

Roberta Miller & Associates

RECEIVED BY
OFFICE OF CITY CLERK

96 SEP 11 AM 10:42

CAMBRIDGE MA.

September 9, 1996

Margaret Drury
City Council Clerk
795 Mass. Ave.
Cambridge, MA 02139

Dear Ms. Drury:

I am writing to follow up on our telephone conversation regarding the proposed goal setting sessions for the Cambridge City Council.

I have extensive experience working with city councils. I have conducted retreats for the Birmingham City Council in Birmingham, Alabama and a series of retreats for the Scottsdale City Council in Scottsdale, Arizona. Through the National League of Cities, I developed materials and trained councilors to facilitate council work. I have made presentations at many state and national conferences on my work with councils – ICMA, MMA, Arizona Conference of Municipalities, and the National Conference for Peacekeeping and Conflict Resolution. I served as a city councilor in Watertown for two terms and have experienced first hand the pressures of constituencies and responsibilities of elected office.

My work also includes community wide agenda setting and conflict resolution work as well as work with numerous school committees, elected and appointed boards, and commission both locally and nationally. This work has informed my council work in that councils often reflect and represent the conflicts in the larger community.

As I mentioned in our conversation, I would propose initial interviews with each councilor and the city manager in preparation for the session. The results of the interviews help me to focus the session on relevant issues, frame the issues productively, and design the agenda to more precisely address the individual and collective issues of the council.

I would also propose to help structure the public hearing to allow the feedback from the public to be more representative of those attending and usable for the goal setting process.

Based on our brief conversation and open to amendment, the following includes the steps in the project, estimate of professional time, and cost.

PUBLIC HEARING ON COMMUNITY GOALS

• meeting with relevant parties on meeting outcomes	2 hours
• design for hearing	2 hours
• meeting with relevant parties on design	2 hours
• preparation for meeting	2 hours
• attend or facilitate meeting, on-site set-up	4 hours
• prepare information from hearing for session	2 hours

GOAL SETTING SESSION

• retreat planning meetings (2)	5 hours
• interview guide development	1 hour
• interviews with city councilors and city manager	10 hours
• interview results review and session design	3 hours
• session preparation	3 hours
• on-site set up, facilitation, and wrap-up	7 hours
• follow-up (meetings or written summary)	4 hours
• misc.	3 hours

total: 50 hours @ \$100/hour \$5,000

I have enclosed my bio and select client list for your review. As I mentioned in our conversation, goal setting can be a very productive process that can provide a political and administrative focus that help communities respond to their changing environment more effectively. I think it would be both challenging and interesting to assist in the process.

Sincerely,



Roberta Miller

Roberta Miller & Associates
14 Centre Street
Watertown, MA 02172-4036
(617) 923-8896 Fax (617) 923-8049

Roberta Miller is the president of Roberta Miller & Associates which specializes in collaborative problem solving, strategic planning, citizen participation, leadership development and alternative dispute resolution in public, non-profit and mixed sector projects for community development, organizational renewal and the strengthening of democratic practices in multi-cultural environments. For the past 12 years, she has provided assessment, design, graphic facilitation, mediation, coaching, and training services to cities, states, counties, non-profit organizations, foundations, and occasionally businesses.

Roberta Miller's Work Focus

Collaborative Projects

Roberta has designed and facilitated many large scale collaborative projects involving such issues as capital budgets for several Massachusetts communities, annexation policy in Colorado, desegregation policy in Alabama, vision development for the city of Hartford, landfill location in Iowa, affordable housing policy for the State of North Dakota, elderly services coordination in Cambridge, and charter development for the city of Chelsea, MA.

Strategic Planning

She has worked on strategic planning processes for many non-profit organizations, public initiatives and a few businesses including Millard Filmore Hospitals in Buffalo, NY; public outreach design for the planning phase of Healthy Start in Boston; Boston Urban Gardeners at the Community Farm; Boston Police Department; and BOTEC, a public policy consulting firm in Cambridge.

Conflict Resolution

Roberta works directly with deliberating boards who are not functioning effectively. She has developed interventions for city councils, county boards, and non-profit boards including retreats for the City Councils in Scottsdale, AZ and Birmingham, AL; the Substance Abuse Task Force in Cambridge, MA; and the National Aquarium in Baltimore.

She has also worked directly with communities in conflict by designing public forums to deal with sensitive issues. She developed a series of forums for the City of Cambridge on the rent control issue and consulted with the Public Conversations Project on formats for participants from different perspective to discuss abortion.

Community Leadership Development

She has done a variety of work in the area of community leadership development; collaborating on A Colorful Quilt, The Community Leadership Story: Case Studies of Leadership Programs, developing materials, presenting workshops at the National Association for Community Leadership, and designing and conducting retreats.

Program Evaluation

She has conducted numerous evaluations of community leadership programs in cities such as Birmingham, AL and Pittsburgh, PA. Her Evaluation Workbook for Community Leadership Programs was published in September of 1993, which she wrote with Anne Coughlin. Her firm recently completed the evaluation of Healthy Boston, a Healthy Cities Project.

Presentations and Training

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Technical Assistance

Roberta has provided technical assistance on the national and local level for several federal projects including Healthy Start, SafeFutures, CSAP, and the Nutrition Education Project for FCS.

Roberta is a former local elected official and lives in Watertown, MA with her husband, Alan and three children, Lily, and sometimes Kendra and Kai who are currently in college.

