



**CITY OF MARTINEZ**

**CITY COUNCIL AGENDA  
October 19, 2011**

**TO:** Mayor and City Council Members  
**FROM:** Rob Schroder, Mayor  
**SUBJECT:** Retaining Consultant to Facilitate City Manager Performance Evaluation  
**DATE:** October 13, 2011

**RECOMMENDATION:**

Retain The Consulting Team and, specifically, Dr. Marilyn Manning, to assist the City Council in conducting its performance evaluation of the City Manager and authorize the Mayor to execute the consultant agreement with The Consulting Team for the services specified in the August 18, 2011, proposal submitted by The Consulting Team and attached hereto.

**BACKGROUND:**

The City Council has committed to conducting a performance evaluation of the City Manager this year. In order to facilitate this process, the Mayor is recommending that the Council retain a qualified professional to assist the Council in conducting the evaluation. The Mayor has engaged the assistance of the City Attorney to develop a list of prospective facilitators and solicit proposals from them. In consultation with a retired, long-term California city manager, the City Attorney developed a list of prospective facilitators and sent RFPs to six of them. Two proposals and an approach outline were submitted in response to the RFPs all of which the Mayor has vetted.

The two proposals submitted are attached hereto as Exhibits A and B.

Based upon the Mayor's examination of the proposals and after conducting an independent review of the background of The Consulting Team, the Mayor is recommending that Dr. Marilyn Manning of The Consulting Team be retained to assist the City Council in conducting its performance evaluation of the City Manager.

In addition to the qualifications set forth in Dr. Manning's proposal (Exhibit A), Dr. Manning is currently assisting the Bay Area Air Quality Management District in conducting its performance evaluation of its general counsel. The Bay Area Air Quality Management District has been a longtime client of The Consulting Team. Additionally, Dr. Manning will be conducting a board retreat for the Board of Directors of the Central Contra Costa Sanitation District and has performed personnel and other management work with the Superintendent of Public Instruction for the Martinez Unified School District. She has also provided extensive leadership development training, personnel and mediation services for the City of Benicia. Additionally, she facilitated team building for David Livingston, the Contra Costa County Sheriff.

## SCOPE OF WORK

Dr. Manning proposes a 3-step process to the evaluation of the City Manager. One of the steps involves individually interviewing each council member as well as department heads in order to produce a 360 degree evaluation. Dr. Manning indicates that the interviews of the leadership staff is optional and the Mayor is requesting that he be authorized, after consulting with Dr. Manning and the City Manager, to determine whether or not the 360 degree evaluation is necessary at this time. Some of the other nuances and variations on the nature of the services that Dr. Manning provides can be determined by the Council as the process unfolds.

## FINANCIAL IMPLICATIONS

Depending on the nature of the services that Dr. Manning is requested to perform, it is estimated that the cost of her retention will range between \$4,000 and \$7,000.

## **ACTION:**

Retain The Consulting Team and, specifically, Dr. Marilyn Manning, to assist the City Council in conducting its performance evaluation of the City Manager and authorize the Mayor to execute the consultant agreement with The Consulting Team for the scope and services specified in the August 18, 2011, proposal submitted by The Consulting Team and attached hereto, granting to the Mayor the discretion to include or exclude interviewing department heads.

## Attachments

- Exhibit A: Proposal of Dr. Marilyn Manning, CEO, The Consulting Team
- Exhibit B: Proposal of Sherry Lund, Sherry L. Lund Associates



**The Consulting Team, LLC**

945 Mountain View Ave.

Mountain View, CA 94040

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**August 18, 2011**

**Martinez City Manager Performance Evaluation Process by Dr. Marilyn Manning, CEO, The Consulting Team, LLC. 650-965-3663 [m@theconsultingteam.com](mailto:m@theconsultingteam.com)**

**Situation and Background:** The city faces issues common to many agencies which is how can the council conduct a meaningful evaluation process of the city manager.

**Objectives:**

1. Interview each council member and key members of leadership team (optional) for input on performance. These are face-to-face, individual interviews.
2. Review past documents and assessments, job description, and annual goals
3. Align this process with past processes
4. Set realistic future performance goals that include:  
Specific, measurable management goals  
Educational and professional development goals and goals to improve relationships with all stakeholders

**Step One: Background preparation and individual interviews with council members**

Review job description, past evaluations, past goals, and other background information.  
Estimated time: 2-4 hours

Initial meeting with City Manager for background: 1-2 hours

In person (preferred) or phone interview meetings with council members, evaluating the performance.

