priorities as revealed through the City's first-ever community survey. He has also provided coaching and mentoring support to Forney City staff as they prepared to lead subsequent Council planning workshops. In early 2013, the Mayor and City Manger determined a five-year, comprehensive update of the original strategic plan was needed and David planed and facilitated a two-day retreat in February.
- **North Texas Tollway Authority Strategic Plan** – David led a recently concluded strategic planning project for this special purpose tolling agency in North Texas. The North Texas Tollway Authority is required by state law to complete a strategic plan in every even numbered year. The planning process included the assessment of the Authority's strengths and weaknesses, identification of strategic threats and opportunities, the documentation of the Authority's operational context, and the development of a comprehensive set of strategic business goals, objectives, initiatives and key performance indicators. The strategic plan is supported by a graphical strategy map and the development of a strategic management system to align departmental business planning and budgeting processes with the mission, vision, values and objectives of the Authority as a whole.
- **City of Southlake, Texas Strategic Planning for City Council, Staff, and Information Technology** – David has supported this fast-growth community on several strategic planning and related initiatives. He planned, organized and facilitated the City's first-ever strategic planning process including a 2-day planning retreat with the Mayor, City Council and senior executive staff. This was followed by an implementation workshop with the top management staff of the City to assist them in the identification of specific project and programmatic goals to address the governing body's strategic intent. The project included the development of a graphical strategy map and a multi-year plan for strategy execution. The following year he was invited to return to assist the Council



with priority setting for recreation, parks, and cultural spending as a part of their budget planning cycle. David has also assisted Southlake leaders with the development of a detailed strategic business plan for the City's information technology needs and in the implementation of the adopted strategy.

- **National Purchasing Institute Strategic Plan** – This professional association of public sector purchasing directors and procurement professionals engaged the Azimuth Group to design, facilitate, and document a strategic plan for the adoption by the Board of Directors. The scope of the engagement included the completion of a SWOT assessment, the development and administration of an online membership satisfaction survey, and the development of a set of strategic goals and objectives to help the association drive improved member recruitment and improve the overall membership value proposition.
- **MetroPort Cities Partnership Strategic Plan** – Planned and facilitated a planning workshop for the Board of Directors of this collaborative association of cities, school districts, chambers of commerce and private business interests working to promote the economic vitality of the MetroPort region of the Dallas Fort Worth Metroplex. MetroPort communities are located in proximity to the D/FW International Airport and collaborate across a wide range of economic development and public policy issues.
- **Oklahoma Municipal League Strategic Plan** – Planned, organized and executed a strategic planning process for the State of Oklahoma's association of cities and towns. This was the League's first effort to prepare a strategic plan and involved extensive interviews with Board members and League staff, the development and compilation of a membership survey, and the design, planning and facilitation of a planning workshop with the League's Board of Directors, consisting of Mayors, Council Members and City Managers from municipalities of all sizes and locations, representing all regions of the state.
- **Conference USA Athletic Conference Strategic Plan** – Facilitated the development of this intercollegiate athletic conferences strategic plan following realignment of conference membership and the appointment of a new Commissioner. A strategic planning committee, comprised of University Presidents, Athletic Directors, Faculty Representative, and Senior Women Athletic Administrators work together to establish an overall vision for the conference, crafted a mission statement and achieved consensus on a set of high priority initiatives designed to solidify the future direction of the conference and the relationships among member institutions.
- **Big 12 Athletic Conference Strategic Plan** - While with another consulting organization, David led the development of the Big 12 Athletic Conference's first strategic plan and he designed and facilitated a strategic planning process involving University Presidents, Athletic Directors, faculty members and other athletic department administrators. The purpose and focus of this effort was to bring the Conference together, shortly after its formation through the consolidation of the former Big 8 with the former Southwest conference, through achievement of consensus on a Conference vision and mission and the adoption of specific initiatives to improve the organization's competitive success.
- **City of Kansas City, Missouri Strategic Planning Program**- While with another consulting firm, he assumed a lead role with a multi-firm consulting team in the development of the governance component of the City of Kansas City, Missouri's award winning strategic plan known as FOCUS Kansas City.



- Other local government strategic planning project experiences, often conducted within the context of larger consulting engagements, have included:
 - Champaign County, Illinois – Information technology strategic plan
 - City of New Braunfels, Texas – Information technology strategic plan
 - City of Clayton, Missouri – City Council / City Manager goal setting workshop.
 - City of Missouri City, Texas – City Council / City Manager goal setting workshop.
 - City of Dallas, Texas – Executive Staff strategy articulation workshop.
 - City of San Antonio, Texas – Strategic planning for public housing.
 - State of Wyoming, Office of State Lands – Strategic plan implementation capacity analysis.
 - City of University Park, Texas – Community Development Department strategic planning retreat.

EMPLOYMENT HISTORY

2008 – Present	Managing Partner, The Azimuth Group, Inc.
2003 – 2008	Senior Vice President, Consulting Segment, MAXIMUS, Inc.
1997 – 2003	Senior Manager, Arthur Andersen LLP / Hitachi Consulting
1986 – 1997	Senior Vice President , Ralph Andersen & Associates, Inc.
1985 - 1986	Development Manager, Triland Development
1982 - 1985	Assistant City Manager, City of Grand Prairie, TX
1979 – 1982	Budget and Management Analyst, City of San Antonio, Texas



Wendy Skinner Senior Associate

Wendy Skinner and Associates, Inc. is a Dallas/Fort Worth based management consulting firm providing strategic management solutions for public sector organizations and small to medium size businesses. The Firm's founder and namesake, Wendy Skinner, is a Senior Associate of the Azimuth Group and provides specialized support to AGI teams in the realms of strategy execution, change management and process reengineering, helping clients to translate strategy into operational terms and aligning organizational structures to sustain strategic results over time. Representative clients include the City of Southlake, Texas, the Town of Trophy Club, Texas, the North Texas Tollway Authority, the Federal Office of Personnel Management, Sabre Holdings and E-Site Marketing.

KNOWLEDGE

Wendy has over 15 years extensive experience providing thought leadership and consultation to C-level and senior executives on large-scale organizational change programs. She has successfully led multiple initiatives in the areas of strategic management, cost leadership, process reengineering, and new organization designs.

REPRESENTATIVE EXPERIENCE

Examples of Wendy's experience in the design and delivery of strategic planning programs in both the public and corporate sectors include the following:

- **New Hanover County, North Carolina and the New Hanover County Board of Health** – Wendy supported a comprehensive strategic planning project for this North Carolina coastal county surrounding the City of Wilmington. Now entering the final completion stages of the plan's development, and beginning the transition into strategy deployment and execution, Wendy supported all phases and tasks of the project. Her particular contributions included the facilitation of SWOT and Situational Assessment focus groups, participation in the design of a 2-day strategic planning workshop, and working closely with County staff to develop program goals and operating initiatives aligned to the strategic intent of the County Board as articulated in their planning retreat. Wendy led visualization, team building and brainstorming activities within the retreat and had the primary role in the documentation of the overall findings, conclusions and recommendations emerging from the planning process. She also developed a graphical strategy map to clearly link the core elements of the plan together and to provide a concise overview of the County's strategic objectives. AGI was later engaged by the County's Board of Health to facilitate its bi-annual strategic planning program and Wendy served as co-facilitator of that effort and as principal author of the final plan document.
- **North Texas Tollway Authority Organization Design and Strategic Plan** – Wendy consulted on an organization design assessment and strategy update for this leading transportation agency serving a four county area serving the Dallas / Fort Worth metropolitan area. The organizational assessment included a thorough analysis of the operating environment, development of new organization structure alternatives, recommendations to improve business operations, and a change management plan. The strategy update included refining the organization's strategic objectives, establishing performance metrics, aligning key initiatives with goals and objectives, and developing a strategic management system to monitor and measure on-going execution of the plan.
- **Town of Trophy Club, Texas City Council Strategic Planning Process** – Wendy planned, designed and facilitated separate strategic planning sessions for the Town Council and senior management



staff. Through these processes, she led the Town through a process to refine its mission and strategic goals, complete an analysis of the organization's strengths and weaknesses, develop the change agenda, and identify key actions for inclusion in strategically aligned departmental business plans to advance the Town's mission.

