



**COUNCIL SUBCOMMITTEE ON  
GOAL-SETTING**

**AGENDA**

---

---

**NOTICE AND AGENDA**

SPECIAL MEETING – FRIDAY, DECEMBER 16, 2016  
BAY VIEW CONFERENCE ROOM AT CITY HALL – 500 CASTRO STREET  
3:00 P.M.

**1. CALL TO ORDER**

**2. ROLL CALL** – Subcommittee members, McAlister, Rosenberg, and Chair Showalter.

**3. MINUTES APPROVAL**

Minutes for the November, 1, 2016 meeting have been delivered to Subcommittee members and copies posted on the City Hall bulletin board. If there are no corrections or additions, a motion is in order to approve these minutes.

**4. ORAL COMMUNICATIONS FROM THE PUBLIC**

This portion of the meeting is reserved for persons wishing to address the Subcommittee on any matter not on the agenda. Speakers are limited to three minutes. State law prohibits the Subcommittee from acting on nonagenda items.

**5. UNFINISHED BUSINESS**

**5.1 DISCUSSION ON CONSULTANT SELECTION PROCEDURE AND QUESTIONS**

The Subcommittee will discuss the procedure and review the interview questions for the selection of a consultant for the professional facilitation of the City Council team-building retreat.

**5.2 SUBCOMMITTEE INTERVIEWS**

The Subcommittee will conduct interviews with the consultants for the professional facilitation of the City Council team-building retreat.

### 5.3 DISCUSSION ON RECOMMENDATIONS

The Subcommittee will discuss recommendations and next steps for the selection of a professional facilitator for the City Council team-building retreat.

6. **NEW BUSINESS** – None.

7. **SUBCOMMITTEE/STAFF COMMENTS, QUESTIONS, SUBCOMMITTEE REPORTS**

No action will be taken on any questions raised by the Subcommittee at this time.

8. **ADJOURNMENT**

CG/7/MGR  
608-12-16-16A-E

## **AGENDAS FOR BOARDS, COMMISSIONS, AND COMMITTEES**

- The specific location of each meeting is noted on the notice and agenda for each meeting which is posted at least 72 hours in advance of the meeting. Special meetings may be called as necessary by the Committee Chair and noticed at least 24 hours in advance of the meeting.
- Questions and comments regarding the agenda may be directed to Audrey Seymour Ramberg, Assistant City Manager, at 650-903-6301.
- Interested persons may review the agenda and staff reports at the City Manager's Office, 500 Castro Street, Third Floor. Staff reports are also available during each meeting.
- **SPECIAL NOTICE – Reference: Americans with Disabilities Act, 1990**  
Anyone who is planning to attend a meeting who is visually or hearing-impaired or has any disability that needs special assistance should call the City Manager's Office at 650-903-6301 48 hours in advance of the meeting to arrange for assistance. Upon request by a person with a disability, agendas and writings distributed during the meeting that are public records will be made available in the appropriate alternative format.
- The Board, Commission, or Committee may take action on any matter noticed herein in any manner deemed appropriate by the Board, Commission, or Committee. Their consideration of the matters noticed herein is not limited by the recommendations indicated herein.
- **SPECIAL NOTICE –** Any writings or documents provided to a majority of the Council Subcommittee on Goal-Setting regarding any item on this agenda will be made available for public inspection in the City Manager's Office, located at 500 Castro Street, during normal business hours and at the meeting location noted on the agenda during the meeting.

## **ADDRESSING THE BOARD, COMMISSION, OR COMMITTEE**

- Interested persons are entitled to speak on any item on the agenda and should make their interest known to the Chair.
- Anyone wishing to address the Board, Commission, or Committee on a nonagenda item may do so during the "Oral Communications" part of the agenda. Speakers are allowed to speak one time on any number of topics for up to three minutes.



COUNCIL SUBCOMMITTEE ON  
GOAL-SETTING

## MINUTES

---

---

SPECIAL MEETING – TUESDAY, NOVEMBER 1, 2016  
CITY CLERK CONFERENCE ROOM AT CITY HALL – 500 CASTRO STREET  
9:30 A.M.

1. **CALL TO ORDER**

The meeting was called to order at 9:33 a.m. with Chair Showalter presiding.

