

CITY OF NOVI

PROPOSAL FOR: FACILITATION OF COMMUNITY
STRATEGIC PLANNING PROCESS

January 21, 2025



VERIDUS
GROUP



January 21, 2025

Mr. Victor Cardenas, City Manager
City of Novi
45175 Ten Mile Road
Novi, MI 48375

Re: City of Novi Request for Proposal for Facilitation of Community Strategic Planning Process

Mr. Cardenas,

Veridus Group, Inc. is pleased to submit our proposal in response to the City of Novi Request for Proposal (RFP) for the facilitation of the community's strategic planning process. Our team will leverage extensive experience in strategic planning and community development to support the Long-Range Strategic Planning Committee in developing a forward-looking vision for Novi 2025. By integrating data analysis with stakeholder and community engagement, we will facilitate the Novi 2050 strategic planning process and assist in the development of actionable goals to guide Novi's growth for the next several decades.

Our approach to the Novi 2050 Strategic Plan will comprehensively address the RFP's Scope of Services, including developing a detailed timeline with milestones, facilitating council visioning sessions, and forming a Steering Committee to guide the process. We will prioritize robust community engagement through innovative outreach methods, ensuring actionable, data-driven goals and a performance tracking framework. The final deliverable will be a clear, accessible strategic plan outlining Novi's vision, priorities, and implementation strategies, culminating in a presentation for adoption by the City Council.

At Veridus, we place a strong emphasis on **"People + Process"**. Our commitment to building relationships sets us apart from the competition. The word "Veridus" means "truth in representation." We strive to represent municipalities and communities faithfully in everything we do and believe we can bring value to your team.

To support this effort, our team is backed by the resources of our offices in Michigan, which provide proximity and additional support to our Indianapolis-based team. This presence ensures seamless collaboration and underscores our commitment to serving the City of Novi effectively.

Our team will be led by Jack Woods, Director of Community and Economic Development, who brings nearly a decade of experience in leading strategic planning efforts for towns, cities, and counties across Indiana. Jack will be supported by Director of Government Advisory, Pete Olson. As seasoned government consultant and former Town Manager, Pete will utilize over 20 years of experience to provide indispensable input that will specifically guide implementation strategies. Fulfilling the role of Project Analyst, Kody Leach will perform data analysis that informs decision-making processes and play a key role in the final design process of the strategic plan deliverable.

Thank you again for this opportunity and your consideration of the Veridus Community & Economic Development team.

Sincerely,

Tim Jensen, PE, LEED AP
President / Principal
Veridus Group, Inc.
C: 317-450-7653

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STATEMENT OF
Addendum

Statement of Addendum

We acknowledge receipt of Addendum #1 and Attachment A, provided via email on January 14, 2025, by Ms. Tracey Marzonie. Our team has thoroughly reviewed the materials and utilized the information to inform and shape our proposal. We confirm our agreement with the details outlined in the addendum and attachment.



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QUALIFICATIONS AND Experience

Firm Background

ABOUT US



Veridus Group, Inc. was established in 2011 in Indianapolis, Indiana to address a critical gap in the construction industry: the need for a dedicated and true “Owner’s Representative.” Led by Tim Jensen, who brings over 20 years of expertise in real estate, development, and construction, Veridus has consistently focused on advocating for project owners. Tim’s diverse background as a real estate broker, developer, engineer, and construction manager—across projects ranging from hundreds of thousands to hundreds of millions of dollars—revealed that project owners were frequently the most overlooked and underutilized stakeholders. Under his leadership, Veridus has assembled a distinguished team of 35 professionals committed to representing project owners in every aspect of their projects.

OUR MISSION

*“To build better
communities through
great projects.”*



1,000+
contracted projects



\$3 billion
in managed project
costs



95+
communities served

Veridus Group, Inc. expanded beyond Owner’s Representation to include specialized teams in Civil / Site Engineering in 2014 and Community & Economic Development in 2017. This strategic transformation strengthens our ability to deliver greater value to the communities and businesses we serve.

Our **Community & Economic Development (CED) team** works on a broad array of economic development projects, serving as a trusted voice for governments and helping to add capacity and expertise where needed. *We equip counties, cities, towns, townships, and organizations with the relevant data to empower the decision-making process in their communities.*

We primarily service our projects from our office on the northeast side of Indianapolis. Additionally, we have regional offices in Evansville, Indiana, and in Byron Center, Traverse City, and Lansing, Michigan.



317-598-6647



info@theveridusgroup.com



www.theveridusgroup.com



6280 N. Shadeland Ave.
Indianapolis, IN 46220

Relevant Experience

Our team offers decades of experience in community and economic development, specializing in helping municipalities capitalize on their unique assets and manage growth effectively. Below, we highlight relevant expertise in strategic planning for cities, towns, and counties. The following pages provide detailed narratives and references for four comparable projects to that of the City of Novi, demonstrating our proven ability to deliver customized, impactful solutions for our clients.



Steuben County Economic Development Strategic Plan: Steuben County, in partnership with Veridus, developed a comprehensive county-wide Strategic Economic Development Plan to guide the community's growth and decision-making over the next 5-10 years. This plan was informed by extensive economic research and robust stakeholder engagement, that employed a variety of tools.



Greencastle/DePauw College Community Connections Plan: Veridus was part of the planning team that created a downtown redevelopment plan for the City of Greencastle and DePauw University as part of the Lilly College Community Connections program. The Veridus team was responsible for illustrating residential and commercial market conditions, influencing future development opportunities.



