

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
SEPTEMBER 18, 2018 AGENDA

Subject:	Type:	Submitted By:
PROFESSIONAL SERVICES AGREEMENT — ORGANIZATIONAL ASSESSMENT	◆ RESOLUTION ORDINANCE RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

A resolution has been prepared authorizing the Mayor to execute an agreement with The Novak Consulting Group, Cincinnati, OH to assist with an organizational study of the Public Works and Recreation Departments in an amount not to exceed \$37,400.

FISCAL IMPACT

Funding for professional services is available in the FY19 & FY20 Biennial Budget.

RECOMMENDATION

Approval.

BACKGROUND

Over the past 20 years, the City has experienced tremendous growth in land area, assessed valuation and population. While departments have been keeping up with the pace of these changes over time with staff additions, the overall department structures and delivery systems for services have remained unchanged. As a result of current staffing vacancies in the Public Works and Recreation Departments, an opportunity exists to review and assess operations and staffing in those areas by evaluating the current department structures with a goal of achieving optimal performance, service delivery and efficiency.

There are very few companies that specialize in organizational assessment specifically related to local government. After reviewing the options available to the City, staff recommends that a professional services agreement be approved with The Novak Consulting Group. The Novak Consulting Group has submitted a proposal to assist with an organizational study of Public Works and Recreation and have projected 12-14 weeks for substantial completion. (*A copy of the proposal is attached for your review*).

RESOLUTION NO. ____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA, AUTHORIZING THE EXECUTION OF A PROFESSIONAL SERVICES AGREEMENT WITH THE NOVAK CONSULTING GROUP, CINCINNATTI, OHIO, TO ASSIST WITH AN ORGANIZATIONAL STUDY IN AN AMOUNT NOT TO EXCEED \$37,400.

WHEREAS, the City Council of the City of La Vista has determined that consulting services are necessary to assist with an organizational study of the Public Works and Recreation Departments; and

WHEREAS, the FY19 and FY20 Biennial Budgets provides funding for professional services; and

WHEREAS, Subsection (C) (9) of Section 31.23 of the La Vista Municipal Code requires that the City Administrator secure Council approval prior to authorizing any purchase over \$5,000.00;

NOW, THEREFORE, BE IT RESOLVED, that the Mayor and City Council of La Vista, Nebraska, do hereby authorize the execution of a professional services agreement, with The Novak Consulting Group, Cincinnati, Ohio, to assist with an organizational study in an amount not to exceed \$37,400, in form and content approved by the City Administrator.

PASSED AND APPROVED THIS 18TH DAY OF SEPTEMBER, 2018.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Buethe, CMC
City Clerk

City of La Vista

**Public Works and Recreation
Organizational Assessment**

August 27, 2018



Table of Contents

Cover Letter

About The Novak Consulting Group.....	1
Project Team	3
References	4
Project Approach.....	5
Price Proposal and Timeline	9
Attachment A – Project Team Resumes.....	10



August 27, 2018

Brenda Gunn
City Administrator
City of La Vista
8116 Park View Boulevard
La Vista, NE 68128

Dear Ms. Gunn:

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

We are pleased to submit this proposal for a Public Works and Recreation Organizational Assessment to the City of La Vista. This proposal is based on our understanding of the needs of the City, as well as our experience completing similar work for other jurisdictions across the country.

Our project team for La Vista is composed of skilled professionals, seasoned in local government with direct experience in all facets of local government operations including public works and recreation. Our team has had significant success working with many local governments to review operations and staffing with the goal of improving organizational performance and efficiency. We are confident our customized approach will provide the City with a plan for maximizing opportunities for economy, efficiency, and effectiveness while providing quality Public Works and Recreation services.

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

Sincerely,

Julia D. Novak
President

About The Novak Consulting Group

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

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

- Organizational Assessment
- Strategic 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 you expect.

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

The Novak Consulting Group is a women-owned firm led by President Julia Novak, headquartered in Cincinnati, Ohio. The firm is staffed with local government professionals, including full-time associates and subject matter specialists. 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. 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 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.