2. **ROLL CALL**

**Present:** Subcommittee members McAlister, Rosenberg, and Chair Showalter.

**Absent:** None.

3. **MINUTES APPROVAL** – None.

4. **ORAL COMMUNICATIONS FROM THE PUBLIC** – None.

5. **UNFINISHED BUSINESS** – None.

6. **NEW BUSINESS**

6.1 **GOAL-SETTING PROCESS FOR FISCAL YEARS 2017-18 AND 2018-19**

The Subcommittee discussed the format for the City Council goal-setting Study Session to be held in February 2017 and recommended that the meeting format be facilitated by staff and follow the same general process. Additional comments included providing a list of Council goals and priorities from the last 10 years or so and information about department/organizational capacity. The Subcommittee also expressed an interest in configuring the meeting space to better include the department head team.

## 6.2 POTENTIAL TEAM BUILDING FOR NEW CITY COUNCIL

The Subcommittee discussed the format for a City Council team building retreat to be held in January 2017 and provided the following direction:

- Conduct an informal Request for Proposal process, soliciting proposals from multiple meeting facilitators to help plan and facilitate the team-building retreat;
- Staff, in consultation with the Chair, to review proposals and provide a recommendation of the top two facilitators for Subcommittee interviews;
- Explore alternate venues and/or retreat spaces that are conducive to informal Council interaction and accessible to the public; and
- Consider inclusion of a Brown Act refresher.

## 7. COMMITTEE/STAFF COMMENTS, QUESTIONS, COMMITTEE REPORTS

None.

## 8. ADJOURNMENT

The meeting was adjourned at 10:15 a.m.

CG/3/MGR  
608-11-01-16mn-E



**MEMORANDUM**

City Manager's Office

**DATE:** December 16, 2016

**TO:** Council Goal-Setting Subcommittee

**FROM:** Audrey Seymour Ramberg, Assistant City Manager  
Daniel H. Rich, City Manager

**SUBJECT:** Consultant Interviews for the City Council Team-Building Retreat

**BACKGROUND**

The purpose of this Council Goal-Setting Subcommittee meeting is to interview consultants to assist with the facilitation of the City Council team-building session, to be held on February 7, 2017.

In mid-November, staff sent a Request for Proposals (RFP) for team-building facilitation services to six consultants. Three consultants responded to the RFP, and in consultation with the Mayor, staff selected the top two consultants whose qualifications and fee best met the City's needs.

**CONSULTANT PROPOSALS**

The two consultants selected by staff for consideration as a facilitator for the City Council team-building retreat are Shawn Spano, PhD, and The Novak Consulting Group. The proposal submitted by Shawn Spano, PhD, is attached to this memorandum as Attachment 1. The proposal submitted by The Novak Consulting Group is attached to this memorandum as Attachments 2 and 3.

**CONSULTANT SELECTION CONSIDERATIONS**

In selecting a consultant to facilitate the City Council team-building retreat, the Subcommittee will consider each candidate in terms of the following guidelines, including, but not limited to:

- General approach to the assignment.
- Relevant experience.

- Sample agenda from a similar session.
- References.
- Quote for service.

### **SUBCOMMITTEE INTERVIEW SCHEDULE**

The Subcommittee will conduct interviews with the consultants for the professional facilitation of the City Council team-building retreat. A draft list of questions is included as Attachment 4.

3:15 p.m. Interview with Julie Novak, The Novak Consulting Group

3:45 p.m. Interview with Shawn Spano, PhD

ASR-DHR/CG/7/MGR

602-12-12-16M-E

- Attachments:
1. Shawn Spano, PhD Council Team-Building Proposal
  2. The Novak Consulting Group Brochure and Sample
  3. The Novak Consulting Group Mountain View Team-Building Proposal
  4. Draft Interview Questions

**Proposal for  
Mountain View City Council  
Team Building Session  
Shawn Spano, PhD**

**Approach to City Council Team Building**

My approach to designing and facilitating team building sessions with elected officials is based in the communication perspective. This perspective involves creating a conversational space for Council members to develop their working relationships while identifying principles, norms, and behaviors for how they will work together to solve problems, develop policy, and achieve goals.

