

AGREEMENT

THIS AGREEMENT is made and entered into this ___ day of _____, 2021, by and between the City of Fernley, Nevada, a municipal corporation (hereinafter referred to as “City”), and Management Partners, Inc., (hereinafter referred to as “Partners”).

RECITALS

WHEREAS, City is desirous of improving the efficiency and effectiveness of its operations, and

WHEREAS, City desires to engage Partners to assist City in identifying implementable improvement opportunities for the City’s development review process and Partners is willing to provide such services, and

NOW THEREFORE, in consideration of the premises and mutual obligations herein, the parties hereto do mutually agree as follows:

1. **Scope of services.** Partners shall perform management consulting services (hereinafter referred to as the “services”) in a satisfactory and proper manner in accordance with direction provided by the City Manager, or her designee.

The services provided will be those described in Attachment A, the Partners proposal to City dated February 17, 2021.

2. **Time of Performance.** Services of Partners shall be available upon receipt of an approved copy of this Agreement and shall be undertaken and completed in a time frame consistent with the purposes of this Agreement.

3. **Compensation and Method of Payment.** Partners will invoice City for services rendered as work on approved projects is completed. The total amount of payment in accordance with this agreement shall not exceed \$69,500.

4. **Independent Partners.** Neither Partners nor its employees are considered to be employees of City for any purpose whatsoever. Partners is an independent contractor in the performance of the services herein described.

5. **Personnel.** Partners represents that it has, or will secure at its own expense, all personnel required in performing the services required under this Agreement. Such personnel shall not be employees of or have any contractual relationships with the City. All the services required hereunder will be performed by Partners or under its supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under state and local law to perform such services.

6. **Discrimination Prohibited.** In performing the services required hereunder, Partners shall not discriminate against any person on the basis or race, color, religion, sex,

national origin or ancestry, sexual orientation, age, physical handicap, or disability as defined in the American with Disabilities Act of 1990, as now enacted or hereafter amended.

7. **Reports and Information.** At such times and in such forms as City may require, there shall be furnished to City such statements, records, reports, data and information, as City may request pertaining to matters covered by this Agreement. Unless authorized by City, Partners will not release any information concerning the project, including any reports or other documents prepared pursuant to this Agreement.

8. **Establishment and Maintenance of Records.** Partners shall maintain records in accordance with applicable law and requirements prescribed by City with respect to all matters covered by this Agreement. Except as otherwise authorized by City, such records shall be maintained for a period of three (3) years after receipt of final payment under this Agreement.

9. **Assignability.** Partners shall not assign any interest in this Agreement and shall not transfer any interest in this Agreement (whether by assignment or novation), without the prior written consent of City thereto.

10. **Termination for Convenience of City.** City may terminate this Agreement at any time by giving at least fifteen (15) days' notice in writing to Partners. If Partners is terminated by City as provided herein, Partners will be paid for the services actually performed to the time of termination.

11. **Construction and Severability.** If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonably capable of completion.

12. **Entire Agreement.** This Agreement contains the entire agreement of the parties and supersedes any and all other agreements or understandings, oral or written, whether previous to the execution hereof or contemporaneous herewith.

13. **Applicable Law.** This Agreement shall be governed by and construed and enforced in accordance with the laws of the State of Nevada, and the laws, rules and regulations of the City of Fernley.

IN WITNESS WHEREOF, City and Partners have executed this Agreement as of the date first above written.

City of Fernley, Nevada

Management Partners, Inc.

(signature)

Jerry Newfarmer, President & CEO

Title

Date



Attachment A

February 17, 2021

Ms. Daphne Hooper
City Manager
City of Fernley
595 Silver Lace Blvd.
Fernley, NV 89408

Dear Ms. Hooper:

Thank you for the opportunity to provide more information about Management Partners' services and specifically how we review the way the City is organized and executes development review and our methodology for recommending improvements. A periodic assessment of important and complex service delivery systems to ascertain what is working well and where opportunities for improvement exist is a best practice in municipal management. This letter outlines our approach to examining Fernley's development review function so it can work better for the employees who are responsible for it and for the public served by it.

Before I describe our workplan, I would like to share some brief information about our firm.

About Management Partners

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. Since then, we have worked with cities, counties, towns, and special districts of all sizes across the United States to help them work more effectively and run more efficiently.

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. We are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments.

