

## **RESOLUTION R-15-04**

**A RESOLUTION AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES CONTRACT WITH NATIONAL CIVIC LEAGUE IN THE AMOUNT OF \$17,200.00 FOR THE PHASE I FACILITATION OF AN UPDATE TO THE CURRENT CITIZEN-BASED STRATEGIC PLAN.**

**WHEREAS,** The National Civic League successfully facilitated the initial citizen based strategic plan known as Gladstone on the Move; and

**WHEREAS,** the City Council desires to update the 2003 plan utilizing a similar process which is only provided through the National Civic League; and

**WHEREAS,** the City Council desires to promote grassroots citizen based planning for the long term enhancement of the City of Gladstone, Clay County, and the State of Missouri. Additionally, the City Council desires to empower residents and business owners to take an active role in the social and economic redevelopment of their community and participate in activities that promote civic pride; and

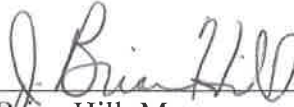
**WHEREAS,** the City Council realizes that life-long thriving communities must take steps to ensure the availability of quality, inclusive, and accessible planning processes for all.

**NOW, THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF GLADSTONE, MISSOURI AS FOLLOWS:**


**THAT,** the City Manager of the City of Gladstone, Missouri, is hereby authorized to execute a contract with the National Civic League for work outlined in the contract for a total amount not to exceed \$17,200.00.

**FURTHER,** funds for such purpose are authorized from the General Fund.

**INTRODUCED, READ, PASSED AND ADOPTED BY THE CITY COUNCIL OF THE CITY OF GLADSTONE, MISSOURI THIS 26<sup>th</sup> DAY OF JANUARY, 2015.**

  
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J. Brian Hill, Mayor

ATTEST:

  
\_\_\_\_\_  
Ruth E. Bocchino, City Clerk



**All-America City**

**Gladstone**



**2008**

**OFFICE OF THE ASSISTANT CITY MANAGER**

DATE: JANUARY 22, 2015  
TO: KIRK L. DAVIS, CITY MANAGER  
FROM: SCOTT WINGERSON, ASSISTANT CITY MANAGER *Scott*  
RE: CITIZEN BASED STRATEGIC PLAN UPDATE  
NATIONAL CIVIC LEAGUE CONTRACT

Please find attached a resolution for City Council consideration. The resolution provides authority for the City Manager to enter into a contract with the National Civic League for Phase I of the plan update. The first phase of the contract is \$17,200.00 and will serve as the initiating phase of the planning process. Funding is budgeted in the General Fund.

Phase II of the project will be submitted as part of the 2016 Budget and is estimated at \$43,000.00. These issues were the subject of discussion at the City Council Goal Setting Retreat as well as the City Council Study Session on January 12, 2015. If you should have any questions, please advise.

# **AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN THE CITY OF GLADSTONE AND THE NATIONAL CIVIC LEAGUE**

March 19, 2015

THIS AGREEMENT is entered into this date of March 19, 2015, by and between the National Civic League, a nonprofit organization, ("Contractor") and the City of Gladstone, and the parties hereto mutually agree as follows:

## **I. Independent Contractor**

Subject to the terms and conditions of this Agreement, the City of Gladstone hereby engages the Contractor as an independent contractor to perform the services set forth herein, and the Contractor hereby accepts such engagement.

## **II. Duties, Term, and Compensation**

The Contractor's duties, term of engagement, compensation, and provisions for payment thereof shall be as set forth in the estimate previously provided by the Contractor and which document is attached as Schedule A, which may be amended in writing from time to time only upon the written consent of both the Contractor and City of Gladstone, or is supplemented with subsequent estimates for services to be rendered by the Contractor and agreed to by the City of Gladstone, and which collectively are hereby incorporated by reference.