We recognize that there will always be competing interests between the level of service and its cost. Defining "good enough" is a significant challenge that is aided by knowing that the work is both necessary and delivered as efficiently as possible. As resources diminish, we often find that organization become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches consistently generates a better, more cost-effective result, particularly when evaluated over time. Every organization develops traditions, practices, and routines. It is essential that these are subject to regular review and analysis to ensure that they continue to represent best practices that meet the needs of the community. Our staff has substantial experience developing performance measures that departments can use to track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.

The Novak Consulting Group is excited about the opportunity to assist the City of La Vista. Because we came from local government careers, we have sat on the same side of the table as you. Hiring outside consultants to evaluate operations in any organization is challenging: it can be disruptive and intimidating, while at the same time it can be illuminating and exciting. We understand the importance of respecting the staff who are in place to serve the public. We assume good intent and work with our clients to collaboratively develop recommendations for improvement. Without this, implementation of recommendations and lasting improvements are not typically successful. We believe this intentional approach, coupled with our extensive expertise in all facets of local government operations, makes us uniquely qualified to assist the City.

Project Team

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

Organizational Assessment Practice Leader Michelle Ferguson – Michelle has over 20 years of local government management experience, both as a consultant and in direct service to some of the leading local governments in the country. As a consultant, Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to structure, staffing, and processes within departments of more than 150 local governments across the country. She is a LEAN certified professional and has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery. Additionally, Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has lead strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

Public Works Specialist Ron Norris, P.E. – Ron has a broad range of management and leadership experience in many areas including: transportation, solid waste and stormwater management, water and sewer utilities, and the design, construction, and maintenance of streets and facilities. He has directed planning and zoning functions as well as housing and historic preservation programs. For the City of Olathe, Kansas, he directed the consolidation of three disparate departments into one cohesive unit and developed an asset management program that led to a more sustainable and comprehensive approach to utility funding and infrastructure management. Prior to that, he developed and implemented a model stormwater management program that has been widely acknowledged and utilized.

Associate Josh Rauch – Josh has nine years of consulting and government experience. He has been involved in over 40 organizational assessments and six strategic planning projects for clients across the United States during his career with The Novak Consulting Group. These projects have included assessments of all major local government functions, including but not limited to human resources, community development, and police staffing. Prior to consulting, he served as deputy economic development administrator for the City of Springfield, Ohio and the neighborhood services coordinator for the City of Mission, Kansas. In addition to his background in community and economic development, Josh has significant experience in special projects, performance management, and community engagement.

Analyst Andy Lanser – Andy joined The Novak Consulting Group in 2018, bringing seven years of experience working with local governments. Prior to joining the firm, he was Assistant Director of the Center for Local Government in Ohio where he was responsible for all program development for its member jurisdictions. He also worked for the Hamilton County, Ohio Public Defender, communicating with its external stakeholders and updating the office's policies and procedures.

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

Complete resumes of our project team members are included in Attachment A.

References

The Novak Consulting Group has conducted numerous assessments of public works departments as part of larger organization-wide reviews and as stand-alone assignments. The following is a list of similar engagements, and a complete list of all our clients is included with this proposal. We would be happy to provide additional information about any of our clients.

Windsor, Colorado, a fast-growing community in the Denver metro area, engaged The Novak Consulting Group to conduct a review of their Public Works and Engineering Departments. The review included an assessment of how to staff to meet service level expectations as the community expands. We also reviewed the organizational structure and how Engineering and Public Works relate to one another and the Development Review function housed in the City's Planning Department.

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

Hastings, Nebraska engaged The Novak Consulting Group to conduct an organizational assessment of all City departments. The assessment included a structural review of the City's relationship with the Utilities Department, as well as a detailed review of the Public Works Department.

Joe Patterson, City Administrator
(402) 461-2309 jpatterson@cityofhastings.org

Delaware, Ohio engaged The Novak Consulting Group to assess the City's organizational structure, with a strong emphasis on the public works and engineering functions and how their services aligned.

Tom Homan, City Manager
(740) 203-1010 Rthoman@delawareohio.net

Dublin, Ohio has retained The Novak Consulting Group for several projects since 2009. In 2013, The Novak Consulting Group conducted a review of the organization's structure and a specific analysis of operating departments like public works. This work resulted in a City-wide reorganization to improve efficiency and effectiveness of operations.