Estimated time: Interviews average 60 minutes each

Conduct interviews with key leadership staff to produce a 360' evaluation. This is recommended, but optional.

Estimated time: 8 hours

Interview with City Manager: 1-2 hours

**Step Two: - Written Assessments and Compiling for Report**

Compile results. 3-4 hours estimated time.

**Step Three - Facilitated session**

- A. Dr. Manning facilitates a closed session with the council to discuss results of interviews and reach consensus on what is to be presented.
- B. Debrief city manager.
- C. Facilitate joint session with council for discussion, clarification of expectations and agreement of tentative annual goals. Estimated time: 4-6 hours for both
- D. Optional: Have a recorder/scribe attend sessions to improve accuracy and detail; Elaine Schmitz on staff.
- E. City Manager responds to this formal evaluation process with his/her finalized written goals and measurements which are submitted back to council within 30 days for mutual agreement. Dr. Manning has coaching session with city manager and reviews his/her goals before submission to council.

Estimated time: 4-8 hours

- F. Optional: an additional facilitated session could be scheduled in 60-90 days to review progress, adjust goals, clarify expectations, and promote open communication.

Estimated time: 2-3 hours

**Projected results:**

An updated successful and positive evaluation process with appropriate format and realistic performance goals.

**Estimated Costs:**

Fee schedule attached. Basic consulting fees at government discounted rate of \$3200 per 8 hour day (\$400 hourly) plus mileage; recorder/scribe is offered at \$100 per hour; leadership assessments available including Emotional Intelligence and leadership style at additional materials charge.

Dr. Manning and The Consulting Team have over 20 years experience with public agencies, consulting to over 50 cities, special districts, counties and state agencies. They have extensive experience with organizational assessment, performance evaluations and processes. They are flexible and efficient. Client referrals available.

References:

Anne Calwell, City Manager and HR Director for City of Benicia  
[Anne.calwell@ci.benicia.ca.us](mailto:Anne.calwell@ci.benicia.ca.us)

Bob Bell, Human Resources for City of Redwood City  
650-780-7287  
[bbell@redwoodcity.org](mailto:bbell@redwoodcity.org)

Brad Kilger, City Manager for City of Benicia  
707-746-4200  
[Brad.Kilger@ci.benicia.ca.us](mailto:Brad.Kilger@ci.benicia.ca.us)

Freda Warren, HR for City of Pleasant Hill  
925-671-5221  
[fwarren@ci.pleasant-hill.ca.us](mailto:fwarren@ci.pleasant-hill.ca.us)

Gail Lang, Director of Administration for Minami Tamaki, LLP  
415-788-9000 x116  
[GLang@minamitamaki.com](mailto:GLang@minamitamaki.com)

Gary Hampton, Police Chief for City of Tracy  
(c) 650-678-5531  
[garyh@ci.tracy.ca.us](mailto:garyh@ci.tracy.ca.us)

**Marilyn Manning, Ph.D.**  
**CEO, The Consulting Team, LLC**  
945 Mountain View Avenue  
Mountain View CA 94040  
[M@TheConsultingTeam.com](mailto:M@TheConsultingTeam.com)  
650-965-3663

### **Professional and Volunteer Activities**

- Founder and CEO of The Consulting Team, LLC, an organizational development and management consulting firm specializing in strategic planning, organizational and individual assessments, meeting facilitation, executive coaching, conflict mediation, and training. Instructor and designer of graduate courses and trainings. Keynote speaker at conventions.
- El Camino Hospital Foundation Board of Directors: Development Committee Chair
- El Camino Hospital Planned Giving Council
- Green Town Los Altos Executive Committee
- Past Chair of Board of Trustees, Institute of Transpersonal Psychology Graduate School; current Board member
- Past Chair and board member of National Speakers Association, Northern CA.
- Past National Committee Chair of the following NSA committees: strategic planning & finance, certification, scholarships, fundraising, and the Foundation

### **Current Clients include, but not limited to:**

PayPal, Wells Fargo, Stanford University, CA State University System, San Jose State University, University of CA system, Mills College, St. Mary's College, West Valley-Mission Community College District, Agua Caliente Tribal Council, Bay Area Air Quality Management District, over 50 CA cities, six CA Counties, Idaho Emergency Physicians, Goodwill, Santa Clara Valley Water District, State Compensation Insurance Fund, Symantec, United States Geological Survey, Packard Foundation.