## **III. Payment of Fees and Expenses**

A retainer of 10% of the total contract is due to the Contractor upon signing of the contract. During the term of the Agreement, the Contractor shall bill the City of Gladstone in a form approved by the City and the City of Gladstone shall pay such billing by, the Contractor for fees and all reasonable and approved out-of-pocket expenses incurred by the Contractor in connection with the performance of the duties hereunder. Such billing shall be no more often than Monthly. Any dispute of the billing shall be conveyed to the Contractor within 15 days of such billing. Such dispute shall be resolved between the Contractor and City within 30 days thereafter.

## **IV. Confidentiality**

The Contractor acknowledges that during the engagement, there may be access to and/or knowledge gained as to various processes, information, and records used in connection with the operation of the project. The Contractor agrees not to disclose any of the aforesaid, directly or indirectly, or use any of them in any manner, either during the term of this Agreement or at any time thereafter, except as required in the course of this engagement. The Contractor shall not retain any copies of the foregoing without prior written permission.

## **V. Conflicts of Interest**

During the term of this agreement, the Contractor shall perform the required duties in a timely and productive manner. The Contractor is expressly free to perform services for other parties while performing services for the City of Gladstone.

VI. Termination

Notwithstanding any other provisions in this Agreement, either party hereto may terminate this Agreement at any time by giving thirty (30) days written notice to the other party.

VII. Independent Contractor

This Agreement shall not render the Contractor an employee, partner, agent of, or joint venture with the City of Gladstone for any purpose. The contractor is and will remain an independent contractor. The City of Gladstone shall not be responsible for withholding taxes with respect to the Contractor's compensation hereunder. The Contractor shall have no claim against the City of Gladstone hereunder or otherwise for vacation pay, sick leave, retirement benefits, social security, worker's compensation, health or disability benefits, unemployment insurance benefits, or employee benefits of any kind.

VIII. Insurance

The Contractor shall procure and maintain professional liability insurance in such amounts as are deemed mutually agreeable to the parties and approved by the City of Gladstone or The City of Gladstone's representative in writing. Contractor shall also maintain general public liability insurance with coverage no less than \$1,000,000.00 per occurrence, and worker's compensation insurance as required by Missouri state law.

The Contractor shall provide the City of Gladstone with certificates of insurance exhibiting the coverage as specified above upon the execution of this agreement.

Hold Harmless Agreement: The City of Gladstone, its trustees, employees and agents shall be indemnified and held free and harmless by the Contractor against any and all losses, penalties, damages, settlements, costs, charges or other expenses and liabilities resulting from the errors, omissions, or negligent acts by the contractor, its employees, agents and representatives of Contractor.

IX. Choice of Law

The laws of the state of Missouri shall govern the validity of this Agreement, the construction of its terms, and the interpretation of the rights and duties of the parties hereto.

X. Waiver

Waiver by one party hereto of breach of any provision of this Agreement by the other shall not operate or be construed as a continuing waiver.

XI. Assignment

The Contractor shall not assign any rights under this Agreement without the prior written consent of the City of Gladstone.

### XIII. Notices

Any and all notices, demands, or other communications required or desired to be given hereunder by any party shall be in writing and shall validly be given or made to another party if personally served, or if deposited in the United States mail, certified or registered, postage prepaid, return receipt requested. If such notice or demand is served personally, notice shall be deemed constructively made at the time of such personal service. If such notice, demand, or other communication is given by mail, such notice shall be conclusively deemed given five days after deposit thereof in the United States mail addressed to the party to whom such notice, demand, or other communication is to be given as follows:

If to the Contractor: Gloria Rubio-Cortes  
President  
National Civic League  
6000 E Evans Ave  
Suite 3-012  
Denver, CO 80222  
gloriarc@ncl.org  
303-571-4343 office

If to City of Gladstone: Kirk Davis  
City Manager  
City of Gladstone  
City Hall  
7010 Holmes Drive  
Gladstone, MO 64118  
kirkd@gladstone.mo.us  
Phone: (816) 436-2200

### XIV. Modification or Amendment

If desired by the City of Gladstone, the deliverables and/or timeframes for the project work plan may be modified subject to agreement by both parties in writing. No amendment, change, or modification of this Agreement shall be valid unless in writing signed by the parties hereto.

