



LONG-RANGE STRATEGIC PLANNING COMMITTEE AGENDA

CITY OF NOVI

November 25, 2024 | 6:00 PM

Mayor's Conference Room
Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER

ROLL CALL - Mayor Pro Tem Casey, Council Members Gurumurthy, Staudt

APPROVAL OF AGENDA

APPROVAL OF MINUTES

[October](#) 23, 2024 Minutes

PURPOSE OF THE MEETING

[Review](#) of Request for Proposal (RFP) Draft for Consultant to Provide Facilitation Of Community Strategic Planning Process

[Confirmation](#) of Strategic Planning Process Timeline

PUBLIC COMMENT

ADJOURNMENT

NOTICE: People with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk (248) 347-0456 at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.



CITY OF NOVI
Long-Range Strategic Planning Committee Meeting
October 23, 2024, 6:00 p.m.
Mayor's Conference Room | Novi Civic Center | 45175 Ten Mile Road
(248) 347-0445

CALL TO ORDER: 6:00 p.m.

ROLL CALL: Mayor Pro Tem Casey, Council Members Gurumurthy, Staudt

STAFF LIAISON: Victor Cardenas, City Manager

ALSO PRESENT: Danielle Mahoney, Assistant City Manager
Katherine Oppermann, Recording Secretary

APPROVAL OF AGENDA

Motion: Gurumurthy; Seconded Casey; Approved 2:0

APPROVAL OF MINUTES – October 2, 2024 Minutes

Motion: Gurumurthy; Seconded Casey; Approved 2:0

PURPOSE OF THE MEETING

1. Continued Discussion of Long-Range Strategic Planning

Mayor Pro Tem (MPT) Casey started by stating that she would like to talk timeline and plan out the Strategic Plan process during this meeting. She noted that she invites input from Councilmember Gurumurthy as well as City Manager Cardenas and Assistant City Manager Mahoney.

Regarding timeline, MPT Casey first showed the timeline that Olathe, KN utilized. Of note was that they worked in such a way as to have the Visioning, Launch, and Engagement steps running concurrently. For Novi, it might work better for use to separate and space these steps out. Her suggestion for our process would include: Launch, Visioning, Futurist Sessions, Engagement, Strategic Planning, and finally Adoption of the Plan. The Committee and City generally are currently in the "launch" phase. Councilmember Gurumurthy asked what else they need to do in this phase to which MPT Casey replied that they need to discuss hiring a futurist as well as hiring a facilitator for the engagement process. Ms. Mahoney asked who MPT sees as putting together the framework (committee/futurist/consultant/etc.). MPT stated that she sees the futurist as a one-time engagement, but they will need to determine when to bring in a consultant to assist the Committee/Council. She thinks having the futurist session first and then the consultant would be best, as the futurist can discuss STEEP (society, technology, economy, environment, political) and give us ideas on techniques for forecasting the future and a methodology to follow.

The Committee then discussed content that could go on the two prospective Council workshops:

1. Long-term opportunities/challenges/conditions
2. A deep dive on transformative projects and prioritization

Essentially, start with what we have and then move into understanding what's coming and how to forecast it. Councilmember Gurumurthy noted that, for deliverables, they will need to determine what they want out of the workshops and wants to know what the expectation is for how they will feed into engagement. MPT Casey said that she doesn't know yet but thinks that as we continue to drive the conversation, we will understand how the framework should look – it will be messy at the beginning since it is work we've never done before. City Manager Cardenas spoke briefly about the service expectations and associated costs/expenditures that will need to be determined. There are many options for expanded services, new services, and new service models. Ms. Mahoney agreed that a facilitator would be good to have during the brainstorming sessions to keep the group focused.