- **City of Southlake, Texas Strategic Management Consulting** - Wendy worked with the City Manager and leadership team of Southlake, Texas to provide best practices in strategic management, assess their capabilities to execute strategy and identify action plans to improve results. She also translated the City's strategy into its first ever strategy map, enabling the City Manager to align over \$60 million of investments for City Council approval. After the initial implementation, Wendy continues to provide on-going support to refine and improve the City's strategic management system and embed the disciplines into their day-to-day operations.
- **Saber Holdings, Strategic Management System Design Project** - Designed and implemented a global, enterprise-wide strategic management system for Sabre Holdings. This included developing strategy maps for its business units and staff groups, establishing key performance metrics, aligning hundreds of millions in portfolio investments, creating an employee communications campaign, and redesigning the CEO's reporting process. Example results were double-digit EBITDA growth, \$250 million in cost savings and increases in employee engagement scores.
- **Saber Holdings Airline Solutions, Global Change Management Project Leadership** – Wendy led a global change initiative to implement an Account Management framework for Airline Solutions, a division of Sabre Holdings. Reengineered the sales and account management processes, defined competency models and roles/responsibilities, developed account planning tools and provided training in North America, London, Hong Kong and Australia. Results included increased product sales, improved deal quality, enhanced business relationships with its top 100 accounts and improved teamwork between all departments.
- Consulted on a major transformation program at Electronic Data Systems that included the reorganization of nine support units with approximately 30,000 employees into three divisions, implementing a new behavioral based leadership model and reengineering the service delivery processes.

EMPLOYMENT HISTORY

2009 – Present	Senior Associate, The Azimuth Group, Inc.
2008 – Present	President, Wendy Skinner and Associates, Inc.
1999 – 2008	Director, Saber Holdings, Inc.
1985 – 1999	Director, Electronic Data Systems, Inc.



PROJECT METHODOLOGY AND APPROACH

This section of the AGI response to the City of Lancaster provides detailed information about our strategic planning methodology and the specifics of our proposed approach for the 2013 strategic planning and team building workshop.

BACKGROUND, SCOPE AND OBJECTIVES

The City of Lancaster is located in Dallas County and governed under the Council-Manager form of local government. Serving a population of just over 36,000 residents and is situated in an important growth corridor in Dallas's Southern Sector, with highly advantageous access to the transportation network.

The City has adopted a practice of annual strategic planning workshops to assist the Mayor, Council and executive staff establish a collective vision for the community and its local government and to establish specific strategic objectives to drive the allocation of scarce resources toward high value / high return activities.

The specific scope and objectives of the 2013 planning and team building workshop include, but are not necessarily limited to, the following:

- Work with the City Manager's office and the City Secretary to develop a program to best serve the needs of the City Council
- Facilitate the identification and ranking of both long and short term objectives and strategies for the organization
- Support the preparation of the City Council's annual Policy Agenda and the City Manager's companion Management Agenda
- Ensure alignment between the Council's agenda and the City Manager's agenda to support achievement to Council priorities
- Documentation of the workshop proceedings in writing.

In addition to these core objectives, the planning process should incorporate:

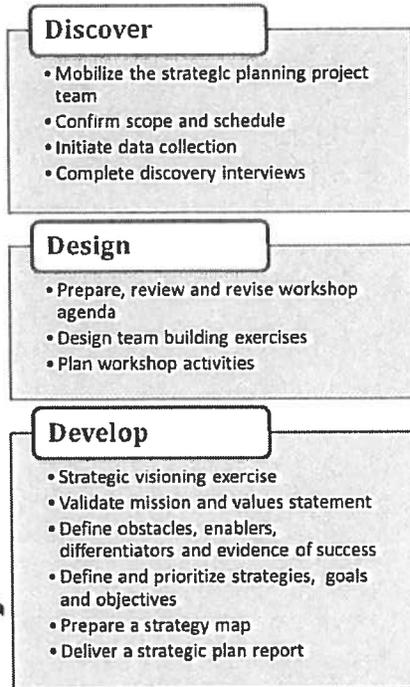
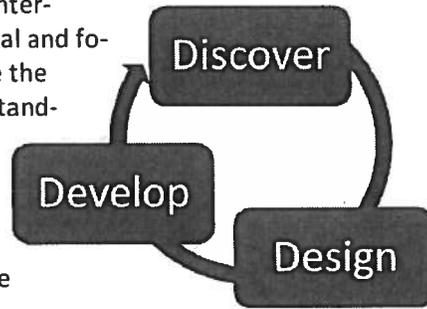
- Leading the City Council's annual review of its rules and procedures and the identification of needed clarifications or amendments.
- Incorporation of team building exercises and activities that can enhance communication, comprehension and collaboration among both elected and appointed leaders.

THE D³ METHODOLOGY

AGI's D³ strategic planning methodology (Design, Discover, Develop) evolved over years of supporting our clients with the creation of fact-based, action-oriented strategic plans at both the enterprise and departmental levels. The methodology provides a logical, sequential framework for the organization and execution of the strategic planning process and incorporates proven techniques within a structured, yet flexible, framework. The D³ phases include:



- Discover** – includes the initial project planning and data gathering steps and the mobilization of the strategic planning team for effective service delivery. Here we will confirm the scope, timing and deliverables of the consulting engagement, establish reporting relationships and protocols and begin background data collection. This phase also includes a series of “discovery interviews,” both individual and focus group, to provide the team with an understanding of the current operating context, current issues and concerns, strategic opportunities and the like.



- Design** – building on the understanding developed during the Discover phase, in this phase the AGI team will complete the planning and design of the strategic planning and team building workshop. We will develop and review a detailed agenda for the workshop, will design appropriate team building activities and exercises and will complete all of the preparatory planning work required to ensure a productive and beneficial experience for all participants.
- Develop** – encompasses the actual delivery of the planning and team building workshop, based on the plan prepared and approved in the prior phase, and the development of the strategic plan for the City. At a minimum it will include a series of team building and collaborative activities intended to promote collaborative discussion of strategic issues, identification and prioritization of specific goals and the documentation of the results and decisions reach.

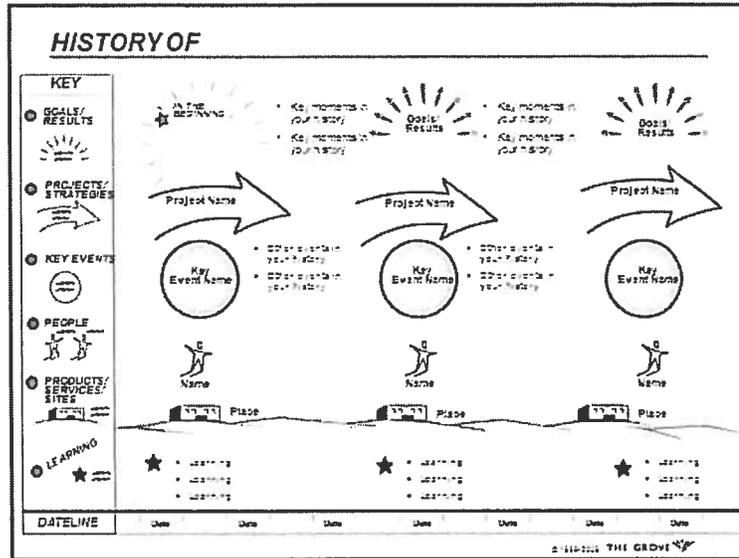
PLANNING TOOLS & TECHNIQUES

In conducting the strategic planning workshop for Lancaster, we will employ a highly graphical, visual approach to facilitation and documentation of results. Using graphical planning tools published by The Grove Consultants International, a San Francisco-based consulting and publishing firm that provides visualization tools, we will lead the workshop participants through a process to help them assess their current situation, visualize success, explore strategic options, set achievable goals and plan for implementation success. A selected set of these graphical tools are illustrated and described below. In our initial planning sessions with you, we will review the entire portfolio of tools and select those most appropriate for the City of Lancaster.



Graphic History

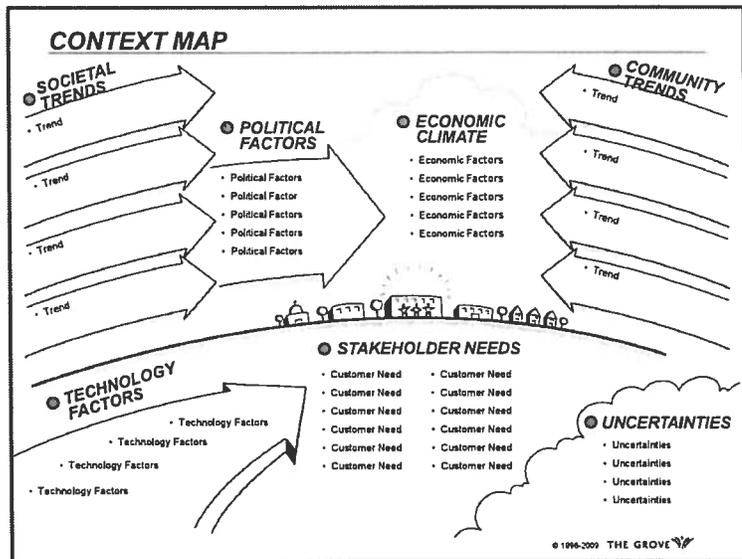
Often, the process of deciding where you want to go is most effective when informed by a shared understanding of where it is you have been. The Graphic History template, illustrated at left, allows participants to document the relevant history of the organization in terms of goal set and accomplished, particular projects completed, strategies adopted, transformation events and key contributors. The completion of major capital investments and the introduction of new or improved services can also be captured. Finally, important “lessons learned” over time can be document, discussed and applied to future strategies, goals and objectives.