Consistent with the communication perspective, I have found that team-building sessions are most successful when they are designed and facilitated to encourage candid speaking and open listening. That is, when Council members are willing and able to share their views and express what is important to them, and also to listen and understand the views and perspectives of their colleagues. This type of open and honest communication helps build constructive relationships, fosters trust and respect, and enables Council members to manage their disagreements productively. So my approach to team building is to focus carefully on the communication dynamics of the session, most specifically by setting the conditions for Council members to interact with each other openly and honestly about how they want to work together as a group.

When designing team-building sessions I believe strongly that the agenda should be a collaborative effort involving Council, the City Manager, and staff. Sometimes a smaller “design team” is designated to work with the consultant/facilitator. Typically, I will develop a draft agenda and discuss that with the participants or design team, make edits and changes, and circle back for additional rounds of discussion and edits until everyone is satisfied with a final design. My unique contribution is to provide an overall structure or framework with suggestions and options for accomplishing the session goals. I also ensure that there is a progressive flow between the agenda topics so that they build on each other, creating a sense of forward movement and progress.

My approach to facilitating team-building sessions with City Councils is to be flexible with just enough structure and firmness to ensure that the session goals are achieved. On the flexible side, I typically provide options and choices when possible. For example, offering a menu of questions and letting Council members choose which ones they want to answer. I also regularly check in with Council members to assess how a particular topic or activity is working for them. Depending on the response, I might suggest changing something in the agenda, assuming it does not distract from the session goals.

On the structure and firmness side, I find it helpful to spend some time at the beginning previewing the goals and agenda and establishing common expectations about the process and outcomes. I typically utilize ground rules, not as a preventative measure, but as a catalyst for encouraging open and honest communication (my favorite rule is “speak candidly; listen openly”). As the session unfolds it is important for me to manage the time effectively while we move through the agenda topics in order to ensure that Council members stay on time and on task.

**Relevant Experience**

I have extensive experience designing and facilitating meetings with elected officials. These meetings include team-building sessions, study sessions, and goal-setting/strategic planning sessions. Specifically, I have worked with Councils in these Cities:

- Mountain View (3 study sessions and 1 team-building session)
- Los Gatos (5 team-building sessions)
- Cupertino (2 team-building and 2 goal-setting sessions)
- Pismo Beach (1 team-building and 1 goal-setting session)
- Milpitas (2 goal setting sessions)
- San Jose (1 study session)

In addition to my work with City Councils, I have 20 years of experience working with staff and community members in local government agencies. This work is focused primarily on designing and facilitating meetings, training workshops, public forums, team-building sessions, and off-site retreats with leaders, executive staff, middle managers, commissions and boards, and local residents. In addition to the Cities identified above, I have also worked with City Managers and administrative staff in Sunnyvale, Menlo Park, Fremont, San Carlos, Livermore, Tracy, Manhattan Beach and the Midpeninsula Open Space District.

**Sample Agenda**

I am including the agenda that I developed for last year’s Mountain View City Council Teambuilding session.

**AGENDA**  
**City of Mountain View**  
**City Council Team-Building Session**  
**January 27, 2015**

**Purposes:** To enable the City Council to:

- Better understand each other as individual Council members
- Discuss how Council members should communicate and work together to be most effective
- Discuss how Council members should interact with staff and external stakeholders (i.e. the media, commissions, and the public)

**Preview Study Session Purposes, Outcomes and Format**

- The session is divided into three segments: (1) Learning about individual Council members, (2) Identifying communication norms and principles for working together as a Council, and (3) Identifying norms and principles for interacting with staff and external stakeholders.
- Ground rules for effective team-building communication:
  - Speak candidly
  - Listen openly

- Maximize participation

### **Learning about Individual Council Members**

- Facilitator presents interview summary for this segment.
- Discussion questions for Council:
  - What inspired you to become involved in public service? What events shaped your decision to run for City Council?
  - How have you or will you approach your work as a Council member? That is, how do you go about gathering and absorbing information? What is your approach to decision making?
  - Overall, what do you think makes an effective City Council member?