MPT Casey asked how long staff would need to put together a good quality Request for Proposals (RFP), Mr. Cardenas stated that a month should be sufficient. He also talked about billing and the consideration of having "large numbers" landing this fiscal year or the next. MPT noted that it would be important to make sure we have the right timeframes to both do the work and engage the community. Most critical will be reaching out thoughtfully to all the outreach groups (cultural groups, youth, businesses, etc.) Mr. Cardenas said that it is his expectation that the engagement period will take at least 6 to 7 months in order to set events for feedback. He also noted that we may have to consider languages used for outreach. MPT agreed and notes that the timeline will be flexed/adjusted as needed. She also wonders how long the Strategic Planning portion will realistically take, mentioning that Olate took about 9 months but that she thinks that seems over long. Ms. Mahoney agreed with Mr. Cardenas that engagement will likely take the longest amount of time, in Cary NC that portion of the process took a full year out of their three-year process. MPT thinks that we can take greater haste overall but agrees that engagement will be a necessarily long process.

The Committee spoke a bit on the RFP and hiring process for any prospective consultants. MPT stated that in the past the Consultant Review Committee has had respondents come in and give a presentation including their past work, and that a similar process could easily be part of the hiring process in this instance as well.

In creating the Steering Committee MPT notes that there are a variety of groups we will want representation from. Mr. Cardenas agreed and expressed his thought that the group will need to be very deliberate in the choosing of members. They will need to be dedicated members that want to do things and will be engaged beginning to end of the process. It is often fun to start a process and difficult to see it to conclusion. MPT then asked if the group has thoughts regarding the size of the membership for the steering committee. She thinks it should be not larger than 15 members (3 Councilmembers and 12 public), and that it should be built for diversity. Councilmember Gurumurthy agreed, thinking a 10 to 15-member range would be

good. It was also determined that City staff should be continually engaged and present but would not be members themselves.

MPT Casey then returned the discussion to the timeline, wanting to iron out some more details. She shared that Victor had already been in talks with the futurist that had been used in Olathe's process and that she was an excellent presenter, very witty. This individual would be expensive but worth it in her opinion, she thinks with will make the group better as they move through the process. Additionally, The Steering Committee should be in place after the Council Visioning Workshops but before the establishment of "Thematic framework".

The current committee group in the remainder of the 2024 year, will be primarily concerned with the RFP/RFQ. MPT will defer to Mayor Fischer with regards to timing for Council goal review and the proposed workshops. She also requested that the next meeting be scheduled in November so that they can review a draft RFP prepared by staff. The Committee tentatively plans to have a due date for RFP responses in early January, interviews throughout the month, and to award the contract at the January 27th Council meeting.

AUDIENCE COMMENTS: None

ADJOURNMENT: 7:11 p.m.

Motion: Casey; Seconded Gurumurthy; Approved 2:0

CITY OF NOVI
REQUEST FOR PROPOSAL
FACILITATION OF COMMUNITY STRATEGIC PLANNING PROCESS

SUBMISSION DATE: **DATE and TIME**

SUBMISSION PLACE: Attn: **CONTACT**
City of Novi
45175 Ten Mile Road
Novi, MI 48375
email

PROPOSALS RECEIVED AFTER SAID TIME AND DATE SHALL NOT BE CONSIDERED.

Requests for information regarding this RFP should be directed to:

CONTACT
City of Novi
45175 Ten Mile Road
Novi, MI 48375
email

GENERAL INFORMATION

1. **SCOPE:** The purpose of this RFP is to solicit a person, firm or corporation to serve as a facilitator to assist The Long-Range Strategic Planning Committee, Council Members, City staff, and community members in conducting the Novi Community Strategic Planning Process, also referred to as “Novi 2050”.
2. **DEFINITIONS AS USED HEREIN:**
 - a. “City” means the City of Novi, Michigan.
 - b. “Community Members” means community members in general, to be engaged during the citizen-input/engagement process.
 - c. “Steering Committee” refers to the group comprised of key stakeholders from the Novi community, to be constructed as part of this engagement.
 - d. “Proposal” means the response submitted by the respondent to this RFP.
 - e. “Request for proposal”, also referred to as “RFP” means a solicitation of a formal proposal.
 - f. “Respondent” means the person, firm, or corporation who submits a formal proposal.
 - g. “Submission Date” means the date and time on which all proposals must be submitted to be considered by the City as set forth on the cover page.
3. **CONFIDENTIALITY OF PROPOSAL INFORMATION:** The respondent acknowledges that any proposal submitted, or correspondence, to members of the City staff will be considered an open public record pursuant to the Michigan Open Records Act.
4. **SUBMISSION OF PROPOSAL:** The respondent should submit the proposal electronically in pdf format. The proposal can be delivered via “jump drive” to XXXXXX with “RFP: Novi 2050 Facilitation” marked on outside of envelope or e-mailed to XXXXX with the subject line of an email: “RFP: Novi 2050 Facilitation”. No oral, telephonic or facsimile proposals will be accepted. The City shall not be responsible for any failure to receive electronic transmissions.
5. **INQUIRIES AND ADDENDA:** Interested respondents may contact XXXX by email regarding questions about the proposal. XXXX will also receive written requests for clarification concerning the meaning or interpretation of this RFP, until DATE and TIME. Inquiries will be compiled, answered, and issued via an addendum to this RFP no later DATE and TIME.

6. **LATE PROPOSALS AND MODIFICATIONS OR WITHDRAWALS:** Proposals received after the Submission Date indicated on the cover sheet shall not be considered and if the respondent is properly identified on the proposal envelope or email, it will be returned to the respondent unopened. Email confirmation of timely receipt of the hard copy or email proposal may be made by emailing **CONTACT and EMAIL**. Proposals may be withdrawn or modified in writing prior to the proposal submission deadline. Negligence upon the part of the respondent in preparing the proposal confers no right of withdrawal after the Submission Date for the submission of proposals.
7. **PROPOSALS BINDING:** All proposals submitted shall remain valid and be binding upon the respondent if accepted by the City within sixty (60) calendar days of the proposal submission date.
8. **PROPOSAL COSTS:** The City shall not be liable for expenses incurred in connection with any preparation of a response to this RFP.
9. **TAX EXEMPT:** The City is exempt from State and local sales taxes by Michigan Act XXXX???
10. **RIGHTS RESERVED:** The City reserves the right to accept or reject any or all proposals, and to waive any technicalities or irregularities in any proposal, and to negotiate any and all terms of any proposal, as well as the terms of a contract with the successful respondent. The City also reserves the right to reject all proposals and re-issue this RFP at a later time. All respondents agree that rejection shall create no liability on the part of the City because of such rejection, and the filing of any proposal in response to this request constitutes agreement of respondent to these conditions.
11. **DISCLAIMER OF LIABILITY:** The City or any of its agencies will not hold harmless or indemnify any respondent for any liability whatsoever.
12. **INDEMNIFICATION/HOLD HARMLESS:** Respondent shall, in addition to any other obligation to indemnify the City of Novi and to the fullest extent provided by law, indemnify and hold harmless the City of Novi and its elected officials, employees and agents from and against any and all claims and damages resulting from any error, omission or negligent acts of the respondent, its agents, employees or representative, in the performance of the respondent's duties under any agreement resulting from award of this proposal. The indemnification obligations hereunder shall not be limited.
13. **LAW GOVERNING:** All contractual agreements shall be subject to, governed by, and construed according to the laws of the State of Michigan.
14. **ANTI-DISCRIMINATION CLAUSE:** No respondent to this request shall in any way, directly or indirectly, discriminate against any person because of age, race, color, handicap, sex, national origin, or religious creed. Successful respondent must comply with the **Michigan Act???**