Michelle Crandall, Assistant City Manager
(614) 410-4400 mrigsby@dublin.oh.us

Reno, Nevada engaged The Novak Consulting Group to conduct a Core Services Review of the Public Works Department and the Parks, Recreation, and Cultural Services Department. These reviews included an in-depth analysis of opportunities for enhanced efficiency and effectiveness, an evaluation of existing services level standards, and an assessment of the City's true "core services" in both departments.

Jaime Schroeder, Parks and Recreation Department
(775) 348-3915 schroederj@reno.gov

Charlottesville, Virginia engaged The Novak Consulting Group to conduct a detailed organizational review of all functions under the responsibility of the City Manager, including the Public Works Department. Subsequently, the City hired the firm to delve deeper in the fleet operations of the City. As part of this effort, the firm reviewed the utilization data on all the City's fleet, made recommendations for right sizing the fleet based on established protocols, and identified staffing and organizational improvements needed to enhance the level of fleet services.

Paul Oberdorfer, Director of Public Works
(434) 970-3301 oberdorferp@charlottesville.org

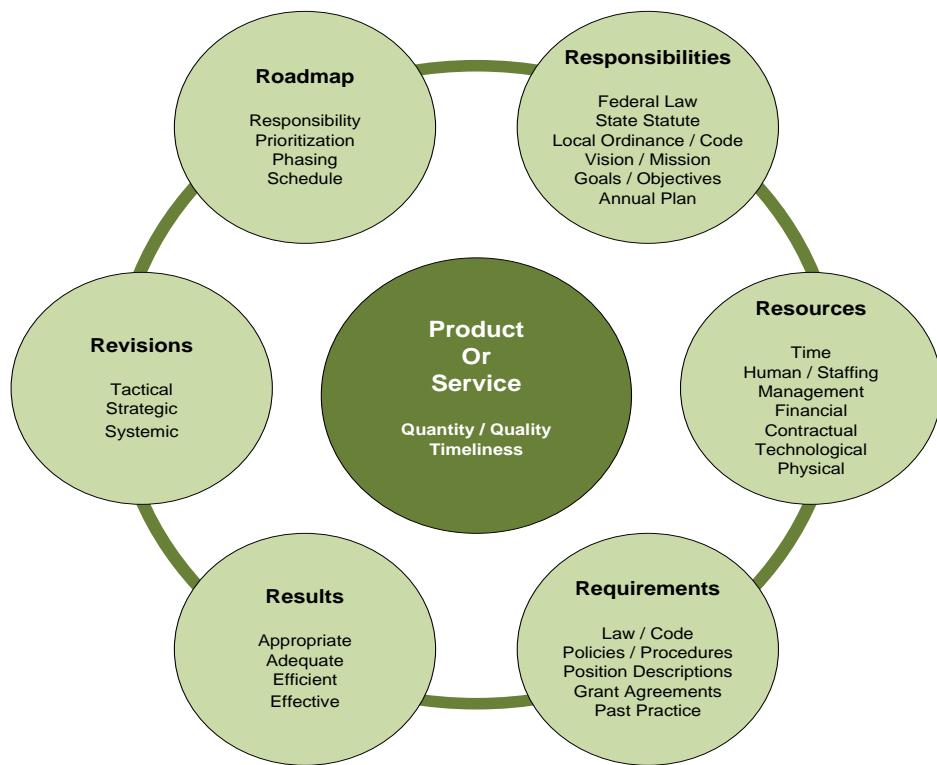
Boulder, Colorado has engaged The Novak Consulting Group for a variety of departmental assessments over the last five years. Most recently, the firm was hired to conduct a detailed contract service analysis. This involved identifying specific service levels for facility and maintenance functions and comparing the costs of continuing with existing contracts vs. bringing them in-house.

Jane Brautigam, City Manager
(303) 441-3090 BrautigamJ@bouldercolorado.gov

Project Approach

The City of La Vista is seeking a professional consultant to assist with an organizational study of Public Works and Recreation. The goal of this engagement is to identify opportunities for improved efficiency and effectiveness of Department operations, staffing, structure, technology, processes, and policies.