### XV. Entire Understanding

This document and any exhibit attached constitute the entire understanding and agreement of the parties, and any and all prior agreements, understandings, and representations are hereby terminated and canceled in their entirety and are of no further force and effect.

XVI. Unenforceability of Provisions


If any provision of this Agreement, or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Agreement shall nevertheless remain in full force and effect.

XVII. Authorized Signature

It is hereby represented by both parties that the individual signing this Agreement has been duly authorized and empowered to sign said document and bind the respective entity thereto.

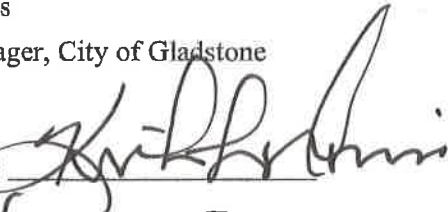
IN WITNESS WHEREOF the undersigned have executed this Agreement as of the day and year first written above. The parties agree that facsimile signatures shall be effective as if originals.

Gloria Rubio-Cortes  
President, National Civic League

Signature: 

Date: 3-19-2015

Kirk Davis  
City Manager, City of Gladstone

Signature: 

Date: 4-1-15

**ATTEST:**

Ruth E. Bocchino 4/2/15  
Ruth E. Bocchino  
City Clerk, City of Gladstone, MO

## SCHEDULE A DUTIES, TERM, AND COMPENSATION

**SCOPE OF SERVICES:** The Contractor will facilitate the design and delivery of a Strategic Planning Project by providing professional services (more specifically outlined in Schedule B) including but not limited to the following:

1. Provide a **detailed timeline of work effort** related to this contract.
2. **Conduct interviews/facilitate discussion with the appropriate stakeholder groups to:**
  - Reach consensus on a refreshed community-wide vision for the City of Gladstone for the next 20 years that is creative, forward thinking, and reflective of the desired future.
  - Assess current community strengths and opportunities, and conduct additional assessments to effectively establish a map of "current conditions";
  - Identify community priorities and key action areas;
  - Develop a strategic plan to impact the key action areas that clearly outline the specific steps; implementers, timelines and potential costs; and;
  - Identify entity (ies) that will be responsible for implementation oversight.

Additional outcomes for this community-based project in Gladstone are:

- Engagement of community members representing diverse interests and viewpoints;
- Enhanced trust, understanding and improved communication among participants;
- Consensus on the community's direction and priorities for the future;
- Cultivation of new leadership within the community;
- Community pride; and
- Community-wide ownership of the vision and action plans.

3. Prepare or assist with preparation of a final written report.

Many communities draft their own final reports with NCL feedback and suggestions. For an additional charge, NCL is willing to write the final report for this planning effort. The report outline will include, but not be limited to the following: Project Background, Process Description, Vision Statement, Action Plans, Implementation Strategies and Entity, Acknowledgments of Stakeholders, Sponsors -- Financial and In-kind, and Staff.

**DUTIES OF CITY OF GLADSTONE:** The City of Gladstone shall provide one individual to serve as Project Manager and primary contact to the Contractor whose responsibilities shall include;

- Coordinating and communicating with stakeholders and staff to facilitate various components of the project work plan
- Scheduling and facilitating project meetings
- Gathering and providing information as needed for meeting preparation and/or analysis,
- Providing general support to the Contractor in completing the project work plan

TERM: This engagement shall commence upon execution of this Agreement and shall continue in full force and effect through July of 2015 or earlier upon completion of the Contractor's duties under this Agreement. The Agreement may only be extended thereafter by mutual agreement written, unless terminated earlier by operation and in accordance with this Agreement.

