



C-2025-0176

REQUEST FOR QUALIFICATIONS-STRATEGIC PLANNING WORKSHOP FACILITATOR

THE WOODLANDS TOWNSHIP IS SEEKING PROPOSALS FROM QUALIFIED AND EXPERIENCED CONSULTANTS TO ASSIST THE TOWNSHIP BY FACILITATING A WORKSHOP THAT FOCUSES ON STRATEGIC PLANNING.

The Woodlands is a master-planned community with almost 120,000 residents and approximately 2,200 businesses within unincorporated areas of Montgomery and Harris Counties. Located about 30 miles north of downtown Houston, Texas, The Woodlands is well known for its extensive parks and recreation, golf, corporate headquarters, schools, places of worship, shopping, dining, hospitality, and health care.

The Woodlands officially began in 1974. From 1974 through 2009, three major community associations and a special purpose district provided services for most residents and businesses. On January 1, 2010, the three community associations and the district were combined and became The Woodlands Township.

The Woodlands Township is a special purpose district, not a city, that acts as the governmental service provider for the community. It provides fire protection, environmental services, parks and recreation maintenance and programming, economic and transportation planning, and supplemental law enforcement, among many other services, programs and amenities. Other basic services such as roads, a court system, and water resources are provided by other governmental organizations, such as Montgomery County, Harris County, and Woodlands Water.

In 2007, through approved legislation, a referendum and Regional Participation Agreements (RPAs) with the Cities of Houston and Conroe, The Woodlands gained the ability to determine its future governance structure including the option of incorporation as a municipality at a future date. In accordance with the 2007 legislation and the RPAs, incorporation could not occur until after May 29, 2014, and would require an election by Woodlands voters. In 2021, incorporation was rejected by voters to incorporate the area as a city. Residents of The Woodlands voted in favor of keeping the township structure by a 2 to 1 margin.

The Woodlands Township is governed by a seven-member Board of Directors. Directors are elected by the community at-large to serve two-year staggered terms. The Board of Directors serves as the legislative body, sets policy, and approves the budget. The Township is authorized to collect sales tax, hotel occupancy tax, mixed beverage tax, and property tax to fund a wide range of municipal types of services.

PROPOSAL PREPARATION INSTRUCTIONS AND INFORMATION REQUIRED IN YOUR PROPOSAL

In order to facilitate the review process and obtain the maximum degree of comparison, please include the following information in your proposal:

- Please submit your Proposal to The Woodlands Township by Friday, February 21, 2025, at 5 p.m. at 2801 Technology Forest Blvd., The Woodlands, Texas 77381. Attn: Sarah Faulkner . sfaulkner@thewoodlandstowship-tx.gov. p. 281-210-3804.
- Proposals should be emailed. The Woodlands Township will not be responsible for any delays in transmission or filtering programs that may cause electronic submissions to not be received. It is the responsibility of the responder to ensure that the proposal is received by the date and the time

specified. Please email Sarah Faulkner to confirm receipt of your submission. All costs incurred in the preparation of a proposal responding to this RFQ&P will be the responsibility of the responder and will not be reimbursed by The Woodlands Township.

- Provide a summary of eligibility in the fields of governance planning and meeting facilitation.
- Provide an overall timeframe of availability to perform consulting services for the Township, including consecutive two-day periods during the months of March and April 2025 to facilitate the Strategic Planning Workshop. Please note that one of the workshop days may need to be held on a Saturday. Additionally, provide an overall schedule for the project detailing timelines for each task and time estimated to complete the project.
- Profile of the Proposer: Include your office location and number of personnel in your firm who conduct the consulting services outlined in this proposal. Describe the range of activities performed by your firm, including the organizational structure of your firm, years of existence, number and location of offices, total number of employees, and total number of employees dedicated to governance consulting.