Hancock County Corridor Plan: The Veridus team conducted a housing analysis and strategic plan for Hancock County, Indiana to address housing demand and affordability, particularly workforce housing. They also managed the READI regional development plan submission, securing significant funding, some of which may support workforce housing development.



Rockport Downtown Revitalization Plan: In Summer of 2024, Veridus completed a revitalization plan for Rockport, Indiana featuring assessments of assets, conditions, foundational documents, a SWOT analysis, and a housing study. Collaborating with the Downtown Revitalization Planning Committee (DRPC), the plan defines a vision for the next five to ten years with measurable goals and strategies for growth.



Lincoln Corridor Redevelopment Strategy: Veridus provided demographic, economic, retail, and housing analysis to inform New Haven's Lincoln Corridor Redevelopment Strategy. The team assisted KSM with stakeholder engagement meetings, facilitated focus groups, and identified business opportunities. Veridus also helped draft and present the final report to project leadership.



Speedway Economic Development Strategic Plan: Veridus partnered with the Town of Speedway, Indiana on an Economic Development Strategic Plan, prioritizing catalytic redevelopment projects like the Speedway Shopping Center and an innovation district. The plan highlighted corridor growth, community gateway enhancements, and featured "Big Ideas" such as the completed Town Center project in January 2022.



Town of Plainfield Economic Development Strategic Plan: Veridus partnered with the Town to create an Economic Development Strategic Plan, aiming to diversify industry sectors beyond logistics and distribution. The plan prioritizes talent, innovation, and business attraction, focusing on sectors such as autonomous technology and renewable energy to leverage the town's economic strengths.

Relevant Experience

01: STEUBEN COUNTY STRATEGIC ECONOMIC DEVELOPMENT PLAN

The Steuben County Economic Development Corporation (SCEDC), in partnership with Veridus, developed a comprehensive county-wide Strategic Economic Development Plan to guide the community's growth and decision-making over the next five to ten years. This plan was informed by extensive economic research and robust stakeholder engagement, involving interviews, focus groups, public meetings, and surveys that gathered input from over 200 participants. Veridus analyzed economic development, housing, demographic, and socio-economic trends to craft strategies tailored to the county's unique needs. Key focus areas include housing, talent attraction, business retention, infrastructure improvements, and alignment with local, regional, and state policies.

The final strategic plan provides actionable recommendations and a structured roadmap for future development and economic growth while addressing Steuben County's challenges, including slowing population growth and rural sustainability. By emphasizing collaboration and alignment with potential funding resources, the plan prioritizes initiatives such as housing development, workforce cultivation, and the preservation of natural assets. With a clear vision and practical implementation strategies, the plan equips the SCEDC to foster economic vitality, enhance quality of life, and position Steuben County for long-term prosperity.

REFERENCE

Isaac Lee, Executive Director, SCEDC

 260-665-6889

 isaac@steubenedc.com



Scan the QR Code for the full Steuben County Strategic Economic Development Plan.

Relevant Experience

02: WELLS COUNTY MASTER PLAN

In April 2024, Wells County selected Veridus to create a county-wide Master Plan with a budget of \$87,000, building on the recently completed Housing Study. This plan establishes a vision for future growth while leveraging Veridus' expertise in economic development and planning. It integrates existing efforts, such as the county's comprehensive plan and housing study, to define long-term goals and policies for land use, economic development, and sustainable growth.

A cornerstone of the Master Plan is its focus on five distinct sub-areas, representing the county's unique municipalities. Recognizing their varied population sizes, assets, and aspirations, the plan avoids a one-size-fits-all approach. Instead, it tailors strategies to meet the specific needs of each area. These targeted sub-area plans identify vision principles, goals, projects, and action items that align with county-wide objectives while honoring each community's individuality.

Public involvement has been vital, with community engagement and visioning meetings ensuring the plan reflects local aspirations. The result is a localized yet cohesive framework that fosters growth while empowering each municipality to achieve its goals.



REFERENCE

Michael Lautzenheiser, Jr.
Wells County Area Plan Commission
Executive Director

 260-824-6407

 GIS@wellscounty.org

Relevant Experience

03: YORKTOWN DOWNTOWN REDEVELOPMENT

Veridus collaborated with the Town of Yorktown to establish key vision principles that guided the project's direction, ensuring alignment with community values and aspirations. We led multiple public input sessions to engage stakeholders and gather meaningful feedback, fostering broad community support. Our team conducted thorough data analysis to inform decisions on space utilization and business recruitment strategies, tailoring recommendations to meet local needs. Additionally, we delivered multiple public presentations, maintaining transparency and providing clear pathways for implementation. Through the development of SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals, Veridus created a practical and actionable roadmap that has driven tangible results for Yorktown's downtown revitalization.

With the planning phase complete, Veridus facilitated developer negotiations and structured public-private partnerships that adhered to Yorktown's vision. The Veridus Owner's Representative team represented the town through the construction of each project, culminating in the successful completion of the town hall, Civic Green, and The Oliver. Currently, Veridus is supporting Yorktown in exploring further redevelopment opportunities around the town center and implementing financing strategies to boost local small businesses and entrepreneurship, including pursuing grant funding.