To meet these objectives, the scope of work for La Vista's analysis is best supported through our "Six R" approach. This approach involves soliciting and collecting information on Department Responsibilities, Resources, Requirements, and Results in order to identify possible organizational and operational Revisions with an associated Roadmap to implement positive change. This approach is depicted in the following graphic:



- **Responsibilities** refer to the sources and level of mandate/direction for Public Works services. These may derive from Federal/State mandate, direction from the local elected officials through ordinance or resolution, and/or internal direction derived from annual vision/mission/goals and objectives. We will review all Public Works services to determine source and level of mandate in order to better understand organizational location.
- **Resources** refer to all assets available to the Department to achieve its respective responsibilities. These resources may include the following: time; human resources/available department staffing; management capacity/capability; financial position/forecasts; contractual services (as internal service supplement or replacement); technological assets (hardware, software, communications, training); and physical assets (buildings, equipment, vehicles).
- **Requirements** refer to the sources of direction to Public Works management and staff regarding service approach and methodology. These sources may derive from formal law/codes or adopted policies and procedures to less formal mechanisms including continuation of past practice through initial or on-the-job training. We will review and assess Public Works service and process requirements to better understand existing structure and opportunities for positive change.
- **Results** refer to the service yield derived from the provided services. These services are the result of rationally developed/utilized process requirements applying available resources in pursuit of prioritized fulfillment of City responsibilities. The results phase links current operations with future planning through measures of adequacy, efficiency, and effectiveness

through management reporting to provide operational information resources for better management decision-making.

- **Revisions** refer to the depth and breadth of continuing change necessary to support improved performance as indicated from results and performance reporting. This change can range from a high level involving holistic or systemic issues (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (improving the productivity, efficiency, and effectiveness of the activity or service).
- **Roadmap** refers to the plans to implement revisions in order to improve service delivery and product quality while maintaining or reducing unit costs. The Roadmap provides an action plan for the City that identifies recommended priorities, responsibilities, effort phasing, and an expected schedule to reach milestones.

The following is our detailed work plan for completing the study of the Town's Public Works Department.

Activity 1: Begin Engagement

The Novak Consulting Group will begin this engagement by meeting with the City's project team to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the City's interest in this study, the strengths and weaknesses of the current operations and service delivery arrangement, and other issues that may be relevant to our work. We will also conduct a project kick-off meeting with the Public Works management team to review the project objectives, timeline, and expectations.

We will request and review all relevant background information, such as budgets, previous studies, departmental work plans, existing contracts, organizational charts, and other similar information to inform our work.

Throughout the project, we will provide the City with regular project status reports, designed to maintain planned project progress and budget, to identify and resolve project issues, and to review project work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and team leaders. We welcome the opportunity to have this informal dialogue since we believe that it will contribute to a more successful project.

Activity 2: Conduct Fieldwork

To meet the objectives of this engagement, The Novak Consulting Group will conduct an assessment of workload and operations in Public Works and Recreation. We employ several techniques for obtaining this information in order to collect sufficient data to understand operations, staffing, and structure. These data collection techniques include the following activities:

- We schedule and conduct confidential interviews with key supervisory staff. The interviews cover the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and weaknesses.

- To engage more staff in the process, The Novak Consulting Group will plan and facilitate several employee focus group sessions. The purpose of the focus groups will be to solicit input from line employees regarding structure, staffing, workload, and operations.
- In addition to formal interviews, we will tour Public Works and Recreation facilities and various work sites to conduct selected operational observations in order to understand how work is performed in your normal work environments. This will include walk-throughs in office settings and in the field.
- Thorough data collection and document review relates particularly to budgeting and financing, work volumes, work cycle times, demands for service, equipment and infrastructure inventory, and other detailed data necessary for a complete analysis. We will tailor the collection of data to the needs and issues of the department and its operations. As an example, we typically collect the following data to better understand operations and staffing:
 - Work volume relative to staff resources
 - Customer service performance standards and compliance reports
 - Department budgets, including revenues and expenditures
 - Current fees and data supporting fee calculations
 - Current cost allocation plans and supporting data and calculations
 - Internal financial reports
 - Internal cost allocations by work unit
 - Job descriptions and wage and compensation plans
 - Records reflecting training and certifications
 - Organization charts and staffing tables, including changes over the preceding three to five years
 - Strategic organizational plans
 - Relevant customer satisfaction data
 - Management reports, including any applicable performance measurement and reporting
 - Information technology infrastructure, including hardware and application inventories, use of field technologies, and system strategic plans

Activity 3: Assess Operations

The project team will employ our Six R approach as introduced previously. The approach guides our efforts through data development, issue identification, operational analysis, and creation of recommendations tailored to provide the optimal Public Works and Recreation services.

