

CITY OF CLOVERDALE

CITY COUNCIL

RESOLUTION NO. 88–2019

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CLOVERDALE: (1) AUTHORIZING A FY 2019-20 BUDGET AMENDMENT IN THE AMOUNT OF \$18,750.00 FOR THE CITY OF CLOVERDALE CITY MANAGER PERFORMANCE REVIEW PROCESS, COUNCIL RETREAT AND ORGANIZATIONAL DEVELOPMENT PROJECT; (2) APPROPRIATING FUNDS FOR THE PROJECT, APPROVING AND INCREASING THE EXPENDITURES IN THE GENERAL FUND DEPARTMENT 10-102-42150-000 – CITY MANAGER CONTRACTUAL SERVICES BY \$18,750.00; (3) APPROVING AN AGREEMENT WITH EMILY JAROSZ FOR THE CLOVERDALE DEVELOPMENT PROJECT IN THE AMOUNT OF \$18,750; AND (4) AUTHORIZING THE CITY MANAGER TO EXECUTE AN AGREEMENT ON BEHALF OF THE CITY IN A FORM APPROVED BY THE CITY ATTORNEY

WHEREAS, Emily Jarosz, Executive Director with Emily Jarosz presented a proposed workplan to assist the City Council conduct various organization development tasks (“organizational Development Project”) including conducting the performance review of the City Manager; and

WHEREAS, Emily Jarosz has 22 years of experiencing providing facilitation, coaching, training, and organization development consultation for private organizations and local agencies like the City of Cloverdale; and

WHEREAS, Emily Jarosz provided a scope of work cost proposal of \$18,750 attached hereto as Exhibit A to undertake the Organizational Development Project for the City of Cloverdale; and

WHEREAS, the 2019-20 fiscal year budget does not include funding for Emily Jarosz’s Scope of Work; and

WHEREAS, there is a need to allocate funding in the FY 2019-20 budget through a budget amendment for Emily Jarosz’s Scope of Work.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Cloverdale hereby: (1) authorizes a FY 2019-20 Budget Amendment in the amount of \$18,750.00 for the City of Cloverdale City Manager performance review process, Council retreat and organizational development project; (2) appropriating funds for the project, approving and increasing the expenditures in the General Fund Department 10-102-42150-000 – City Manager Contractual Services by \$18,750.00; (3) approving an agreement with Emily Jarosz for the Cloverdale Development Project in the amount of \$18,750; and (4) authorizing the City Manager to execute an agreement on behalf of the City in a form approved by the City Attorney.

The foregoing Resolution No. 88-2019 was duly introduced and adopted by the City Council of the City of Cloverdale at its regular meeting held on the 11th day of September 2019 by the following roll call vote:

Ayes: (4) Councilmember Brigham, Councilmember Cruz, Councilmember Turner, and Mayor Bagby
Noes: (0) None
Absent: (1) Vice Mayor Wolter
Abstaining: (0) None

APPROVED:

ATTEST:


Melanie Bagby, Mayor


Maria McArthur, Interim Deputy City Clerk

Exhibit A – Emily Jarosz Scope of Work

I, MARIA MCARTHUR, Interim City Clerk of the City of Cloverdale, do hereby certify that the foregoing is a full, true, and correct copy of Resolution No. 88-2019 adopted by the City Council of the City of Cloverdale on the 11th day of September 2019.


Maria McArthur, Interim City Clerk



Exhibit A – Scope of Work
Emily and Associates
Learning Consultants

844 Via Casitas, Greenbrae, CA 94904
Phone: (415) 902-8924 E-mail: emilyj1@mindspring.com
Website: www.emilyandassoc.com

City of Cloverdale
2019-2020 Proposal

Purpose and Scope of Work:

The City of Cloverdale Mayor and City Manager is requesting a proposal that scopes out a variety of work for the next year. A very detailed scope of work with costs is being provided for a performance review process for the City Manager by the City Council (Section A) and for Executive Coaching (Section C). Client is also requesting a proposal for the design and facilitation of a half-day joint strategic planning retreat between City Council and leadership team (Section B); Executive coaching (Section C) and a 360 process for the City Manager to occur in 2020 (Section D). For Sections B and D, the costs and action steps need to be furthered fleshed out through more detailed discussion with the Clients. Emily Jarosz, Principal, Emily and Associates will be the sole consultant on the project. David Kelley, City Manager and Mayor Melanie Bagby are the Clients.