### **Break**

### **Working and Communicating Together as a Council Team**

- Facilitator presents interview summary.
- Discussion questions for Council:
  - What principles, norms, and behaviors should guide communication between Council members? That is, how should you and your Council colleagues communicate with each other?
  - What do you see as ineffective communication between Council members? That is, what sorts of communication behaviors should you and your Council colleagues avoid?
  - How should you and your Council colleagues handle policy or style differences?
  - What do you think are the key characteristics of an effective, well adjusted, high-performing City Council? What do you think makes for an effective Council meeting?
- “How We Work Together” document. Based on the interview summary and team-building discussion above, the facilitator will summarize and review with Council the communication principles, norms and behaviors that will form the basis for the “How We Work Together” document.

### **Interaction with Staff and External Stakeholders**

- Facilitator presents interview summary.
- Discussion questions for Council:
  - How should you and your Council colleagues communicate with staff? What principles, norms, and behaviors should guide these kinds of interaction?
  - What procedures and protocols do you want for communicating with the media, advisory boards, and the public?

### **Summary and Wrap Up**

**References**

Norberto Dueñas  
City Manager  
City of San Jose  
Phone: 408-535-8180  
Email: [norberto.duenas@sanjoseca.gov](mailto:norberto.duenas@sanjoseca.gov)

Randy Tsuda  
Director of Community Development  
City of Mountain View  
Phone: 650-903-6456  
Email: [Randy.Tsuda@mountainview.gov](mailto:Randy.Tsuda@mountainview.gov)

Mark Danaj  
City Manager  
City of Manhattan Beach  
Phone: 310-802-5053.  
Email: [mdanaj@citymb.info](mailto:mdanaj@citymb.info)

Laurel Prevetti  
Town Manager  
Town of Los Gatos  
Phone: 408-354-6873  
Email: [LPrevetti@losgatosca.gov](mailto:LPrevetti@losgatosca.gov)

**Fee Quote**

This fee quote is based on my standard rate with the City of Mountain View: \$200 per hour for planning meetings, materials development, and preparation; \$250 per hour for onsite interviews and facilitation of the team building session.

- Planning meetings and preparation 2 hours
- Pre-meeting interviews with Council members 7 hours
- Written interview summary 3 hours
- Materials development 3 hours
- Meeting facilitation 5 hours
- Meeting notes 2 hours

**Cost**

10 hours at \$200 = \$2,000  
 12 hours at \$250 = \$3,000  
**Total = \$5,000**

**Contact Information for Shawn Spano**

Address: 1555 Wawona Drive, San Jose, CA 95125  
Phone: 408-531-5017  
Email: [cspano@pacbell.net](mailto:cspano@pacbell.net)



## *strengthening organizations from the inside out*

*Our mission is to strengthen organizations, for those they serve and those who work in them. We are local government professionals, and we provide services tailored to local governments:*

- *Facilitation & Strategic Planning*
- *Executive Search*
- *Organizational Assessment & Optimization*



*See how we can help you solve your organization's challenges.  
Visit [TheNovakConsultingGroup.com](http://TheNovakConsultingGroup.com) or call 513-221-0500 today.*

*leadership expertise. exceptional service.*



*We offer our clients innovative thinking that strengthens organizations from the inside out. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.*

## **Facilitation & Strategic Planning**

**Leading planning sessions for successful outcomes.**

Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.

## **Executive Search**

**Finding and developing strong leaders.**

The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks

## **Organizational Assessment & Optimization**

**Maximizing efficiency and productivity.**

Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.



*Governing Body Facilitations by Julia Novak*

**Arizona**

Sierra Vista  
Yuma

**California**

Hayward  
Manhattan Beach  
San Louis Obispo  
Santa Ana

**Colorado**

Adams County  
Aurora  
Fort Collins  
Routt County  
Westminster  
Windsor

**Connecticut**

Manchester  
Mansfield

**Florida**

Palmetto Bay

**Georgia**

Decatur

**Illinois**

Gurnee  
Woodbridge

**Indiana**

Munster

**Kansas**

Lawrence  
Overland Park  
Tonganoxie  
Unified Government of  
Wyandotte County  
and Kansas City

**Maryland**

Rockville

**Michigan**

Ann Arbor  
Ferndale  
Howell  
Midland

**Missouri**

Clayton  
Maryville  
University City

**North Carolina**

Hendersonville

**Ohio**

Blendon Township  
Blue Ash  
Clearcreek Township  
Cleveland Heights  
Delaware County  
Dublin  
Gahanna  
Oberlin  
Powell  
Sharonville  
Upper Arlington  
Worthington

