

BOARD OF COUNTY COMMISSIONERS FOR  
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION TO ACCEPT A PROPOSAL AND AWARD AN AGREEMENT TO THE  
NOVAK CONSULTING GROUP TO PROVIDE STRATEGIC PLANNING AND  
MANAGEMENT CONSULTING SERVICES

Resolution No. 2014-032

WHEREAS, The Novak Consulting Group submitted a proposal on January 9, 2014, and agrees to perform this work in the amount of \$10,000.00 plus out-of-pocket expenses.

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners, County of Adams, State of Colorado that the award be made to The Novak Consulting Group in the amount of \$10,000.00 plus out-of-pocket expenses.

BE IT FURTHER RESOLVED that the Chairman authorizes the Contract Administrator to sign the service purchase order agreement with The Novak Consulting Group.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

Henry \_\_\_\_\_ Aye  
Tedesco \_\_\_\_\_ Aye  
Hansen \_\_\_\_\_ Aye

Commissioners

STATE OF COLORADO     )  
County of Adams         )

I, Karen Long, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 27<sup>th</sup> day of January, A.D. 2014.

County Clerk and ex-officio Clerk of the Board of County Commissioners  
Karen Long:



By:



Deputy

**Purchase Order Number 11376**

**ADAMS COUNTY  
PURCHASE ORDER**

Page 1 of 1  
 Order Date: 02/19/14  
 Requested Date: 02/19/14  
 Cost Center: 1012

This Number Must Appear on all  
 Invoices, Packing Lists, and Packages

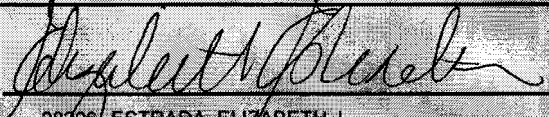
Vendor Address	Vendor and Shipping Information	Ship To Information
NOVAK CONSULTING GROUP 1776 MENTOR AVE CINCINNATI OH 45212	Phone: FAX: e-mail: Delivery: FOB DESTINATION	ADAMS CTY BOARD OF COUNTY COMMISSIONERS 4430 SOUTH ADAMS COUNTY PARKWAY SUITE C5000A BRIGHTON CO 80601-8204
VENDOR NUMBER: 331084		

Ln	R	Description / Supplier Item	QTY	UOM	Unit Price	Extended Price	Account Number	Req. No.
1	2	BOCC/MANAGEMENT RETREAT  FACILITATOR FOR THE THREE DAYS IN ESTES PARK		EA	0.0000	11,305.00	9252.7685	00004488

Original

<b>Term</b> Net 30 Days	<b>Tax Rate</b> *NA*	<b>Sales Tax</b> 0.00	<b>Total Order</b> 11,305.00
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ACCEPTANCE OF THIS ORDER IS SUBJECT TO THE TERMS AND CONDITIONS ABOVE AND ON THE REVERSE SIDE OF THIS DOCUMENT  
 COLORADO TAX EXEMPT #98-03569

Invoice to: Adams County A/P 4430 S. Adams County Pkwy. Suite C4000A Brighton, CO 80601-8212 720-523-6050	Inquiries to: Adams County Purchasing Department 4430 S. Adams County Parkway, Suite C4000A Brighton, CO 80601-8212 720-523-6050	 28206 ESTRADA, ELIZABETH J ADAMS COUNTY AUTHORIZED SIGNATURE
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## ADAMS COUNTY PURCHASE ORDER TERMS AND CONDITIONS

**Quality:** Vendor warrants that the goods delivered hereunder will conform to the description stated in this Order and that the goods will be merchantable, of good workmanship and materials, and free from defects. These warranties shall survive inspection, testing and/or acceptance of the goods. At County's option, and without prejudice to any other rights County may have, Vendor shall remedy any defective goods or reimburse County for its costs for remedying or replacing defective goods.

**Packing Charges:** No charges will be allowed for transportation, boxing, crating or other packaging unless set forth in writing in this Order.