Context Map (Environmental Scan)

The graphic guide at left, known as a Context Map, is highly useful in the facilitation of environmental scanning sessions. Enlarged to wall chart size, we will record the input received from workshop participants. While the specific categories in the Context Map can be customized to each individual client, typical categories include:

- Societal and community trends.
- Political factors.
- Economic climate.
- Stakeholder needs.
- Technology factors.
- Uncertainties.



SWOT (Strengths, Weakness, Opportunities, Threats) Analysis

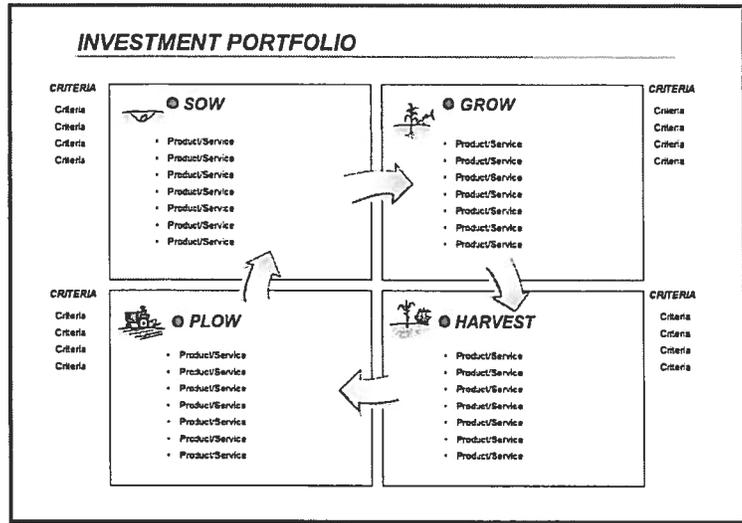
Where context mapping / environmental scanning concentrates on the external environment, SWOT analysis has both internal and external dimensions. SWOT analysis is helpful in the development of a shared understanding of present conditions and a consensus on likely future events.

- **Evidence of Success** that would serve as high-level indicators of progress towards mission success.

Investment Portfolio Analysis

The collection of programs and services provided by the City of Lancaster to its residents and businesses can be likened to the business portfolio of large companies. Each service represents an investment of the City's resources, with a desired return or outcome sought. From time to time, it is important to critically examine that portfolio and, when necessary and appropriate, "rebalance" to ensure that the mix of services and resource allocations remain relevant and strategic.

The Investment Portfolio graphic guide is used to help participants think through the appropriate balance of services, using an agriculture metaphor: What investments in new services and capabilities should the organization plant, or "sow," now? What existing services need to "grow"? Which of the service portfolio are currently successful, but need to be improved or "harvested"? And, finally, are there any services or programs that have yielded all that they can and should be "plowed under" and the resources they require allocated elsewhere? Based on this and other analyses, the planning process participants will be able to develop a specific set of strategic goals for the organization.

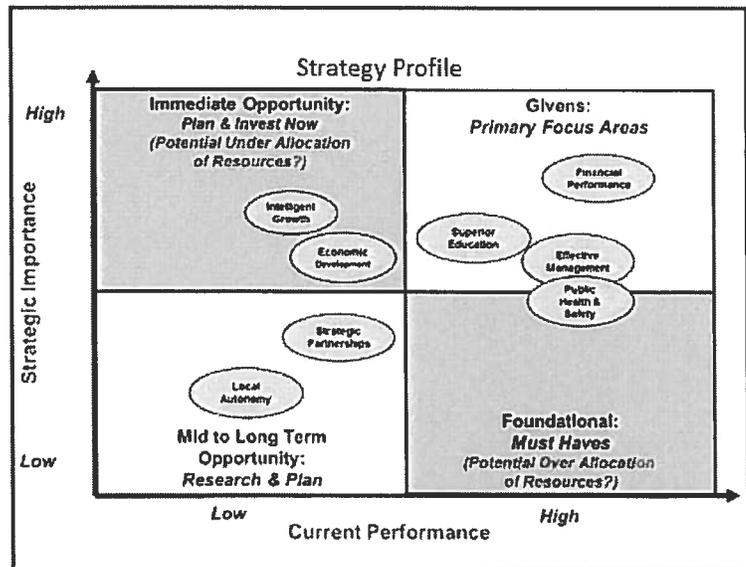


Strategy Profile

We will incorporate anonymous wireless keypad voting technology to rank and prioritize the identified strategic goals in terms of their relative importance and current performance. The resulting 2x2 matrix profile allows the workshop participants to assess the relative value of each goal, the time-frame for the accomplishment of each and the allocation of resources.

Definitions of the four quadrants of the strategy profile are as follows:

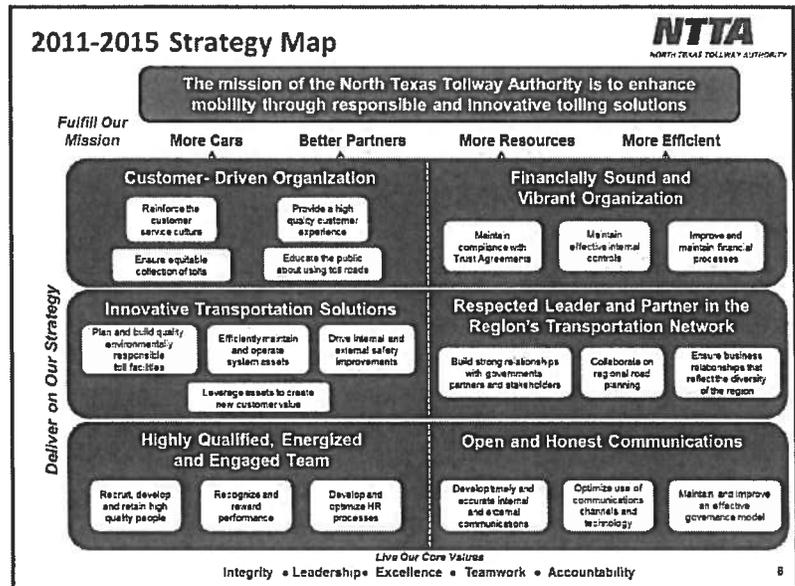
- **"Givens"** are high value/high performance items. They constitute the City's primary strategies and are indispensable for current success. If they are very high in strategic importance and near the center line of performance they require effort at improvement, towards doing them better. Givens demand high levels of constant attention to assure the quality of the system.
- **"Foundational Strategies"** are vital support functions. They are necessary to the system and should be performed at least an acceptable level.



- **"Immediate Opportunities"** indicate key areas for *innovation* that can have major and early impact on success. They show where not only "doing things differently" but *doing different things* is imperative. Implementation time lines are usually less than one year.
- **"Mid to Long-term Opportunities"** represent key success factors that would likely be brought on line following execution of the Immediate Opportunities. These *innovations* are usually 1-2 years or more out.

Strategy Mapping

One of the key deliverables of the strategic planning effort will be a graphical strategy map. A strategy map is simply a visual depiction of the organization's strategy in terms of its vision, mission, core values, strategic goals and business objectives. It is a concise quick reference guide to the strategic plan and is a useful tool for communicating the plan to others. It also supports alignment of departmental operating plans, program initiatives and to the overall strategic plan. The map's primary value is as a communication tool – a way to simply portray the interdependencies of the critical elements of the organization's purpose, its vision, its values and its objectives in an accessible and easily understandable format.



TEAM BUILDING ACTIVITIES

Strengthening the organizations capacity for collaboration and teamwork is an important outcome of the strategic planning and goal setting process. During the initial planning tasks, AGI consultants will work with you to identify and then select the specific exercises, activities and methods for engaging workshop participants as members of the larger City of Lancaster leadership team. Examples of the range of options and alternatives that might be applied include those described below.

Ice Breakers and Team Building Games

Numerous activities designed to help workshop participants forge trusting relationships and to strengthen their skills as working team members are available. These can range between simple meeting "ice breakers" to more involved, structured and time-intensive activities. AGI has designed and incorporated team building activities into multiple strategic planning workshops with both elected officials and appointed staff. Without divulging the details have included:

- Two truths and a lie.
- House of cards.
- Bridge to nowhere.



- Wilderness survival.
- Minefield.

We will work with you to determine which of these, or others, are suitable for this group, should be avoided, or have been used previously and then incorporate appropriate activities into the workshop agenda.

