



TECHNICAL PROPOSAL

DURHAM COUNTY BOARD OF COMMISSIONERS DURHAM, NORTH CAROLINA

February 26, 2021

SUBMISSION TO:

The Honorable Brenda A. Howerton, Chair
Durham County Board of Commissioners
200 East Main Street
Durham, NC 27701
Board Telephone: (919) 560-0025
Office Telephone: (919) 599-8213
Email: bhowerton@dconc.gov

SUBMISSION FROM:

Robert C. Bobb
The Robert Bobb Group
1666 K Street Northwest
Washington, DC 20006
Telephone: (202) 731-0006
Email: Bob@robertbobbgroup.com
robertbobbgroup.com

February 26, 2021

The Honorable Brenda A. Howerton, Chair
Durham County Board of Commissioners
200 East Main Street
Durham, NC 27701

Re: Durham County Commission, Durham, North Carolina, Technical Proposal

Dear Honorable Chair Howerton,

The Robert Bobb Group (RBG), Clarification & Mediation Inc., and Integrated Public Management Solutions, LLC are pleased to submit a Technical Proposal to provide services to the Durham County Board of Commissioners in the fields of facilitation and mediation.

RBG, a global, minority-owned consultancy and a Certified Business Enterprise (CBE), serves a wide range of clients, including local governments, private companies, federal agencies, nonprofit organizations, institutions of higher education, and foundations. Our services include government change management, crisis and emergency management, facilitation and mediation, and government turnaround services.

The RBG Team is guided by a deeply experienced leader who has worked at the forefront of building consensus around controversial issues among elected officials and the greater community. In 2020, District of Columbia Mayor Muriel Bowser appointed Robert C. Bobb, President and CEO of RBG, to the Reopen DC Committee, serving as co-chair on the Government Operations, Public Safety, and Criminal Justice Committee. In this role, he consults with other community members and recommends appropriate ways to reopen the District during the COVID-19 pandemic.

RBG's teaming partners for this engagement are attorney Clara Hayley Axiom, President & CEO of Clarification & Mediation Inc., who is a certified mediator with extensive experience in the public sector; and Byron C. Marshall, President and CEO of Integrated Public Management Solutions, LLC, who is a seasoned executive and manager with management and leadership experience in the public, non-profit, and private sectors.

What differentiates the RBG Team from competing organizations?

- **Ready on Day One.** Our Team includes individuals who have worked in the public sector in key roles, including as city and county administrators, agency directors, and managers at every level of the government enterprise.

- **An informed approach.** The RBG Team brings a wealth of experience in mediation and conflict resolution, having worked across numerous agencies and departments at the local, state, and federal levels. We are a boots-on-the-ground Team that knows how agencies, commissions, and board function.
- **Proven expertise.** With local, regional, and national experience, RBG's Team has deep knowledge of how to facilitate relationships and mediate problems in the workplace, addressing political, racial, and budgetary issues that can arise.

Our services are tailored to the unique needs of the Durham County Board of Commissioners, and our Team of professionals have provided requested services for similar municipalities and agencies. Our ability to handle complex mediation engagements truly distinguishes us from our colleagues.

We stand ready to answer questions or to provide any additional information you may need. We are excited about the potential of working with you as you seek assistance in resolving conflicts and better serving the Durham County community.

Thank you for this opportunity to serve.



Robert C. Bobb
President & CEO
The Robert Bobb Group
Phone: (202) 731-0006
Email: bob@robertbobbgroup.com
Website: robertbobbgroup.com

General Team Information & Firm Data

The Robert Bobb Group, LLC (RBG), a global, minority-owned consulting firm, specializes in public and private sector consulting and advisory services. The RBG is committed to providing superior solutions to government and private sector operations, educational entities, and professional services organizations. It employs a methodology that combines excellence in strategic planning and project execution, while continuously innovating and helping its clients succeed in the Knowledge Era.

The Robert Bobb Group, LLC
Mr. Robert C. Bobb, President & CEO
1666 K Street, NW, Suite 440
Washington, DC 20006

Phone: (202) 731-0006
Email: bob@robertbobbgroup.com
Website: robertbobbgroup.com
Fax: (202) 591-3200

Years in operation: 10 years
Firm size: 15+ full- and part-time staff
District of Columbia Business License: 400318000202 (date: 10/1/2019 – 9/30/2021)
Maryland license: pending, however RBG will be licensed in Maryland if it receives the contract
FEIN: 45-3322024

List of current certifications:

- Certified Business Enterprise with the District of Columbia government
No. LSZR78244112021 (11/30/2018 – 11/30/2021)
- State & Local Disadvantaged Business Enterprise (SLDBE) with the City of New Orleans, Sewerage & Water Board of New Orleans, Louis Armstrong New Orleans International Airport and Harrah's New Orleans Casino & Hotel. (Expires July 2020)
- LDBE Certification No. LD2015-0427-2018 (Local Disadvantaged Business Enterprise with the Metropolitan Washington Airport Authority)
- State of New Jersey Minority Business Enterprises Certification No. 66907-21 (Pending recertification)
- Disadvantaged Business Enterprise (DBE) Certification No. 15-06-34-N Metropolitan Washington Unified Certification Program (MWUCP)

Teaming Partners

Clarification & Mediation Inc.