16. **INVOICING AND PAYMENTS:** The Proposal shall include the terms of any specific payment schedule. Invoices shall be prepared and submitted to the address shown on any purchase orders generated as a result of the award of this proposal. Invoices shall itemize the materials and services for which payment is requested. City agrees to pay invoices within thirty (30) days of receipt.
17. **CONTRACT PERIOD:** It is the intention of the City to enter into a contract for a specified term, not to exceed **TIMEFRAME???**. The start date will be negotiated. The contract to be executed by the parties shall be in substantially the same form as the City's standard Consultant Services Agreement. A copy of said Agreement is available upon request. The Agreement shall incorporate by reference the Request for Proposal and respondent's successful proposal.
18. **OWNERSHIP OF DOCUMENTS:** Successful respondent shall work with the City to provide information requested in a timely manner and specified form. Any and all documents, records, disks, original drawings or other information shall become the property of the City upon completion for its use and distribution as may be deemed appropriate by the City.
19. **SEVERABILITY:** The invalidity, illegality or unenforceability of any provision of this Request for Proposal or subsequent Agreement, shall in no way affect the validity or enforceability of any other portion or provision of the Agreement.

PART II - STATEMENT OF WORK

1. INTRODUCTION

Novi, Michigan, a thriving suburban community in Oakland County within the Detroit metropolitan area, is known for its high quality of life, excellent schools, and dynamic economy. With a population exceeding 66,000, Novi has grown significantly in recent years, fueled by its strong business environment and strategic location near major highways and Detroit Metro Airport. The city is also home to a robust R&D and technology sector, housing numerous automotive, engineering, and life sciences companies that have established Novi as a regional hub for innovation. Over 3,000 businesses contribute to a workforce of nearly 25,000 people who commute into Novi daily, creating a vital commercial center.

Demographically, Novi is characterized by a well-educated population, with over 55% of residents aged 25 and older holding a bachelor's degree or higher. This highly skilled workforce contributes to Novi's strong median household income, which stands at approximately \$110,000—well above the national average. The city's residents also enjoy a relatively low unemployment rate, reflecting both the economic vitality and quality job opportunities within the region.

To shape the city's long-term future and proactively address emerging community needs, the Novi City Council established the Long-Range Strategic Planning Committee on May 6, 2024, charged with developing a forward-looking vision for "Novi 2050." Currently composed exclusively of City Council members, the committee plans to expand its membership to include a diverse array of community representatives, including residents, business leaders, and members of civic and educational organizations. This inclusive approach will ensure that the visioning process incorporates a wide range of perspectives and aligns with Novi's commitment to transparency and community engagement.

The purpose of this RFP is to engage a qualified consultant to facilitate the Novi 2050 strategic planning process. The consultant will support the committee in broadening its membership, engaging the community, and developing actionable goals that will guide Novi's growth for the coming decades.

The Novi 2050 strategic planning engagement is intended to accomplish the following overarching goals, each of which aligns with the specific services outlined in the scope of services. These goals are critical to ensuring that the planning process is inclusive, forward-thinking, and actionable:

1. Develop a Clear and Inclusive Vision for Novi 2050
 - Facilitate a visioning process that reflects the diverse aspirations of the Novi community and establishes a shared vision for the city's future.
 - Gather and incorporate input from a wide range of stakeholders, including city council members, residents, business leaders, civic organizations, and other key community groups.
2. Build Community Consensus on Key Goals and Priorities
 - Guide the Steering Committee in identifying and prioritizing goals that are aligned with community values, needs, and opportunities.
 - Ensure that these goals are achievable and supported by a broad base of community members, fostering collective ownership and commitment.
3. Establish an Effective Steering Committee Structure
 - Advise on the formation and structure of a Steering Committee that includes diverse community representation.
 - Enable the committee to facilitate a collaborative, transparent, and accountable planning process that reflects the community's voice.
4. Develop Comprehensive Strategies for Achieving the Vision
 - Support the Steering Committee and Task Forces in creating actionable strategies to achieve the goals identified in the Novi 2050 plan.
 - Ensure these strategies are specific, measurable, and adaptable to changing circumstances.
5. Create a Draft and Finalized Novi 2050 Plan Document