Visual Explorer Exercise

Individuals and small groups can use a “Visual Explorer” session, using tools from the Center for Creative Leadership. The Visual Explorer toolset is described as “a tool for creative conversations and deep dialogues—using a wide variety of images—about almost any topic chosen by the user. Because of its versatility and ability to engage all kinds of people, VE is widely used in organizations, communities, schools, and coaching relationships, with the outcome of better conversations about things that matter.”

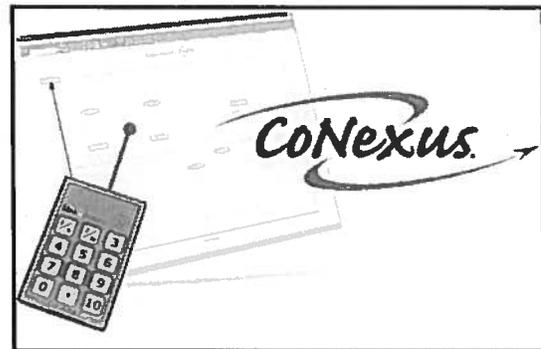
Visual Explorer allows participants to create collages of images to depict both the “as-is” state and the “to-be” vision for the future of Lancaster, and to then describe the gaps between the two. This would then be followed by brainstorming to identify specific strategies to close the gaps. This technique relies on a large deck of photographic images that focus group members individually browse and then, along with their counterparts, build and describe visual stories to reveal important underlying themes and aspirations to be addressed in the strategic plan.



CoNexus Decision Support Technology

CoNexus is an automated decision support tool employing wireless keypad technology to promote innovative thinking, collaboration and decision-making within groups. The software incorporates 30-years of research on change management and strategic planning. For groups interested in rethinking their future and in creating collective decisions, the technology supports a powerful process for getting groups to see beyond traditional self-imposed limitations. Typical uses of the CoNexus technology include:

- Developing a purpose and mission for an organization and clarifying the organization's values.
- Determining how and when to address critical issues identified in the context of strategic planning.
- Group polling, data gathering and prioritization of important information.



Data from group members is collected anonymously and displayed instantly. Participant’s positions can therefore be discussed objectively, without confrontation.



DETAILED PROJECT PLAN

The strategic planning approach described in this section is based on our planning methodology and will serve as a roadmap for the AGI consulting team and the City of Lancaster. It describes in specific detail the phases and tasks that will be the focus of the planning efforts.

PHASE 1 – DISCOVER

The purpose of the work in the *Design* phase is to initiate the strategic planning process, verify timelines and due dates and to initiate the data collection needed to lay the groundwork for the development of the strategic planning workshop.

Task 1.1 – Mobilize the strategic planning team

In this step, we will work closely with the City Manager or his designee and, if appropriate, the Mayor, to clarify and refine the scope of the strategic planning and team building workshop. Completion of this task helps to ensure a shared understanding between the City and the consulting team of the answers to such questions as:

- What is the purpose and intended use of the Strategic Plan? (What does a successful project look like?)
- Who (specifically, by name) should be involved in preparation, review and approval of the strategic plan, and how?
- Where and when should the strategic planning and team building workshop be held and who will be accountable for making those arrangements?
- What are the important milestone dates and other time constraints that the team must respect?

Key Activities

- Conduct initial project kick-off meetings with the City manager and/or his designee.
- Confirm project management and reporting protocols.
- Discuss, at a high level, the “business landscape” for the Lancaster in terms of operating environment, critical issues, funding streams, political / policy priorities, key players and interest groups, etc.
- Confirm discovery interview participants and methods for each (individual vs. group interview).
- Initiate logistical planning and coordination for the strategic planning workshop.

Task 1.2 – Confirm scope and schedule

After the project mobilization meetings the AGI team will modify this project plan as needed and present a finalized project schedule to the City for review and approval.

Key Activities

- Revise project plan as necessary, based on your input and dialog.
- Deliver an updated project plan and milestone schedule for final acceptance and approval.



Task 1.3 – Initiate data collection

The AGI team will request, collect and review a considerable amount of documentary data as background for the planning project. Examples of the types of data we will request – to the extent available - include:

- Current mission, vision, values statements.
- Current goals, objectives and performance measures.
- Current operating budget, annual financial reports, revenue and expenditure projections.
- Prior year strategic planning documents / reports.
- City organization charts.
- Community and regional demographic data and growth trends.

Key Activities

- Develop and review initial data request.
- Work with Lancaster staff to gather required data.
- Review collected data for completeness and understanding.

Task 1.4 – Complete discovery interviews

Based on the finalized project plan, we will conduct one-on-one interviews and group interviews with selected individuals. At a minimum, we would expect these to include individual interviews with the Mayor, each member of the City Council and the City Manager. One or two focus group interview session with the City’s other senior managers and directors will also be planned and completed.

Key Activities

- Prepare discovery interview schedule.
- Conduct discovery interviews.
- Collect information on potential amendments to City Council policies and procedures.
- Summarize the discovery interview results in writing.
- Review the interview summary with appropriate City representatives.

PHASE 2 – DESIGN

Based on the decisions reached in the prior phase of work, the **Design** phase allows for the detailed planning and preparation for the City Council’s planning and team building workshop.

Task 2.1 – Prepare, review and revise the workshop agenda

In this task the AGI team will define and document the participants, agenda, process, and logistics required for a 2-day intensive planning workshop for the Lancaster senior leadership team, both elected and appointed. At a minimum, participation will include the Mayor, Council, City Manager, City Secretary and Assistant City Manager.

Key Activities

- Identify and finalize list of workshop participants.



- Develop a detailed workshop agenda.
- Coordinate workshop venue and logistical details with City staff.
- Present the workshop design to the City Manager for final approval.
- Prepare workshop participant pre-read materials, as needed.

Task 2.2 – Design team building exercises

Using information developed in the discovery interviews, as well as guidance and input provided by the City Manager, Mayor and/or appropriate others, we will select and design effective exercises and activities to promote teamwork and collaboration among the workshop participants. These activities will serve to help the member of the Council to perform as an effective governing body and will promote collaboration and trust between Council and staff.

Key Activities

- Identify and select team building activities from a list of options provided by AGI.
- Secure necessary materials and equipment.
- Prepare participant instructions and guidelines as needed.

Task 2.3 – Plan workshop activities

The planning workshop will consist of a variety of individual, small group and collective tasks. These will range from structured exercises to free-flowing dialog and brainstorming. In this task the AGI will determine the types of activities and processes to best support the desired outcomes in accordance with the approved agenda.

Key Activities

- Design and order graphic facilitation guides and templates.
- Develop a PowerPoint presentation as a workshop plan and guide for both the facilitator and participant.
- Conduct an advance visit / site inspection to ensure the adequacy of the meeting facility, plan seating arrangement, audio-visual needs, and the like.
- Arrange for advanced facility access for room setup and testing of required technology.

PHASE 3 – DEVELOP

This phase of work comprises the tasks necessary for the actual development of the Lancaster strategic plan, based on the finalized plan design and the organizational and community data developed in the previous phases.

Task 3.1 – Conduct the strategic planning and team building workshop for the Lancaster City Council and senior staff.

This task includes a number of sub-tasks designed to lead the Lancaster leadership group through the process of building a workable strategic plan for the municipal organization. After some general introductory and “ice breaking” and team building activities, the AGI team will lead a carefully planned series of activities, relying on proven group facilitation techniques, to build consensus and acceptance on the essential elements of a new strategy.



Task 3.1.1 – Understand and describe the current strategic context and SWOT

This step within the workshop design will include an examination of the external environment within which the City must operate and succeed. It considers such factors as social and economic trends, political and regulatory actions, emerging technology, market trends, citizen needs and other uncertainties. The strategic context establishes the environmental conditions most likely to have an impact on Lancaster’s ability to achieve its mission, consistent with its vision and values. Included in this portion will be a discussion of the Council’s policy and procedures and the extent to which they may need modification to support future strategic progress.

Task 3.1.2 – Validate the City’s Vision, Mission, Values and Differentiators

Effective strategy must rest on a shared and clearly articulated understanding of the organization’s overarching purposes and goals. This is most commonly expressed and documented in the form of concise and memorable statements of the organization’s vision (typically aspirational in nature), a focused statement of mission (more action-oriented than the vision) and a brief listing of core values (the ethical parameters within which the vision and mission will be realized).

To validate the current Vision statement, we may use the Visual Explorer technique of building a collage of images to depict the desired future state. The Mission Statement then flows from that and the workshop participants will work in teams to create, and then to reconcile, alternative statements of mission. Finally, participants will brainstorm and prioritize a set of shared values for the organization and its employees and will discuss the unique characteristics of Lancaster that differentiate it from its competitors and may be leveraged for future benefit.