**Oregon**

Eugene  
Hillsboro  
Salem  
Wilsonville

**Texas**

Allen  
Cedar Hill  
Dallas  
Lancaster  
University Park  
The Woodlands

**Utah**

Murray City  
South Jordan City

**Washington**

King County  
Mountlake Terrace  
Sequim  
Shoreline

**Wisconsin**

Oak Creek

# who we work for



Project Type: **Organizational Assessment and Optimization (OA)**      **Executive Search (ES)**      **Strategic Planning and Facilitation (SPF)**      **Training (T)**

State	Jurisdiction	Project type
Arizona	Peoria	ES
	Sierra Vista	SPF
California	Gilroy	OA
	Hayward	SPF
	Long Beach Transit Authority	OA
	Manhattan Beach	SPF
	Palo Alto	SPF
Colorado	San Luis Obispo	SPF
	Adams County	SPF
	Aurora	SPF
	Boulder	OA
	Fort Collins	OA
	Greeley	OA
	La Plata County	OA
	Louisville	ES
	Loveland	ES
	Routt County	SPF
Westminster	SPF	
Connecticut	Windsor	SPF
	Greenwich	ES
	Groton	OA
	Manchester	OA
	Mansfield	OA
Delaware	Meriden	ES
	Windsor	ES
	Kent County	ES
	Lewes	ES
	Milford	ES
Florida	Milton	ES
	Rehoboth Beach	ES
Georgia	Palmetto Bay	SPF
Illinois	Decatur	SPF
	Carbondale	OA
	DuPage County	OA
	Evanston	OA
	Geneva	SPF
	Gurnee	SPF
	Peoria County	ES
	Schaumburg	OA
	Warrenville	OA
	Woodridge	SPF
Indiana	Munster	OA

State	Jurisdiction	Project type
Kansas	Baldwin City	ES
	Bonner Springs	OA
	Edgerton	ES
	Edwardsville	SPF
	Eudora	SPF
	Garden City	OA
	Gardner	SPF
	Olathe	SPF
	Roeland Park	SPF
	Shawnee	OA
	Tonganoxie	ES
	Unified Gov't of KCK	SPF
Kentucky	Lexington-Fayette Urban County Gov't	OA
Louisiana	New Orleans	OA
Maryland	Aberdeen	OA
	Berwyn Heights	ES
	Cambridge	ES
	Charles County	ES
	College Park	SPF
	Gaithersburg	ES
	Garrett Park	ES
	La Plata	ES
	Maryland State Judiciary	SPF
	Mount Rainier	OA
	New Carrollton	ES
	Riverdale Park	ES
	Rockville	OA
	Sykesville	ES
	University Park	SPF
Massachusetts	Franklin County	OA
	Pioneer Valley Planning Commission	OA
Michigan	Ann Arbor	SPF
	Ferndale	SPF
	Midland	SPF
	Novi	ES
	Rochester Hills	OA
Minnesota	Edina	OA
Missouri	Chesterfield	ES
	Clayton	SPF
	Maryville	SPF
	North Kansas City	SPF

# who we work for



Project Type: **Organizational Assessment and Optimization (OA)**      **Executive Search (ES)**      **Strategic Planning and Facilitation (SPF)**      **Training (T)**

State	Jurisdiction	Project type		
Missouri	Parkville		SPF	
	Platte City	OA		
	Sikeston		SPF	
	St. Louis County		SPF	
	University City		SPF	
Nebraska	Hastings	OA		
Nevada	Reno	OA		
New York	Ithaca	OA		
	Rochester	OA		
New Jersey	New Jersey Health Initiative	OA		
North Carolina	Albemarle		SPF	
	Asheville	OA		
	Brevard		SPF	
	Cary		SPF	
	Greensboro	OA		
	Raleigh	OA	SPF	
	Swansboro		SPF	
	Wake County	OA		
	Wilmington	OA		
	Ohio	Beavercreek Township	OA	
		Blendon Township		SPF
		Blue Ash		SPF
		Cincinnati	OA	SPF
		Clearcreek Township	OA	SPF
Cleveland Heights		OA	ES SPF	
Delaware		OA		
Delaware County			SPF	
Delaware County EMS			SPF	
Dublin		OA	ES SPF	
Gahanna			SPF	
Granville			ES	
Hudson			ES	
Miami Township			ES	
Oberlin		OA	ES SPF	
Portsmouth			ES	
Powell			SPF	
Sandusky			ES	
Sharonville			SPF	
Toledo			SPF	
Troy		OA		
Upper Arlington			ES SPF	
Washington Township		OA	ES	