### **Summary of Qualifications**

#### **Management, Facilitation, Fundraising, Sales, and Organizational Development Experience:**

- Department Manager and curriculum developer for Palo Alto Unified School District
- Foothill College, CA: Managed a business organization, which linked American and European businesses.
- Project leader for organization-wide strategic planning, customer service, & leadership programs for clients including Symantec, General Electric, National Semiconductor, Unocal, GTE, Stanford University Hospital, U.S. Dept. of the Interior, Malaysian Government

- Certified by Inscape Publishing to administer the Personal Profile, 360' leadership feedback, Emotional Intelligence, and over 30 assessment tests
- Sales and Marketing - Cornish and Carey Real Estate, CA

### **Education**

Ph.D., M.A. Institute of Transpersonal Psychology, Palo Alto, CA (1984)

M.A. Social Science - San Jose State University (1981)

### **Publications and Awards**

- CMC (Certified Management Consultant)
- CSP (Certified Speaking Professional)
- Who's Who in American Colleges and Universities
- 7 books published in 8 languages: *The Communication Coach II (2007)*, *Developing as a Professional: 50 Tips for Getting Ahead*, *Leadership Skills*, *Professionalism in the Office*, *Office Management*, *One Stop Guide to Workshops*, and *Starting Your Own Business*



## Non-Profit & Government Fee Schedule The Consulting Team, LLC

### Workshops & Management Consulting

Location	Per diem
SF Bay Area (Within 50 miles of Mt. View)	\$3200 (1-3 hrs. \$2000)
California	\$4000
USA	\$5000
International	\$6000

### Coaching, Interviews & Assessments

**Hourly Rate \$400: 2 hour minimum if within 50 miles of Mountain View; 8 hour minimum over 50 miles**

### Speeches

Location	1-3 Hour
SF Bay Area	\$4000
California	\$5000
USA	\$6000
International	\$7000

Travel expenses or mileage are added to all rates.

*The Consulting Team, LLC has additional associates with fees that are discounted from the above rates. Please contact us if you would like to consider one of our associates.*

"Your ability to help people recognize a problem, even if they are a part of it, and then come to a mutually agreed upon resolution is a reflection of your high degree of professional skill and empathy. We are deeply appreciative for your help."

—William Normark, U.S. Department of the Interior

### Workshops

Managing Change, Leadership, Management 101, Conflict Mediation, Communication, Team Building, Meeting Facilitation, Customer Service

### Consulting Services

Leadership Coaching, Conflict Mediation, Facilitation of Meetings and Retreats, Team Building, Strategic Planning, Anger and Stress Management

### Speeches

Leading Change, Managing Conflict, Leadership Styles & Effectiveness, Building Better Teams



Dr. Marilyn Manning, CEO  
The Consulting Team

**Dr. Marilyn Manning References**

Bob Bell, Human Resources for City of Redwood City  
650-780-7287  
[bbell@redwoodcity.org](mailto:bbell@redwoodcity.org)

Brad Kilger, City Manager for City of Benicia  
707-746-4200  
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Freda Warren, HR for City of Pleasant Hill  
925-671-5221  
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Gail Lang, Director of Administration for Minami Tamaki, LLP  
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[GLang@minamitamaki.com](mailto:GLang@minamitamaki.com)

Gary Hampton, Police Chief for City of Tracy  
(c) 650-678-5531  
[garyh@ci.tracy.ca.us](mailto:garyh@ci.tracy.ca.us)

Anne Calwell, City Manager and HR Director for City of Benicia  
[Anne.calwell@ci.benicia.ca.us](mailto:Anne.calwell@ci.benicia.ca.us)

**Jeff Walter**

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**From:** <SherryLund@aol.com>  
**To:** <jwalter@walterpistole.com>  
**Sent:** Tuesday, September 20, 2011 5:00 PM  
**Attach:** Lund Consult Serv to City of Martinez.doc; LundproposalCMEval9-20-11\_final.docx  
**Subject:** CM eval proposal attached



**247 La Cuesta Drive**  
**Portola Valley, CA 94028**  
**(650) 619-5500 fax (650) 561-8414**  
**sherrylund@aol.com**

September 20, 2011

Dear Mr. Walter:

Thank you for your request for a proposal for the City Manager evaluation process. It is attached for your consideration.

I mentioned that I will be on vacation from Oct. 4-12. I have included a schedule that would make it possible to complete the process by the end of October. Doing so assumes that Council decides to work with me by the end of this week (or sooner!) and can be available to meet for a one-hour closed session no later than Thurs., 9/29 of next week. If that is not possible, but they feel that I am the right fit for this work, then I think that the process could be accomplished by extending the final due date by a couple of weeks.