Qualifications

Emily C. Jarosz, Principal of Emily and Associates has provided a full-range of services—facilitation, coaching, training, and organization development consultation for 22 years. Her umbrella of expertise includes management & team effectiveness, strategic planning, leadership, and performance management. In addition, she has over 12 years internal experience working in public sector human resources positions.

While Emily Jarosz has worked with a variety of private sector organizations, both small and large, and non-profits, Ms. Jarosz is particularly well suited to assist the City of Cloverdale. Emily and Associates has provided services to a variety of public-sector clients. A partial client list includes: Town of Windsor, City of Healdsburg, Rincon Valley Fire District, City and County of San Francisco, Central Contra Costa Services District, City of Belmont, East Bay Regional Park District, East Bay Municipal Utility District, Alameda County, Golden Gate Bridge and Highway District, Dublin San Ramon Services District, Coastsides County Water District, MidPeninsula Regional Open Space District and Sacramento Municipal Utility District.

Section A: Performance Review Process for the City Manager

Scope of Work

The City Council is requesting a facilitated and structured process to evaluate the performance of the City Manager, after his first year. The forms, process and sequence developed can then be duplicated for future City Manager evaluations.

<i>Action Steps/Deliverables</i>	<i>Hours</i>
Develop a performance evaluation form with both key competencies and goals; Consultant will work with clients to develop and then review draft documents with Clients	2.5
Create self-assessment forms for City Manager and instructions on how to complete; distribute completed self-assessment to Council	1.5
Present finalized forms to Council with instructions on how to complete	1.0
Meet with each Council Member to review their completed evaluation form and capture their overall verbal assessment	5.0
Compile Council’s results into a completed evaluation report with numerical and written summary	2.5
Prepare and facilitate in closed Council session the performance review between the Council and City Manager	2.0
Assist the Clients in preparing new draft goals for his upcoming year for Council’s input and approval	1.0
Develop a mid-year meeting process to adjust goals, if necessary and instruct Clients on how to implement.	1.5
Meet with Clients to de-brief the process, make recommendations for next year’s evaluation	1.0

Total Hours: 18

Hourly rate of \$300

Proposal cost: \$5,400

Section B: Strategic Planning: Council/Department Directors

Scope of Work

The City Council would like to meet with the City Manager and Directors for a half-day strategic planning retreat, facilitated by a Consultant.

Deliverables & Action Steps

- Meet with Clients to discuss scope of strategic planning work in depth
- Meet with individual Council members to complete an assessment
- Complete a focus group with the leadership to complete an assessment
- Design a draft agenda for the half-day facilitation and review with the Clients
- Assist the Clients in preparing any pre-work for attendees
- Finalize the agenda
- Prepare an interactive design, potential PowerPoint and participant handout materials
- Facilitate the session and work with Cloverdale staff regarding logistics, facility, etc.
- De-brief the results with the Client and Mayor to provide feedback and any additional recommendations.

Activity/Estimated Time and Cost-Strategic Planning

<i>Activity</i>	<i>Estimated Time</i>	<i>Cost= \$300 an hour*</i>
Individual Council Interviews	5 hours	\$1,500
Focus Group with Leadership Team	1 hour	\$300
Meetings with City Manager and/or Mayor	2 hours	\$600
Design agenda, handouts or potential PowerPoint	3 hours	\$900
Facilitate offsite	4 hours	\$1,200
Total	15 hours	\$4,500

*Please note that these are reduced rates for government institution

Section C. Executive Coaching

Scope of Work/Action Steps/Deliverables

Emily and Associates offers powerful one-on-one coaching services. What is coaching? Coaching is one of the most highly effective learning programs. A consultant works with an executive (City Manager or Department Director) and develops a personalized learning agenda. Learning is maximized because coaching addresses immediate needs, provides tailored practical tools and solutions and facilitates persistent focus on agreed-to goals. Executive coaching is a process of establishing a trusting relationship where the Coach and Client work in partnership. Leaders have enormous impact on the effective functioning of the organization (culture) and department/teams. A Coach can assist in identifying where the “intent” of behavior/communication is different from “impact”. In addition, a Coach can assist in aligning leadership style to organizational goals. The ultimate outcome is a highly successful executive and organization. The complexity of City governance requires peak performance. The Executive works with a Coach to help them shift performance beyond current levels e.g., improved communication skills, better time management, increasing people skills, etc. Similar to having a personal trainer in a gym, the Coach is directing a learning process: providing useful information, structuring skill practice, and guiding the client to skill mastery. Because coaching is immediate and specific to current work assignments, the

Client incorporates learning more efficiently and quickly. Developmental coaching may span from as little as four months to a year depending on the client’s needs.