QUALIFICATIONS AND EXPERIENCE

Please include the following information in your proposal:

- Identify the lead consultant who will be the point of contact for The Woodlands Township.
- Include qualifications/experience of lead facilitator
- Include résumés, with education, background accomplishments and any other pertinent information for each of the key personnel to be assigned to work on the project (including subcontractors, if any).
- Provide professional references for prior organizations familiar with the work of the lead facilitator. Include the names, addresses, contact persons, and telephone numbers of prior organizations served.
- Provide a description of the firm's conceptual approach / proposed process for dealing with the tasks outlined in the Description of Work/Deliverables to ensure a comprehensive, participatory planning process.

DESCRIPTION OF WORK/DELIVERABLES

During this Board Workshop, the Facilitator will facilitate a discussion focusing on strategic objectives and priorities as well as a review and discussion of Board operations with The Woodlands Township Board of Directors at a meeting also attended by staff and open to the public. The Board anticipates that this work can be completed within one four-hour session and one eight-hour session.

The Board Workshop Facilitator will:

- Review provided background materials;
- Present and discuss the draft workshop agenda with the Board Chairman, President/CEO, and other designated staff leadership;
- Conduct interviews with key stakeholders prior to Board Workshop (list provided below);
- Submit a Final Workshop Agenda and Presentation at least 10 days prior to the workshop;
- Facilitate the Board Workshop;
- Produce summary report/short evaluation with suggestions for future actions and an updated Board Operations Policy no later than 1 month after the completion of the workshop;

Additional Details regarding interviews with key stakeholders:

The facilitator will conduct phone interviews (under 30 minutes each) with the listed Board members and staff to gain a greater understanding of the current situation, items to be addressed during the workshop, and goal increased board cohesiveness and effectiveness.

Board of Directors:

Chairman Brad Bailey

Vice Chairman Craig Eissler

Secretary Linda Nelson

Treasurer Richard Franks

Director Dr. Shelley Sekula-Gibbs

Director Dr. Ann K. Snyder

Director Cindy Heiser

Staff:

Monique Sharp, President and Chief Executive Officer

Karen Dempsey, Chief Administrative Officer

Dr. Chris Nunes, Chief Operating Officer

Palmer Buck, Fire Chief

Kellan Shaw, Chief Financial Officer

William Pham, Chief Technology and Innovation Officer

Todd Stephens, Director of Intergovernmental Relations

Angela Branch, Director of Human Resources

Nick Wolda, President of Visit The Woodlands

FACILITATOR REQUIREMENTS

A successful facilitator will be impartial/unbiased and have experience working with a body of elected officials composed of a variety of personality styles, values, life experiences, viewpoints, and levels of understanding about local government. Actual local government experience is desired, but not required, as long as the facilitator possesses insight into how policy bodies form, work together, and make meaningful progress toward jointly agreed upon goals and outcomes. The chosen facilitator should:

- Help build mutual understanding, trust, and transparency among Directors who have a wide range of experience serving as elected officials; ranging from newly elected to 10+ years of service
- Can create opportunities for full involvement and respectful participation in group discussion, keeping in mind various communication styles and personalities and can do so without using personality assessment tools
- Facilitate the creation of a strategy that reflects the Board's desire to build consensus, set strategic planning goals, and define staff/board relationships and expectations
- The training must provide the Township's Board Members a coherent, well-articulated information exchange which should include, but not limited to, the following topics:

- Develop a list of prioritized strategic objectives
- Advise on the overall process of board roles and operations
- Understanding leadership roles and styles within a governmental organization between the Board of Directors and staff

COST STATEMENT

Provide a proposal to include all costs for services, including any costs that may be billed separately from the services (e.g. travel costs)

EVALUATION AND REVIEW OF PROPOSALS

The review and selection criteria will be based on the written proposals and responses during any interview sessions, if conducted. The proposals will be evaluated based on the following criteria:

- Experience in the areas of consulting services described in the Description of Work/Deliverables
- Demonstrated understanding of the work to be completed based upon the clarity of the proposal and responsiveness to this RFP, including the summary of the proposed process
- Years of experience and qualifications
- Relevant experience conducting similar strategic planning facilitation for elected officials, public sector entities, special districts, or municipalities
- Lead Consultant's involvement and scope of work
- Pricing scale of services
- Provide at least three professional references from projects in the last three years

The Woodlands Township, at its discretion, may request presentations by or meetings with any or all responders to clarify or negotiate modifications to the firm's proposal. However, The Woodlands Township reserves the right to make an award without further discussion of the proposals submitted. Therefore, proposals should be submitted initially on the most favorable terms, from both technical and price standpoints, which the firm can propose.