PO Box 2136
Decatur, GA 30031

C&M provides facilitation and executive coaching to foster innovative thinking, strategic planning, problem solving, business solutions, conflict resolution, goal development, Team building, focused leadership and public engagement designed to advance change.

Point of Contact:

Clara Hayley Axam, President & CEO
Email at chaxam@clarification.us.com
Office Phone: 404-755-0084

Years in operation: 29

Integrated Public Management Solutions, LLC

1709 Niskey Cove Rd, SW
Atlanta, GA 30331

The IPMSolutions Team is comprised of experienced professionals, skilled in all areas of government and non-profit governance and management. We act as extensions of our clients' staff, available to develop sustainable solutions as part of their Team. IPMSolutions combines extensive experience and expertise with proven capabilities in building consensus and in the management of people, complex issues, projects and finances.

Point of Contact:

Byron C. Marshall, President & CEO
Phone: (404)823-4160
Email: byron@integratedpublicsolutions.com
Website: www.integratedpublicsolutions.com

Years in operation: 6

TABLE OF CONTENTS

Section I	Executive Summary	6
Section II	Statement of Work	10
Section III	Key Staff Member Bios & Organizational Chart	14
Section IV	C&M Sample Project Experience	18
Section V	References	20

Section I. Executive Summary

The Robert Bobb Group, LLC (RBG) is a minority-owned national consulting firm specializing in public and private sector consulting and advisory services. RBG is committed to providing solutions to government and private sector operations, educational entities, and professional services organizations. The RBG succeeds by utilizing a seamless approach and methodology that combines excellence in strategic planning and project execution, while continuously innovating and helping its clients succeed in the Knowledge Era.

Founded and owned by Robert C. Bobb, RBG is a leader in providing support and guidance to the public sector. Mr. Bobb leverages more than 40 years of executive management experience in both the private and public sectors. Mr. Bobb, President and CEO of RBG, is the former City Administrator and Deputy Mayor for Washington, D.C., as well as City Manager of Oakland, California and Executive Director of the Oakland Redevelopment Agency; City Manager of Richmond, Virginia; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan.

AREAS OF EXPERTISE		
TURNAROUND & RESTRUCTURING <ul style="list-style-type: none"> Evaluate & Stabilize Operations Crisis Review and Strategic Planning Cost Savings Analysis Revenue Enhancement Analysis 	FINANCIAL & BUDGETING CONSULTING <ul style="list-style-type: none"> Debt Capital Advisory Cash Management & Budget Creation Audit Transaction Analysis 	REAL ESTATE & ASSET MANAGEMENT ADVISORY <ul style="list-style-type: none"> Portfolio Analysis Disposition & Acquisition Services Highest and Best Use Analysis Asset and Asset Management Analysis
CHANGE MANAGEMENT <ul style="list-style-type: none"> Organizational Alignment Current State Assessment Organizational Readiness Analysis Change Impact Assessments 	FACILITIES & SUPPLY CHAIN MANAGEMENT <ul style="list-style-type: none"> Plan & Implement Supply Chain strategy Operations and Service Team Management Business Processes and KPIs Process Improvement Analysis 	ECONOMIC DEVELOPMENT ADVISORY <ul style="list-style-type: none"> Economic Competitiveness Analysis Community Competitiveness Site/Business Analysis (Retention/Expansion) Project Management
CRISIS & EMERGENCY MANAGEMENT <ul style="list-style-type: none"> Risk & Resiliency Consulting Business Continuity Planning Active Organization Preparedness Business Impact Assessment 	HOMELAND SECURITY <ul style="list-style-type: none"> Municipal Policing and Public Safety Consulting Emergency Communications Analysis Executive Disaster Planning 	CONTRACTS & NEGOTIATIONS ADVISORY <ul style="list-style-type: none"> Government Business Negotiations Municipal Conflict Negotiation and Resolution Business Negotiations
DATA & RECORDS MANAGEMENT <ul style="list-style-type: none"> Information Management Scanning and Digital Transformation Record Processing & Retention Schedules Project Management 	EXPERT WITNESS CONSULTING <ul style="list-style-type: none"> Independent Assessments Evidence Assessments Professional Recommendations Project Management 	TECHNOLOGY MANAGEMENT <ul style="list-style-type: none"> Information Governance Consulting Roadmaps & Forecasting Cyber Security Assessment Technology Resource Management

Headquartered in Washington, D.C., RBG specializes in Public and Private Sector Turnaround Consulting and Advisory Services; Labor Relations; Facilitation and Mediation; Crisis and Emergency Management; Financial and Organizational Restructuring; Budget Management; Homeland Security; Economic Development Advisory Services; Emergency Planning and Public Safety Planning; Asset Management Services; Interim Management; and Managed Competition Analysis in education, government, and private sector industries.