I'm not sure if the City Manager is working on or has prepared a self-evaluation of any kind, but I would suggest that he do so right away, whoever the Council works with. I think it is important for the CM to provide this background information to Council as they consider their own performance feedback. I personally like to see a 2-5 page reflective summary of primary accomplishments. If desired, more details could be attached. Since there is time-sensitivity here, it would be good to have this underway.

**You also asked for four references.** I am giving you more than four individuals, as some of these folks can be tough to reach. Also, City Managers and Council members may have different insights to offer, so I am sharing some of each. I have each reference to provide some context:

- City of Dublin – I have worked with the Council and City Manager on two performance evaluation cycles, and also have worked with them on strategic planning since 2008.
  1. Joni Pattillo – City Manager (925) 833-6650 (Dora Ramirez, Admin: 925-833-6656)
  2. Tim Sbranti – Mayor (925) 833-6650 (or call Dora as above)
- City of Palo Alto – I have worked with the nine Council members and the four CAO's (City Manager, City Attorney, City Auditor, City Clerk) for four evaluation cycles.
  3. Sid Espinosa – Mayor (650) 693-1397 Work (Dir. Of Corporate Citizenship and Philanthropy – Microsoft Corp.)
  4. John Barton – former City Council member who was CAO Committee Chair for two years (so I reported to him on the eval process). He is also Chair of the Architecture

Dept. at Stanford and he has a very strong understanding of the evaluation process:  
 (650) 331-1201

- City of Fairfield – I worked with the City Manager and his Council on one evaluation and also

facilitated a Council planning workshop. Sean has referred me to a number of other projects as well, so he has seen me work with a variety of challenging groups:

5. Sean Quinn, City Manager (707) 428-7400
- City of Chula Vista – I worked with the City last week on a Council retreat. While this was not an evaluation project, it is an example of my ability to create a safe environment for discussion with a group that has some pretty intense disagreements.
  6. Jim Sandoval – City Manager (suggest calling his admin: Donna Toledo: 619-409-5997)
  7. Cheryl Cox – Mayor (619) 691-5044 (Admin: Natalie Flores)

**Finally, I am also attaching a product and services description which includes a bio sketch and sample client list plus examples of client engagements and results.**

I hope that I have captured the Council's needs for this work. As I mentioned in our telephone conversation, I customize the work I do for each client's specific situation, so I am happy to make modifications in the process and outcomes as long as the quality can be preserved. Please let me know if you need any additional information. I would be pleased to work with your Council and City Manager in achieving their desired results.

Best regards,

Sherry Lund

**Contact Info:**

mobile (650) 619-5500

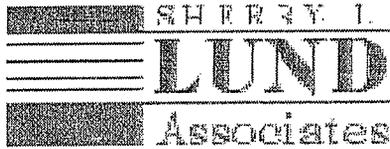
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<http://www.eset.com>



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## An Introduction to Sherry L. Lund Associates ORGANIZATIONAL DEVELOPMENT CONSULTING SERVICES

Sherry L. Lund Associates provides **highly leveraged, innovative, and results-oriented solutions that are customized to your unique needs.** We are committed to **client-centered customer service** and developing enjoyable and long-term working relationships with our clients.

- We are **systems consultants.**
- We **customize solutions** to your unique needs.
- We are committed to the **highest ethical standards.**
- We have a **pragmatic and realistic approach** to workplace issues.

We:

- *Help organizations* to become **nimble, streamlined, and responsive.**
- *Help intact, cross-functional, global, and newly merged teams* to speed up the process of **working together effectively and achieving their objectives.**
- *Help managers and individuals* to make their **highest level contribution.**

On the following pages, you will find more detailed descriptions of how we can help you and your organization in each of these areas:

- **Strategic Planning**
- **Organizational Transition and Change**
- **Executive Performance Evaluation and Executive Coaching**
- **Assessment**
- **Reengineering/Work Redesign/Organizational Design**
- **The Myers-Briggs Type Indicator (MBTI)**
- **Joint Development/Mergers/Acquisitions**
- **Team Development**
- **Customer/Client Satisfaction Strategy**

For the best leverage of your time and dollars and the greatest impact on results, we **link and integrate our work with the functional tools and systems you have in place now.**

# ORGANIZATIONAL DEVELOPMENT CONSULTING

## Strategic Planning, Facilitation, Meeting and Retreat Planning

A quality strategic plan is more than long-range visioning and forecasting. It goes beyond merely predicting the future--it enables us to actually influence our future. We provide consulting on strategic plan development through all phases: assessment and design, process facilitation, and integration of the plan into goal-setting and budgeting.