REFERENCE

Chase Bruton, Town Manager



765-759-2203



cbruton@yorktownindiana.org

Relevant Experience

04: CITY OF EVANSVILLE ECONOMIC DEVELOPMENT CONSULTING

Veridus has partnered with the City of Evansville, a community of approximately 115,000 residents, to support the Mayor's Office and its Blue Ribbon Committee in streamlining development approval processes and advancing key opportunities. The engagement involves hosting four structured meetings to evaluate effective practices, address challenges faced by staff and developers, and explore best practices from similar communities. These efforts will culminate in a final presentation with actionable recommendations and a responsibility matrix to position Evansville as a "development-ready" community. The initiative emphasizes creating an incentive toolbox, marketing the city, and fostering a growth-friendly environment.

Additionally, Veridus is providing real estate and development consulting services to support Evansville's housing and retail initiatives. This includes conducting market research to assess demand for residential, commercial, and retail spaces, identifying opportunities based on demographic trends and spending patterns, and analyzing housing needs. Veridus is facilitating developer outreach, organizing strategic roundtables, and crafting marketing materials to attract interest in priority parcels. To further the city's goals, Veridus will assist with project implementation by engaging developers, brokers, and end users, reviewing project details and incentives, and guiding discussions to ensure successful delivery of high-quality developments aligned with the Mayor's vision.



REFERENCE

Stephanie Terry, Mayor



812-436-4962

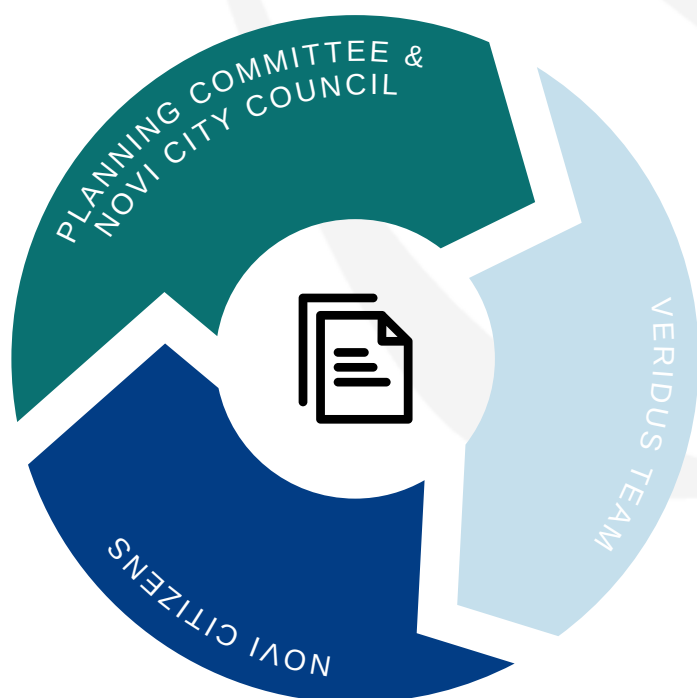


sterry@evansville.in.gov

Project Team

We understand the organization and staffing of the project team are essential to achieving success. Veridus Group, Inc. is comprised of seasoned industry professionals recognized for their commitment to excellence, expertise, and integrity. To ensure seamless communication and efficient project execution, we have designated Jack Woods as the primary point of contact. Jack's expertise in data analytics and community engagement enhances our team's capabilities, ensuring our strategies are both impactful and responsive to community needs. This streamlined structure allows us to draw on the specialized skills of each team member as needed while maintaining a clear and efficient communication channel.

Our Community and Economic Development team will be further strengthened by members of our Veridus Michigan team, who are available to meet in person at any point during the project to support client and stakeholder needs. As members of our Owner's Representative team, they bring valuable insight into the truths and processes of implementation, ensuring recommendations are not only visionary but also practical and actionable. Our Project Executive, Katie Jacobs, brings nearly 30 years of industry experience, including extensive expertise in community input sessions, student and staff surveys, stakeholder engagement, steering committee development and facilitation, master planning, visioning exercises, meeting facilitation, and social media outreach.



Collaboration with the City of Novi's personnel will also be key to the success of this initiative. We are honored to work alongside the Novi City Council and Long-Range Strategic Planning Committee, whose insights and leadership will be vital in understanding the City's vision and goals. Their involvement ensures alignment with Novi's overarching objectives while offering valuable guidance throughout the process. Equally important is the engagement of Novi's citizens. By incorporating their perspectives through community input sessions, we will create a strategic plan that reflects their needs and aspirations, fostering widespread support and buy-in for the final outcomes.

Project Team



Jack Woods

Director, Community & Economic Development

CONTACT



317-441-2100



jwoods@theveridusgroup.com

PROFILE

With nearly ten years of experience in economic development consulting, Jack brings expertise in strategic planning, stakeholder and community engagement, Opportunity Zones, recovery and resiliency planning, and quantitative analysis. His skillset includes workforce forecasting, housing studies, target industry assessments, and sector-specific market analyses.

EDUCATION

Bachelor of Arts, History
DePauw University - Greencastle, IN

RELEVANT EXPERIENCE

- Steuben County Economic Development Strategic Plan - *Project Manager*
- City of Evansville Economic Development Consulting - *Project Lead*
- Wells County Master Plan - *Project Lead*
- Montgomery County Comprehensive Plan - *Project Manager*
- Downtown Seymour Streetscape Plan - *Project Manager*

Additional experience available upon request.



Pete Olson, MPA, ICMA-CM

Director, Government Advisory

CONTACT



765-273-0799



polson@theveridusgroup.com

PROFILE

Pete is a seasoned management professional with over two decades of experience in budgeting, capital project planning, and strategic planning, having served as City Administrator and City Manager in multiple communities. Leveraging his expertise in redevelopment and transparent governance, Pete will offer critical input to guide implementation strategies.

