



CITY OF
HAYWARD
 HEART OF THE BAY

NONDISCRIMATORY EMPLOYMENT PRACTICES
 AND
 AFFIRMATIVE ACTION CERTIFICATION STATEMENT

The Respondent to a City of Hayward Request for Proposals/Request for Quotation hereby certifies that it is in compliance with all executive orders, federal and state laws regarding fair employment practices and nondiscrimination in employment.

1. That it shall demonstrate compliance with the requirements established in the Affirmative Action provisions (EEO) for supply and services contracts.
2. That it fully understands that the provisions contained in the City's special Affirmative Action provisions shall be considered a part of its contractual agreement with the City in the event of award of contract.
3. That it is in compliance with all executive orders, federal, state and local laws (including Hayward Municipal Code Chapter 2, Article 7) regarding fair employment practices and nondiscrimination in employment.

JULIA D. NOVAK

(Print/Type Name of Company Official)

PRESIDENT

(Title)

J. D. Novak

(Signature of Company Official)

4.28.2016

(Date)

Name of Project: COUNCIL APPOINTED EMPLOYEES PERFORMANCE EVALUATIONS

Name of Firm: THE NOVAK CONSULTING GROUP

Address: 1776 MENTOR AVENUE, CINCINNATI, OH 45212
Street Address City/State/Zip

Telephone: (513) 221-0500 () _____

Please check below as appropriate:

- () Prime Contractor () Subcontractor Professional Services
 () Supplier of Goods () Supplier of Services

City of Hayward

**Executive Evaluation Process for
Council Appointed Employees**

May 6, 2016





May 6, 2016

Nina Collins
Director of Human Resources
City of Hayward
777 B Street (3rd Floor)
Hayward, CA 94541

Dear Ms. Collins:

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and 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 Hayward for consulting services to assist the City Council with its executive evaluation process for Council appointed employees. 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 similar processes for local governments across the country.

We have had significant success working with community members, elected officials, department leadership teams, and staff to facilitate performance evaluation processes. We are also skilled in developing effective implementation models and performance measures that ensure the goals developed during evaluation processes are measurable and actually achieved. We are confident our approach will provide the City with an effective and helpful process.

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

Sincerely,

Julia D. Novak
President

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Consultant Profile/Response to Proposal

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 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 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. Address and contact information is included on the Management Summary. 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.

References/Statement of Experience

Julia Novak is an established thought leader in the area of constructive evaluation processes in the context of local government. The National League of Cities has called upon her regularly to conduct training called "Evaluating the CEO, What Councils and Managers Need to Know" which has been expanded in recent years to include a module on the hiring process as well as the evaluation process. She has facilitated governing body retreats with 48 unique jurisdictions in 17 states and is frequently asked back for repeat engagements in those contexts. Julia facilitated a teambuilding retreat with the Hayward City Council in 2015. Her complete bio follows.

The following references speak directly to the scope of work requested by the City of Hayward. A complete list of all the firm's clients is included with this proposal, and we encourage the City to contact any of our current or former clients to learn more about our commitment to timely and quality services.

The **City of Fort Collins, Colorado** has engaged Julia Novak to facilitate the performance evaluation of their City Manager since 2013 and the City Attorney beginning in 2015. The process included (for the City Manager) adapting an evaluation instrument used for the City's Executive Staff and (for the City Attorney) developing a relevant interview instrument; interviewing each member of the governing body and preparing a comprehensive summary of the input. The input was debriefed with the appointed staff in extended 1-1 sessions and the Mayor was then briefed to lead the discussion between the governing body and the appointed staff.

Darin Atteberry, City Manager
(970) 221-6505 datteberry@fcgov.com
(970) 224-6107 fax
City Hall West, 300 LaPorte Avenue, Fort Collins, CO 80521

The **City of Decatur, Georgia** engaged Julia Novak to facilitate the performance evaluation of their long-time City Manager in 2014. The process included developing an instrument, interviewing members of the governing body, conducting a comprehensive debrief with the City Manager, and then facilitating a conversation with the governing body.

Peggy Merriss, City Manager
(404) 370-4102 Peggy.Merriss@decaturga.com
(678) 553-6518 fax
509 N. McDonough Street, Decatur, GA 30031

The Woodlands, Texas has engaged Julia Novak many times over the past 15 years to facilitate governing body retreats, conduct training, and for a variety of consulting engagements. Julia developed performance evaluation forms for all positions and a 360 instrument for use by the Executive Leadership Team. She also conducted training for all employees in how to give and receive feedback and how to use the evaluation instrument and process designed exclusively for The Woodlands.

Susan Welbes, Director of Human Resources
(281) 210-3822 swelbes@thewoodlandstowship-tx.gov
(281) 210-3970 fax
2801 Technology Forest Boulevard, The Woodlands, TX 77381

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

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

Julia has also established herself as a thought leader in the area of governance and administration. In April 2002, Julia was one of 20 practitioners who participated in the ICMA-sponsored symposium on the future of local government administration. Her response to Dr. James 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." In 2009, she co-authored an article with Dr. John Nalbandian for publication in *Public Management Magazine* called "Preparing Councils for Their Work." In 2010, Julia served as a trainer for a USAID Initiative in Baghdad, Iraq to develop the capacity of local advisors and councils in Iraq to engage in strategic planning, project management, policy analysis, and policy advocacy.

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

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

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

Education

Master of Public Administration, University of Kansas, 1988

Bachelor of Arts, George Mason University, 1986

Professional Certifications

Certified Professional Manager, International City/County Management Association

Master Facilitator, The Myers-Briggs Personality Type Indicator

Industry Tenure

29 years

Consulting, 13 years

Local Government, 16 years

Operational Plan

At the start of the engagement, we will request and review relevant background information and develop a 360 degree questionnaire for each position to be evaluated.

Julia will meet individually with each member of the City Council to receive each person's feedback and request specific insights into their comments and ratings and discuss anecdotes to illustrate that feedback. She will also ask for specific answers about what they believe the City Manager, City Attorney, and City Clerk should be held accountable for and how they generally define "success" for each position. These sessions would last approximately one hour each.

Following these meetings, Julia will prepare a detailed report of all feedback and meet individually with the City Manager, City Attorney, and City Clerk to review the report. In this way each person to be evaluated is provided all of the feedback, the urgency and importance is conveyed, and the conversation is structured in a way that the group tendency to "pile on" or "disagree" with the feedback is avoided. These conversations will last approximately two hours each.

Next, Julia will then meet with the City Council in a group setting. During this session, the full feedback will be shared and the debrief with each position will be discussed. As a group, the City Council will be asked to reach consensus on the most important things to reemphasize with each individual. Then, Julia will facilitate a focused conversation with the City Council and the City Manager, City Attorney, and City Clerk individually to develop a work plan for the coming year.

Project Timeline

The Novak Consulting Group is prepared to begin this work as soon as directed by the City. The specific timeline for completion will be determined during initial conversations with the City, and will be based upon the Council's availability for individual and group meetings.

Fee Structure

The total, not-to-exceed fee to complete the engagement as described in this proposal is \$22,800 including all professional fees and expenses.

Hourly rate for Julia Novak's services is \$295.

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