We will employ a variety of review and analysis techniques to develop recommendations that will ultimately improve the department's operational performance. We will evaluate the organization and structure of the organization to assess its impacts on program operations now and in the future. We will look at both the organizational alignment of the department, as well as how it integrates with the overall structure of your government. We will conduct the assessment from the following aspects of organizational design:

- The number of organizational levels and reporting procedures and the impacts on the size and composition of the organization's command structure
- Alignment of leadership, management, and supervision
- Relative importance of specific operations regarding organizational placement
- Adequacy of communication and coordination between and among operating units
- Spans of control and management supervision
- Overlapping or duplicated functions

- Clear lines of authority and responsibility
- Sufficiency of supervisory ratios
- Distinct work units to carry out important functions

Next, we leverage the prior activities to define appropriate staffing levels based upon the organizational, policy, and process reviews. The Novak Consulting Group project team will employ a holistic approach using a variety of staffing assessment mechanisms. This approach incorporates a department's desired set of program service levels, its budgetary capacity, the skills and training of the current workforce, its access to technology, and many other non-numeric drivers.

As part of our review, we will identify best practices and determine where gaps may exist in the Department's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the project team.

Activity 4: Prepare Project Deliverables

At the completion of the above tasks, The Novak Consulting Group will prepare a summary of our observations and initial recommendations. We will meet with the City to review the summary. Additional follow-up on issues or analysis will be conducted as needed.

The Novak Consulting Group will then prepare a draft report. The report will include an executive summary, our methodology and approach, and a thorough description of all recommendations for the department. The draft report will be provided to the City for review for factual accuracy and to discuss content and approach. Based on feedback from the City, we will prepare the final report.

The final report will include the Roadmap introduced previously to provide additional detail on recommendations and to support implementation efforts by the City. The Roadmap includes the implementation steps necessary for each recommendation, as well as cost estimates where appropriate.

Price Proposal and Timeline

The total, fixed price to complete the scope of work outlined in this proposal is \$37,400, including all professional fees and expenses. It is our practice to invoice clients monthly, based on work completed.

We anticipate the assessment will require approximately 14 weeks to complete, and our project team is available to begin this engagement in October.

Attachment A – Project Team Resumes

Michelle L. Ferguson, Organizational Assessment Practice Leader

Michelle has over 20 years of management experience in local government, and she currently serves as the organizational assessment practice leader for The Novak Consulting Group. She has been with the firm since its inception.

As organizational assessment practice leader, Michelle has spearheaded the work of nearly 200 local government reviews in some of the foremost governments across the country. Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to structure, staffing, and processes within departments of all sizes. Specific department reviews have included development review, parks and recreation, public works, human services, human resources, capital budgeting, and finance.

As a LEAN certified professional, Michelle excels at helping local governments continuously improve and rely on data-based decisions to make informed choices about services to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has lead strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following 10 years of direct experience in local government management, which included serving as assistant county manager in Arlington County, Virginia. During her tenure with Arlington County, Michelle oversaw the daily management and implementation of the County's capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Prior to Arlington County, Michelle served as assistant city manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Arts, Loyola University - Chicago

INDUSTRY TENURE

- 24 years
- Consulting, 14 years
- Local Government, 10 years

Ronald L. Norris, P.E., Public Works Specialist

Ron is a seasoned public works leader, bringing more than 30 years of experience in a broad range of technical and managerial disciplines. He served as national president of the American Public Works Association (APWA) and was on their Board of Directors for nine years. He also served as president of the National Association of State Facility Administrators. He was selected as an APWA Top Ten Public Works Leader and received the Mid-America Regional Council's Regional Leadership Award for his leadership in regional stormwater solutions, a regional program to coordinate traffic signalization throughout the two-state region, and the design and development of infrastructure that is functional and enhances community appearance.