**Terms of Payment:** Payment in full by County shall be made within thirty (30) days after receipt of invoice from Vendor.

**Tax Exempt:** County is a tax-exempt government entity, a body politic and corporate. No sales, use or excise taxes shall be included in or added to the prices of materials or goods on this Order. County's tax exempt number is 98-03569.

**Appropriation Clause:** The payment of County's obligation hereunder in fiscal years subsequent to the current year are contingent upon funds for this Order being appropriated and budgeted. If funds for this Order are not appropriated and budgeted in the year subsequent to the fiscal year of issuance of this Order, the County may terminate this Order. County's fiscal year is the calendar year. Termination under this provision shall not result in any penalty being imposed against County.

**Cancellation for Cause:** This Order is to be acknowledged properly, and the date of shipment shall be stated definitely in the acknowledgment by Vendor. In the event of Vendor's failure to deliver as and when specified, County reserves the right to cancel this Order, or any part thereof, without affect to its other rights, and Vendor agrees that County may return part or all of any shipment so made and may charge Vendor with any loss or expense sustained as a result of such failure to deliver.

**Risk of Loss:** If the risk of loss passes at the shipping point, and if Vendor fails to pack the goods in an appropriate manner or to ship them in the manner or route directed by County, Vendor shall reimburse County for any loss resulting from that failure.

**Compliance:** Vendor represents and warrants that it is in compliance with all applicable laws, rules and regulations that affect this Order.

**Patents and Copyrights:** Vendor shall indemnify, hold harmless, and defend County, its directors, officers, agents and employees for, from and against any suit, claim or demand alleging infringement of any patent or copyright or misappropriation of any confidential information or trade secret in the United States, in the country of source or country of destination, based on the manufacture, assembly, sale, lease or use of goods, machinery, equipment, apparatus, materials or processes supplied hereunder.

**Indemnification:** Vendor shall fully protect, indemnify, hold harmless and defend County, its directors, officers, agents and employees for, from and against any and all loss, cost, damage, injury, liability, claims, liens, demands, taxes, penalties, interest or causes of action of every nature whatsoever, including but not limited to those of Vendor's subcontractors, which in any manner arise out of, are incident to, or are in connection with Vendor's performance under this Order.

**Jurisdiction and Venue:** The laws of the State of Colorado shall govern the interpretation, validity and effect of this Order. Jurisdiction and venue for any disputes arising under this Order shall be with the District Court of Adams County, Colorado.

**Assignment:** This Order shall not be assigned in whole or in part without the prior written approval of County.

**No Waiver of Rights:** No actions or lack of action by County shall be deemed a waiver of any of the provisions, terms or conditions set forth herein. Any waiver by County must be in writing.

**Entire Agreement:** This Order, properly signed, constitutes the entire agreement between County and Vendor. Any alterations, changes, variations, or additional terms by Vendor are rejected unless expressly assented to in writing by County. Acceptance is expressly limited to the terms of this Order; any additional or different terms are of no force and effect and notification of objection to such additional terms is hereby given.



The Novak Consulting Group, Inc  
210 Glenmary Ave.  
Cincinnati, OH 45220  
(513)221-0500  
jnovak@thenovakconsultinggroup.com  
http://thenovakconsultinggroup.com

### Invoice

Date	Invoice No.
02/02/2014	493
Terms	Due Date
Net 30	03/04/2014

**Bill To**

Tod Leopold  
County Administrator  
Adams County, CO

Activity	Quantity	Rate	Amount
• Professional Services: Governing Body Retreat	1	10,000.00	10,000.00
• Expenses for Catherine Tuck Parrish:			
• Accommodations on 1/27, Airfare and Ground Transportation	1	1,305.00	1,305.00
<b>Total</b>			<b>\$11,305.00</b>

9252.7685  
7652




County Manager's Office  
4430 South Adams Parkway  
Brighton, Colorado 80601

**MEMORANDUM**

**TO:** Purchasing Division  
**THROUGH:** Todd Leopold, County Manager  
**FROM:** Ed Finger, Deputy County Manager  
**DATE:** January 21, 2014  
**SUBJECT:** Single Source Purchasing Policy Exception Justification

The Novak Consulting Group has a unique approach to providing facilitation and strategic planning services that County Management believes are needed for this year's Board/Management retreat, including specific core value exercises and strategic planning methodologies. Ms. Novak and her staff have significant experience providing the services requested.