State	Jurisdiction	Project type		
Ohio	Westerville		ES	
	Worthington	OA	ES	SPF
Oklahoma	Norman	OA		
Oregon	Gresham			SPF
	Hillsboro			SPF
	Lane County		ES	
	Salem			SPF
	Wilsonville	OA		SPF
Pennsylvania	Carlisle Borough		ES	
	Duquesne	OA		
	East Buffalo	OA		
	Exeter Township	OA		
	Farrell	OA		
	Ford City Borough	OA		
	Harrisburg	OA		
	Hazleton	OA		
	Lancaster County	OA		
	Lewisburg	OA		
	Nanticoke	OA		
	Reading	OA		
	St. Marys	OA		
Texas	Allen			SPF
	Cedar Hill			SPF
	Dallas			SPF
	Lancaster		ES	SPF
	Pearland	OA		
	University Park		ES	SPF
	The Woodlands	OA		SPF
	Murray			SPF
	South Jordan			SPF
	Virginia	Alexandria		ES
Ashland			ES	
Charlottesville		OA		
Fredericksburg		OA		
Hampton				SPF
Loudoun County		OA	ES	
Vienna				SPF
Sequim		OA		SPF
Washington	Shoreline		ES	
	Mequon		ES	
Wisconsin	Oak Creek			SPF
	Washington County			SPF

# who we work for



Project Type: **Organizational Assessment and Optimization (OA)**      **Executive Search (ES)**      **Strategic Planning and Facilitation (SPF)**      **Training (T)**

Organizations & Associations	Project Type	
Ann Arbor Transportation Authority, Michigan	SPF	
Connecticut Town and City Management Assoc.		T
International City/County Management Assoc.	SPF	T
Maryland Municipal League		T
Miami University of Ohio		T
Miami Valley Risk Management Authority, Ohio	SPF	
Midland Community Foundation, Michigan	SPF	
Minnesota Municipal League		T
Missouri Municipal League	SPF	
National Association of State and Local Equity	SPF	
National League of Cities		T
Ohio City/County Management Association	SPF	T
Orleans Parish School Board	ES	
Owens-Corning, Ohio	SPF	
USAID – Moldova		T

United Methodist Church	OA	ES	SPF	T
Baltimore Washington Annual Conference	OA			
California-Nevada Annual Conference	OA			
Connectional Table	OA			
Dakotas Annual Conference	OA			
Discipleship Ministries	OA	ES	SPF	
Florida Annual Conference	OA			
Florida United Methodist Children's Home		ES		
Florida United Methodist Foundation	OA	ES	SPF	
General Board Of Higher Education And Ministry	OA	ES		
Global Ministries	OA	ES	SPF	T
Impact Church		ES		
Justice For Our Neighbors			SPF	
Louisiana Annual Conference – Wesley Center			SPF	
St. John's Church, Louisiana			SPF	
United Methodist Committee On Relief	OA	ES	SPF	
United Methodist Frontier Foundation		ES		
Western Pennsylvania Annual Conference		ES		



## Hayward, California

### Governing Body Retreat

*Saturday, April 18, 2015 - 9 AM to 2 PM*

#### Retreat Norms/Ground Rules

- Listen with respect
  - Let others finish before you start talking
  - Be attentive to the speaker
  - Disagree agreeably
- Be:
  - positive and realistic
  - candid and honest
  - patient
  - engaged and fully present
- Look for opportunities to agree
  - Remember the power of “if” and “and”

#### Retreat Purpose:

- Be intentional in our efforts to work well together as a governing body
  - Get to know one another
  - Share expectations for governing
  - Share ideas for furthering the City’s commitment to SAFE – CLEAN and GREEN