Most recently he served as director of public works for the City of Olathe, Kansas, a city of more than 130,000 in the Kansas City Metro region. He led the consolidation of 3 disparate departments into a single cohesive unit of more than 300 employees. The organization received its first Accreditation by APWA under his leadership. The Department included solid waste, water and sewer utilities, fleet management, engineering, construction management, city planning and development, and street maintenance. He initiated an asset management program that resulted in sustainable and comprehensive utility financial and infrastructure management.

Prior to that he served as public works director for Lenexa, Kansas where he created the acclaimed "Rain to Recreation" program. This effective, sustainable stormwater management program provided amenities that are highly valued by Lenexa residents. He led the design and construction of many infrastructure elements including miles of roadways, bridges, and interchanges that are utilitarian, attractive, unique, and cost-effective. He also led Lenexa Public Works to its first Accreditation by APWA.

He served as deputy director of public works for Clark County, Nevada which includes the Las Vegas Metro area. He developed roadways and alternative transportation for the rapidly growing area. He worked with resorts and other developers to address critical infrastructure needs resulting from the explosive growth.

Ron also served as director of design and construction for the State of Missouri. He managed the development and presentation of the State's capital improvement program. He oversaw the design and construction of all state government facilities such as prisons, hospitals, office buildings, and state schools. He also directed the maintenance and repair of all state government general purpose facilities, including the Capitol Complex.

As director of community development for Liberty, Missouri, Ron directed the planning department, water and sewer utilities, engineering, construction, planning, code enforcement, and the building department. He also led the formation of the City's first Housing Authority and the development and implementation of the City's first housing program.

Ron has an undergraduate degree in civil engineering from the University of Missouri and a master's degree in public administration from the University of Kansas. He is a registered professional engineer in Missouri and Kansas. He presently serves as chair of APWA's Certification Commission, serves on the International Affairs Committee, and is on APWA's Advisory Council.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Science, Civil Engineering, University of Missouri

PROFESSIONAL CERTIFICATIONS

- Licensed Professional Engineer, Missouri and Kansas

INDUSTRY TENURE

- 30+ years
- Consulting, 6 years
- Local Government, 30 years
- State Government, 12 years
- Regional Agency, 2 years

Joshua Rauch, Associate

In his career with The Novak Consulting Group, Josh has been involved in over 40 organizational assessments, including 11 organization-wide reviews where he evaluated multiple departments and functions.

While these assessments have spanned all major local government functions and departments, Josh has significant experience in human resources, community development, and police staffing reviews. Notable projects where Josh has applied these skills include a human resources reviews for Lee's Summit, Missouri; a community development review for Charlottesville, Virginia; and a police staffing analysis for Aurora, Colorado.

EDUCATION

- Master of Public Administration, University of Kansas
- Bachelor of Arts, Political Science, University of Dayton

INDUSTRY TENURE

- 9 years
- Consulting, 3 years
- Local Government, 6 years

Josh also leverages his consulting expertise to explore unique questions and challenges faced by clients. For example, he worked with the City of Boulder, Colorado to evaluate the cost effectiveness of contracting for custodial services, and to develop a financial model that calculated the estimated impact of living wage requirements on City employees and contractors. Josh has also been involved in several strategic planning projects as part of his work with TNCG.

Josh's analytical expertise is bolstered by a local government career with roots in neighborhood services, as well as community and economic development. Prior to working for TNCG, Josh served as the Deputy Economic Development Administrator in the City of Springfield, Ohio. While there, he assisted with business retention and expansion activities, provided staff support for tax incentive negotiations and reporting, and helped develop the City's marketing strategy. Prior to Springfield, he worked for the City of Mission, Kansas, where he managed the City's property maintenance code enforcement program, neighborhood assistance programs, and information technology contracts.

While in local government, Josh worked on a wide variety of special projects, including sustainability inventories and planning, social media engagement, information technology adoption, and performance measurement. Many of these projects had strong linkages to community members and impacts on staff, and Josh relies on this experience to guide his work with local government clients.

Josh earned a bachelor's degree from the University of Dayton and a master's degree in public administration from the University of Kansas. He is a member of the International City/County Management Association and the Ohio City/County Management Association.