EDUCATION

Bachelor of Arts, Political Science
Fort Hays State University - Hays, KS

Master of Public Administration
University of Nebraska at Omaha -
Omaha, NE

RELEVANT EXPERIENCE

- Rockport Downtown Revitalization Plan - *Project Manager*
- Wells County Master Plan - *Project Manager*
- Town of Cumberland Market Analysis - *Project Lead*
- Margaret Mary Health Real Estate Consulting - *Project Lead*

Additional experience available upon request.

Project Team



Kody Leach

Project Analyst, Community & Economic Development

CONTACT



317-488-8452



kleach@theveridusgroup.com

PROFILE

Kody leverages his diverse experiences to perform data analysis that informs decision-making processes for municipalities and organizations. His communication skills ensure effective collaboration. Kody will also play a key role in the final design process of the strategic plan deliverable, helping to create a comprehensive, visually engaging, and goal-aligned document.

EDUCATION

Bachelor of Arts, Organizational
Communication and Leadership
Butler University - Indianapolis, IN

RELEVANT EXPERIENCE

- Stueben County Economic Development Strategic Plan - Intern
- Wells County Master Plan - Project Analyst
- Brown County Comprehensive Plan - Project Analyst
- Lincoln Highway Corridor Plan - Project Analyst
- Rockport Downtown Revitalization Plan - Project Analyst

Additional experience available upon request.



Katie Jacobs, AIA, LEED AP

Project Executive, Owner's Technical Representation

CONTACT



269-501-4028



kjacobs@theveridusgroup.com

PROFILE

Katie Jacobs brings nearly 30 years of industry experience to Veridus Group, Inc. She has managed over \$150 million in capital projects, including infrastructure improvements, new buildings, and master plans, all delivered on time and within budget. Katie excels in community engagement, stakeholder collaboration, and master planning, ensuring impactful outcomes.

EDUCATION

Bachelor of Science, Biology
Oberlin College - Oberlin, OH

Masters of Architecture
*University of Wisconsin Milwaukee
School of Architecture and Urban
Planning - Milwaukee, WI*

RELEVANT EXPERIENCE

- Hilltop Village Master Plan, Western Michigan University (WMU)
- Transportation Master Plan, WMU
- Dunbar Hall Addition and Renovation, WMU
- Business, Technology, and Research Park North, WMU
- Arcadia Flats, WMU

Additional experience available upon request.

Project Team



Jon Ackley-Jelinek

Project Manager, Owner's Technical Representation

CONTACT



219-309-4723



jackleyjelinek@theveridusgroup.com

PROFILE

With extensive experience spanning design, construction, non-profit work, and municipal government, Jon champions a human-centered approach to problem-solving. Jon's unwavering dedication to efficient systems and processes significantly enhances the collective impact of the Veridus team for the City of Novi project.

EDUCATION

Bachelor of Landscape Architecture
Michigan State University - East
Lansing, MI

RELEVANT EXPERIENCE

- City of Owosso City Hall - *Project Manager*
- City of Nappanee Fire Station 1 - *Project Manager*
- St. Joe County Public Library - *Project Manager*
- Okemos Public Schools - *Project Manager*
- Mattawan Consolidated School District - *Project Manager*

Additional experience available upon request.



Tim Jensen, PE, LEED AP

President / Principal

CONTACT



317-450-7653



tjensen@theveridusgroup.com

PROFILE

Tim founded Veridus in 2011 to deliver representation for project owners in real estate, development, and construction. He now leads a team of diverse professionals excelling in Community & Economic Development, Owner's Representation, and Civil/Site Engineering. Tim will provide high-level leadership, engagement, and guidance throughout the project.

EDUCATION

Bachelor of Science, Civil Engineering
Purdue University - West Lafayette, IN

RELEVANT EXPERIENCE

- Town of Danville Strategic Plan - *Project Executive*
- Speedway Economic Development Strategic Plan - *Project Executive*
- Steuben County Economic Development Strategic Plan - *Project Principal*
- Yorktown Downtown Redevelopment - *Project Principal*
- City of Lawrenceburg Comprehensive Master Plan - *Project Executive*

Additional experience available upon request.

Project Approach

The goal of the Veridus Community and Economic Development team is to give a community, or organization, a plan they can enact. Our process starts with analysis of current trends in a community, or region, and engaging leaders and key stakeholders to qualitatively understand current conditions. Together, we create a Vision for the future of the community, or region; we plan for the steps needed for the success of that vision. Ultimately, our approach to community and economic development reflects the Veridus belief in focusing on both the **people** involved in the project and the project's **process**.

People + Process

We believe in personal relationships. Understanding the people we interact with in projects, and building relationships with them, will help us better lead the team in delivering a quality project. People need to feel relevant and be heard, and we believe successful projects require team members and stakeholders experience both. We have found that issues and conflicts are much easier solved in the context of relationship.

We believe process is critically important. Each project brings a unique set of circumstances and challenges. Processes help to defuse difficult situations and provide opportunities for tracking and recovery where needed. Successful projects crave predictability but are prepared to overcome challenges as they arise. Process provides guardrails for management and difficult conversations.

UNIQUE TOOLS



Lightcast: A data analytics tool that provides detailed labor market insights, including workforce trends, industry growth, and talent supply-demand analysis. It helps inform strategic decision-making by offering precise, quarterly updated data for community and economic development projects.