County Manager's Office staff has reviewed the proposal and believes the fees to be reasonable for the services provided.

	<b>SINGLE SOURCING POLICY</b>	<b>Approval Date</b> 10/22/12
	<b>DIVISION AND POLICY NUMBER</b> PURCHASING - 1080	<b>Revision Date</b> N/A

**PURPOSE:**

To define the single source process identifies one vendor or manufacturer as the only viable entity from which to purchase the commodity or service. This process supersedes all bidding requirements.

**ELECTED OFFICIALS/DEPARTMENTS AFFECTED:** All

**POLICY:**

The Board of County Commissioners (BOCC) may authorize a Single Source purchase under the following circumstances:

1. When the product or service is of a unique nature, or allows for standardization with existing equipment and will provide exceptional value to Adams County.
2. Emergency purchases where the well-being of the citizens, employees or Adams County property may be endangered if the purchase is delayed.
3. Where Adams County currently has a contract in place with a vendor for like products or services.
4. Use of this exception requires the recommendation of one of the following: the Elected Official, Department Director, Deputy or County Manager in accordance with the value of the purchase and Adams County Approval Authority Policy #1010.

**PROCEDURE:**

The Department must provide written single source justification to the Purchasing Division for review, see Appendix E. Use the Alternative Source Election Form Appendix F to determine a single source not found in Appendix E.

1. The Purchasing Manager or their authorized designee shall review the justification and work with the requesting Elected Official or Department to assure that a single source is in the best interest of Adams County and does not violate the policies and procedures that have been adopted by Adams County.
2. Once the single source justification has been completed the Purchasing representative shall forward the document to Adams County Manager who may choose to present the request to the BOCC for review and approval or denial.


3. Upon approval the issue may be required to appear on the agenda for Public Hearing or placed on the consent calendar.
4. Once approved Purchasing Division shall process the purchase.
  - 4.1. If bonding is required the Contractor shall secure a Performance Bond and a Payment Bond each in the amount of one hundred percent (100%) of the Agreement price with a corporate surety approved by Adams County and licensed to do business in the State of Colorado, said bonds to be released at the sole discretion of Adams County.
  - 4.2. The Contractor shall provide Insurance as stated in Appendix L.
5. In the event of a declared Disaster/Emergency this Policy shall be suspended and Policy #1015 shall replace these procedures.

Single Source providers will be posted on the Adams County website for all interested parties to see. A list of current single source providers is available in Appendix J.

**EXCEPTIONS:**

There are no defined exceptions to this Policy other than previously stated.



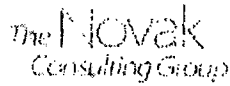
	<b>APPENDIX F – SINGLE, EMERGENCY, OR COOPERATIVE SOURCE FORM</b>	<b>Approval Date</b> 10/31/12
	<b>DIVISION AND POLICY NUMBER</b> PURCHASING	<b>Revision Date</b> N/A

ELECTED OFFICIAL/DEPT. COUNTY MANAGER'S OFFICE  
 COMMODITY OR SERVICE FACILITATION AND STRATEGIC PLANNING

PURCHASING POLICY EXCEPTION ITEM	CHECK ONE
1. Item(s) or service has been formally awarded to a vendor by the State of Colorado, MAPO, or other cooperative purchasing group and the product meets the needs of Adams County.	<input type="checkbox"/>
2. The product or service is of a unique nature, or allows for standardization with existing equipment and will provide exceptional value to Adams County.	<input checked="" type="checkbox"/>
3. Emergency purchases where the well being of the citizens, employees or County property may be endangered if the purchase is delayed.	<input type="checkbox"/>
4. Adams County currently has a contract in place with a vendor for like products or services and the compatibility and/or continuity of those products or services are paramount to the success of the department or elected officials function Use of this exception requires the approval of the Elected Official, Department Director, the Finance Director, Adams County Manager, or the BOCC in accordance with the value of the purchase and Adams County (see <u>Policy #1010</u> )	<input type="checkbox"/>