- *We Know Local Government.* Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
- *We Take a Collaborative Approach.* We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
- *We Have Extensive Experience.* Each of our more than 100 associates is an expert in one or more service areas, and our firm has assisted hundreds of jurisdictions in 42 states.
- *We Have Developed Proven Methodologies.* We understand the importance of a holistic approach to improving organizations, using field-tested methods for each aspect of the work.
- *Our Work Plan is Tailored to Your Needs.* Each of our projects is individually tailored to our client's unique needs, starting with a careful learning process.
- *We Take Pride in the Quality of Our Work.* Our internal processes ensure first-rate, complete staff work and adherence to the highest of ethical standards in public service.

- *We Are Focused on Implementation.* As practitioners, our recommendations make practical sense and are able to be implemented.
- *We Provide a Full Suite of Services.* Management Partners' services include everything required to support local government leaders, including organization assessments, performance management, process improvement, strategic planning, and financial planning, budgeting, and analysis.

Development Review Process

The development review process is a highly visible and complex function of a city. The significant resources the private sector devotes to develop property, requires a particular sensitivity to the time and quality of the city's review work for both residential and commercial developments. Finding a balance between the public policy and legal requirements of such work, and the need for frequent users of the development review process to feel they are well-served by it, is the challenge faced by cities across the country.

Management Partners has extensive experience helping local governments optimize their development review processes. We are focused on results and have a bias for action. This focus is especially important when assessing the components of a business process as complex as development review, with its many discrete functions in different city departments.

We propose to conduct a comprehensive review of development-related processes from pre-application to public hearing/approval using a proven methodology to address issues throughout the process. Our approach goes beyond diagnosis and study to include a focused decision-making and implementation process so the desired improvements become part of the business processes.

The City of Fernley was incorporated in 2001 and has been one of the fastest growing cities in Nevada during the last several decades. It has grown from a population of 5,164 in 1990 to an estimated 21,674 in 2020. Development has also been brisk, with the total assessed value rising from \$586 million in 2017 to \$881 million in 2021. The scope and pace of development requires a review process that meets the needs of developers, protects the interests of residents, and engages employees in fine-tuning processes to be most efficient and effective. The result is better application submittals, reviews, inspections, and customer service.

The approach we describe below contemplates using a facilitated workshop based on the GE Work-Out™ technique, which was originally designed by General Electric to quickly identify and implement operational improvements to drive decision-making and implementation. We recommend this approach for two reasons. First, executable implementation decisions are made and carried out with maximum appropriate speed, and second, they are settled on with full consultation with and involvement of your key staff members who actually do the work.

Once the recommendations have been approved, Management Partners will support implementation with detailed action planning and a structured "check-in" after the basic work is completed. This provides an opportunity to confirm that the intended progress has been implemented and to fine tune the remaining tasks.



Proposed Work Plan

Activity 1 – Start Project

Management Partners begins this project by meeting with the City's project team to finalize our proposed scope of work and schedule. The project startup activity forms the foundation of our relationship with the City and provides a setting for Fernley's project team and Management Partners' team members to meet and discuss relevant background information about the project. We will confirm the project activities, staff and stakeholder interview schedule and locations, project deliverables and due dates to ensure the project is completed on time and on budget.

We understand that the work associated with this project is in addition to the normal work of the City and the staff who carry out development-related activities. Our goal is to integrate our work activities in a manner that is thoughtful, thereby minimizing disruption to the divisions that are the focus of this effort.

Activity 2 – Analyze Operations

We begin by learning about current operations and understanding the history and nature of the work arrangements in place. We will conduct interviews with key leaders in the Planning Department, as well as Public Works, Building, Redevelopment, Utilities, and any others, as designated by you. The purpose of the interviews is to:

- Learn about the structure, staffing and work systems;
- Understand strengths and weaknesses of each department/division in the development process;
- Hear feedback about existing technology;
- Understand the current culture surrounding development services; and
- Hear ideas for improving communication and service integration and ways to eliminate redundancy and unnecessary process steps.

We are likely to also interview City staff members who provide support to the development review process in areas such as information technology, geographic information systems, and legal. The interviews help our team members understand what is working well and what could be improved.

We will supplement information gathered during our interviews with City staff by gathering and reviewing workflow and workload data, as available, to identify process flow bottlenecks, redundancies or inefficiencies in communication and the use of staff, technology, and other resources key to completing the review. Additionally, we will review the City's development codes, forms, process documents, policies and procedures, and reports. Another important aspect of our analysis includes an assessment of the organizational structure to identify opportunities for improving overall process efficiency. In assessing the various elements of the process, we will supplement our analysis with applicable industry best practices based on our expertise and knowledge as a national firm.