#### Preparation

- **Governing Together:** Each member of the Council will be given 7 to 10 minutes to discuss their hopes for governing together. Consider the following questions as you prepare your remarks
  - What does good governance look like to you?
  - What is important to remember when your position is the prevailing decision of the majority?
  - What is important to remember when your position is not the prevailing decision of the majority?
  - What type of relationship do you hope to have with your colleagues on the Council?
  - What type of relationship do you hope to have with the City Administration?
  - What do you hope this City Council will be known for?
- **Individual Agendas and Priorities:** Each Councilmember will be given ten minutes to talk about the most important policies and initiatives (no more than three new initiatives) they wish to pursue to further the City’s commitment to Safe, Clean and Green.
  - Please describe each policy, project or initiative in terms of both WHAT it is and WHY it is important.

# Agenda

## Introductions

- Welcome and Introductions
- Agenda Review
- Norms and Expectations for the retreat

Agenda Item Outcome: Create a safe environment for honest exchange of ideas.

## "Governing Together..."

- Each member of the governing body will be given an opportunity to share their perspective on serving the community and governing together.

Agenda Item Outcome: Develop an understanding of the various hopes of individual members for the success of the governing body.

## Roles and Expectations for Governing Together

- Review and discuss characteristics of the Council-Staff Partnership
- Identify and discuss mutual expectations

Agenda Item Outcome: Articulate and agree on mutual expectations for members of the governing body.

## Review of Council Handbook

- Review and reflect on information contained in the Council handbook

Agenda Item Outcome: Agreement on how the group will work together in the coming year.

## Self-Reflections

- Each person will be asked to consider how s/he contributes to the effectiveness of the governing body.

Agenda Item Outcome: Shared understanding how the group works together to serve the community and govern successfully

## Individual Agendas

- Each Councilmember will be given ten minutes to talk about the most important policies and initiatives (no more than three new initiatives) they wish to pursue to further the City's commitment to Safe, Clean and Green.

Agenda Item Outcome: Understand one another's individual interests in advancing the City.

## Closing/Next Steps

# City of Mountain View

## City Council Team Building Session

November 22, 2016





November 22, 2016

Audrey Ramberg  
Assistant City Manager  
City of Mountain View  
500 Castro Street  
Mountain View, CA 94040

Dear Ms. Ramberg:

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

We are pleased to submit this proposal to the City of Mountain View for facilitation services. This information is based on our understanding of the needs for this engagement as outlined in the Request for Proposals, as well as our experience facilitating sessions with elected officials for local governments across the country.

We have had significant success working with community members, elected officials, department leadership teams, and staff to develop effective working relationships among team members. We are also skilled in developing effective implementation models and performance measures that ensure the goals developed for the team are measurable and actually achieved. We are confident our approach will provide the City with the services it seeks for the City Council.

We look forward to the opportunity to serve the City of Mountain View. Please contact me at (513) 309-0444 or [jnovak@thenovakconsultinggroup.com](mailto: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.

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 very best thinking and execution in organizational design, development, and improvement. Our services include:

- Strategic Planning
- Organizational Assessment and Optimization
- Executive Search

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

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a 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 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.

## Engagement Approach

The Novak Consulting Group believes in fully supporting the team building session from beginning to end – from collaboratively planning the agenda to providing a final deliverable that summarizes the event.

We typically begin the planning process by conducting phone interviews with each member of the governing body to learn about their expectations for the event. 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 the session 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 session itself.

Following the conversations with the Council, The Novak Consulting Group will prepare a draft agenda for review by the City's leadership prior to finalization.

During the session, 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, so we are flexible and in tune with the group during the process.

Following the session, a summary report documenting the event will be prepared for the City.

## Experience with Similar Engagements

The Novak Consulting Group is a national firm, and we maintain a client base of local governments across the country. Throughout her career, Julia Novak has facilitated strategic planning engagements with over 100 organizations. A complete list of the firm's clients is included with this proposal, along with sample material from a similar engagement. We would be happy to provide additional information about these or any of our previous clients.

**Manhattan Beach, California** engaged The Novak Consulting Group to facilitate a strategic planning process with the City Council and the City's management team. A vision, key focus areas, and priorities were collaboratively developed to ensure alignment among the Council and staff.