The Department/Elected Official must provide written justification to the Purchasing Division for review and preparation of the Single Source and forwarding to Adams County Manager. **Attach additional sheets as necessary.**

ATTACHED  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_



January 9, 2014

Mr. Todd Leopold  
County Manager  
Adams County Government Center  
4430 S. Adams County Pkwy.  
Brighton, CO 80601

Dear Mr. Leopold:

I appreciate your interest in considering The Novak Consulting Group for your Board of Commissioners Strategic Planning Session, scheduled to take place on January 28-30, 2014.

We have extensive experience with precisely this type of work and would be pleased to conduct a session tailored to the needs of Adams County. In addition to the personal bios, project approach, and client list/references, I would like to provide some brief information about The Novak Consulting Group and our approach to such a session.

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 non-profit organizations. The firm was originally established as *Public Management Partners* in 2002. Since then we have been providing our clients with the very best thinking and execution in organizational design, development, and improvement.

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local government and the nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice, with the personal attention of a boutique consultancy.

- **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, and 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 are small enough to offer very personal service from senior-level consultants.

#### **Strategic Planning Session**

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

We will discuss and develop the agenda at our planning meeting on January 17<sup>th</sup>. We anticipate spending time at the strategic planning session articulating a framework for the County's strategic plan, to include a vision, mission, values, critical success factors, and priority initiatives. Additionally, we will spend time discussing and reaching agreement on roles and expectations among the Board of Commissioners and the County's Executive Staff.

During the session, the primary role of the facilitators 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 County.

#### **Facilitators**

In addition to the specific references provided below, additional governing bodies we have worked with include in the following municipalities:

- Santa Ana, California (population 355,652)
- Overland Park, Kansas (population 166,700)
- Eugene, Oregon (population 137,893)
- Lawrence, Kansas (population 90,520)
- Mountlake Terrace, Washington (population 20,930)
- San Luis Obispo, California (population 44,000)

**Ann Arbor, Michigan** engaged The Novak Consulting Group in 2012 and again in 2013 to facilitate a goal setting retreat for the City Council. The purpose of the initial retreat, facilitated by Julia Novak, was to provide policy direction to staff on important issues facing the community in the coming year. The City Council identified five priority areas: Fiscal Responsibility, Public Safety, Infrastructure, Affordable Housing, Economic Development, and Public Safety.

Steve Powers, City Manager  
(734) 794-6110 [SPowers@a2gov.org](mailto:SPowers@a2gov.org)

**Boulder, Colorado** has engaged The Novak Consulting Group in a variety of projects since 2010, including the current project: Comprehensive Financial Strategy Development. We are currently facilitating a process with the City's full management team (some 30+ division level managers) to update the City's comprehensive financial strategy and prepare for a potential CIP ballot issue in November 2014.

Jane Brautigam, City Manager  
(303) 441-3090 [JBrautigam@bouldercolorado.gov](mailto:JBrautigam@bouldercolorado.gov)

**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. This project consisted of an extensive environmental scan, surveys, focus groups, and significant involvement by the Mayor, Council and Department Directors.

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

**Lancaster, Texas** first engaged The Novak Consulting Group in 2010, and we have facilitated annual retreats in 2010, 2011, 2012 and 2013 with their governing body and department heads, in order to develop their strategic plan. This process included visioning, goal setting, and articulating key priorities that would shape the direction of the City over the next five years.

Opal Mauldin-Robertson, City Manager  
(214) 500-1383 [ORobertson@lancaster-tx.com](mailto:ORobertson@lancaster-tx.com)

**Cedar Hill, Texas** engaged The Novak Consulting Group in the fall of 2011 to facilitate their annual retreat. The retreat included facilitating important policy discussions related to achieving the City's vision of being the "Premier" City of the Southwest Dallas-Fort Worth Metroplex.