COMPENSATION: As full compensation for the services rendered pursuant to this Agreement, the City of Gladstone shall pay the Contractor \$61,000. The total amount of fees and expenses, including the reimbursement for travel expenses discussed hereafter, for phase 1 of the project are not to exceed \$17,200. Costs that exceed the amount shall only be addressed by a written amendment mutually agreed to by both parties to the contract. A retainer of \$6,000 shall be paid to National Civic League upon signing of this contract. National Civic League may bill the City of Gladstone once every 30 days for additional fees and expenses incurred.

Reimbursement for travel expenses associated with this project including but not limited to necessary coach airfare, discounted hotel, food, car rental and mileage to and from airport.





## **Strategic Planning Project Process and Time Line Schedule B**

### **UNDERSTANDING OF THE TASK | OUTLINING OUR APPROACH & PHILOSOPHY**

Gladstone, MO., would like to revisit its vision and strategic plan, last revised and updated in xxx. Gladstone, MO., possesses a wealth of resources, experience, and community involvement that will greatly assist in this process. The challenge is to involve community stakeholders in a manner that sustains an inclusive process with tangible outcomes, feasible action plans, and an appropriate implementation strategy.

### **REFRESHING THE COMMUNITY STRATEGIC PLAN FOR GLADSTONE**

Community-planning projects facilitated by the National Civic League across the country typically have three stages. However, we will work closely with an Initiating Committee to customize a process that fits the specific needs of your community.

- The Initiating Stage is a pre-planning period that focuses on project logistics, development of the actual community planning process, and identification of stakeholders.
- The Planning Stage involves activation of the community-planning process and the development of the vision and community action plan by the stakeholders.
- The Implementation Stage focuses on implementation and continuous updating of the plan.

Careful design and delivery of all three stages enhance the opportunities for an action plan that can create meaningful community change.

The initial phase of the project, including the design of the process in conjunction with the Initiating Committee is estimated to take approximately six months. The design phase will require 3-5 meetings and conference calls with the Committee as a whole and at least one meeting with the Outreach Task Force. Facilitation of the planning meetings will consist of 15-18 hours of face-to-face meeting time. Preparation for those meetings is estimated to be approximately 48 hours total. Follow-up and completion of tasks between meetings will be approximately 32 hours total. This estimate does not include travel time. Additionally, to familiarize staff with the region, NCL facilitators typically travel to the area ahead of the first scheduled meeting to tour the community, talk to citizens and leaders, and get the "lay of the land".

#### **Initiating Stage -- Pre-Project Planning - Phase 1**

##### ***Initiating Committee Established***

***Stakeholder Analysis Conducted to Identify 300-500 Individuals in Planning Process***

##### ***Project Design Customized***

##### ***Selecting a Meeting Site***

##### ***Selecting an Inspiring Project Name***

***Project Structure – Three Taskforces Formed (Coordinating, Digital and Physical Outreach, Research, Logistics)***

##### ***Evaluate Direction Finder Results***

***Other Logistical Considerations – (Format Customized to City of Gladstone and local staffing)***

***Incorporate selected ICMA performance measures***

#### **Stakeholder Planning Stage - Phase 2A**

*Potential process components to be considered by the Initiating Committee during the fine-tuning of the process design. The components provided here may or may not be used in the process and are described only to furnish the review committee with our thinking toward the elements needed to achieve the desired project outcomes. We include these components as an illustration.*

It is during the planning stage that the stakeholders identified by the Initiating Committee come together to discuss and develop the content of the project. Over a six month period, this group of 300 to 500 individuals addresses the following tasks:

##### ***Developing a Vision of the Desired Future***

##### ***Community Scan and Trends***

##### ***Civic Index Community Infrastructure Evaluation–***

***Selection of Community Priorities or 'Key Performance Areas' (KPA's) and Action Planning (and Review of Past Comprehensive Plan Components)***