Esri Business Analyst: A powerful GIS tool that combines demographic, economic, and geographic data derived from sources like the U.S. Census and American Community Survey (ACS). It provides detailed insights on community characteristics, market trends, and development patterns to support informed decision-making for strategic planning and resource allocation.

QGIS: An open-source Geographic Information System (GIS) software that enables spatial analysis and data visualization through customizable mapping tools. It supports informed decision-making by allowing users to analyze geographic patterns, overlay datasets, and generate detailed maps for planning and development projects.

Chat GPT: An AI-powered language tool that enhances decision-making and productivity by assisting with data analysis, report writing, and content generation. As an additional tool, it complements platforms like Esri Business Analyst, Lightcast, and QGIS by helping synthesize insights, draft summaries, and streamline communication, making it a versatile resource for planning and development projects.

Project Approach

Community Engagement

The Veridus team is dedicated to a comprehensive engagement strategy that ensures meaningful involvement from the City of Novi, Long-Range Strategic Planning Committee, additional stakeholders, and the broader community throughout the project. Our approach emphasizes fostering collaboration, transparency, and effective communication by employing proven strategies tailored to meet the unique needs of each project. Regular meetings with the Long-Range Strategic Planning Committee and key City of Novi Council and staff members will serve as the foundation for this process, providing consistent updates, aligning objectives, and enabling collaborative decision-making. These interactions ensure the Long-Range Strategic Planning Committee's leadership remains informed and actively engaged at every stage. Additionally, targeted stakeholder sessions will engage groups such as business owners, residents, government and non-profit representatives, and other key organizations, allowing their unique insights to inform and enrich the planning process.

To broaden public communication and participation, Veridus employs innovative tools and techniques designed to maximize community input. Public surveys are a key component, crafted to gather detailed feedback and enable residents to voice their priorities and concerns. A dedicated project website serves as a central information hub, offering real-time updates on milestones, timelines, and events while providing an accessible platform for ongoing public input. For those unable to attend in-person meetings, virtual town halls ensure broad accessibility, allowing all community members the opportunity to participate and share their opinions. These tools are complemented by in-person engagement events such as public meetings, visioning workshops, and interactive forums that foster a sense of collaboration and ownership among participants.

In past projects, Veridus has facilitated workshops with diverse stakeholders to balance growth with cultural preservation, capturing feedback from thousands of community members. By combining communication, innovative tools, and inclusive practices, Veridus creates a robust framework for collaboration, ensuring every voice contributes to project success.

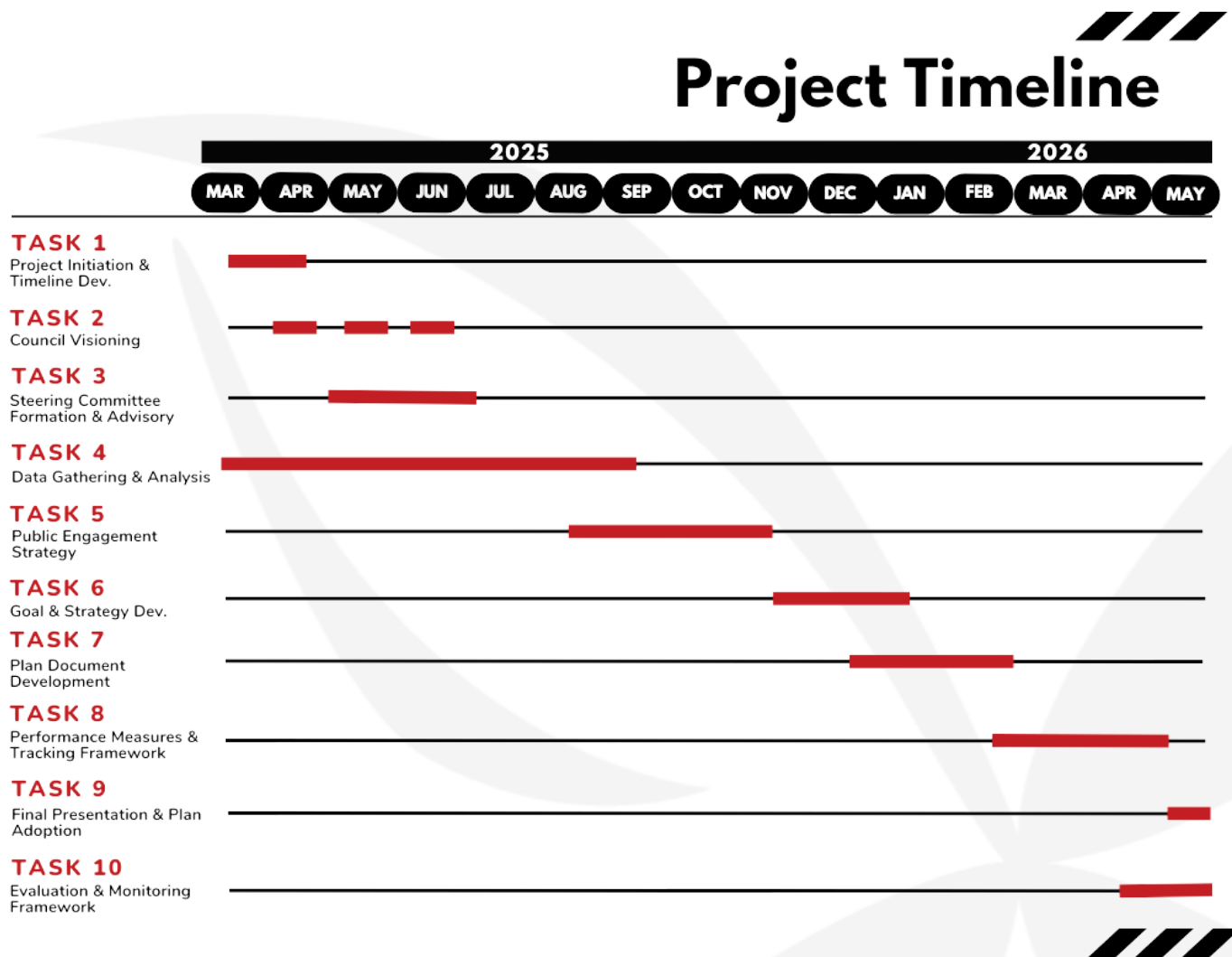
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*Plainfield is very pleased with the work Veridus has done for the town. They have become an extension of our staff. **Our relationship with Veridus has allowed us to pursue far more projects than we would be able to do alone** and they have been a key element in helping to grow and develop our community.*