Nadine Nader, Assistant City Manager/Chief Operating Officer  
(310) 802-5053 [nnader@citymb.info](mailto:nnader@citymb.info)

**Hayward, California** engaged The Novak Consulting Group in 2015 and 2016 to conduct a strategic planning retreat with the City Council and key staff. A repeat engagement was held in October 2016.

Kelly McAdoo, City Manager  
(510) 583-4305 [Kelly.McAdoo@hayward-ca.gov](mailto:Kelly.McAdoo@hayward-ca.gov)

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

Mayor Bridget Newton  
(240) 314-8280 [Bnewtown@RockvilleMd.gov](mailto:Bnewtown@RockvilleMd.gov)

**Westminster, Colorado** engaged The Novak Consulting Group initially in 2015 to conduct a strategic planning retreat with the City Council. Subsequently, Julia worked with the management team to develop implementation plans for the Council's key focus areas. Repeat engagements with the Council and with staff were recently conducted in 2016 as an update to the previous year's process.

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

**Adams County, Colorado** engaged The Novak Consulting Group to facilitate a multi-day strategic planning event with the Board of Commissioners and the County's Executive Staff.

Todd Leopold, County Manager  
(720) 523-6100 [tleopold@adcogov.org](mailto:tleopold@adcogov.org)

**Palo Alto, California** engaged The Novak Consulting Group to work with the Administrative Services Department to develop a strategic plan for the department that is in alignment with the City's vision, values, and goals.

David Ramberg, Assistant Administrative Services Director  
(650) 329-2634 [David.Ramberg@CityofPaloAlto.org](mailto:David.Ramberg@CityofPaloAlto.org)

**Murray, Utah** engaged The Novak Consulting Group in 2011 to work with this Mayor-Council government to develop their first strategic plan and capital improvement program in support of Mayor Snarr's vision. This project consisted of an extensive environmental scan, surveys, focus groups, and significant involvement by the Mayor, City Council, and Department Directors.

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

## Facilitator

President Julia Novak will serve as lead facilitator. From 2003 to 2009, Julia served as a Vice President for a national consulting firm. Julia has over 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. As a professional consultant, she has extensive experience with successful strategic planning engagements. She was trained in the use of an innovative Community Engagement process called "Future Search" and has gone on to teach that training to community organizations and universities.

## 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 over 25 years of experience working with and for local governments. She is a consultant, trainer, and facilitator who worked with numerous organizations and community groups. During her local government career, she worked in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and was city manager of Rye, New York.

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

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

In 2000, the International City/County Management Association (ICMA) awarded Julia its Assistant's Excellence in Leadership Award for her work in 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, Connecticut, New Hampshire, Pennsylvania, North Carolina, the Metropolitan (D.C.) Association of Local Government Administrators and the Illinois Assistant Municipal Managers Association.

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

### **Education**

*Master of Public Administration,  
University of Kansas*

*Bachelor of Arts, George Mason  
University*

### **Professional Certifications**

*Certified Professional Manager,  
International City/County  
Management Association*

*Master Facilitator, The Myers-  
Briggs Personality Type Indicator*

### **Industry Tenure**

*29 years*

*Consulting, 13 years*

*Local Government, 16 years*

## Project Cost

The total, not-to-exceed fee to complete the engagement as described in this proposal is \$5,000 including all professional fees and expenses. This includes initial phone conversations with the City Council, on-site session facilitation, and a final report.

It is our practice to invoice clients monthly, based on work completed.

**Council Team Building Facilitator Interviews  
December 16, 2016**

- Thank you for your interest in this opportunity. Please start by providing a brief summary of your background.
- Can you tell us about your experience working with a group of elected officials? Specifically, please describe your experience facilitating team building for a City Council?
- Can you briefly describe how you would approach this assignment?
- How do you plan to gather input from Councilmembers in preparing for the session?
- How do you keep participants to appreciate the different styles of their peers?
- How do you help build trust among a group that has not worked together and may have different perspectives?
- How do you engage the group to ensure all members participate actively?
- Would you recommend some sort of “personality assessment” or similar tool in advance to help the group understand each other’s style?
- Is there anything else you would like to share with us?