RBG brings tact and history to the project to foster respect, understanding, and candor in helping clients evolve and improve. The RBG Team carefully listens to management and staff perspectives before evaluating and prudently tailoring mediation and facilitation strategies. Our assessments of organizational and behavioral challenges are efficient and astute. They are delivered in a manner that is owned by all key roles in the organizations.

RBG brings experience and history to any project to foster respect, understanding, and candor in helping agencies and leaders evolve and improve. The RBG Team carefully listens to management and staff perspectives before evaluating and prudently tailoring solutions. RBG transcends challenging situations to deliver results to its clients.

Why the RBG Team?

The RBG Team helps public clients with management strategy development, rapid strategy implementation, and strategic knowledge systems that deliver measurable organizational and operational results. It leverages best practices including management dashboards, benchmarking analysis, interviews, and process modeling.

Through innovative solutions that combine knowledge and technology, Our RBG Team is structured to recognize and create business processes that are agile, anticipatory, and highly effective. Distinctive competencies include: defined appropriate governance structures; organizational assessments, change management strategies,

Clarification & Mediation Inc.

Clarification & Mediation Inc. (C&M) specializes in organizational and business solutions. Facilitation, strategic planning, organizational assessments, change management, community and civic engagement, and conflict resolution are core C&M services. Our management consulting services help our clients create consensus, set direction, manage change, define organizational frameworks, create operational efficiencies, inform their constituents, and solicit stakeholder input.

C&M, a minority, female-owned business, serves as the administrative hub for a strategic alliance of professional associates, each with specific expertise and experience. The C&M Team has extensive leadership and management experience across public, private, and non-profit sectors. Consultant Teams are assigned based on client need and the scope of a particular engagement.

C&M has offered facilitation services for 40 years to a number of customer environments, including municipalities and public-sector agencies, community-based organizations, non-profits, foundations, and private sector institutions.

Our associates have provided facilitation services to non-profit and community-based organizations seeking to build organizational capacity and efficiency; non-profit, public and private sector organizations creating and implementing strategic plans; organizations launching collaborative efforts; school districts creating facilities master plans or seeking parent and resident engagement; public and private sector organizations seeking community or stakeholder input; foundations, public sector agencies and nonprofits pursuing a variety of

organizational interventions; and public sector organizations engaging community input and involvement in programmatic initiatives and major infrastructure projects.

Philosophy

All C&M consultations are collaborative, fully engaging the client in the design of the intervention or facilitation. Interventions and facilitations—premised on the belief that active participation and significant consensus among key stakeholders is a fundamental principle that best guides successful initiatives—are non-blaming and encourage constructive interactions, cross-disciplinary integration, and ownership of shared solutions. We custom design each consultation to meet the needs of our client.

Most mediation consultations are initiated with an assessment phase that may consist of surveys, focus groups, public hearings, interviews, group facilitation, business process reviews, benchmarking of best practices, or some combination of these tools.

Services

Our management practice includes professional services to support strategic planning and positioning, organizational effectiveness, diversity management, conflict resolution, Team building, executive coaching, stakeholder engagement, and facilitation of organizational and community process to inform, solicit input, and/or build consensus to support the work of the client organization.

General Services include, but are not limited to:

- Facilitation of
 - Focus groups
 - Collective/shared visioning work sessions
 - Strategic thinking, positioning, and restructuring
 - Strategic/business planning to articulate shared vision, goals, strategies, desired outcomes, and performance measures
 - Consensus building initiatives
 - Conflict resolution and Team building
 - Public, stakeholder, and community meetings
- Identification of critical organizational issues and framing of critical success factors
- Interventions to promote organizational development and efficiency
- Design of programmatic approaches and action plans for implementation
- Stakeholder identification and engagement
- Community and public engagement
- Leadership, Governance, and Executive Coaching

IPMSolutions

IPMSolutions was founded by Byron C. Marshall who brings over 35 years of experience working effectively in local governments and non-profits. These experiences have included working at the cabinet level in “strong mayor” governments such as Washington, D.C., (Department Director); Houston, Texas (Deputy Chief Administrative Officer); Atlanta, Georgia (Chief Operating Officer); Richmond, VA (Chief Administrative Officer); and in the Council-Manager form in Austin, Texas (First Assistant City Manager).

