



March 18, 2026

Terrence Moore  
City Manager  
City of Delray Beach  
100 NW 1st Avenue  
Delray Beach, Florida 33444

**Subject: Proposal for Facilitation Services**

Dear Mr. Moore:

We appreciate the City of Delray Beach's (City) interest in Raftelis facilitating your City Commission retreat. We have extensive experience with this type of work and would be pleased to work with the City of Delray Beach again. The purpose of this letter is to discuss the potential for this engagement.

## Approach

We believe in fully supporting the retreat from beginning to end, from collaboratively planning the agenda to providing a final deliverable that summarizes the results.

Before the retreat, we will collaborate with the City to ensure an understanding of the intended outcomes of the session. Individual conversations with the Mayor and each member of the City Commission will provide insights to help us prepare an agenda. We will review and finalize the agenda in consultation with the City.

We expect to accomplish the retreat's goals through a facilitated strategic planning session on Friday, May 8, that includes exercises and discussion. During the session, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue, so the established objective is ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure conversations that need to happen actually happen. Therefore, we are flexible and in tune with the group during the process.

Approximately one week after the retreat, we will provide a summary report documenting the results.

# Michelle Ferguson

## LEAD FACILITATOR Executive Vice President

### ROLE

Michelle will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the County's objectives. She will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Michelle will serve as the County's main point of contact for the project.

### PROFILE

Michelle has 28 years of management experience with and for local governments across the country. As organizational assessment practice leader for The Novak Consulting Group, Michelle spearheaded the work of nearly 200 local government reviews in some of the foremost governments across the country. Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to the structure, staffing, and processes within departments of all sizes. Specific department reviews have included development review, parks and recreation, public works, human services, human resources, capital budgeting, and finance.

As a Lean certified professional, Michelle excels at helping local governments continuously improve and rely on data to make informed choices about services to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations continuously improve service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has led strategic planning engagements at the community, organizational, and department levels, and she has facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following ten years of direct experience in local government management, which included serving as assistant county manager in Arlington County, Virginia.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C, and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.



### Specialties

- Organizational assessment
- Staffing analysis
- Process improvement
- Performance management
- Capital planning
- Strategic planning
- Facilitation
- Community engagement

### Professional History

- Raftelis: Executive Vice President (2024-present); Vice President (2021-2023), Senior Manager (2020-2021); Organizational Assessment Practice Leader, The Novak Consulting Group (2009-2020)
- Management Partners: Senior Management Advisor (2005-2009)
- Arlington County, Virginia: Assistant County Manager (2002-2005)
- City of Overland Park, Kansas: Assistant City Manager (1996-2002)

### Education

- Master of Public Administration - University of Kansas (1998)
- Bachelor of Arts in Political Science - Loyola University, Chicago (1996)

### Certifications

- Lean Certified

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)

# Fee

The total fixed fee to complete the scope of work outlined in this proposal is \$15,000, which includes all professional fees and expenses.

To hold the date, a non-refundable deposit of \$5,000 (paid to Raftelis Financial Consultants) will be invoiced upon signing of the agreement. The balance would be invoiced upon completion of the retreat.

We look forward to the opportunity to serve the City of Delray Beach again. If you have any questions, please do not hesitate to contact me at 828.777.6588 or [mferguson@raftelis.com](mailto:mferguson@raftelis.com).

Sincerely,



**Michelle Ferguson**  
*Executive Vice President*

The City accepts the terms of this engagement letter and proposal at a cost of \$15,000:

Approved: _____	Date: _____
Name of Signatory: _____	Title: _____



CITY OF DELRAY BEACH  
 CITY ATTORNEY'S OFFICE  
 200 NW 1<sup>ST</sup> Avenue, Delray Beach, FL 33444  
 561-243-7090



## LEGAL REVIEW FORM

This form is to be used solely for the legal review of documents not including procurement agreements. Procurement Agreements are reviewed under a separate cover. This form shall only be completed by a member of the City Attorney's Office.

Date of Review: 3-19-26

Document Name: *Goal Setting*

Document Type: Proposal

Submitted by: Nohemi Morgan

This document is approved as to form and legal sufficiency.

**NOTE: This proposal requires CC approval as this vendor has exceeded the City Manager's purchasing authority. The vendor will be required to accept the City's terms and conditions as listed on the City's purchase order that will be issued. If the vendor cannot accept those terms, an agreement will be required. Please confirm with the vendor whether they will accept the City's terms and conditions prior to placing this on the agenda.**

These documents are approved as to form and legal sufficiency; however, the undersigned made the following change(s):

This document is not approved as to form and legal sufficiency for the following reason(s):

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s//Lynn Gelin, Esq.  
 City Attorney

Copy to:

\_\_\_ City Attorney's Office (with a copy of the approved document)