##### ***Facilitation Training for KPA leaders***

***Town Hall Meetings (at least 2) and Outreach Activities for feedback and information gathering***

##### ***Estimate of NCL work hours—Stakeholder Process-***

As noted in the timeline, the stakeholder process typically consists of 8-10 meetings of 3 to 3½ hours each. Additionally, on-site preparation can range from 1-2 hours. The time spent facilitating those meetings, therefore is estimated to be between 48 hours and 66 hours. Preparation time for each stakeholder session, including contact with the Co-Chairs is approximately 8 hours per session, or an average of 96 hours. Follow-up after each stakeholder meeting will average 4-6 hours, for an average of 60 hours. For Town Hall Meetings, we estimate that approximately 65 hours of staff time will be dedicated to the Town Hall meetings. This includes 26 hours of preparation time in the process and meeting design, development of questions, working with the Outreach Committee to identify the methods of recruitment and advertising of the meetings. Each Town Hall meeting is likely to last for 2-3 hours, with approximately 30 hours of compilation of the information gleaned from the meetings to inform

the stakeholder process. These estimates may vary depending upon the technology utilized and does not include travel time.

#### Implementation of the Action Plan – Phase 2B

##### **Implementation Strategies –**

There exists a challenging period of transition from planning into the implementation of strategic planning projects. It is during this critical period that action plans either lose momentum or thrust themselves forward toward pointed community action and meaningful change. We have projected a four month period for NCL involvement as implementation gets underway. Whichever implementation approaches Gladstone selects, there are some key principles that must be in place to ensure successful implementation. These include:

- Clear, thoughtful, implementable action plans with suggested funding mechanisms created in the planning process;
- Clarity and agreement on the charge, the expectations, the roles and responsibilities among all implementers;
- An effective two-way flow of communication that continues among implementers, the implementation entity, the larger stakeholder group, and the community;
- Maintaining the integrity of the stakeholder process through the implementation stages (collaboration, open communication, inclusiveness);
- Maintaining a long-term perspective among all responsible parties;
- Ensuring the implementation mechanisms remain apolitical; and
- Maintaining a mindset of patience and perseverance (i.e., implementation takes time).

The implementation entity, either an established and trusted organization, or a newly created non-profit organization or citizens' group, oversees the ongoing implementation of the action plans. This entity would:

- Recruit implementers if no responsible parties stepped forward in the action plan or if an implementer could not uphold his/her role;
- Address other unforeseen barriers that had arisen during implementation by developing new strategies with reconvened stakeholders;
- Provide ongoing support to the implementers;
- Monitor achievement of the benchmarks and deliver progress reports to the community; and
- Develop mechanisms to update the action plans.

NCL will work closely with Gladstone in developing an implementation entity that fits its needs and works for the whole community.

##### **Estimate of NCL work hours-**

Estimates of time for this stage of the process vary greatly depending upon the implementation entity.

## CITY OF GLADSTONE, MO., CITIZEN ENGAGEMENT PROCESS PROJECT

### TIME LINE

*Note: This timeline illustrates the project components with the Traditional Visioning Model of NCL. This timeline is contingent on the changes incorporated by the Initiating Committee.*

#### Initiating Stage

This description of the Initiating Stage is based on three-hour meetings every two weeks. Over a two month period, these pre-planning sessions can be conducted with 2 on-site meeting, alternating one week apart with conference calls. This would occur in January and February 2015.

**February 2015 Initiating Committee Session A (on-site) - Outcomes:**

- Look at Initiating Committee Membership;
- Clarity on Roles and Responsibilities Gained;
- Agree on Project Outcomes; Outline Initiating Committee Tasks;
- Brainstorm Interests and Perspectives; and
- Address Staffing

**February 2015 Initiating Committee Session B (conference call) - Outcomes:**

- Finalize Initiating Committee Membership;
- Begin Fine-Tuning the Process Design;
- Discuss Project Name;
- Begin Stakeholder Analysis;
- Address Fundraising Issues;
- Discuss Direction Finder, ICMA, and Civic Index;
- Begin Forming Outreach, Research and Coordinating Committees.