At the outset, an individualized coaching plan will be established and objectives will be determined at the beginning of the contract. The contracting process for coaching involves setting a specific time frame, clear expectations between the Coach and Client, and an assessment process. The Coach often assigns “homework”, i.e., application of a discussed skill or an action step or reading a relevant business article (provided by the Coach). In particular, executive coaching is a process of establishing a trusting relationship where the Coach and Client work in partnership.

Coaching objectives will be established at the beginning, tracked and reviewed at the end. The Client and Coach will establish coaching appointments but the Coach is also available by phone/email for quick, in the moment coaching, in addition to scheduled appointment. The Coach will meet with the Client’s boss at the beginning of the engagement to get his/her input on the coaching objectives. The Coach will also meet with this person at end of the work to provide a verbal report on work accomplished as well as recommendations on ways to sustain behavior change.

Cost

Action Step	Time	Cost
Coaching for one executive	4 hours per month of services, for a total of 16 hours	\$1,250 a month x 4 months = \$5,000

Coaching services involve an inclusive cost. Services include the actual coaching, preparation time for the coach, reviewing any documents or assignments, assessment instruments and educational materials. The Client is not charged for travel or incidental items. The hourly rate is \$312.50 an hour (public sector rate) and will be billed on a monthly basis. The sixteen hours may spread over four months to eight months, depending on the schedules of the Coach and Client.

Section D. 360 Feedback for the City Manager

Scope of Work

The purpose of 360 feedback is to get developmental feedback from those working closest to the City Manager in a written report through a structured process. Professional growth and learning is the ultimate objective. The feedback is not tied to their performance evaluation or compensation. One way we learn and grow as an adult is through receiving feedback. The data might reinforce areas of competency or might identify some unknown areas needing improvement.

The process begins with the identification of categories of participants, e.g. direct reports and other stakeholder, etc. who will provide feedback. Confidential questionnaires are tailored to those groups. A self-evaluation would also be completed by the City Manager. The Consultant also conducts an orientation for the direct reports, in order to receive honest and relevant feedback. Confidential questionnaires are sent out. The Consultant is the only person who receives the numerical and written feedback and compiles the data

into a final report. Once the report is finalized, the Consultant would meet with the City Manager to review the feedback and create a developmental plan.

<i>Action Steps/Deliverables</i>	<i>Hours</i>
Planning meeting to discuss key steps/decision, i.e., groups to evaluate, competency areas and description, etc. and timeline	1.0
Develop feedback content and specific forms for each stakeholder group, including self-assessment; review draft forms with the Client	4.0
Present timeline, steps and draft feedback forms to Client; develop participant list for each stakeholder group	1.5
Prepare materials and conduct 2 thirty-minute orientations	1.5
Work with Client to email out the feedback forms	.5
Compile numerical and written results into a 360 report	5.0*
Preparation and then Meet with City Manager to review 360 feedback report & meet a second time to prepare development plan	3.5

Total Hours: 12
 Hourly rate of \$300
 Proposal cost: \$3,600

*Total Data Input Hours: 5
 Hourly rate of \$50
 Total cost: \$250

Total Project Cost \$3,850

Four Projects Total Cost

The four projects are currently estimated to be a total of \$18,750. For Sections B & D, the action steps and costs would need to be reviewed and revised before implementation.

Proposal Considerations

- The Consultant welcomes any input and additional conversation regarding the proposal
- If the activities (overall) take less time, the Client will not be charged the full amount, as the Client is billed hourly and monthly. If the actions exceed the given time and remain in the scope of the work, the Client will not incur any additional charges.
- All invoices billed monthly and payment due in 30 days.
- Client and the Consultant will jointly agree to a timetable of activities and logistical responsibilities.

- The Client arranges for participant attendance, notifying and scheduling all the participants, facility and any equipment needed by the Consultant. The Client arranges for any participant materials to be copied.
- In the event of date changes, all attempts will be made to accommodate the Client at no additional cost.
- All information about the organization is held in strict confidentiality
- The Client will not be charged for travel time or for incidentals, e.g., phone, supplies, parking, etc.