Alan Sims, City Manager  
(469) 628-5616 [alan.sims@cedarhilltx.com](mailto:alan.sims@cedarhilltx.com)

**Clayton, Missouri** engaged The Novak Consulting Group in 2011, 2012 and 2013 to facilitate retreats with both the governing body (Mayor and Board of Aldermen) and department directors. The retreats were intended to improve relationships, establish priorities, and articulate and clarify expectations. The City also contracted with The Novak Consulting Group to facilitate their "C-The Future" community based strategic planning process in 2012.

Craig Owens, City Manager  
(314) 727-0761 [cowens@ci.clayton.mo.us](mailto:cowens@ci.clayton.mo.us)

**Palo Alto, California** engaged The Novak Consulting Group to facilitate a strategic planning process for the City's Department of Administrative Services. The work plan included employee focus groups, surveys and engaging the department's management team in developing a strategic plan to guide the City into the future.

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

**Sequim, Washington** engaged The Novak Consulting Group to conduct staff leadership training workshops and City Council retreats in 2010, 2011, 2012, 2013 and 2014. Each agenda varied slightly, from establishing the City's first strategic plan to moving forward with implementation.

Steve Burkett, City Manager  
(360) 683-4139 [sburkett@ci.sequim.wa.us](mailto:sburkett@ci.sequim.wa.us)

*Facilitators*

The session will be facilitated by President Julia Novak and Associate Catherine Tuck Parrish.

Julia is a skilled facilitator who has worked with elected and appointed officials to improve working relationships, understand roles and responsibilities, and set goals for more than 10 years. She has facilitated over 100 such retreats in her time as a professional consultant.

Catherine has more than 20 years of experience in serving local governments, in direct service or as a consultant. Most recently, she oversaw all Human Resources functions in the City of Rockville, Maryland, and was involved in the recruitment and hiring of many of Rockville's 500+ employees. She has also facilitated elected official and department goal setting sessions.

Their complete resumes follow.

## 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." She has had several articles published in *Public Management Magazine*, including: "Civility – Nurturing it Where You Have it and Resurrecting it Where it Has Died" – 2012; "Permission to Manage" – 2010 (coauthored with Steven C. Burkett); and in 2009 "Preparing Councils for Their Work" co-authored with Dr. John Nalbandian. 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 and 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 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

26 years

Consulting, 10 years

Local Government, 16 years

## Catherine Tuck Parrish, Associate

Catherine has over 20 years of management experience working with local governments, non-profit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects, including process improvement studies, strategic planning, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of Chief Executive, Assistant Manager, Department Director, and other key staff. She has analyzed Human Resources, Inspections, Planning and Development, Communications, Public Works, Recreation, and Park functions for multiple organizations. She has also facilitated numerous governing body workshops and strategic planning sessions.

Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw Parks and Recreation, Human Resources, Information Technology, Finance, Communications, Customer Service, and Intergovernmental Functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Illinois, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences and recently spoke at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO and served on an executive recruitment panel at the ICMA Conference. She also spoke with the ICMA Task Force on Women in the Profession about recruitment.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and MCCMA, serving on state and national committees.

### *Education*

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, University of Kansas*

### *Industry Tenure*

*23 years*

*Consulting, 4 years*

*Local Government, 19 years*

The total cost for a one day retreat as outlined in this proposal is \$10,000, plus out of pocket expenses. Expenses will include the airfare associated with only one of the facilitators.

Should the County desire a follow up session, the cost is \$2,500 per day, plus out of pocket expenses.


I hope this information is useful to the County in understanding our process for facilitating strategic planning sessions. I look forward to further conversation, and would love to work with Adams County in this capacity.

Sincerely,



Julia D. Novak  
President

Accepted for the County:

  
Signature

Todd Leopold, County Manager  
Name, Title

1/10/14  
Date