Task 3.1.3 – Develop and prioritize strategic goals

Using a collaborative and interactive process, supported by advanced technology tools for group consensus building and prioritization, AGI will facilitate the definition of strategic goals for the City of Lancaster. These may be an extension or clarification of current strategic goals or, depending upon the results of the planning effort and earlier workshop activities, could include additional new or replacement goals. Using an electronic decision support tool, these goals will then be rank ordered and evaluated in terms of their strategic importance and current performance to establish those goals that, if achieved, can have the most impact on the organization’s ability to achieve its mission.

Key Activities

- Facilitate a 2 day strategic planning retreat with the Lancaster leadership team.
- Incorporate team-building activities.
- Review and document strengths, weaknesses, opportunities, threats.
- Create or update a compelling Vision statement.
- Validate or revise a concise Mission statement.
- Identify common, shared values
- Identify strategic differentiators.
- Document high-level indicators of success.
- Brainstorm, discuss, evaluate, and prioritize strategic goals.



Task 3.2 – Prepare a City of Lancaster strategy map

The strategy map is graphical depiction of the overall strategy and illustrates the linkages between the vision, mission, values, and strategic goals and objectives. The strategy map is the framework for strategic management and an effective tool for the communication of the organization’s strategic intent.

Key Activities

- Develop the strategy map in draft and circulate for review and comment.
- Revise and finalize the strategy map based on feedback received.

Task 3.3 – Finalize and present a written summary report

The final task involves the compilation of all of the previously developed elements of the Lancaster strategic planning workshop into a cohesive summary document that will be an effective tool for sustaining and renewing the strategic management process over time.

Key Activities

- Prepare and review a draft strategic planning workshop report with the City Manager.
- Make appropriate corrections and revisions based on comments and feedback received.
- Present the final report to the City Council for adoption and approval.



ATTACHMENT C: COST PROPOSAL

Project costs are important to The Azimuth Group, just as they are to the City of Lancaster. When preparing a budget proposal, we do so based on our understanding of your stated needs, the specific requirements of the Request for Qualifications and Proposal, and our own experience providing similar services to multiple local government agencies over many years. *From time to time, however, our estimates do not align with the expectations of the client. In those instances, we are always prepared to review and revise both our project scope and budget to better fit your requirements.* We not want to miss this opportunity over price considerations alone.

PROJECT BUDGET

The table below includes our firm fixed price quote for the 2013 Strategic Planning and Team Building Workshop, as well as for the subsequent four optional renewal years. As detailed on the following pages, these prices are inclusive of both professional fees and our estimated actual out-of-pocket costs. As a local firm, our expense projections do not include any costs for such items as airfare, lodging, meals or car rental. For the City of Lancaster, this means that your expenditure goes directly to the costs of the consulting services received, not pass-through expenses.

Project Year	Proposed Budget
2013	\$11,990
2014	\$11,990
2015	\$11,990
2016	\$13,410
2017	\$13,410
Total 5 Year Cost	\$62,790

AGI's normal business practice is to submit progress billings on a monthly basis, based on work performed during the preceding month. Invoices are due upon receipt.

Should you desire services beyond the scope of the proposal, we will be more than happy to provide such additional services at our then-current hourly rates, plus actual out-of-pocket costs. We understand and agree that no such additional services will be performed without prior written authorization.

ASSUMPTIONS

- Professional service fee rates remain stable and unchanged for the first three years of the agreement and are increased by \$25/hour for the final two years.
- Out-of-pocket expense estimates are increased by approximately 2.5% per year.



- The price quoted for the first three years of the agreement is fixed at the approximate average of the projected annual cost. Pricing for the 4th and 5th year are fixed at the midpoint/average for those years.
- The City will assign a staff member as the main point of contact for the planning and coordination of the required interviews and workshop sessions. This individual will be responsible for the assembly of any requested documents and other background material, scheduling of required meetings, interviews and conference calls, workshop logistical arrangements, etc.
- The City will work with AGI to make such technical arrangements for presentation projection / display, workshop session recording, etc. that may be required. The workshop room or rooms will include required facilities and equipment including, at a minimum, a projector, power availability and projection screen.
- The City will provide and pay directly for required meeting rooms, room setups, food and beverage during the workshop sessions and other facilities and services required to support the planning workshop.
- AGI will deliver one reproducible and one electronic copy in PDF format of the final workshop summary report. The City will be responsible for the reproduction and distribution of this document as needed.

BUDGET DETAIL

As required, the detailed estimates underlying the proposed budgets, by year, are presented on the following pages. They include all costs directly or indirectly related to the provision of the consulting services described in our response, including hours by task and consultant, hourly consulting service rates and projected direct expense.



Lancaster, Texas Council Strategy and Team Building Workshop
2013 Pricing Worksheet

	Consultant Hours		
	D. Eisenlohr	W. Skinner	Total
Hourly Rate:	\$ 225	\$ 150	
Discover			
1.1 Mobilize the strategic planning project team	2	2	4
1.2 Confirm project scope and schedule	1	1	2
1.3 Initiate data collection	-	2	2
1.4 Complete discovery interviews	12	-	12
Subtotal Hours	15	5	20
Subtotal Fees	\$ 3,375	\$ 750	\$ 4,125
Design			
2.1 Prepare, review and revise workshop agenda	2	-	2
2.2 Design team building exercises		2	2
2.3 Plan workshop activities		4	4
Subtotal Hours	2	6	8
Subtotal Fees	\$ 450	\$ 900	\$ 1,350
Develop			
3.1 Conduct strategic visioning exercise	16	-	16
3.2 Validate mission and values statements			
3.3 Define obstacles, enablers and evidence of success			
3.4 Brainstorm and prioritize strategic goals			
3.5 Prepare a strategy map	1	2	
3.6 Deliver final strategic plan report	8	-	8
Subtotal Hours	25	2	27
Subtotal Fees	\$ 5,625	300	\$ 5,925
GRAND TOTAL HOURS	42	13	55
GRAND TOTAL FEES	\$ 9,450	\$ 1,950	\$ 11,400

Expense Estimate:

Airfare	N/A	\$ -
Lodging	N/A	\$ -
Rental Car	N/A	\$ -
Parking	N/A	\$ -
Meals / Per diem	N/A	\$ -
Mileage	8 trips @ 50 miles @ \$0.565	\$ 225
Workshop Supplies	Estimate	\$ 250
Miscellaneous / Other	Estimate	\$ 100
Total Expense Estimate		\$ 575

TOTAL 2013 PROJECT BUDGET **\$ 11,975**



Lancaster, Texas Council Strategy and Team Building Workshop
2014 Pricing Worksheet

	Consultant Hours		
	D. Eisenlohr	W. Skinner	Total
Hourly Rate:	\$ 225	\$ 150	
Discover			
1.1 Mobilize the strategic planning project team	2	2	4
1.2 Confirm project scope and schedule	1	1	2
1.3 Initiate data collection	-	2	2
1.4 Complete discovery interviews	12	-	12
Subtotal Hours	15	5	20
Subtotal Fees	\$ 3,375	\$ 750	\$ 4,125
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2.2 Design team building exercises		2	2
2.3 Plan workshop activities		4	4
Subtotal Hours	2	6	8
Subtotal Fees	\$ 450	\$ 900	\$ 1,350
Develop			
3.1 Conduct strategic visioning exercise	16	-	16
3.2 Validate mission and values statements			
3.3 Define obstacles, enablers and evidence of success			
3.4 Brainstorm and prioritize strategic goals			
3.5 Prepare a strategy map	1	2	
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Subtotal Hours	25	2	27
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GRAND TOTAL HOURS	42	13	55
GRAND TOTAL FEES	\$ 9,450	\$ 1,950	\$ 11,400

Expense Estimate:

Airfare	N/A	\$ -
Lodging	N/A	\$ -
Rental Car	N/A	\$ -
Parking	N/A	\$ -
Meals / Per diem	N/A	\$ -
Mileage	8 trips @ 50 miles @ \$0.579	\$ 230
Workshop Supplies	Estimate	\$ 255
Miscellaneous / Other	Estimate	\$ 105
Total Expense Estimate		\$ 590

TOTAL 2014 PROJECT BUDGET **\$ 11,990**



Lancaster, Texas Council Strategy and Team Building Workshop
2015 Pricing Worksheet

