Strategic Planning Proposal

This agreement is hereby binding between Nicholas “Nick” Caputo, also known as the consultant or the Lead Facilitator, and the Albemarle County Fire and Rescue Department (ACFR). The scope of services for this proposal are to provide a strategic planning framework, facilitate the strategic planning process, and provide a completed Strategic Plan to the ACFR.

Responsibility of the Albemarle County Fire and Rescue Department (ACFR)

A. Miscellaneous Expenses

1. Secure and prepay lodging accommodations for the Lead and Co-Facilitator, not to exceed 2 rooms per night when warranted by the Lead Facilitator. Selected hotel will be at the approval and/or choice of the Lead Facilitator, in conjunction with the ACFR. The Lead Facilitator agrees that lodging should be priced within usual and customary costs for the area.

2. ACFR agrees to provide and fund lodging for the “night before” and the “evening of” the day(s) the services are rendered, when deemed necessary by the Lead Facilitator.

3. Meals shall be paid at a “per diem” rate of $50.00 per day per facilitator, regardless of the number and type of meals provided during the session by the ACFR. Per diem rate shall be made available to the Lead Facilitator no later than twenty one (21) calendars days after the expenses are incurred.

4. Travel expenses shall be paid at a flat rate of $75.00 per round trip per session.

5. Secure and fund a minimum of a “working lunch” per day for meeting participants, Lead and Co-Facilitators. At the discretion of the ACFR, other refreshment items may be made available by the ACFR during the morning and other session hours. On occasions where it is deemed necessary by the Lead Facilitator and a responsible representative of the ACFR, or it is pre-arranged by the Lead Facilitator and a responsible representative of the ACFR to work through the dinner/supper hours, the ACFR will also secure and fund these dinner/supper arrangements. For instances when a session begins after 12 Noon, the ACFR will use their own discretion as to providing the working lunch; however, in this case, dinner/supper must be provided.

6. Reimbursement of printing, copying, shipping, and mailing costs associated with the project. Lead facilitator agrees to provide receipts upon request.
7. All reimbursable expenses (meals, travel, printing, etc.) shall be made available to the Lead Facilitator no later than twenty one (21) calendars days after the expenses are incurred, unless otherwise specified in this agreement.

B. Direct Costs

1. ON SITE SERVICES: The Rate of Compensation for both the Lead and Co-Facilitator for on-site services rendered will be set at a total of $1,200.00 per 8-hour day (including lunch). Hours worked between 6-8 hours per day shall be treated and disbursed as a full 8-hour day ($1,200.00). On-site hours rendered in excess of 8 hours shall be calculated at $200.00 per hour in totality for both the Lead and Co-Facilitator. Hours worked less than 6 hours per day shall be compensated at a rate of $300.00 per hour in totality for both the Lead and Co-Facilitator. Separate on-site meetings, other than planned group sessions, with elected officials or administrative personnel, other than normally scheduled Task Force Sessions, will be billed at $100.00 per hour plus travel ($75.00) and $25.00 meal expenses.

2. OFF SITE SERVICES: The Rate of Compensation for both the Lead and Co-Facilitator to perform off-site services shall be $75.00 per hour per person. Examples of off site services include: typing, type setting, editing, layout and design, transposing of notes, printing, etc. A Statement of Work will be provided to the ACFR outlining the services rendered upon request.

C. Payables

Payment for services rendered during the normal planning sessions and other meetings shall be payable to the Lead Facilitator within twenty one (21) calendar days after the completion of the third, sixth and eighth session.

Responsibility of the Consultant (Lead Facilitator)

1. Meet all timetable deadlines as set forth and agreed upon between the two parties, unless discussed and approved by a responsible party for the ACFR.

2. Submit all bills and statement of work in a timely fashion.

3. Maintain confidentiality of all discussions, written documents and findings related to and arising from the strategic planning process.
General Responsibilities

1. The ACFR shall name a primary and secondary contact person, which shall remain the point of contact and main channel of information for the Lead Facilitator.

2. Either party may cancel a scheduled session at least five (5) days prior to the scheduled session for unusual circumstances with no penalty.

3. In the event that the ACFR department decides to cancel a scheduled session with less than five (5) days notice, the Lead Facilitator may impose a $500.00 hardship fee upon the ACFR. This clause may be nullified for reasons related to natural or manmade disaster within the boundaries of the ACFR.

