April 6, 2021

Harold Stewart  
City Manager  
City of Minot  
515 2nd Avenue SW  
Minot, MD 58702

Subject: Proposal for Facilitation of a Management Team Retreat

Dear Mr. Stewart:

We appreciate the City of Minot’s (City) interest in The Novak Consulting Group (TNCG), now part of Raftelis, facilitating your management team’s retreat. We have extensive experience with this type of work and would be pleased to work with the City of Minot. This letter discusses the potential for this engagement.

Approach

We believe in fully supporting the retreat from beginning to end, from collaboratively planning the agenda to providing a final deliverable that summarizes the results.

Before the retreat, we anticipate the City Manager sharing his vision for the team. The management team would also complete the Team Effectiveness Continuum in advance of the retreat. We will review and finalize the agenda in consultation with the City Manager.

We expect to accomplish the retreat’s goals through a full-day facilitated session on July 15, 2021, that includes exercises and discussion. The facilitator will establish an environment that encourages constructive conversations that will deepen the working relationships of the team.

During the session, the facilitator’s primary role is to ensure that the environment is respectful and conducive to open and constructive dialogue, so the established objective is 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 conversations that need to happen actually happen. Therefore, we are flexible and in tune with the group during the process.

Approximately one week after the retreat, we will provide a summary report documenting the results.
Julia Novak
FACILITATOR
Executive Vice President

PROFILE
Julia established The Novak Consulting Group in September 2009. Her reputation and experience as a consultant who offers practical and implementable recommendations are grounded in more than 15 years of active service to local governments, including Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and as the city manager of Rye, New York. She is a practitioner first who has expanded her knowledge and expertise as a consultant for hundreds of organizations across the United States.

Julia has extensive experience as a facilitator and trainer. She has worked with both elected and appointed officials from jurisdictions throughout the United States 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.

Julia is an established thought leader in the areas of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James Svara’s paper, “City Council, Roles, Performance, and the Form of Government,” is included in the ICMA-published book, “The Future of Local Government Administration.” Public Management Magazine has published multiple articles that she authored and co-authored, including “Preparing Councils for Their Work,” co-authored with Dr. John Nalbandian; “Permission to Manage” which discusses the importance of using data to manage local governments; “Dreams That Make a Difference” on the value of community based strategic planning; “Civility,” and most recently, “Using Data in Police Management.”

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 and local government affiliate organizations throughout the United States.

Julia earned a bachelor’s degree in government and politics from George Mason University and a master’s degree in public administration from the University of Kansas. Julia was in the first class of individuals certified by ICMA as Credentialed Local Government Managers and maintains that designation. Julia is a Master Facilitator of the popular Myers-Briggs Personality Type Indicator and is certified to administer several other Level B psychological assessments.

Specialties
- Effective organizational leadership and management
- Supporting effective governance
- Developing organizational capacity

Professional History
- Local Government Consulting (2003-2020)
- City of Rockville, Maryland (1995-2000)
- City of Fort Collins, Colorado (1987-1992)

Education
- Master of Public Administration - University of Kansas (1988)
- Bachelor of Arts in Government and Politics - George Mason University (1986)

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

Professional Memberships
- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)
Fee

The total fixed fee to complete the scope of work outlined in this proposal is $9,500, which includes all professional fees and expenses. If the City Manager opts to include the Strengths Deployment Inventory (SDI) as part of the session, the additional fee for administering the instrument and planning exercises would be $2,500 for a total of $12,000. To hold the date, a non-refundable deposit of $5,000 (paid to Raftelis Financial Consultants) will be invoiced upon signing the agreement. The balance would be invoiced upon completion of the retreat.

Room Set-up and Logistics

We will need the following materials and room set-up to ensure the session is productive and engaging:

- Tables and chairs set up in a U shape and oriented toward a wall with a smooth surface (for recording the session’s conversations and decisions in a visible location).
- There should be sufficient space for appropriate social distancing in accordance with CDC guidelines; one six-foot table for each participant is ideal.
- Computer, projector, and screen or wall to project on; a Meeting Owl or similar device for virtual attendees.
- Space between the top of the U and the wall for the facilitators to move freely and work.
- A worktable and chairs for the facilitators.
- 2 flip chart stands (solid back or retaining bar).
- 2 pads of flip chart paper – prefer 3M Grid Line paper.
- 3x3 sticky notes in four bright colors – one pad of each color per attendee.
- Dark color fine point Sharpies for participants to use.

We look forward to the opportunity to serve the City of Minot. If you have any questions, please do not hesitate to contact me.

Sincerely,

Julia Novak
Executive Vice President
Phone: 513.221.0500 / Email: jnovak@thenovakconsultinggroup.com

Accepted for the City of Minot:

_____ Management Retreat Only: $9,500
_____ Retreat Plus SDI: $12,000

Name:  ________________________________
Title:  ________________________________
Signature:  ____________________________
Date:  ________________________________