- Compile the vision, goals, and strategies into a comprehensive Novi 2050 plan document that is accessible to both internal and public audiences.
- Present the draft plan to City Council and relevant stakeholders, integrating their feedback into a finalized document ready for adoption.
- 6. Implement a Community Engagement and Outreach Program
 - Develop a communication plan that engages and informs the community throughout the planning process, using a mix of digital and in-person outreach.
 - Use innovative methods to ensure that all segments of the community have an opportunity to participate in shaping Novi's future.
- 7. Develop a Measurement and Tracking Framework for Progress
 - Establish metrics and performance indicators that allow for regular tracking of the city's progress toward achieving Novi 2050 goals.
 - Provide guidance on the data collection, reporting, and review processes to ensure the plan remains responsive and aligned with community needs over time.
- 8. Provide Ongoing Evaluation and Adaptation Methods
 - Recommend methods for periodic review and evaluation of the Novi 2050 plan, allowing for adjustments in response to new challenges, opportunities, and community feedback.
 - Enable the City to adapt its strategies over time to ensure long-term success in reaching the goals of Novi 2050.

2. SCOPE OF SERVICES

The selected consultant will be responsible for a range of services to ensure the successful completion of the Novi 2050 strategic planning initiative. This includes:

- 1. Project Timeline Development**
 - Propose a detailed timeline for the strategic planning project, covering key phases: visioning, community engagement, strategic planning, goal setting, measurement, and final adoption by the City Council. This timeline should include milestones, deliverables, and regular touchpoints for progress review.
- 2. Council Visioning Experience**
 - Demonstrate expertise in facilitating strategic visioning sessions specifically designed for City Council members, focusing on aligning council priorities with long-term community goals.
- 3. Steering Committee Formation and Advisory**

- Advise on the structure, composition, and role of a Steering Committee to ensure balanced representation and effective collaboration among community members, city staff, and elected officials.

4. Meeting Facilitation

- Attend Steering Committee meetings, community forums, and other engagement events.
- Collaborate with City staff to develop presentations, meeting materials, and public workshops.
- Identify and coordinate relevant speakers and stakeholders for the initial kick-off event and other key engagements.

5. Public Outreach and Engagement Strategy

- Design an outreach plan to inform, engage, and involve all stakeholders, including residents, businesses, civic organizations, and other community groups.
- Develop communication materials that clearly convey the project's objectives and process milestones.
- Employ innovative strategies to maximize community input, including digital platforms, surveys, and in-person events.

6. Data Gathering and Analysis

- Compile and analyze demographic, economic, and environmental data pertinent to Novi's future planning.
- Identify and evaluate community concerns, values, and priorities to ensure data-driven insights support the visioning process.
- Monitor emerging trends and factors that may influence Novi's long-term goals.

7. Goal and Strategy Development

- Guide Citizen Task Forces and the Steering Committee in defining clear, actionable goals aligned with the Novi 2050 vision.
- Assist in formulating strategies for each goal area, ensuring alignment with city policies and resources.

8. Plan Document Development

- Compile insights, goals, and recommendations into a comprehensive draft of the Novi 2050 strategic plan. This document should clearly outline the city's vision, key goals, strategies, and prioritized actions for future growth.
- Ensure that the plan is accessible and designed for both internal stakeholders and public audiences.

9. Performance Measures and Tracking Framework

- Develop a robust framework of performance measures to track the city's progress in achieving the Novi 2050 goals.

- Establish metrics and key performance indicators (KPIs) that allow city staff, the Steering Committee, and community members to assess progress over time.
- Provide guidance on data collection and reporting processes, along with recommendations for periodic reviews and updates to ensure the plan remains relevant and responsive to changing community needs.

10. Final Presentation and Plan Adoption

- Support the Steering Committee in presenting the finalized Novi 2050 plan to the City Council and broader community.
- Prepare a high-level summary document of the plan, highlighting key goals and strategies, for distribution to the public and community stakeholders.

11. Evaluation and Monitoring Framework

- Recommend methods for evaluating the effectiveness of the Novi 2050 plan, including scheduled progress reviews, reports, and updates to ensure alignment with evolving city goals and priorities.