### Our process:

- **Saves time and money.** A quality plan assures that limited human and financial resources are targeted in those areas which have the greatest impact on our future.
- **Provides focus, clarity and alignment.** Managers, Councils/Boards, and employees work together more effectively and efficiently because they are moving in the same direction.
- **Is crisp, actionable and realistic.** Generating too much volume leads to inaction.

### We work with clients by:

- Providing **consulting through the entire planning process** – assessment, design and facilitation of all meetings, process integration, and tracking results.
- **Designing a process that optimizes results within the client's culture, time and cost constraints and expectations.**
- **Integrating the plan** with organizational goal-setting and budgeting cycles.
- **Making the process enjoyable** along the way.

## Organizational Transition and Change

Organizations are increasingly confronted with how to bring about **major change with the least disruption** to productivity and morale. We support organizations dealing with the following challenges: **mergers; acquisitions; joint development initiatives; rapid growth; downsizing; reorganizing; work redesign; introduction of new technology; or changing your corporate culture.** We can provide you with any or all of the following types of support:

- Assessing **culture fit** issues
- **Retaining employees** during mergers, acquisitions, and management changes
- Formulating an effective **change and transition management plan**
- Overcoming resistance to change
- Developing a plan for **communicating change** to employees and customers— content, timing, and specific audiences
- Coaching managers, transition team members, and HR staff
- Facilitating small- and large-group sessions to **renew energy and commitment** and **refocus work objectives**; and,

**Designed change** can help keep organizations change-ready, retain intellectual capital, cut down on productivity loss, and minimize the costs of making major changes.

## **Executive Performance Evaluation and Executive Coaching**

We work with Boards and City Councils to **design and facilitate executive assessment**. Processes frequently include **collecting and collating data, facilitating performance discussions and presentation of reviews**. We have often also designed going-forward processes that are **prospective, simple tools that provide quality measurements, and systems for tracking performance** and providing feedback throughout the year.

We also frequently coach executives and managers individually. Clients typically come to us as a result of one of the following situations:

- A high performing executive/manager wants to **increase effectiveness, strengthen skills, and/or fast track preparation for running an organization**;
- An executive or manager with a **strong technical background** wants individual coaching to **fill in gaps of knowledge in management**, organizational structure, change management, communications, etc.
- An executive or manager is **stalled in his/her career** and wants to overcome the barriers to career advancement;
- An individual wants to **reassess his/her career path** and consider other options;
- An individual is **on a performance plan** and needs individual support to succeed in his/her current position.

A **customized plan, goals, and success factors** are developed to match the unique needs of each client. We use a variety of **assessment tools** as part of the process. **Active coaching and progress reviews are done in person and by telephone, typically over a period of 3-6 months**. Clients have specific assignments to complete between coaching sessions. Ask us for a package and quote tailored for your specific needs.

### **Assessment**

A lot of time, energy, and resources can be misspent on addressing symptomatic issues. Our assessment expertise allows us to **identify underlying problems and their causes and to throw light on the subtle factors at work in a situation**. We add value to the diagnostic process by:

- Drawing people out in a private setting, helping them to open up, and allowing them to fully articulate their concerns and relevant information;
- **Separating major issues from lesser issues and system noise**;
- Focusing on what's working (**build on strengths**) as well as improvements;
- Providing a **skilled, professional, "outside" view** of the situation.
- Evaluating the **consequences of action alternatives** on the total system in order to achieve more impactful and lasting results in your organization.

We report group themes, maintaining the anonymity of individual feedback. We also make recommendations, and help you formulate action plans and communication plans.

## Reengineering/Work Redesign/Reorganization

Changes in customers, technology, competition, and the external environment all may call for a new paradigm for doing business. Organizations often reach a point where evolution and fine-tuning no longer meet the challenges of today and tomorrow.

We are experts in reengineering, work redesign, and reorganizations. Many consulting firms do an excellent job on the intellectual design process; but they often leave the work force in ashes. The resulting chaos and uncertainty affects all, causes top performers to leave, and leaves others disoriented and unmotivated.