– Andrew Klinger, Town Manager, Plainfield, Indiana

Project Timeline

The proposed timeline details all project tasks, encompassing major milestones, phases of engagement, and deliverable deadlines as outlined in the Scope of Work section of this proposal. Aligned with the anticipated start date of late winter or early spring 2025, the Veridus Community & Economic Development team is dedicated to delivering all milestones and deliverables on schedule while remaining adaptable to any adjustments made by the Long-Range Strategic Planning Committee.



PROPOSED CONTRACT TERM

Our team proposes a 15-month contract beginning in early Spring 2025 - around March - and concluding in May of 2026 to align with the City's proposed project timeline. The contract will include phased deliverables to ensure alignment with project milestones. Billing will be based on the percentage of completion for each phase, allowing for transparency and alignment of costs with progress. This approach ensures the City only pays for work completed to date and allows for adjustments based on the project's evolving needs. Regular updates and check-ins will be scheduled to monitor progress and maintain alignment with the agreed-upon timeline.

Cost Breakdown

Based on the tasks identified in the Scope of Work, our team has estimated the cost to successfully deliver these services to the City of Novi. We propose the following fee and cost breakdown to complete the facilitation of the community strategic planning process.

Total Project Fee: **\$120,250.00**

Task	Cost
Project Initiation and Timeline Development	\$10,960.00
Council Visioning	\$15,910.00
Steering Committee Formation and Advisory	\$10,030.00
Data Gathering and Analysis	\$15,620.00
Public Engagement Strategy	\$19,880.00
Goal and Strategy Development	\$9,900.00
Plan Document Development	\$11,700.00
Performance Measures and Tracking Framework	\$9,900.00
Final Presentation and Plan Adoption	\$8,600.00
Evaluation and Monitoring Framework	\$7,750.00
Total	\$120,250.00

City Collaboration

City staff will play a vital role in the success of the Novi 2050 strategic planning process by providing essential local insights, logistical support, and coordination. We will collaborate closely with staff to access existing data, reports, and community resources, ensuring our work aligns with Novi's current initiatives and priorities. Staff will assist in coordinating community outreach efforts, such as distributing surveys, promoting workshops, and facilitating communication with stakeholders. Additionally, we will rely on their expertise to guide logistics for meetings, including scheduling, venue arrangements, and participant engagement. By leveraging the knowledge and support of City staff, we will ensure a seamless and efficient process while minimizing additional burdens on their time.