These positions necessitated the ability to craft effective working relationships with elected and appointed officials in the executive, legislative, and judicial branches of government, as well as with school boards, the business community, non-profits, and community-based organizations—whose politics, philosophies, agendas, or motivations may have differed drastically -- to build consensus, shape policy and translate those policies into budgets and the equitable and effective delivery of services.

Experience as Executive Director of a Downtown Development Authority, and as CEO of a community development corporation (CDC) have honed his skills in fostering consensus and effective board management. He has also served on numerous boards for a public hospital, a convention center, a port authority, a university-centered Bio+Tech Park. IPMSolutions assembles Teams of seasoned professionals with knowledge and expertise to address the specific challenges faced by an organization’s leaders.

A united and knowledgeable team

The RBG Team has a history of working effectively with government leaders as they contemplate the transformation of government governance systems, administrative procedures, or human resources protocols. Savvy leadership and a commitment to employing the most effective methods and processes must drive change, and the Team is exceptionally skilled at the process of government transformation.

Our dedicated Team of specialists are ready work with you, and ready to participate in real-time discussions regarding our approach. Multiple Team members have private and public sector experience and have keen understandings of how to design customer-driven and market-driven communications plans and initiatives. This becomes especially useful in contemplating a strategy to move forward during critical times in the lifecycle of an organization.

Team members have extensive backgrounds in providing the superior facilitation and mediation strategies and tools to meet the needs of government organizations. Your process will be advanced by our Team’s experience in working with political leaders in transition. This knowledge can be leveraged to help the County achieve a smooth and efficient operating Board to allow for a more responsive, high-performing organization and to better serve the taxpayers.

Transparency and collaboration

The RBG Team is committed to creating an environment of transparency and collaboration with our clients. Sustained two-way communication will enhance the focus, success, and impact of each task order and the project as a whole.

In times of leadership or operational crisis, the RBG Team is able to step in and provide purposeful assistance and leadership. By emphasizing transparency and collaboration, the RBG Team is able to bring confidence and calm to complex and divisive operational situations.

The RBG Team is committed to creating an environment of collaboration in which Durham County has access to all work products generated from the project. Through purposeful communication, the Team's goal will be to foster a dynamic, sharing relationships among the Durham County Commission and between the Board, the County Manager, and his staff.

Ideally, teams should develop a high level of connection and interdependence. Members need both facilitation expertise and good interpersonal skills to work within challenging environments that might be marked by disrespect, harsh criticism, and disgruntled behavior.

Section II. Statement of Work

The RBG Team has reviewed the workshop agenda, which was recently offered by the University of North Carolina. This workshop is aimed at exploring the connections between excellence in governance and governing boards and working well together to achieve strategic goals. This workshop undoubtedly provided an excellent refresher on the elements, qualities, and best practices of strong governance cultures required to support effective governance. The RBG Team believes this foundation, combined with the reflections likely to be catalyzed by the experiences offered by the Institute of Racial Equity training, will provide an excellent foundation on which to build a targeted plan of organizational intervention to address the specific governance challenges currently being experienced by the Durham County Board of Commissioners.

The RBG Team proposes an approach and targeted effort that will move beyond the consideration of best practices in governance to diagnosing the specific challenges of application for the Durham County Board of Commissioners, and the design of interventions to help facilitate that application. Our approach will more specifically assess what it will take for the Board to implement best practices and begin to create a culture that supports improved functionality and reinforces good governance of Durham County.

We believe the initial step in the proposed engagement for the Board must be to ascertain what led the author of the investigation into the County Manager's complaint against a County Commissioner to describe the Durham County Government as being in *"... a state of periodic dysfunction, resulting from... a troubling lack of trust and meaningful communications between*

the Board...and the County Manager, and, to a lesser degree, a lack of collegiality among the Board.”

The RGB believes that an effective intervention requires three major tasks: assessment, intervention design, and an actionable plan for implementation. These require effective and timely execution to ensure success, as well as a comprehensive plan to measure the progress and change of the parties.

The RGB Team proposes initiating this consultancy with an assessment that can be used to facilitate a shared understanding among the Board, County Manager, and key Executives about the processes, practices, behaviors, attitudes, perceptions, and, perhaps, the triggers that led the investigator to conclude that there is “periodic dysfunction.” The findings, analysis, and interpretation will allow the RGB Team to gain insights specific to the conditions and needs of the Durham County Board of Commissioners, and to design and deliver recommendations tailored to address those needs and conditions.