Activity 3 – Conduct Interviews with Development Process Applicants and Stakeholders

Since development review is customer service work, we will conduct virtual meetings individually with a representative sample of the local developer community that you identify for us, who fit one or more of the following characteristics to learn their perceptions about what they see as opportunities for improvement:

- Large developer/contractor,
- Small developer/contractor,



- First time applicant/contractor,
- Architect/engineer,
- Experienced residential developer/contractor and
- Experienced commercial developer/contractor.

We will solicit their input about aspects of the process that work well, communication, and areas for improvement. While the interviews are confidential, we will prepare a summary of the key themes and opportunities for improvement at the conclusion of this activity for review with you.

We will compare and analyze the information from Activities 2 and 3 and conduct the appropriate follow-up to gather additional information, resolve any conflicting information, or gather any additional data needed. Once completed, we will have identified any significant issues and opportunities for improvement that will inform our analysis in Activity 5.

Activity 4 – Create Process Maps

During this activity, we will review or create process maps for four or five specific development review processes. These may include:

- Projects involving public hearing at the Planning Commission,
- Projects involving administration-level approval,
- The pre-application process,
- Subdivision maps and
- Public improvement plans.

As you may know, a process map is a diagram that shows each step in a business process. Process maps are useful in ensuring each step is documented, and in identifying potential changes for greater efficiency and improved customer service.

Once we have draft process maps prepared, we will review them with staff to ensure the steps we have identified are accurate. The maps will be a key element for the GE Work-Out™ described in Activity 6 below.

Activity 5 – Conduct Analysis and Prepare Process Assessment

Management Partners' team members will analyze the information collected during the previous activities. We will assess the issues and themes identified from our interviews with Fernley staff and stakeholders, and compare current operations, workflow, and the use of technology with best practices and the City's goal of process efficiencies.

As we examine what we have learned and documented through the process maps, we will identify ways to improve development review business processes, communications, and assess how well technology is being used to improve and streamline application submission and intake, plans review, permitting, and inspections within and between departments involved in development review functions.

Once the analysis is complete, we will summarize our observations and preliminary recommendations. We will review them with you for feedback, particularly to identify potential implementation barriers. This information will be consolidated into a briefing book with background materials for the Work-Out Team and serve as the basis of the facilitated Work-Out process.



Activity 6 – Facilitate Staff Process Improvement Workshop

Management Partners will engage staff in a facilitated process improvement workshop that uses quality management principles of employee engagement and focused decision-making to drive implementation of needed improvements. While it is helpful for us to analyze the organization's business processes and make recommendations, facilitating this workshop will leverage the practical knowledge and experience of staff to solve problems and promote buy-in for making the necessary changes.

To accomplish this, we will plan and facilitate a two- to three-day workshop involving staff members who do the work of development review every day. We will use the GE Work-Out™ technique to engage managers and employees in a process designed to take the information created in this project and turn it into an actionable implementation plan.

In collaboration with a City of Fernley Management Team for this project, we will create an agenda and goals for improvement to be addressed in the Work-Out based on the ideas discussed in Activity 5. Once adopted by management, the City's Management Team will meet with a pre-selected group of employees (the Work-Out Team) to review the goals of the workshops.

We will facilitate the Work-Out using the process maps and other background information to identify process improvements. This will conclude with an ending presentation by the Work-Out Team to the City's Management Team. The presentation will detail the steps the City needs to take to implement improvements. Then we will prepare a draft Implementation Action Plan based on the recommendations for final adoption by management.

Activity 7 – Assist with Implementation

Next, Management Partners will prepare a draft Implementation Action Plan. The draft Implementation Action Plan will include suggested priorities and assigned responsibility for each of the recommendations. The Action Plan is designed to be an executable plan of work that is used to track the specific recommendations identified in the Work-Out.

Activity 8 – Conduct Post-Plan Progress Checkup

In a perfect world, City staff could devote all their time to making the improvements contained in the Implementation Action Plan. But as people who have worked in local government for many years, we understand the many responsibilities competing for the time and attention of your staff.

We also want to make sure that this project leads to real change. Therefore, we recommend planning a structured process six to nine months after the action plan is finalized to assess how implementation is proceeding and whether fine-tuning adjustments to the plan are needed. This will enable us to address any of the more complex implementation issues encountered and to support manager's work in driving implementation.

Our Team

Jacquelyn McCray will lead our project team, supported by Jerry Newfarmer, Steve Chase, Timm Borden and Michele New. Summary qualifications about each follows.