**March 2015 Initiating Committee Session C (on-site) - Outcomes:**

- Find Meeting Site;
- Set Meeting Calendar;
- Finalize Stakeholder List;
- Develop Recruitment Strategies;
- Discuss Outreach Strategy;
- Authorize Direction Finder, ICMA, and Civic Index;
- Kick-Off Planning.

**March 2015 Initiating Committee Session D (conference call) - Outcomes:**

- Committees are Set;
- Timeline and Strategies for Stakeholder Recruitment Are Set;
- Kick-off Planning Set;
- Hand-off to Coordinating Committee is set.

**April-July 2015 Preparing for the Kick-off (on-site) – Outcomes:**

- Recruitment begins;
- Follow-up with potential stakeholders;
- Review of stakeholder list to check balance;
- Outreach to media and other key perspectives begins
- Direction Finder review/analysis
- ICMA performance measurement and Civic Index collection/review/analysis

### Stakeholder Planning Stage

This description of the Stakeholder Planning Stage is based on 9 meetings of 3 to 3 ½ hours every three weeks. Therefore, the anticipated time spent on this stage is six to seven months.

- |                    |   |
|--------------------|---|
| <b>August 2015</b> | <b>Stakeholder Session 1 - Kickoff Town Hall - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Purpose, Concept, and Approach Clarified and Understood;</li> <li>▪ Stakeholder buy-in and commitment to the process and timetable;</li> <li>▪ Where have we been? Where are we now? Where do we want to be?</li> </ul>   |
| <b>Sept 2015</b>   | <b>Stakeholder Session 2 - Community Vision - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Vision Themes for Community are Created;</li> <li>▪ Drafting Committee Formed.</li> <li>▪ Consensus on draft Re-Vision Statement Achieved</li> </ul>   |
| <b>Oct 2015</b>    | <b>Stakeholder Session 3 - Environmental Scan   Current Trends and Realities - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Agreement and Understanding of the Outside Events, Trends, and Issues That Will Effect Community's Future</li> <li>▪ Community Indicators Presented;</li> <li>▪ Community Civic Infrastructure Assessed.</li> </ul>   |
| <b>Nov 2015</b>    | <b>Stakeholder Session 4 - Selection of Key Performance Areas - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Past Work Reviewed;</li> <li>▪ Likely Future is Identified;</li> <li>▪ Key Performance Areas Identified;</li> <li>▪ Task Forces Formed and Responsibilities Agreed to.</li> </ul>  |
| <b>Jan 2016</b>    | <b>Stakeholder Session 5 - Evaluating Key Performance Areas - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Stakeholders Agree to Task Force Work to Date;</li> <li>▪ Vision Statement Draft Presented, Edited and Agreed to;</li> <li>▪ Consensus Reached On Current Realities and Likely Future of Key Performance Area</li> </ul>   |
| <b>Feb 2016</b>    | <b>Stakeholder Session 6 - Evaluating Key Performance Areas - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Stakeholders Agree on Task Force Work to Date;</li> <li>▪ Preliminary Overlap Across Key Performance Areas is Identified;</li> <li>▪ Consensus Reached On Mini-visions;</li> <li>▪ Goals and Objectives of Key Performance Areas Developed by Task Forces</li> </ul>   |
| <b>March 2016</b>  | <b>Stakeholder Session 7 - Evaluating Key Performance Areas - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Stakeholders Agree on Task Force Work to Date;</li> <li>▪ Prioritization Discussion of Goals;</li> <li>▪ Integration and Coordination Begins;</li> <li>▪ Consensus Reached On Prioritized Goals/Objectives of Key Performance Areas Developed by Task Forces;</li> <li>▪ Preliminary Action Steps</li> </ul> |
| <b>April 2016</b>  | <b>Stakeholder Session 8 - Action Planning and Implementation Strategies - Outcomes:</b> <ul style="list-style-type: none"> <li>▪ Stakeholders Agree on Task Force Work to Date;</li> <li>▪ Integration Continues;</li> <li>▪ Implementation Entity Developed;</li> <li>▪ Consensus Reached On Action Steps of Goal Areas; Implementers and Timeline</li> </ul>   |

**May 2016      Presentation of Final Report: Town Hall Meeting (Session 9)**

- Writing Begins, Reviewed, Completed, Printed,
- Released to Community;
- Implementation Begins.