Phase I

Task I: Assessment and Needs Diagnostic

To initiate this consultancy, the RGB Team will conduct up to 10 interviews to include all Members of the Durham County Board of Commissioners (Board), the County Manager, and Key Senior Staff (selected collaboratively) who are integrally involved in supporting the work of the Board. We will review key documents to inform the interview design and process. The overall goals of the assessment effort are to preserve what is working, to promote effectiveness over the long term, and modify, repurpose, or delete what is not working.

The RGB Team will prepare appropriate structured interview instruments to guide interviews and assure consistency and focus across the interviews. To inform the design of the interview instruments, the RGB Team will review foundational documents that define policies, processes, procedures, and norms relevant to the Board’s role and functioning and its intersection with the role and functions of the County Manager and his staff.

The interview instrument will be used by the RGB Team to solicit feedback on the current functional dynamic of the Board, i.e., processes, interactions, communication, and deliberations, and of its interactions with the County Manager and County staff.

The RGB Team will ensure that all parties have an equal opportunity to express views and observations about functionality of the Board and of the County Manager’s interactions with the Board. The interview instrument will also solicit feedback on the potential opportunities to address dysfunctions and challenges currently negatively impacting the Board’s effectiveness by building on what is currently working well and considering making changes that may enhance

effectiveness. The totality of the feedback will provide the foundation for developing a shared understanding of challenges negatively impacting effective Board-Manager functioning and setting priorities for addressing the identified challenges.

All interviews will be conducted by a two-person facilitator team.

This assessment strategy assures a safe and confidential forum whereby Board members, the County Manager and Key Staff can share observations, descriptions of behaviors that evidence the purported dysfunctions, tension points and opinions about functionality and effectiveness. All interview responses will be treated confidentially to promote candor.

Task 2: Assessment Findings and Definition of Interventions

Work Session 1: Defining the Interventions

RBG will facilitate a work session to present findings from the Interviews and Document Review, offer facilitator observations, recommend a course of action to improve Board functioning, and initiate the development of a shared action plan for implementation.

The goal of the work session will be to create a shared understanding of the challenges and issues, and to reach some consensus for embracing the recommendations for intervention. The RBG Team will present the collective findings from the interviews and document review as the framework for diagnostic discussions.

Once Work Session I is completed, the RBG Team will prepare an Assessment Composite Report that will document:

- Policies, processes, procedures and norms relevant to Board role and functionality
- Responses and observations of the Board, County Manager and Key Staff re functionality
- Facilitator Observations and Recommendations for Interventions to improve functionality and effectiveness.

Task 3: Development of an Implementation Action Plan

Based on shared agreements reached in Task 2, the RBG Team will work collaboratively with the Board to create an implementable action plan to deliver training /work sessions designed to address the issues identified in the Assessment Composite Report.

The Assessment Composite Report and subsequent Board feedback will anchor the collaborative creation of an Implementation Action Plan for improving Board effectiveness and functioning.

As part of implementation, the RBG Team anticipates 4-5 sessions, generally 2-4 hours in length, and customized to address the specific dynamics and challenges of the Board as documented in the Assessment Composite Report. Based on very preliminary observations from limited interactions, RBG expects to consider training sessions that focus on:

- Affirming the role and responsibility of the Board
- Setting member expectations for functionality
- Appreciating and respecting difference in perspectives and styles
- Principles of effective meetings
- Building a culture to support effective functioning

Other topics may be added based on the Composite Assessment Report.

The RBG Team will work with the Board to finalize priorities for the work sessions, including detailed schedules and resource allocations required to support the work.

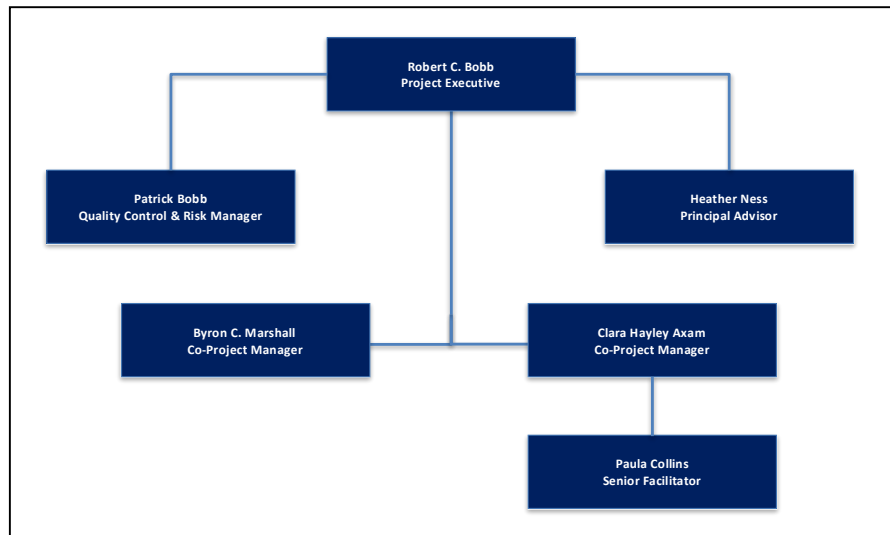
The Plan will detail the objectives and the desired outcome for each session. Care will be taken to assure that the desired outcomes are actionable and include the essential actions that will be required to maximize the potential for success. The Plan will also address accountability. All sessions will be documented, highlighting any decisions, actions or agreements reached in the sessions, as well as any facilitator observations for follow up work.