**Our strength in reengineering, work redesign, and reorganization is the result of our expertise in change and transition management and our ability to integrate human factors into work and structural design.** Areas often overlooked that we excel in include:

- Treating employees with respect during the change process
- Maintaining a positive work environment
- Communicating ethically and often through a clear plan
- Maintaining positive customer relationships
- Helping employees deal constructively with the difficult changes that are necessary for staying competitive and producing results

## Joint Development Initiatives, Mergers & Acquisitions

**We help JD and M&A teams get off to a fast, positive start.** You've already identified the value drivers in the JD deal. Our "Doing What Matters" process makes sure that the *organizational elements and processes* are lined up for success from the beginning. Once these initiatives are well underway, the sheer volume of demands on everyone's time makes it harder and harder to figure out what to do and to get the right processes and tools in place. We provide assessment, a fast launch process to help you focus on "Doing What Matters," change and transition management, and meeting design/facilitation services to help you be successful.

## The Myers-Briggs Type Indicator

We are experts in the use of the Myers-Briggs Type Indicator (MBTI). The MBTI is the most widely-used instrument for executive and management development. It is invaluable for helping managers and team members understand their own interaction and decision-making styles, understand others' different styles, and **appreciate the value of the differences**. This tool has been **used successfully in multicultural and multinational settings**. With 70 years of research behind it, the MBTI is a powerful and enjoyable mechanism for building effective work relationships in intact or cross-functional teams or with customers. Our publisher is Consulting Psychologists Press, publisher of the MBTI.

## Team Development

We provide team development for **intact work groups, cross-functional teams, executive teams, and business process re-engineering initiatives**. We have **particular expertise** in working with **multi-national teams, and teams operating across multiple sites and broad geographies** (both functional and cross-functional).

Our overall approach to team development is focused on addressing business issues, creating commitment, and improving interpersonal relationships.

- **Business solutions.** Teams improve their ability to work collaboratively while they address business issues.
- **Commitment.** We use a carefully structured process that helps teams identify their blocks to productivity and create solutions to which they're committed.
- **Improved relationships.** We recognize that business demands and pace create ripe environments for conflict. Our approach helps team members work through the inevitable conflicts in a constructive manner. We help surface issues in an open and supportive atmosphere, focus on the critical work elements, and help negotiate differences for lasting improved relationships.

We are known for our expertise in using the **Myers-Briggs Type Indicator (MBTI)**. The MBTI is used widely in business to help team members both more fully appreciate each other's unique strengths and capitalize on individual differences (rather than let these become obstacles).

## Customer/Client Satisfaction

We work with you to develop a unified **system-wide strategy** to make you an industry leader in both **Web-based or traditional commerce**. We help you to:

- 1) **Assess customer satisfaction** through customized
  - Individual **interviews**;
  - **Focus groups**;
  - **Design of survey instruments**; and
  - **Product or service sampling**.
- 2) **Develop clear action plans** based on customer feedback.
- 3) **Implement action plans** in your organization; e.g.,
  - **Redesign weak service links**;
  - **Building on the elements that are working well**;
  - **Streamline** customer processes;
  - **Resolve blocks in the supply chain or in cross-functional interfaces** that may be hindering customer satisfaction.

Depending on your need, consulting services can take the form of a **single simple intervention or a major multi-year process**.

## SHERRY L. LUND

**Sherry L. Lund** is a management consultant, author, and speaker whose clients are located throughout the U.S., Canada, Europe, the Middle East, and Asia. Sherry L. Lund Associates, based in Portola Valley, California, provides management consulting services in the areas of multinational and domestic team development, strategic planning and alignment, change and transition management, executive performance and coaching and process re-engineering.

Sherry brings to her work a broad background in the public and private sector, working with high technology, health care, biotechnology, financial services as well as Cities, Counties, major universities, and foundations. She is a superior executive coach and facilitator of organizational change who is known for her business acumen, her clear thinking, her good humor, and her ability to balance strategy and vision with practical realities. Her clients rely on her knowledge of and sensitivity to people of diverse styles and cultures. She is an expert in the use of the Myers-Briggs Type Indicator.

Sherry has previously served as an Advisory Board member for Santa Clara County's Organizational and Staff Development Department. She has also been an Advisor to Santa Clara University's Executive Development Center of the Leavey School of Business.

Sherry holds a B.A. in Communication and Theatre Education from the University of Colorado, Boulder and an M.A. in Communication (organizational, interpersonal emphasis) from the University of Colorado, Denver. Her master's thesis research focused on interpersonal behavior of physicians. She is a national and local member of the Organizational Development Network, and the Association for Psychological Type, a former Board member of the Bay Area Association for Psychological Type, and has been featured on *Oprah* about the MBTI. She is the co-author of Making It In Today's Organizations: Career Enrichment, Career Advancement and Career Transition, published in 2000 by Consulting Psychologists Press.