SELECT CLIENT LIST

State and Local Governments

Arapahoe County, CO
Alabama Commission of Higher Education
Birmingham, AL
Boston, MA
Cambridge, MA
State of Connecticut
Chelsea, MA
Commonwealth of Massachusetts
Hampton, VA
Lancaster County, NE
Lunenburg, MA
Metropolitan District Commission, MA
Middlesex County District Attorney, MA
Montgomery County, OH
New York State
Pittsburgh School Committee, Pittsburgh, PA
Plymouth, MA
Scottsdale, AZ
Sturbridge, MA

Foundations

Kettering Foundation, Dayton, OH
Lilly Endowment, Indianapolis, IN
National Institute of Dispute Resolution, Washington, D.C.
PEW Charitable Trusts, Philadelphia, PA
Pittsburgh Foundation, Pittsburgh, PA

Federal Programs

Healthy Boston, MA

Non-profit Organizations

SafeFutures - Boston and National
Community Nutrition Education, FCS - Philadelphia, NYC, and National
Healthy Start - Boston and National
Agricultural Institute, Indianapolis, IN
Bethany, Order of St. Anne, Lincoln, MA
Birmingham YWCA, Birmingham, AL
Civic Network Television, Washington, DC
Community of the Holy Spirit, New York City, NY
Conflict Clinic, George Mason University, Fairfax, VA
Connecticut Conference of Municipalities, New Haven, CT
Cooperative Extension Service, U of Georgia, Athens, GA
Education Development Center, Newton, MA
Harvard University, Cambridge, MA
Jobs for the Future, Boston, MA
National Association for Community Leadership, Indianapolis, IN
National Association of County Administrators, Wash., D.C.
National Civic League, Denver, CO
Parliament of World Religions, Chicago, IL
Public Service Institute, Elyria, OH
Public Conversations Project, Watertown, MA
Somerville Community Partnership, Somerville, MA
Urban Center, Cleveland State University, Cleveland, OH

Private Sector Organizations

ALCAN, Fairmont, WV
BOTECH, Cambridge, MA
Interaction Associates, Cambridge, MA
James River, Bangor, ME

Leadership Training Programs

Leadership Aberdeen, Aberdeen, SD
Capital Leadership Program, Albany, NY
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Leadership, Inc., Philadelphia, PA
Leadership Pittsburgh, Pittsburgh, PA



City of Cambridge

IN CITY COUNCIL

September 16, 1996

COUNCILLOR SULLIVAN
COUNCILLOR DUEHAY

ORDERED: That the City Manager be and hereby is requested to consider entering into a contract with Roberta Miller for the provision of training/facilitation services for a goal-setting meeting of the City Council.

W/9

City of Cambridge

The Government Operations Committee held a public meeting on Friday, September 13, 1996, beginning at 10:15 a.m. in the Ackermann Room for the purpose of planning a meeting on goals and objectives and discussing a proposal for training/facilitation for that meeting.

Present at the hearing were Councillor Michael A. Sullivan, Chair of the Committee, City Clerk D. Margaret Drury. Also present were Robert W. Healy, City Manager and Roberta Miller, trainer and facilitator.

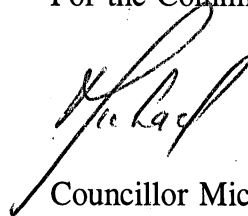
Councillor Sullivan convened the meeting and explained the purpose. He stated that he hopes that the goals and objectives meeting will also be helpful in improving working relations among councillors and with the city administration. He would like the Council to acquire the tools to be able to do effective goal setting.

Ms. Miller described her experience and her previous efforts to assist city councils to learn techniques to develop a constituency of the whole, which she noted, can present special challenges in a body elected by proportional representation.

The meeting then turned to a review of Ms. Miller's proposal (copy attached). Councillor Sullivan questioned the plans for public comment in the proposal. Ms. Miller said that she believes that she can structure a setting for public comment which is different from the usual way that public comment is structured and can actually involve the public present in setting and prioritizing goals. Councillor Sullivan said that he would like further discussion and consideration of this issue by the committee at a later date.

Councillor Sullivan noted that Councillor Duehay was not able to be present at this meeting and that he will be meeting with Ms. Miller on Monday. If Councillor Duehay concurs, he will request suspension of the rules at the September 16, 1996 City Council meeting to introduce this report, along with an order recommending that the City Council request the City Manager to consider entering into a contract with Roberta Miller for the provision of training/facilitation services for a two part goal setting meeting of the City Council. The first part would be an evening meeting, to receive public comment input. The second meeting would be on a Friday, beginning at noon.

For the Committee,



Councillor Michael A. Sullivan
Chair

091396.govopermtg

REPORT ACCEPTED.
ORDER ADOPTED.



City of Cambridge

Committee Report #1

IN CITY COUNCIL

September 16, 1996

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COUNCILLOR DUEHAY

ORDERED: That the City Manager be and hereby is requested to consider entering into a contract with Roberta Miller for the provision of training/facilitation services for a goal-setting meeting of the City Council.

In City Council September 16, 1996
Adopted by the affirmative vote of nine members.
Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury
D. Margaret Drury
City Clerk

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Middlesex County District Attorney, MA
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City of Cambridge

COMMITTEE REPORT FOR THE CITY COUNCIL MEETING OF MONDAY, SEPTEMBER 16, 1996

1. A communication was received from D. Margaret Drury, City Clerk, transmitting a report from Councillor Michael A. Sullivan, Chair of the Government Operations Committee for a meeting held on Friday, September 13, 1996, for the purpose of planning a meeting on goals and objectives and discussing a proposal for training/facilitation for that meeting.

REPORT ACCEPTED.

ORDER ADOPTED.

Committee Report #1

5-447

A report from Councillor Michael A. Sullivan, Chair of the Government Operations Committee for a meeting held on Friday, September 13, 1996, for the purpose of planning a meeting on goals and objectives and discussing a proposal for training/facilitation for that meeting.

In City Council September 16, 1996

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