TERM OF AGREEMENT

This agreement is limited to the services outline in this Request for Qualifications, which should be completed between March 1-April 30, 2025.

RIGHT TO REJECT

The Woodlands Township reserves the right to reject any and all proposals received in response to this RFQ&P. A contract for the accepted proposal will be based upon the factors described in the RFQ&P.

CONFLICT OF INTEREST QUESTIONNAIRE
For vendor doing business with local governmental entity

FORM CIQ

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 Name of vendor who has a business relationship with local governmental entity.

2 **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer or a family member of the officer AND the taxable income is not received from the local governmental entity?

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7

Signature of vendor doing business with the governmental entity

Date

CONFLICT OF INTEREST QUESTIONNAIRE

For vendor doing business with local governmental entity

A complete copy of Chapter 176 of the Local Government Code may be found at <http://www.statutes.legis.state.tx.us/Docs/LG/htm/LG.176.htm>. For easy reference, below are some of the sections cited on this form.

Local Government Code § 176.001(1-a): "Business relationship" means a connection between two or more parties based on commercial activity of one of the parties. The term does not include a connection based on:

- (A) a transaction that is subject to rate or fee regulation by a federal, state, or local governmental entity or an agency of a federal, state, or local governmental entity;
- (B) a transaction conducted at a price and subject to terms available to the public; or
- (C) a purchase or lease of goods or services from a person that is chartered by a state or federal agency and that is subject to regular examination by, and reporting to, that agency.

Local Government Code § 176.003(a)(2)(A) and (B):

(a) A local government officer shall file a conflicts disclosure statement with respect to a vendor if:

(2) the vendor:

(A) has an employment or other business relationship with the local government officer or a family member of the officer that results in the officer or family member receiving taxable income, other than investment income, that exceeds \$2,500 during the 12-month period preceding the date that the officer becomes aware that

- (i) a contract between the local governmental entity and vendor has been executed;
- or
- (ii) the local governmental entity is considering entering into a contract with the vendor;

(B) has given to the local government officer or a family member of the officer one or more gifts that have an aggregate value of more than \$100 in the 12-month period preceding the date the officer becomes aware that:

- (i) a contract between the local governmental entity and vendor has been executed; or
- (ii) the local governmental entity is considering entering into a contract with the vendor.

Local Government Code § 176.006(a) and (a-1)

(a) A vendor shall file a completed conflict of interest questionnaire if the vendor has a business relationship with a local governmental entity and:

- (1) has an employment or other business relationship with a local government officer of that local governmental entity, or a family member of the officer, described by Section 176.003(a)(2)(A);
- (2) has given a local government officer of that local governmental entity, or a family member of the officer, one or more gifts with the aggregate value specified by Section 176.003(a)(2)(B), excluding any gift described by Section 176.003(a-1); or
- (3) has a family relationship with a local government officer of that local governmental entity.

(a-1) The completed conflict of interest questionnaire must be filed with the appropriate records administrator not later than the seventh business day after the later of:

(1) the date that the vendor:

- (A) begins discussions or negotiations to enter into a contract with the local governmental entity; or
- (B) submits to the local governmental entity an application, response to a request for proposals or bids, correspondence, or another writing related to a potential contract with the local governmental entity; or

(2) the date the vendor becomes aware:

- (A) of an employment or other business relationship with a local government officer, or a family member of the officer, described by Subsection (a);
- (B) that the vendor has given one or more gifts described by Subsection (a); or
- (C) of a family relationship with a local government officer.