	Consultant Hours		
	D. Eisenlohr	W. Skinner	Total
Hourly Rate:	\$ 225	\$ 150	
Discover			
1.1 Mobilize the strategic planning project team	2	2	4
1.2 Confirm project scope and schedule	1	1	2
1.3 Initiate data collection	-	2	2
1.4 Complete discovery interviews	12	-	12
Subtotal Hours	15	5	20
Subtotal Fees	\$ 3,375	\$ 750	\$ 4,125
Design			
2.1 Prepare, review and revise workshop agenda	2	-	2
2.2 Design team building exercises		2	2
2.3 Plan workshop activities		4	4
Subtotal Hours	2	6	8
Subtotal Fees	\$ 450	\$ 900	\$ 1,350
Develop			
3.1 Conduct strategic visioning exercise	16	-	16
3.2 Validate mission and values statements			
3.3 Define obstacles, enablers and evidence of success			
3.4 Brainstorm and prioritize strategic goals			
3.5 Prepare a strategy map	1	2	
3.6 Deliver final strategic plan report	8	-	8
Subtotal Hours	25	2	27
Subtotal Fees	\$ 5,625	300	\$ 5,925
GRAND TOTAL HOURS	42	13	55
GRAND TOTAL FEES	\$ 9,450	\$ 1,950	\$ 11,400

Expense Estimate:

Airfare	N/A	\$ -
Lodging	N/A	\$ -
Rental Car	N/A	\$ -
Parking	N/A	\$ -
Meals / Per diem	N/A	\$ -
Mileage	8 trips @ 50 miles @ \$0.595	\$ 240
Workshop Supplies	Estimate	\$ 260
Miscellaneous / Other	Estimate	\$ 110
Total Expense Estimate		\$ 610

TOTAL 2015 PROJECT BUDGET \$ 12,010



Lancaster, Texas Council Strategy and Team Building Workshop
2016 Pricing Worksheet

	Consultant Hours		
	D. Eisenlohr	W. Skinner	Total
Hourly Rate:	\$ 250	\$ 175	
Discover			
1.1 Mobilize the strategic planning project team	2	2	4
1.2 Confirm project scope and schedule	1	1	2
1.3 Initiate data collection	-	2	2
1.4 Complete discovery interviews	12	-	12
Subtotal Hours	15	5	20
Subtotal Fees	\$ 3,750	\$ 875	\$ 4,625
Design			
2.1 Prepare, review and revise workshop agenda	2	-	2
2.2 Design team building exercises		2	2
2.3 Plan workshop activities		4	4
Subtotal Hours	2	6	8
Subtotal Fees	\$ 500	\$ 1,050	\$ 1,550
Develop			
3.1 Conduct strategic visioning exercise	16	-	16
3.2 Validate mission and values statements			
3.3 Define obstacles, enablers and evidence of success			
3.4 Brainstorm and prioritize strategic goals			
3.5 Prepare a strategy map	1	2	
3.6 Deliver final strategic plan report	8	-	8
Subtotal Hours	25	2	27
Subtotal Fees	\$ 6,250	350	\$ 6,600
GRAND TOTAL HOURS	42	13	55
GRAND TOTAL FEES	\$ 10,500	\$ 2,275	\$ 12,775

Expense Estimate:

Airfare	N/A	\$ -
Lodging	N/A	\$ -
Rental Car	N/A	\$ -
Parking	N/A	\$ -
Meals / Per diem	N/A	\$ -
Mileage	8 trips @ 50 miles @ \$0.61	\$ 245
Workshop Supplies	Estimate	\$ 265
Miscellaneous / Other	Estimate	\$ 115
Total Expense Estimate		\$ 625

TOTAL 2016 PROJECT BUDGET **\$ 13,400**



Lancaster, Texas Council Strategy and Team Building Workshop
2017 Pricing Worksheet

	Consultant Hours		
	D. Eisenlohr	W. Skinner	Total
Hourly Rate:	\$ 250	\$ 175	
Discover			
1.1 Mobilize the strategic planning project team	2	2	4
1.2 Confirm project scope and schedule	1	1	2
1.3 Initiate data collection	-	2	2
1.4 Complete discovery interviews	12	-	12
Subtotal Hours	15	5	20
Subtotal Fees	\$ 3,750	\$ 875	\$ 4,625
Design			
2.1 Prepare, review and revise workshop agenda	2	-	2
2.2 Design team building exercises		2	2
2.3 Plan workshop activities		4	4
Subtotal Hours	2	6	8
Subtotal Fees	\$ 500	\$ 1,050	\$ 1,550
Develop			
3.1 Conduct strategic visioning exercise	16	-	16
3.2 Validate mission and values statements			
3.3 Define obstacles, enablers and evidence of success			
3.4 Brainstorm and prioritize strategic goals			
3.5 Prepare a strategy map	1	2	
3.6 Deliver final strategic plan report	8	-	8
Subtotal Hours	25	2	27
Subtotal Fees	\$ 6,250	350	\$ 6,600
GRAND TOTAL HOURS	42	13	55
GRAND TOTAL FEES	\$ 10,500	\$ 2,275	\$ 12,775

Expense Estimate:

Airfare	N/A	\$ -
Lodging	N/A	\$ -
Rental Car	N/A	\$ -
Parking	N/A	\$ -
Meals / Per diem	N/A	\$ -
Mileage	8 trips @ 50 miles @ \$0.625	\$ 250
Workshop Supplies	Estimate	\$ 275
Miscellaneous / Other	Estimate	\$ 120
Total Expense Estimate		\$ 645

TOTAL 2017 PROJECT BUDGET **\$ 13,420**



City of Lancaster, Texas (Purchasing) Supplier Response

Bid Information		Contact Information		Ship to Information	
Bid Creator	Dawn Berry Purchasing Agent	Address	PO Box 940	Address	211 N. Henry
Email	dberry@lancaster-tx.com		Lancaster, TX 75146		Lancaster, TX 75146
Phone	(972) 218-1329	Contact	Dawn Berry	Contact	Finance
Fax	(972) 218-3621		Purchasing Agent	Department	
			Purchasing	Building	City Hall
Bid Number	2013-83 Addendum 2	Department		Floor/Room	
Title	Strategic Planning Services - City Council	Building		Telephone	
Bid Type	RFP-Weighted	Floor/Room		Fax	
Issue Date	02/20/2013	Telephone	(972) 218-1329	Email	
Close Date	3/22/2013 2:00:00 PM CST	Fax	(972) 218-3621		
Need by Date		Email	dberry@lancaster-tx.com		

Supplier Information

Company The Novak Consulting Group
 Address 210 Glenmary Avenue
 Cincinnati, OH 45220

Contact
 Department
 Building
 Floor/Room
 Telephone 1 (513) 221-0500
 Fax 1 (513) 221 3100
 Email
 Submitted 3/20/2013 12:02:51 PM CST
 Total \$50,000.00

Signature _____

Supplier Notes

Bid Notes

Bid Activities

Date	Name	Description
4/15/2013 7:00:00 AM	City Council Work Session	1999 E. Jefferson, Lancaster, TX 75134

Bid Messages

Please review the following and respond where necessary

#	Name	Note	Response
1	Questions	All questions shall be addressed to Dawn Berry, Purchasing Agent via email at purchasing@lancaaster-tx.com.	Agree
2	Company Ownership	Is your company currently for sale or involved in any transaction to expand or to become acquired by another business entity? If yes, please explain the impact both in organizaitional and directional terms.	No
3	Difficulties	What difficulties do you anticipate in serving the City? How do you plan to manage these and what assistance will you require from the City? Describe your firm's past performance on other contracts for the City (e.g. cost control, cost savings, schedule control).	No difficulties anticipated
4	Litigation	Address any performance related litigation that your firm may be, or has been, involved in over the last five (5) years.	None
5	Litigation with City of Lancaster	Is your firm involved in any litigation (past or pending) with the city of Lancaster? If yes, please provide details.	No
6	Open Records Act	All responses will be maintained confidential until award is finalized. At that time, all proposals are subject to the Open Records Act.	Agreed
7	PROPERTY TAXES	Please indicate whether you or your company, owe delinquent property taxes to the City whether an assumed name, partnership, corporation, or any other legal form.	Do Not
8	Special Services	Provide details regarding any special services or product characteristics, or other benefits offered or advantages to the City if selecting your firm.	See Attachment B
9	Website Address	Enter product website information	www.thenovakconsultinggroup.com
10	T&C Acknowledgement	I have read and agree to the terms and conditions of this bid.	Agreed
11	Bid Acknowledgement	Bidder affirms that they have read and understand all requirements of this proposal. Additionally, the bidder affirms that they are duly authorized to execute this contract and that this company has not prepared this proposal in collusion with any other proposer, and that the contents of this proposal as to prices, terms or conditions of said proposal have not been communicated by the bidder nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this type of business prior to the official opening of this proposal.	Agreed
12	Insurance	Vendor shall provide insurance as listed in the insurance requirements attached.	Understood
13	Alternate Items	1.) Variations from the specification may be acceptable provided such differences are noted on the bid and detailed specifications uploaded for review. <p>2.) Any substitutions from the brand name mentioned must be proved to be equal and may be considered for award by the Purchasing Agent and requesting department, if so proven.	Agreed