4. In the event that the Lead Facilitator decides to cancel a scheduled session with less than five (5) days notice, the ACFR may impose a $500.00 hardship fee upon the ACFR. This clause may be nullified for reasons related to natural or manmade disasters that negatively impact the personal or professional life of the Lead Facilitator.

5. The ACFR shall provide the meeting space for the sessions, which is large enough to comfortably house the number of participants. Meeting space shall be climate controlled.

6. The ACFR shall provide a minimum of three (3) flip charts and various colored markers, and a white board with ample markers OR a chalk board with chalk.

7. The ACFR shall provide an LCD projector, screen, wireless mouse, computer with Zip and 3.5 floppy drive capabilities, and the various adaptors and cords needed to interface the components. The ACFR is highly encouraged to maintain on-site technical support during the sessions.

8. The Lead Facilitator may bring and/or use his own laptop computer; however, the ACFR should have an additional computer available for back-up purposes.

9. Still photos and segments of audiovisual tape may be taken during the sessions; however, the videotaping of entire segments or days of the sessions is prohibited unless agreed upon in advance by the Lead Facilitator and group participants.

10. The involved parties shall meet prior to the first session to discuss and schedule the eight planning sessions. The ACFR will be responsible for posting and notifying the attendees of the scheduled sessions.
**Finished Product**

Two (2) copies of completed Strategic Plan and one (1) electronic copy in “print ready” format (Quark XPress or Adobe Acrobat). If the ACFR desires more than two copies, these details can be agreed upon between the two parties.

Finished product shall be deliverable to the ACFR between 60 and 90 days of the last session. Cost associated with the direct preparation of the final product shall not exceed 40 billable hours at $75.00 per hour per person or $4,000.00 maximum, unless unusual circumstances arise. Hours in excess of 40 related to direct document preparation must be pre-approved and agreed upon by the ACFR.

Billable hours related to note transposing and other off-site tasks will be billed separately and exclusively from direct preparation costs.

**Dispute Resolution**

In the event that a disputed arises, which cannot be resolved between the two parties, a third mutually agreed upon party will be asked to mediate the dispute to a resolution. Should these mediation efforts fail, the dispute may be heard in the appropriate legal arena of the Commonwealth of Virginia. Each party shall be responsible for bearing their own legal costs associated with settling this dispute, unless unequivocally required to do so by the legal ruling body.

**Submitted by:** Nicholas “Nick” Caputo  
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Scope of Services

DAY ONE

• Conduct initial “Ice Breaking” Session with Strategic Planning Task Force
  * Introductions
  * Overview of Process
  * Establishment of Operational Ground Rules
  * Expectations of Participants
  * Expectations of Facilitator
  * Signing of “membership participatory contract”
  * Team Building Exercise(s)
  * Identification of Customer Focus Group Participants

  Time Allocation: 6-8 hours

DAY TWO

• Customer Centered Focus Group Initiative
  * Assemble customers for focus group discussion
  * Identify areas of customer concern related to the ACFR
  * Identify customer expectations of services provided by the ACFR
  * Identify customer views of the strengths and image of ACFR

  Time Allocation: 6-8 hours

DAY THREE

• Perform an Internal SWOT Analysis of the ACFR
  * Identify and prioritize services provided by the ACFR
  * Identify the strengths of the ACFR
  * Identify the weaknesses of the ACFR
  * Identify opportunities for the ACFR
  * Identify threats that could inhibit progress for the ACFR

  Time Allocation: 6-8 hours
DAY FOUR

- Construct the Mission Statement
  * Focus attention on services currently provided.
  * Focus on services, which can reasonably be provided in the future.
- Identify future vision(s) for the ACFR.
- Identify the guiding principles to be utilized by the ACFR
- Homework Assignment: Preparation for Day Five Session

  **Time Allocation: 6-8 hours**

DAY FIVE

The Organization of the Future (Positions and Organizational Chart)

  **Time Allocation: 6-8 hours**

DAY SIX

- Overview of Albemarle County Strategic Plan, Goals and Objectives
- Establish realistic Strategy, goals and objectives to give direction to the ACFR
- Homework Assignment for Day Seven: Sub-group for Strategy, Goals and Objectives.

  **Time Allocation: 6-8 hours**

DAY SEVEN

- Continuation of Day 6: Presentation of Sub-Group Results

  **Time Allocation: 6-8 hours**

DAY EIGHT

- Finalization of all unfinished business prior to beginning to prepare the First Draft Document.

  **Time Allocation: 6-8 hours**