Phase II

The RBG Team will develop a scope of work and fee for Phase II which will include the design and facilitation of a series of training sessions with the Board, County Manager and Key Staff. All sessions will be staffed by two facilitators and, consistent with the approach of the facilitation team, be non-blaming and seek to create Board consensus about norms and practices.

Section III. Key Team Member Bios & Organizational Chart

The RBG Team organizational chart indicates the resources and individuals that would be dedicated to the project. This organizational chart reflects the diversity of the staff and the deployment of the partner organizations working in collaboration on the project. The depth of our experience across our three organizations and the knowledge of human resources, labor relations, and governmental governance is reflected in our team's unique approach to projects of similar scope and objectives.



RBG Team Organizational Chart

Our RBG Team Bios

Robert C. Bobb



Robert C. Bobb leverages more than 40 years of executive management experience in both the private and public sectors. He is the owner, President and CEO of The Robert Bobb Group, LLC (RBG), a multi-faceted private/public sector consulting firm.

RBG specializes in: Government Transition Advisory Services; Public and Private Sector Turnaround Consulting; Financial and Organizational Restructuring; Expert Witness Services; Budget Management Services; Labor Relations; Economic Development Advisory Services; Emergency Planning, Public Safety and Policing; Real Estate and Asset Management Services; Education; Local/State/Federal Government turnaround; and Contract Negotiations.

The RBG's primary objective is to help governments, schools, and businesses find operational solutions, greater efficiency, and long-term viability. Mr. Bobb is familiar with and knowledgeable about the issues faced by governmental parties in disputes involving local, state, or federal governments.

Mr. Bobb is the former City Administrator and Deputy Mayor for Washington, D.C.; City Manager of Richmond, Virginia; City Manager of Oakland California and Executive Director of the Oakland Redevelopment Agency; City Manager of Santa Ana, California; and City Manager of Kalamazoo, Michigan. Mr. Bobb holds the distinction of having served on a continuous basis as the longest tenured African-American City Manager/City Administrator in the Nation.

Mr. Bobb is an expert on issues facing urban government in the realms of education, economic development, community and neighborhood development, municipal budgeting and finances, contract negotiations, public/private economic development opportunities, libraries and recreation facilities, and public safety.

Mr. Bobb also served as the Emergency Financial Manager for the 87,000-student Detroit Public Schools (DPS) from March 2009 through May 2011. Mr. Bobb served as the District of Columbia's Homeland Security Advisor, managing a workforce of approximately 20,000 employees and an annual budget of \$8 billion. In November 2006, he was elected citywide as the President of the Washington, D.C. Board of Education and served on the Washington, DC State Board of Education. Mr. Bobb also serves as a member of the Board of the DC Appleseed Center for Law & Justice.

Clara Hayley Axaam, Esq.



A graduate of Duke University with a law degree from the University of Michigan, Ms. Axaam is an experienced manager and certified mediator. She applies her legal, management, and facilitation skills to change initiatives in a number of environments across public, private, philanthropic, and community sectors. She is President & CEO of Clarification & Mediation, Inc.

Ms. Axaam has served as Director of the Atlanta Office of Enterprise Community Partners, a national intermediary that facilitates the development of decent, affordable housing and community capacity building.

Prior to assuming the directorship of the Atlanta Office, Ms. Axaam served as a Project Director for the \$12.5 million Mechanicsville Community Learning Collaborative (MCLC), which integrated education reform, community capacity building and neighborhood revitalization programs.

Prior to Enterprise, Ms. Axaam was Deputy Superintendent, then Chief of Staff of the Atlanta Public School System, assisting the Superintendent in managing an efficient school system. As Deputy Superintendent for Operations with oversight responsibility for human resources, information services, student support services, and facilities, she led the design and execution of the \$420 million long-term facilities master program, known as BuildSmart.

Byron C. Marshall



Byron C. Marshall is a graduate of Syracuse University and also pursued post-graduate studies at Syracuse's Maxwell School of Citizenship and Public Affairs. He is a seasoned executive and manager, with experience in the public, non-profit, and private sectors.