14	County	What county is your principal place of business located?	Hamilton County, Ohio
15	Immigration	Employers may hire only persons who may legally work in the United States (i.e., citizens and nationals of the US) and aliens authorized to work in the US. The employer must verify the identity and employment eligibility of anyone to be hired, which includes completing the Employment Eligibility Verification Form (I9). The Contractor shall establish appropriate procedures and controls so no services or products under the Contract Documents will be performed or manufactured by any worker who is not legally eligible to perform such services or employment.	(No Response Required)
16	Laws and ordinances	The Contractor shall at all times observe and comply with all Federal, State, and local laws, ordinances and regulations which in any manner affect the Contract or the work.	Understood
17	Payment Terms	The City of Lancaster's payment terms are Net 30.	Agreed
18	Late Submission	Bids/RFQs are not accepted after the closing date and time. The City of Lancaster is not responsible computer, mail or carrier issues/problems. The server time located in the top right corner of this software is the official clock. It is the responsibility of the user to ensure you have chosen the correct time zone for your company.	Understood
19	Change Orders - Professional Services	Consultants must receive written approval from the City prior to initiating any additional work. Additional services for which compensation exceeds \$50,000 must be approved by the City Council. All changes in services for which compensation is less than \$50,000 may be administratively approved by the City Manager. In the event that an authorization of change in services causes the original contract to increase in excess of the \$50,000 threshold, the original contract must be ratified by the City Council.	Agreed
20	AWARD OF CONTRACT	The contractor shall not commence work under these terms and conditions of the contract until all applicable Certificates of Insurance, Performance and Payment Bonds and have been approved by the City of Lancaster and he/she has received notice to proceed in writing and an executed copy of the contract from the City of Lancaster.	Agreed
21	Deviation	<p>DEVIATIONS: In the event, you the Proposer, intends to deviate from the general terms, conditions, special conditions or specifications contrary to those listed in the "Terms and Conditions" and other information attached hereto, all such deviations must be detailed and uploaded in the RESPONSE ATTACHMENTS section of the e-pro system with the description DEVIATION.</p> <p><P>NO DEVIATIONS: In the absence of any deviation, Proposer assures the City of Proposer's compliance with the Terms, Conditions, Specifications, and information contained in this RFP.</p>	None
22	Award	Response to specifications, location of vendor, history/relationship, price and vendor's ability to perform the work are the primary factors in determining the lowest responsible bid.	(No Response Required)
23	MWBE 1	Is your company M/WBE or HUB certified?	No

24	MWBE 2	If yes, what is your certification number?	N/A
25	MWBE 3	If yes, what agency completed the certification?	N/A
26	MWBE 4	If yes, what is the expiration date of your certification?	N/A
27	BID PROTESTS	<p>All protests regarding the bid solicitation process must be submitted in writing to the Purchasing Agent within five (5) working days following the opening of bids. This includes all protests relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as protests relating to alleged improprieties or ambiguities in the specifications.</p> <p><p></p> <p>The limitation does not include protests relating to staff recommendations as to award of a bid. Protests relating to staff recommendations may be directed to the City Council by contacting the City Secretary PRIOR to Council Award.</p>	Agreed
28	Reciprocal Information 1	<p>The City of Lancaster, as a governmental agency of the State of Texas, may not award a contract for general construction, improvements, services or public works projects or purchases of supplies, materials, or equipment to a non-resident bidder unless the non-resident's bid is lower than the lowest bid submitted by a responsible Texas resident bidder by the same amount that a Texas resident bidder would be required to underbid a non-resident bidder to obtain a comparable contract in the state in which the non-resident's principal place of business is located (Article 601g v.t.c.s.). Bidder shall answer all the following questions by encircling the appropriate response or completing the blank provided.</p> <p><p>***Where is your principal place of business?</p>	Ohio
29	Reciprocal Information 2	For Businesses not located in Texas, does your state favor resident bidders (bidders in your state) by some dollar increment or percentage?	No
30	Reciprocal Information 3	If Yes, What is the dollar increment or percentage?	N/A
31	Notification	How did you here about this bid opportunity?	e-pro
32	Plan Room - Other	If yes for a plan room or other, please list which plan room or other means of notification.	N/A
33	Response Term	Responses shall be valid for ninety (90) calendar days after the opening date and shall constitute an irrevocable offer to the City of Lancaster for the 90 calendar day period. The 90 calendar day period may be extended by mutual agreement of the parties.	Agree
34	Terminology	Throughout this document, the terms Contractor, Bidder, Proposer, and/or Vendor may be used interchangeably. Reference to any of these terms throughout this document should be construed by the reader as meaning any bidder for the products/services being requested (e.g., Bidder, Proposer); or the bidder who has been awarded a bid/RFQ or contract (e.g., Contractor, Vendor).	Agree
35	Addendum 1	Addendum 1 has been issued. The specification docuemnt was deleted and a revised version added. Page 2, Submission Requirements, Attachment B was modified.	ACK
36	Addendum 2	Addendum 2 has been issued. A list of questions submitted has been attached and named Addendum 2.	ACK

Line Items

#	Qty	UOM	Description	Response
1	1	EA	Total Price to Complete the 2013 Strategic Planning Session.	\$10,000.00

Item Notes:

Supplier Notes:

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	May or June, depending on City selection of workshop date

2	1	EA	Total Price to Complete the 2014 Strategic Planning Session.	\$10,000.00
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Item Notes:

Supplier Notes:

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	tbd

3	1	EA	Total Price to Complete the 2015 Strategic Planning Session.	\$10,000.00
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Item Notes:

Supplier Notes:

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	tbd

4	1	EA	Total Price to Complete the 2016 Strategic Planning Session.	\$10,000.00
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Item Notes:

Supplier Notes:

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	tbd

5	1	EA	Total Price to Complete the 2017 Strategic Planning Session.	\$10,000.00
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Item Notes:

Supplier Notes:

Item Attributes: Please review the following and respond where necessary

#	Name	Note	Response
1	Completion Date	Please list the number of days to complete this project.	tbd
			Response Total: \$50,000.00



March 22, 2013

Dawn Berry
Purchasing Agent
City of Lancaster
211 N. Henry
Lancaster, TX 75146

Dear Ms. Berry:

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 government and non-profit organizations. The firm was originally established as Public Management Partners in 2001. Since then, we have been providing our clients with the very best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal to the City of Lancaster for Facilitation Services for the City Council's annual strategic planning workshop. This proposal is based on a careful review of the Request for Qualifications and Proposals (RFQ/P) as well as our experience completing similar facilitation and strategic planning work for Lancaster and other jurisdictions across the country.

We have had significant success working with residents, elected officials, appointed managers, and their staff to identify priorities for a community and achieve consensus. This work has also included teambuilding, especially when elections result in changing group dynamics. We are confident our approach will provide the City of Lancaster the direction it seeks for the community and organization. We are available to complete this work in the timeframe identified by the City. I will serve as primary facilitator; no sub consultants will be used to complete this work.

We look forward to the opportunity to serve the City of Lancaster. As President of the firm and primary facilitator, I am the binding official and primary contact. Please contact me at (513) 309-0444 or jnovak@thenovakconsultinggroup.com should you have any questions. This proposal is firm for 60 days.

Sincerely,

Julia D. Novak
President

Experience and References

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 experience. With The Novak Consulting Group, Julia has built on Public Management Partners' reputation for innovation and results and expanded 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 very best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Community Outreach and Engagement
- Facilitation and Training
- Organizational Assessment and Optimization
- Organizational Development
- Financial Planning
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention of a boutique consultancy.

- **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 very 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're small enough to offer very personal service from senior-level consultants.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

The Novak Consulting Group and its staff have extensive experience working with local government clients. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community or the organization. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. There is no value to a strategic plan or consulting study that, once completed, occupies shelf space never to be opened again. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

At The Novak Consulting Group, one of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this through listening to our clients and really understanding what they have to say. While there are books full of best practices, stock solutions to complex problems are rarely effective. We do not operate with a pre-packaged set of recommendations, and we diligently work to avoid trying to fit our clients into a standard mold. We do not sell boiler plate solutions.

In addition to the specific examples provided below, additional governing bodies Julia Novak has worked with include:

- Santa Ana, California (population 355,652)
- Overland Park, Kansas (population 166,700)
- Eugene, Oregon (population 137,893)
- Ann Arbor, Michigan (population 113,000)
- Lawrence, Kansas (population 90,520)
- Allen, Texas (population 84,250)
- San Luis Obispo, California (population 44,000)
- Mountlake Terrace, Washington (population 20,930)
- Oberlin, Ohio (population 9,000)

Murray City, Utah (population 46,746) is a community in the Salt Lake City, Utah metropolitan area that operates under the Mayor-Council form of government. The City engaged The Novak Consulting Group in 2011 to facilitate a collaborative strategic planning process that included the Mayor, City Council, and senior staff. The City established clear Vision, Mission, Values, Key Performance Areas and Strategic Initiatives that are currently being used to guide the City towards achieving its vision.