### REPRESENTATIVE CLIENT LIST

Acco Brands	Alameda Co. Emergency Medical Systems
Alameda Co. Public Health Department	American Electronics Association
Apple Computer	Carnegie Mellon University - Provost
Charles Schwab Corporation	Cisco Systems
City of Chula Vista	City of Dublin
City of Fremont	City of Palo Alto
City of San Ramon	City of Santa Rosa
County of Santa Cruz	County of Riverside
Dazel Corporation	Driscoll's
Fox & Carskadon	The Gap, Inc.
Genelabs, Inc.	Hewlett-Packard Company
Hospice of Bend-LaPine	Icarian
Intel Corporation	Jurika-Voyles, Inc.
Levi Strauss & Co.	Lluminari (Nancy Snyderman, Susan Love, M.D.'s)
Nellcor, Inc.	Northern Telecom
Pro-Duct (Susan Love, M.D.)	Quantum
San Joaquin County Medical Center	S. H. Cowell Foundation Board
Santa Clara Valley Water District	Seagate
Sony Computer Entertainment	Summit Medical Center
Sun Microsystems	Trimble Navigation, Inc.
University of California	Viacom

## Some Examples of Client Engagements and Results . . .

- **Developing strategic and operational plans that provide clarity and focus.**
- **Redesigning work, organizations, and systems to provide better service, to streamline and integrate processes, and to reduce costs.**
- **Coaching executives for improved performance and professional development/advancement.**
- **Supporting joint development initiatives, mergers, acquisitions, and divestitures.**
- **Designing and facilitating an international conference.**
- **Speeding up and improving teamwork; helping teams embrace changes in management and/or membership while increasing productivity.**
- **Helping sales teams achieve a competitive edge through improved account relationships and intra-team collaboration.**
- **Using customer and employee feedback to achieve measurable service increases.**

We provide a broad range of organizational consulting services: work and business process redesign, assessment, mergers and acquisitions, change and transition management, facilitation, customer satisfaction strategy, and strategic and project planning--all in a systems consulting framework. **We help our clients achieve a competitive advantage by developing practical customized solutions to business problems. We are systems consultants who focus on long-term solutions that are highly tailored to your needs.** If we can support you and your goals, please let us know. We'd be happy to meet with you and talk in more detail about your objectives.

Following are a few examples of ways in which we've served our clients:

### *Developing strategic and operational plans that provide clarity and focus.*

- **Strategic Planning consulting** for several California cities.. Consulted on plan and process design, facilitation of major meetings, served as consultant to City Manager and Strategic Task Force, made City Council presentation/facilitation resulting in a 15-year strategic plans that had stakeholder buy-in and was well-integrated into the goal-setting and budgeting planning processes.
- **Strategic Planning consulting** for a financial services organization. Designed a tailored planning process, facilitated key meetings of staff and Board of Directors resulting in a plan that staff could be excited about and implement, and a Board that applauded the plan's integration into business systems and employee objectives.

- **Strategic Plan development** for a major multi-site medical center that gained the alignment and support of the Board of Trustees, staff, physicians, and labor.
- **Strategic and product plan development for a high tech R&D team.** Conducted an assessment of past processes and usable tools, debrief recommendations, designed and facilitated meetings that resulted in exceeding client expectations for the plan results and process.
- **Strategic planning process for a legal litigation firm.** Conducted an assessment, debriefed recommendations, designed and facilitated meetings with partners. Resulted in a well-integrated plan, a new business model, and improved marketing approach, and more clearly defined decision-making.
- **Strategic Plan, organizational design, and plan implementation consulting** to a public health care agency undergoing major culture and service shifts. As a result, the agency moved from providing population-based services to community-based services, initiating public/private partnerships, changing the funding base, and redesigning the organization. Plan development, facilitation of strategic and operational meetings, and ongoing consulting.