PART III - INSTRUCTIONS FOR PREPARING PROPOSAL

1. **PRINCIPALS** - If respondent is not an individual, name all persons or entities which serve as a principal in the entity submitting proposal. The proposal must declare that it is made without collusion with any other person or entity submitting a proposal pursuant to this RFP.
2. **PROPOSAL FORMAT** - Respondents shall prepare their proposals using the following format:
 - a. **Letter of Transmittal:** This letter will summarize in a brief and concise manner, the respondent's understanding of the scope of work and make a positive commitment to timely perform the work. The letter must name all of the persons authorized to make representations for the respondent, including titles, addresses, and telephone numbers of such persons. An authorized agent of the responder must sign the Letter of Transmittal indicating the agent's title or authority.
 - b. **Statement of Addendum:** Statement acknowledging receipt of each addendum, if any, issued by the City.
 - c. **Qualifications and Experience:** Consultants are requested to provide the following in their proposal:
 - (1) Background of the firm and relevant experience, specifically in strategic planning for municipalities or public-sector entities.

- (2) Profiles of key team members assigned to the project, including their relevant experience in strategic planning and public engagement.
- (3) Outline the proposed approach to meet the Scope of Services, including any unique methods, tools, including specifically your approach to citizen engagement
- (4) Provide a detailed project timeline, including major milestones, phases of engagement, and deliverable deadlines.
- (5) Detailed cost breakdown, including all anticipated expenses.
- (6) Include contact information for at least three references from previous clients with similar projects to demonstrate quality of similar services that have been provided for other public entities.
- (7) Explain how you would use City staff to assist you with the project, indicate the approximate time requirements to be placed upon them and identify what documents and information will be requested from City staff for your assessment and completion of this Project.

- d. **Fees and Expenses:** Include a statement of the proposed fees and costs associated with respondent's proposal. Included in the costs should be respondent's policy regarding out-of-pocket and or indirect cost expenses. If respondent proposes reimbursement from the City, please itemize the types of expense and basis of billing for each. Also include the proposed schedule for payment of services.
- e. **Scope of Work:** This section of the proposal should explain the Scope of Work as understood by respondent and detail any exception, qualifications or additions to the factors set out in Part II of this RFP. Explain the respondent's approach, activities, work products, plan of financing and terms of contract and compensation. Include a statement as to why the respondent believes its approach would be the most beneficial and/or cost effective to the City. Also include a proposed timeline for providing the Scope of Services and the proposed term of the contract.
- f. **Additional Data:** Any additional information which respondent considers pertinent for consideration should be included in a separate section of the proposal.

3. PROPOSAL SIZE - Proposals should be kept to no more thirty (30) printed pages (double-sided if required) to facilitate the evaluation process.

PART IV - EVALUATION OF PROPOSALS

The City will evaluate proposals and will select the respondent which meets the best interests of the City. The City shall be the sole judge of its own best interests, the proposals, and the resulting negotiated contract. The City's decisions will be final.

The City's evaluation criterion may include but shall not be limited to the following:

1. Overall responsiveness to the RFP and quality of the proposal in clearly stating an understanding of the work to be performed.
2. Qualifications and experience of the principal, including demonstrated experience with large-scale community visioning and strategic planning initiatives.
3. Extent of applicable resources available to respondent.
4. Technical ability of respondent to perform the required services.
5. The experience and reputation of respondent as represented in the proposal and the quality of the references.
6. Creativity of project approach, including specifically approach to citizen engagement.
7. Cost of services. Although a significant factor, fees and expenses may not be the dominant factor. Fees and expenses will be a particularly important factor when all other evaluation criteria are relatively equal.

The City will evaluate the proposals and a short-list of candidates will be selected for interviews. The interview will be a critical component of the evaluation and should be considered as an addition to the Proposal. After completion of this process, staff will endeavor to negotiate a contract with the successful respondent. Upon reaching agreement on a contract, the Agreement will be approved in accordance with City ordinance. In the event that a mutually agreeable contract cannot be negotiated with said respondent, the staff will then enter into contract negotiations with the next highest rated respondent, and so on until a mutually agreeable contract can be negotiated.

Preliminary Schedule