TIME REQUIREMENTS

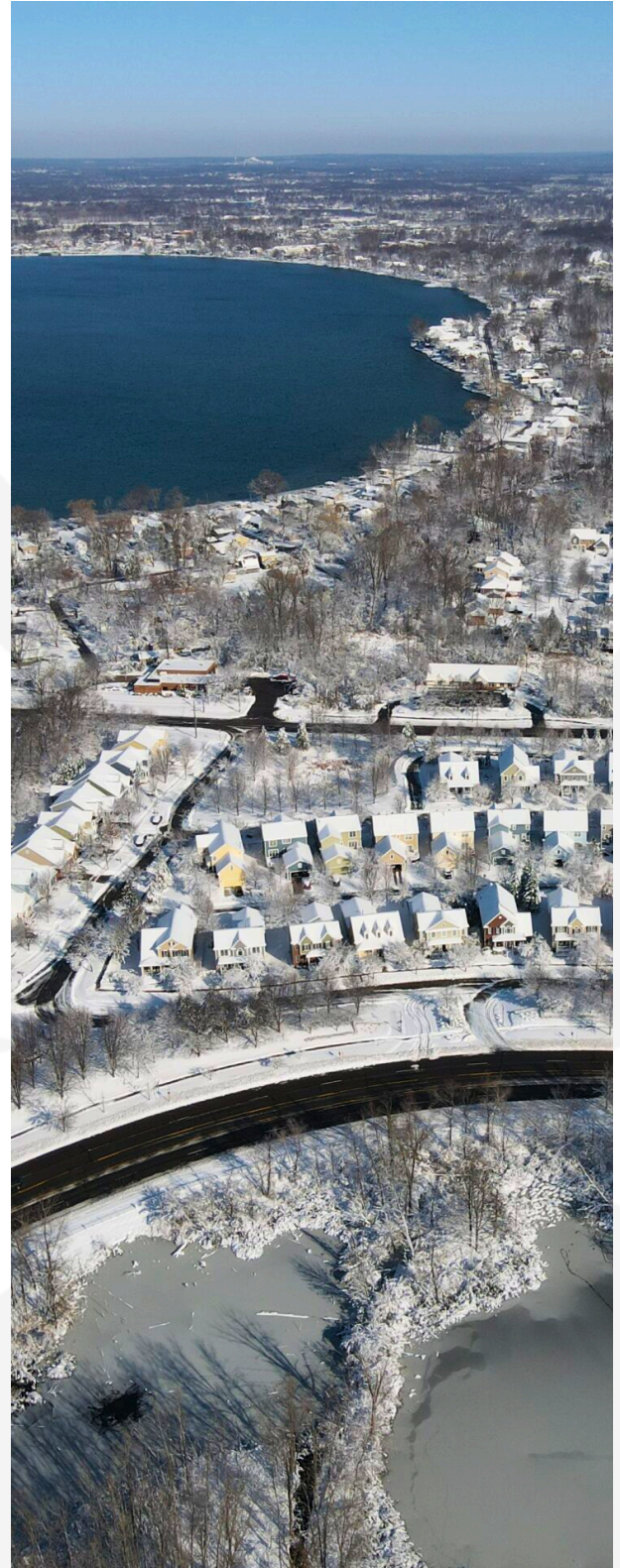
City staff will play a role in supporting the Novi 2050 strategic planning process by providing local expertise and logistical assistance. We anticipate requiring **no more than five hours per week** of staff time during key project phases. Staff will assist in sharing existing data and reports, coordinating community outreach through City communication channels, and managing logistical details for meetings, such as scheduling and venue arrangements. Additionally, their feedback on draft materials will help ensure alignment with City goals and priorities. This focused collaboration will maximize efficiency while minimizing the impact on staff workloads.

DOCUMENTATION

To support the assessment and completion of the Novi 2050 strategic planning process, we will request key documents and information from City staff, including:

- previous strategic and master plans;
- documents regarding City policies and programs;
- stakeholder contact lists; and,
- building permit data and relevant geographic or environmental data, such as maps or GIS information.

These resources will provide the foundation for informed analysis, meaningful engagement, and the development of actionable strategies tailored to Novi's needs and goals.





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FEES AND Expenses

Fees and Expenses

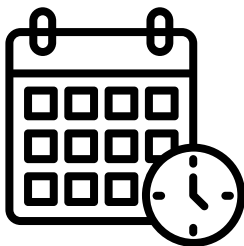
As stated in the “Cost Proposal” section of this proposal, our team has estimated the cost to successfully facilitate the community strategic planning process for the City of Novi to be \$120,250.00. This estimate is based on the below 2025 standard hourly rates. We anticipate billing monthly by percent complete. Monthly invoices will also include reimbursable expenses but will not exceed the total project cost.

Role	Rate / Hour
President / Vice President	\$225
Director	\$210
Project Analyst	\$185
Administrative	\$100

REIMBURSABLES

- Overnight postage, certified mail, and delivery services;
- Reproduction services for plans and specifications;
- Permit or applications fees as paid by Veridus Group, Inc.; and,
- Project-related mileage at the current federal rate.

PAYMENT SCHEDULE



Our proposed payment schedule will follow a monthly billing cycle, based on the percentage of project completion. Each invoice will reflect the percentage of work completed for the corresponding project phase, accompanied by a detailed summary of activities performed and milestones achieved during that period.



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SCOPE OF Work

Scope of Work

Outlined below is our proposed Scope of Work for the City of Novi. While our approach is designed to address all key elements outlined in the Scope of Services provided in the RFP, we welcome the opportunity to discuss any additional items you would like included. Our team is committed to tailoring our services to meet your specific needs and expectations.

1 PROJECT INITIATION AND TIMELINE DEVELOPMENT

The project will begin with a comprehensive kick-off meeting to establish roles, objectives, and timelines, setting the stage for a structured and collaborative process. This meeting will outline project administration protocols and ensure alignment on expectations. Following this, we will finalize a visual timeline encompassing key milestones such as visioning sessions, community engagement efforts, strategy development, and plan adoption. The timeline will ensure clear deliverables and regular touchpoints for progress reviews.

2 COUNCIL VISIONING

To align City Council priorities with the long-term goals of the Novi 2050 initiative, three targeted visioning sessions will be conducted:



Session 1: Setting Core Values and Principles - This session will focus on identifying the guiding principles and core values that define Novi's identity and aspirations. These foundational elements will serve as the lens through which all strategic goals and initiatives are evaluated, ensuring alignment with the city's ethos.



Session 2: Identifying Opportunities and Challenges - In this session, the council will assess key opportunities for growth and improvement alongside potential challenges the city may face by 2050. This collaborative discussion will help prioritize areas of focus, such as economic development, sustainability, and quality of life.



Session 3: Drafting the Vision Statement - The final session will synthesize the outcomes of previous meetings into a cohesive vision statement for Novi 2050. This shared vision will act as a unifying narrative, setting a clear direction for the strategic plan and providing inspiration for the community's future.

Each session is critical to building consensus among council members and establishing a shared commitment to Novi's long-term strategic goals.

3 STEERING COMMITTEE FORMATION AND ADVISORY

The formation of a diverse and inclusive Steering Committee will be a priority. This task includes developing a clear structure for the committee, including roles, meeting schedules, and decision-making protocols. Special attention will be given to ensuring the committee reflects the demographics of the community, promoting balanced and equitable input. Regular advisory sessions will equip the committee with tools and frameworks to facilitate effective collaboration.