Mr. Marshall has served as the chief or a deputy chief appointed official, in five local governments with populations ranging from 200,000 to 1.6 million, and has worked in cabinet-level positions in both mayor-council and council-manager forms of government. In these positions, he worked effectively with elected and appointed officials in the executive, legislative and judicial branches of government, as well as with school boards, non-profits, and community-based organizations to shape policy and translate those policies into budgets and the equitable and effective delivery of services. He has successfully led efforts to revitalize inner city neighborhoods, launch multi-million-dollar economic development projects, build a jail, prepare Atlanta for the 1996 Olympic Games, build new schools, and get annual City budgets passed. All of which required close coordination with and helping to develop consensus, with and among elected officials, and others in the community.

Mr. Marshall served as Executive Director of a Downtown Development Authority, CEO of a community development corporation (CDC), and on numerous boards, including a public hospital, a convention center, a port authority, a university-centered Bio+Tech Park, and several non-profit organizations. These experiences further honed his ability to foster consensus and effective board management.

Patrick Bobb



Patrick Bobb is the Chief Operating Officer of the RBG's Public Sector practice with twelve (12) years of experience in Project Management, Operations and Security management, Technology Management, and Business experience.

Furthermore, Mr. Bobb has worked on a variety of projects for local, state and federal governments. In addition to Patrick's client responsibilities, Mr. Bobb manages all business intelligence, technology, and operational systems for RBG and garners his additional skillsets in Human Resources and business development to manage financial and business development activities for RBG.

Mr. Bobb has a bachelor's degree from the University District of Columbia and a master's degree in information security and intelligence from Georgetown University. He also has an Artificial Intelligence Implications for Business Strategy Certification from the Massachusetts Institute of Technology Sloan School of Management, a certification for BLS/CPR, and a certification as a TEEX Civilian Response Active Shooter Events Instructor.

Heather Ness



Ms. Ness is a Principal at The Robert Bobb Group, LLC (RBG), a multi-faceted public sector consulting firm specializing in restructuring and turnaround management consulting. RBG's primary objective is to help governments and schools find operational solutions, greater efficiency, and long-term viability. Heather is a DC native. She attended the National Cathedral School prior to attending the University of Pennsylvania and then the University of Virginia.

Formerly a key member of the KPMG Team, where she enjoyed a 15+ year exemplary tenure, she is also a Certified Information Systems Auditor and Project Management Professional with experience leading large transformation initiatives. In addition to her client service responsibilities, Ms. Ness has been recognized her entire career for being an outstanding national instructor, people management leader, and mentor. Ms. Ness serves on the boards of the National Forum for Black Public Administrators (NFBPA) as 2nd Vice Chair, the DC Chamber of Commerce as Secretary, and the Government Financial Officers Association – Washington Metro Area (GFOA-WMA).

Paula Collins



Ms. Collins holds a Bachelor of Science degree in biology from Emory University. She is a published author in her first field of work, neuroendocrinology. Ms. Collins earned a computer science degree from Control Data Institute in 1988, shifting her focus to information technology.

As a Partner at USWeb corporation, Ms. Collins was intimately involved in bringing the internet to the business world. She has co-founded a variety of companies in the fields of Information Technology, Consumer Safety and Professional Development for high potential employees.

A seasoned entrepreneur, speaker, author and walking think tank, Ms. Collins is a sought-after facilitator, especially around difficult conversations, and robust deliberations associated with launching new ventures. She has served as a mentor to numerous first-time entrepreneurs, both informally and through organizations such as the world-wide Founder Institute.

She blends her highly associative, scientifically trained mind, deep love of people and uncanny ability for straight talk that puts people at ease to help individuals and organizations flourish and discover their unique path to entrepreneurship and sustainable well-being. She has worked in a variety of client environments to conduct organizational scans, needs assessments and interventions to facilitate successful change initiatives. Ms. Collins is civically active in advocacy and engagement initiatives, serving on numerous public, private and non-profit boards. An Associate with C&M since 2017, Ms. Collins is CEO of Flourishing on Purpose, LLC.

Section IV. C&M Project Experience

C&M has provided facilitation services to a variety of organizations looking to establish organizational and program focus and direction, build consensus to support decision-making, and encourage aspirational visioning to create new realities. We have helped clients to identify issues, envision the future, create opportunities, plan for challenges, communicate possibilities, and set action agendas that will have impact. The Team has worked with clients to:

- Create strategic plans to define organizational mission, visions, goals, and metrics to support an action agenda
- Design and implement strategies to assure organizational relevance, effectiveness, and action ability
- Develop assessment protocols and instruments to measure performance and goal attainment, and design organization interventions
- Engage and incorporate new voices in shaping programs and decision making
- Articulate and prioritize recommendations to support economic development and community revitalization
- Structure organizational constructs to address civic and community issues
- Reframe programs to better impact equity of opportunity and close the gap in economic mobility
- Facilitate the engagement of civic, community, and organization leadership in routine planning and change initiatives

City of San Antonio

Eastside Economic Development Summit

Facilitated a three-session Economic Development Summit of 350 residents, civic and business leaders, and developers to create consensus on the vision and priorities for the revitalization of chronically disinvested inner-city neighborhoods.