Jacquelyn McCray, Ph.D., AICP, Partner

- Professional planner with **extensive experience helping local governments create strategic plans and community visions**, reform and improve development review processes, analyze organizations and workflows, develop performance measures, and analyze peer benchmarking data.
- Expertise in process improvement and reengineering of local government development review processes and procedures; **excellent interview and facilitation skills; ability to engage employee and stakeholders in focus group meetings.**
- Worked as budget analyst, project manager and **land-use manager with the City of Cincinnati**; served as **vice chairperson and member of the Cincinnati City Planning Commission for nine years.**
- Member of the American Institute of Certified Planners (AICP).
- Professional planner with **extensive experience assisting local governments with organizational and workflow analyses**, performance measurement, succession planning and strategic benchmarking and planning.
- **Skilled civic engagement and group process facilitator** and has served various civic and professional groups in this capacity.
- She has worked with **planning and community development departments to evaluate business processes and identify improvements** in a number of jurisdictions including: Tucson, Arizona; Nevada County, California; Scarsdale and New Castle, New York; the Unified Government of Wyandotte County and Kansas City, and Wichita, in the state of Kansas; Covington, Louisville, and Lexington-Fayette County Urban County government in Kentucky; Rockville, Montgomery County, Howard County and the Maryland-National Capital Park and Planning Commission in the State of Maryland; Cape Coral, North Port, and Largo, Florida; Oklahoma City, Oklahoma, Saint Paul, Minnesota; Aurora, Colorado; and Cincinnati, Ohio.



Jerry Newfarmer, President and CEO

- **Founded Management Partners in 1994** after many years of public management leadership in California and Ohio.
- **National leader in local government performance management**, and he has led his firm to nationally recognized expertise in quality leadership of all forms of local government.
- **Served as city manager** in Fresno and San Jose, California; and Cincinnati, Ohio. He was assistant city manager of Oakland, California, which was the chief operating officer role.
- A **key presence in the International City/County Management Association**, and was team leader of the State-Local Relations Team of the National Performance Review. He **currently serves as Executive Director of the Large Cities Executive Forum**, and has received the ICMA designation as a Credentialed Manager.



Steve Chase, Special Advisor

- Brings four decades of wide-ranging public service to cities, counties, regional boards and community organizations across California, most recently as director of community development in the City of Stockton.
- Served as a policy advisor and field deputy to members of the Ventura County Board of Supervisors, **overseeing the Board's agendas on children and family services**, public works and recreation infrastructure, land use planning, and open space conservation for six years.
- Worked for the **City of Ventura as deputy city manager**, assistant to the city manager-city environmental coordinator, recycling office manager, and as the lead negotiator of franchise services for ambulance transport and waste disposal/recycling pick-up.
- Has experience as Santa Barbara County's Energy Czar, regulating offshore oil and gas permitting and spill prevention/safety compliance, and also serving as the County's deputy director of planning and development for the South Coast Region.
- Provided expertise for the Missouri City, Texas **Development Review** project and for a similar project in Norman, Oklahoma.



Timm Borden, P.E., Special Advisor

- Joined Management Partners in 2020 after a **33-year career in local government** in California.
- Retired as the **interim City Manager** in the City of Cupertino, where he had previously served as **Director of Public Works**.
- Served as **Deputy Director of Public Works** for the City of San Jose for eight years.
- Served and in various leadership roles in the **Public Works Department of the League of California Cities**, including as president, as well as on the League's Transportation, Communication, and Public Works Committee and its Community Services Policy Advisory Committee.
- Active member of the American Public Works Association and was recognized as the **Leader of the Year** by the Silicon Valley Chapter in 2016.



Michelle New, Senior Management Analyst

- Joined Management Partners in 2021 after 15 years with the City of Santa Maria where she worked first as a management analyst in the City Manager's Office and then as the human resources manager, responsible for oversight of all aspects of the human resources function.
- During her tenure, Michelle developed an award-winning succession planning program, streamlined multiple paper processes, actively participated in employee negotiations, coordinated the city's performance, disciplinary and investigative issues and was involved in the citywide budget.
- She also participated in the coordination of the city's COVID-19 response as one of two contact tracers.
- She served as a Central Coast regional co-chair of the Municipal Management Association of Southern California (MMASC) and is the founding member of the region's annual Women in Leadership event.



Hours, Cost and Schedule

The project will require 388 hours of Management Partners staff time at a fixed price of \$69,500, which includes expenses. We anticipate that most of the work can be done using virtual meeting technology. In the project start-up meeting we anticipate working with you to settle on a project schedule that accommodates your needs. In normal circumstances this work usually requires about 120 days for completion.

Conclusion

We are prepared to meet with you to finalize the details of the plan of work and project schedule soon. We are sensitive to your needs to execute the continuing flow of development review work even as this review and the subsequent improvements to its business process are completed. We look forward to this opportunity to be of assistance to the City of Fernley.

Sincerely,



Jerry Newfarmer
President and CEO