Jan Wells, Chief of Staff
(801) 264-2621 jwells@murray.utah.gov

Clayton, Missouri (population 12,466) engaged The Novak Consulting Group in 2011 and 2012 to facilitate retreats with both the governing body (Mayor and Board of Aldermen) and department heads. The retreats were intended to improve relationships, establish priorities, and articulate and clarify expectations. Additionally, The Novak Consulting Group is recently assisted the City with a community-wide strategic planning process and is currently planning the 2013 retreats.

Craig Owens, City Manager
(314) 727-0761 cowens@ci.clayton.mo.us

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Hillsboro, Oregon (population 91,611) engaged The Novak Consulting Group in 2011 to work with their governing body and department heads to improve relationships, establish priorities, and prepare for a new City Manager. Several new Councilmembers and a new Council President had changed the dynamic of the governing body, and the retreat was designed to integrate new Council members, discuss expectations the Council had for the Council President, and improve the working relationship between the governing body and the staff. A copy of this report is included with this proposal. In 2012, the City engaged The Novak Consulting Group again to facilitate its goal setting process.

T. Michael Brown, City Manager
(503) 681-6418 michaelbr@ci.hillsboro.or.us

Dublin, Ohio (population 41,093) engaged The Novak Consulting Group in 2010 to lead a City Council retreat. The purpose of the retreat was to develop a framework for the City's Strategic Plan, develop policy statements for Focus Areas, and identify priority goals for the 2010-2012 timeframe. The Council and staff articulated expectations for communications and interaction to strength the relationship between Council and staff. Julia conducted several follow-up sessions with the Council in 2010 and a full retreat in February 2011. In addition, The Novak Consulting Group has worked with Dublin on their performance metrics to further customize their efforts as part of the ICMA Center for Performance Measurement. The 2013 is currently being planned.

Marsha Grigsby, City Manager
(614) 410-4400 mgrigsby@dublin.oh.us

Sequim, Washington (population 5,944) engaged The Novak Consulting Group to conduct staff leadership training workshops and City Council retreats in 2010, 2011, 2012, and 2013. The purpose of the retreats was to initiate the City's first strategic planning process and articulate specific goals for 2010 - 2012.

Steve Burkett, City Manager
(360) 683-4139 sburkett@ci.sequim.wa.us

Shoreline, Washington (population 53,000) has used the professional facilitation services of Julia Novak since 2003. Julia worked both with the City Council and Management Team to develop and update annual goals, develop the framework for the City's strategic plan and prioritize City spending. In addition, The Novak Consulting Group conducted training sessions for City staff.

Julie Underwood, City Manager
(206) 801-2212 junderwood@shorelinewa.gov

Cedar Hill, Texas engaged The Novak Consulting Group in the fall of 2011 to facilitate their annual retreat. The retreat included facilitating important policy discussions related to achieving the City's vision of being the "Premier" City of the Southwest Dallas-Fort Worth Metroplex.

Alan Sims, City Manager
(469) 628-5616 alan.sims@cedarhilltx.com

Worthington, Ohio (population 14,125) engaged the services of Julia Novak while with a previous firm to conduct a City Council retreat in late 2008. The purpose of the retreat was to identify and prioritize goals for the City Council. Subsequently, the City retained the services of Julia Novak to conduct a community-based strategic planning process.

Matt Greeson, City Manager
(614) 786-7354 mkgreeson@ci.worthington.oh.us

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Key Personnel

Julia Novak, President, will serve as engagement leader and facilitator. Prior to establishing The Novak Consulting Group, Julia served as a Vice President for a local government consulting firm. She has 25 years of experience working with and for local governments. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York.

As a professional consultant, Julia has worked with numerous governing bodies and their staff to improve relations, build teams, and plan for the community's future. She has extensive experience with successful strategic planning engagements. Her detailed bio is 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 25 years of experience working with and for local governments. She is a consultant, trainer and facilitator who has 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 elected official 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 elected officials.

Julia has also established herself as a thought leader in the area 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 Svava's paper, "City Council, Roles, Performance, and the Form of Government," is included in the ICMA-published book, "The Future of Local Government Administration." In 2009, she co-authored an article with Dr. John Nalbandian for publication in *Public Management Magazine* called "Preparing Councils for Their Work." 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.

In 2000, the International City/County Management Association (ICMA) awarded Julia its Assistant's Excellence in Leadership Award for work she did building community and increasing organizational capacity as deputy city manager of Rockville, Maryland.

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, 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. She is certified to administer several level-B psychological assessments, including the Myers-Briggs Personality Type Indicator, 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, 1988

Bachelor of Arts, George Mason University, 1986

Professional Certifications

Certified Professional Manager, International City/County Management Association

Master Facilitator, The Myers-Briggs Personality Type Indicator

Industry Tenure

25 years

Consulting, 9 years

Local Government, 16 years

Project Approach

Effective and efficient project management will be critical for ensuring successful completion of this engagement. Therefore, our approach is to work collaboratively with the City 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 past experience with similar work with local government leaders enables The Novak Consulting Group to hit the ground running.

Additionally, we understand the unique roles of each stakeholder – elected and staff. 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 City 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 by the City.

Task 1 – Begin Engagement

A successful process will benefit from a collaborative relationship between the facilitator and City from the very beginning of the process. This task is intended to begin the collaborative relationship.

At the start of this engagement, Julia Novak will talk with the City Manager to gain a clear picture of what the City hopes to accomplish from the strategic planning workshop. We want to ensure that we have a shared understanding for how to develop the engagement elements. We will review the project plan and finalize the schedule.

Task 2 – Plan Strategic Planning Workshop

Next, The Novak Consulting Group will contact each elected official individually to learn about their expectations for the workshop. Our experience has taught us that having an opportunity to engage in individual and confidential conversations with each member of the governing body prior to a workshop helps set the stage for a productive experience. It also allows each person to feel that they had a role in planning how their time will be spent during the workshop itself.

A draft agenda will be prepared and reviewed with the City Manager prior to finalization.

Task 3 – Facilitate Strategic Planning Workshop

The Novak Consulting Group will plan and facilitate a three day strategic planning workshop. The workshop will be carefully designed to meet the goals and expectations of the City.

During the workshop, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen, happen. Therefore, we are flexible and in tune with the group during the process.

*The Novak Consulting Group
Strengthening organizations from the inside out.*

Task 4 – Prepare Final Deliverables

At the conclusion of the above tasks, a summary report documenting the entire engagement will be prepared for the City.

Cost

The total not to exceed fee for completion of the scope of work as detailed in this proposal is \$10,000. This includes all professional fees and expenses. Approximately \$1,500 of this amount is anticipated for expenses.

The hourly rate for Julia Novak is \$250. It is anticipated that the scope of work outlined in this proposal will require approximately 34 hours of Julia Novak's time, which includes workshop preparation, three days of facilitation, and report writing following the workshop.

It is our practice to invoice clients as work is completed.

REFERENCE PAGE

Please list at least five (5) references for which you have performed the same or similar services over the last two years. Please include all information requested below.

1	City of Murray, Utah	Jan Wells, Chief of Staff
Company Name 5025 South State Street Murray, UT 84107		Contact Person
Street Address (801) 264-2621	City	State jwells@murray.utah.gov
Telephone Strategic Planning	Fax	Zip Email
Products or Services Purchased by the above Reference		
2	City of Clayton, Missouri	Craig Owens, City Manager
Company Name 10 North Bemiston Clayton, MO 63105		Contact Person
Street Address (314) 727-0761	City	State cowens@ci.clayton.mo.us
Telephone Strategic Planning	Fax	Zip Email
Products or Services Purchased by the above Reference		
3	City of Hillsboro, Oregon	T. Michael Brown, City Manager
Company Name 150 East Main Street Hillsboro, OR 97123		Contact Person
Street Address (503) 681-6418	City	State michaelbr@ci.hillsboro.or.us
Telephone Strategic Planning	Fax	Zip Email
Products or Services Purchased by the above Reference		
4	City of Sequim, Washington	Steve Burkett, City Manager
Company Name 152 West Cedar Street Sequim, WA 98382		Contact Person
Street Address (360) 683-4139	City	State sburkett@ci.sequim.wa.us
Telephone Strategic Planning	Fax	Zip Email
Products or Services Purchased by the above Reference		
5	City of Cedar Hill, Texas	Alan Sims, City Manager
Company Name 502 Cedar Street Cedar Hill, TX 75104		Contact Person
Street Address (469) 628-5616	City	State alan.sims@cedarhilltx.com
Telephone Strategic Planning	Fax	Zip Email
Products or Services Purchased by the above Reference		

Government Agencies That Your Firm Has Done Business With:

See Attachment B

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