Andy Lancer, Analyst

Andy joined The Novak Consulting Group in 2018. Prior to this, Andy spent three years as the Assistant Director of the Center for Local Government in Ohio.

The mission of the Center for Local Government is to improve public service delivery by municipalities in the Greater Cincinnati metropolitan area through improved information exchange, cost reductions, shared resources, interjurisdictional collaboration, and new approaches to capital equipment and skills acquisition.

While at the Center, Andy was responsible for all program development for its member jurisdictions. Topics included the development of solid waste and energy consortiums, salary studies, fire department analyses, an online benchmarking database of municipal services, and a spot survey program.

Prior to the Center, Andy worked for the Hamilton County, Ohio Public Defender where he focused on modernizing the office's policies and procedures and strategic communication with its external stakeholders.

Andy earned a bachelor's degree in political science from Xavier University and a master's degree in public administration from Northern Kentucky University.

EDUCATION

- Master of Public Administration, Northern Kentucky University
- Bachelor of Art, Xavier University

INDUSTRY TENURE

- 7 years
- Local Government, 7 years

Claire Pritchard, Analyst

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

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

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

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

EDUCATION

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

INDUSTRY TENURE

- 5 years
- Local Government, 5 years

The Novak Consulting Group
Strengthening organizations from the inside out.

AGREEMENT

THIS AGREEMENT is made and entered into this ____ day of _____, 2018, by and between the City of _____, a municipal corporation (hereinafter referred to as the "City" and The Novak Consulting Group (hereinafter referred to as the "Novak").

RECITALS

WHEREAS, City wants to conduct an organizational assessment, and

WHEREAS, Novak has unique knowledge of municipal governments, and a demonstrated ability to assist in accomplishing the objectives of City; and

WHEREAS, City desires to engage Novak to assist in the organizational assessment and Novak is willing to provide such services;

NOW THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. **Scope of services.** Novak shall assist the City by executing the project described in the proposal submitted dated _____, which is hereby incorporated herein by reference as Exhibit A in a satisfactory and proper manner in accordance with direction provided by the Council, or its designee.

2. **Time of Performance.** Services of Novak shall be available upon receipt of an approved copy of this Agreement and shall be undertaken and completed in accordance a schedule of performance that is developed at the first meeting and is satisfactory to the City.

3. **Compensation and Method of Payment.** Novak will invoice City for services rendered as work is performed on the project, based on the submission of invoices monthly. The total amount of payment in accordance with this agreement shall not exceed _____. Payment will be made by the City within 30 days of receiving invoices. Invoices will be provided to the City electronically, via email.

4. **Independent Novak.** Neither Novak nor its employees are considered to be employees of the City, for any purpose whatsoever. Novak is an independent contractor in the performance of the services herein described.

5. **Personnel.** Novak represents that it has, or will secure at its own expense, all personnel required in performing all the services required under this Agreement. Such personnel shall not be employees of or have any contractual relationships with the City. All the services required hereunder will be performed by Novak or under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state and local law to perform such services.

6. **Discrimination Prohibited.** In performing the services required hereunder, the Novak shall not discriminate against any person based on race, color, religion, sex, national origin or

ancestry, sexual orientation, age, physical handicap, or disability as defined in the American With Disabilities Act of 1990, as now enacted or hereafter emended.

7. **Assignability**. Novak shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement (whether by assignment or novation), without the prior written consent of the City thereto.

8. **Termination for Convenience of City**. The City may terminate this Agreement at any time by giving at least fifteen (15) days' notice in writing to Novak. If Novak is terminated by the City as provided herein, Novak will be paid for the services performed to the time of termination.

9. **Construction and Severability**. If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonably capable of completion.

10. **Entire Agreement**. This Agreement contains the entire agreement of the parties and supersedes any and all other agreements or understandings, oral or written, whether previous to the execution hereof or contemporaneous herewith.

11. **Applicable Law**. This Agreement shall be governed by and construed and enforced in accordance with the laws of the State of _____, and the laws, rules, and regulations of the

IN WITNESS WHEREOF, the City and Novak have executed this Agreement as of the date first above written.

The Novak Consulting Group

(signature)

Julia Novak, President

Title

Date

EXHIBIT A