Atlanta Regional Commission (ARC)

Diversifying the Stakeholder Voice

Convened structured interviews and focus groups to assist ARC in defining strategies to intentionally engage millennials and integrate their perspectives in regional planning efforts.

Fulton County

Citizen Engagement for 2013 Budget

Facilitated a series of meetings and focus groups to inform county residents about budget parameters and projections and solicit input for setting budget priorities.



Atlanta Public Schools

Facilitated community meetings and focus groups to solicit input and manage resident expectations for improving Clusters, including consideration for merging two middle schools. Coached Principals as they engaged school communities to articulate vision, mission, priorities, and strategies.

Exploration of New Governance and Operating Models

Facilitated focus groups on options for new governance and operating models mandated by the State, and solicited feedback on preferred selection.



City of Macon

Revitalization of Second Street Corridor

Facilitated a series of meetings with residents and business owners to define a community-driven vision for the revitalization of a major corridor through downtown and to promote the engagement of residents in the design process.

The Community Foundation for Greater Atlanta

Non-profit Perspectives

Designed and facilitated focus groups to create a contextual foundation for evaluating The Community Foundation's impact on strengthening the region's non-profits and inform future grant making policies, protocols, and accountability.



Northeast Georgia Regional Commission

Human Services Transportation Plan

Facilitated regionally-based community meetings to inform residents about the Northeast Georgia Regional Commission Human Services and Rural Transportation Plan and solicit input for a responsive plan.

City of Savannah

Public Safety Workshop

Designed and facilitated a workshop at the direction of the Mayor and City Manager to inform city and county leadership about public safety issues and promote the concept of working together, across disciplines and jurisdictions, to reduce crime in Savannah.



Fulton DeKalb Hospital Authority

Procurement Analysis for Grady Hospital Contracting

Designed and administered an extensive survey to minority and small businesses as a component of a study on the effectiveness of Grady Hospital MWBE program, with an emphasis on efforts and strategies to include women and minorities in the procurement process.

Section V. References

The RBG Team is providing references from state or local government leaders who have the ability to comment knowledgeably about RBG's capacity to successfully achieve the objectives explained in the statement of work. They are:

Reference No. 1

From 2003 – 2006, Mr. Bobb served as City Manager of Washington, D.C., under Mayor Anthony Williams. In that capacity, Mr. Bobb was responsible for the daily management of the government's 32,000-plus employees and directing the development and implementation process for the city's \$5.6 billion budget.

The Honorable Anthony A. Williams
Former Mayor of Washington, D.C.
1310 L St NW, Washington, DC 20005, Suite 325
(202) 223-4560
awilliams@federalcitycouncil.org

Reference No. 2

From 2003 – 2006, Mr. Bobb served as City Manager of Washington, D.C., and worked in cooperation with Dr. Natwar Gandhi, the then-Chief Financial Officer for the District of Columbia. In that capacity, Mr. Bobb was responsible for the daily management of the government's 32,000-plus employees and directing the development and implementation process for the city's \$5.6 billion budget.

Dr. Natwar Gandhi
Former CFO, Washington, D.C.
(202) 727-0064
ngandi@yahoo.com

Reference No. 3

On October 10, 2016, the RBG Team entered into a contract with the Mayor, City Council, and Acting City Manager of the City of Petersburg, Virginia, to provide emergency turn around services. The RBG's key duties were to assume all City operations, including Policing and Legal operations, provide turnaround and restructuring services to the City Operations, and bring the City into fiscal stability. The RBG, in collaboration with City officials, successfully led the effort to improve the City's credit rating, allow for the issuance of new bonds, and restructure outstanding debt that has led to budgetary and cash flow relief.

W. Howard Meyers
Mayor and City Councilman
Title: Councilmember
Phone: (804) 733-2323
whowardmeyers@petersburg-va.org

Reference No. 4

From 2009- 20014, Mr. Marshall Served as the Chief Administrative Officer (City Manager) of Richmond, VA. In that capacity, he was responsible for day to day management of the 4,000 plus employees of the government and directing the development and implementation process for the city's \$1.6 billion operating and Capital budgets.

Dr. Cynthia Newbille
City Council President
(804)321-3907
Cynthia. Newbille@Richmondgov.com

Reference No. 5

From 1999 – 2009 Mr. Marshall served as President and CEO of the Austin Revitalization Authority, an organization charged with the revitalization of a city designated revitalization district in Austin, Texas.

Dr. Charles Urdy
Board Chair
(512)926-2837