Several variations to this timeline can be made, which can accelerate or expand the length of time to complete the process. Initiating Committee meetings can be held one week apart, thereby cutting the Initiating Stage in half. Certain meetings may be combined as all-day sessions, thereby accelerating the process by approximately one month. Other variations to the timeline may lengthen the process, such as inclusion or exclusion of the Civic Index assessment, holding the Town Hall Meetings, or other additional tasks not included in this timeline. NCL will work with Gladstone, Mo., to ensure that the timeline and process meets the community needs and requirements.

<b>Implementation Stage</b>
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NCL would remain involved as the implementation process gets underway for the first few months, with monthly onsite meetings and bi-weekly conference calls with an implementation steering committee.

**June 2016      Onsite meeting**

- Meeting of all implementation task forces to review progress

**Aug 2016      Onsite meeting**

- Meeting of all implementation task forces to review progress

**GLADSTONE, MO., COMMUNITY STRATEGIC PLANNING PROJECT**  
**Budget**

*This budget is provided as a budget to provide the community with a reference point of NCL's cost for our services. This dollar amount is based on the model described in the sample timeline. NCL is willing to negotiate with the community on the costs and timeframes for the effort.*

Fee Scale

The National Civic League's fees for regular meetings include \$3000 per 2 person facilitator team, per on-site day, plus expenses for travel. For Town Hall onsite meetings, there would be a 3 person facilitation team at \$4500. The National Civic League fee includes preparation time (8 hours per meeting); time onsite for the meeting itself (4-8 hours per meeting); and reasonable follow-up (4-8 hours per meeting).

Phase I (Initiating)

Facilitation Fees:

Facilitator Team (\$3000/event) x 3 on-site days – 15% discount	\$7,650
2 conference call meetings (no additional facilitation charge)	
Online Survey/Performance Measurement Analysis	6,000
Travel: To/fr airport; Airfare; Hotel; Meals; Rental Car Est.@ \$850 x 3	2,550
Other expenses: copying, conference calls, etc.	<u>1,000</u>

**Phase I Total (estimated) \$17,200**

Phase II (Stakeholder and Implementation)

Facilitation Fees:

Facilitator Team (\$3000/event) x 11 on-site days – 15% disc	\$28,050
Online Report Writing & Design (optional)	5,000
Travel: To/fr airport; Airfare; Hotel; Meals; Rental Car Est.@ \$850 x 11	9,350
Other Expenses:	<u>500</u>

**Phase II Total (estimated) \$42,900**

**Phase I and II Total \$60,100**

:

- (1) Facilitator costs do not include additional days for familiarization with region, for which you will not be charged any additional days. This budget does not include any additional "fallback" consensus meetings or other meetings that the committees may choose to hold over the course of the project.
- (2) The facilitation team is being provided to you at a discount rate.

- (3) These figures represent the average amount anticipated for the services of the National Civic League. These figures may be reduced or increased depending on the process designed with the Initiating Committee or one that is dictated by the project budget.
- (4) The number of days/nights is figured based upon the following: 3 meetings with Initiating Committee, 9 Stakeholder meetings/Town Hall, and 2 Implementation meetings.
- (5) It is assumed that the Initiating and Coordinating Committees will secure offices and volunteer or paid local staff to support the logistical and communication needs of the project in the community. The National Civic League can provide guidance on this process.
- (6) *Optional Report Writing.* Most communities draft their final reports themselves and request that NCL facilitators review the draft and offer suggestions. NCL can write the final report for an additional cost of approximately \$5,000 for this service.
- (7) The expenses are only estimates. Actual expenses are likely to be less. NCL always attempts to secure the best deal within working parameters. NCL will submit reimbursement requests only for actual expenses incurred.