Scope of Work

4 DATA GATHERING AND ANALYSIS

Comprehensive data collection and analysis will be conducted to inform the strategic planning process. This includes a deep dive into Novi's demographic, economic, and environmental data to identify trends and implications for the city's future. Specific focus areas will include:

Demographic Analysis: Assessing population growth, age distribution, education levels, and cultural diversity to understand the evolving needs of Novi's residents.

Economic Data: Evaluating local employment trends, business growth, income levels, and industry dynamics, with attention to maintaining Novi's economic vitality.

Environmental Insights: Reviewing land use, green space, and sustainability indicators to support long-term environmental stewardship and resilience.

Advanced analytical tools and visualization techniques will be used to identify patterns and emerging challenges. The findings will guide data-driven decision-making and align strategic goals with Novi's unique characteristics and future potential.

5 PUBLIC ENGAGEMENT STRATEGY

A comprehensive outreach strategy will be employed to involve stakeholders and foster meaningful participation. It includes the following components:



Community Survey: A citywide survey will be conducted to gather insights on residents' values, priorities, and vision for Novi's future. The survey will be designed to be inclusive and accessible, with distribution via digital platforms, email, and physical copies in community centers.



Focus Groups: Three targeted focus groups will engage specific stakeholder segments, such as business leaders, civic organizations, and underrepresented communities. Each session will foster in-depth discussions on key topics and challenges identified in the survey.



Public Workshops: Two interactive public workshops will be held to gather ideas and refine proposed strategies. These workshops will include activities like visioning exercises, priority setting, and scenario planning to encourage broad participation and collaboration.

Frequency and methodology for each component are designed to ensure meaningful engagement and comprehensive input from all sectors of the community. Our team will collaborate with the city to develop inclusive engagement tools and opportunities tailored for residents with limited English proficiency.

Scope of Work

6 GOAL AND STRATEGY DEVELOPMENT

Using insights from data analysis and public engagement, the Steering Committee will work to define clear, actionable goals. Each goal will include tailored strategies that align with city policies and resources, ensuring feasibility and long-term impact. Scenario planning will test the strategies' adaptability to changing circumstances, ensuring they remain comprehensive.

7 PLAN DOCUMENT DEVELOPMENT

The draft Novi 2050 strategic plan will compile the vision, goals, and strategies into a clear and accessible document. Visual aids, infographics, and charts will enhance the presentation, making it engaging for a broad audience. Feedback from stakeholders, including the Steering Committee and City Council, will refine the final plan to ensure inclusivity and alignment.

8 PERFORMANCE MEASURES AND TRACKING FRAMEWORK

A comprehensive performance tracking framework will be developed to measure progress toward Novi 2050 goals. Key performance indicators (KPIs) will be defined for each strategic area, with methodologies for consistent data collection and reporting. The framework will include visual dashboards and templates to facilitate transparency and regular updates. Training sessions for City staff and the Steering Committee will ensure effective implementation.

9 FINAL PRESENTATION AND PLAN ADOPTION

The finalized Novi 2050 plan will be presented to the City Council and community stakeholders. A high-level summary document will distill the plan's key components for broader public distribution. Feedback from the presentations will be incorporated into the final version, ensuring alignment with community expectations and fostering public support.

10 EVALUATION AND MONITORING FRAMEWORK

To maintain the plan's relevance, a structured evaluation and monitoring framework will be established. This framework will include periodic reviews, progress reports, and community feedback loops. Recommendations for updates and adjustments will ensure the plan evolves with emerging challenges and opportunities, aligning with Novi's long-term goals.



Our Approach

Our approach to the Novi 2050 strategic planning initiative is built on **collaboration, data-driven insights, and actionable outcomes**. By prioritizing inclusivity and transparency, we will deliver a plan that reflects community aspirations and provides a clear roadmap for sustainable growth.

We will facilitate meaningful engagement with City Council, residents, businesses, and civic organizations through surveys, focus groups, and workshops. These activities will ensure diverse perspectives shape the vision and goals for Novi 2050. Robust analysis of demographic, economic, and environmental data will guide the development of strategies that address community needs and opportunities.

Key deliverables include a detailed project timeline, facilitation materials, data analysis reports, and a final strategic plan with clear goals, actionable strategies, and a performance tracking framework. Public-facing materials, including a summary document, will ensure accessibility and transparency.

Our work will follow a milestone-based schedule, with compensation based on percent complete in relation to project phases. This phased approach ensures accountability and alignment with the City's goals at every step.

By combining expert facilitation with innovative engagement and data-driven planning, we will equip Novi with a strategic plan that is both visionary and achievable.

WHY VERIDUS?



Our approach delivers maximum value by combining inclusivity, efficiency, and actionable results. *Through meaningful community engagement and robust data analysis, we ensure the strategic plan reflects the community's aspirations while focusing resources on initiatives with the greatest impact.* Our streamlined process, informed by municipal best practices, reduces inefficiencies and aligns strategies with Novi's long-term goals.

Our percent complete-based payment structure ensures transparency and accountability, while leveraging digital tools alongside in-person outreach minimizes costs without sacrificing engagement. By prioritizing targeted, data-driven planning and inclusive collaboration, our approach provides Novi with a high-impact, cost-effective strategic plan that sets the foundation for sustainable success.