***Redesigning work, organizations, and systems to provide better service, to streamline and integrate processes, and to reduce costs.***

- **Design and facilitation of a financial work redesign process** for a Fortune 500 corporation. Designed a process and facilitated thirty participants from Europe, South America, Asia, and the U.S. in simplifying and integrating strategic planning, budgeting, capital expenditures, and systems requirements, streamlining paperwork and saving thousands of hours of time for over 2,000 managers worldwide.
- **Design and facilitation of a project post-mortem process** for a software development corporation, that resulted in faster TT\$ for future releases and an increased continuous learning environment.
- **Design and facilitation of a reinvention strategy and launch process** for a global services team of a major corporation. Met quarterly with top 20 global managers to define business opportunities, economic buyer/billing model, vision of people, processes, and services, operation principles, priorities, owners, action plan and communication plan. The result was cost savings to the corporation and alignment down and across the team of 5,000 employees worldwide in this group.
- **Design and facilitation of a comprehensive redesign of a county emergency medical system,** that was the result of the collaboration of disparate groups – city managers, EMT's, ambulance service companies, fire captains, unions, physicians, third party payors, and county EMT administrators. This work gained nationwide attention and an article co-authored with the client was featured in the "Futures" section of the 40th anniversary issue of the *Journal of Emergency Medical Services*.
- **Design and facilitation of a comprehensive capacity assessment process** for a County public health department that provided the foundation for integration of 11 clinical and policy departments and improved service to clients and the community.
- **Design and facilitation of a streamlined planning and budget proposal process** for the channel marketing organization of a Fortune 500 corporation resulting in time and cost savings for 30 managers, and improved working relationships with other department partners.

## ***Coaching executives for improved performance and professional development + Facilitating executive performance evaluation***

- **Coaching executive teams, individually and as a whole** to work more effectively as a leadership team and increase enterprise-wide effectiveness.
- **Coaching senior executives in the public and private sectors** who want to increase their effectiveness and engage in tailored professional development. We will describe these engagements in clusters in order to preserve the anonymity of individual clients:
  - *A variety of executives in the private and public sectors who were stalled in their careers* due to interpersonal difficulties, difficulty creating a vision and strategy, difficulty executing to the strategy, etc.
  - *A variety of executives who were identified as high performers with high leadership potential* by their organizations who needed fast, personalized development in order to prepare for a promotion.
  - *CEO/Entrepreneurs of start-up companies* who needed support on working with his/her staff and getting results in a small, fast-moving development environment.

In each of these situations, we developed an action plan with the client, and provided tailored, focused coaching to help those clients achieve their goals. We have worked with many clients in a variety of industries and organizations: high tech, health care, government, financial services, entertainment, fashion, and education, among others.

- **Facilitation of performance evaluations with City Managers, City Execs, Boards, and CEO's.** Collected and collated feedback comments and data, facilitate performance discussions and presentation of feedback. Assisted in setting performance objectives and developing simple and clear measurement tools and processes. Resulted in fair, professional performance assessment, clear agreements and goal-setting for the future, and enhanced ability to influence future performance.

## ***Supporting joint development initiatives, mergers, acquisitions, and divestitures.***

- **System-wide effectiveness audit of a joint development initiative** between a major high tech corporation and a smaller partner. Presented findings and recommendations to management, and facilitated course correction plan, resulting in faster TT\$, fewer surprises with negative impact, and improved communication between the partners.
- **Representative/consultant for VP of HR on acquisition team** in a major financial services organization. Provided consulting to acquisition team on change and culture issues. Kept VP of HR apprised on strategic and operational issues; made recommendations on change and employee integration process, resources, and priorities. Resulted in proper resourcing and project management for acquisition process, proactive avoidance of problems, employee retention, and a smoother transition for both organizations and their employees.
- **Consultation to General Manager and staff on a divestiture.** Provided expertise on change management and employee retention. Coached GM, management/ supervisory team, and individuals throughout divestiture and subsequent acquisition with another major organization. Resulted in

reduced liability for the company, continued engagement of employees throughout the process, and successful outplacement of the entire workforce.

***Speeding up and improving teamwork; helping teams embrace changes in management and/or membership while increasing productivity.***

- **New Manager/New Team Fast Start** consulting for a Vice President of a global high-tech firm who manages a 15,000 person, \$4 billion segment of the organization. Design and facilitation of a similar process to speed up onboarding and teamwork for:
  - City Managers and several City department heads.
  - the VP of a large high-tech human resources group, which supports some 39,000 employees.
  - the CEO of a medical center with 2,000 employees.
  - the CEO of a high-tech start-up organization.
  - and numerous other CEOs and their executive teams and department managers and their staffs.

- **Board development** for a large, private foundation's Directors, resulting in a Board succession plan, plus a more effective and efficient meeting process.

- **Team development consulting** with a variety of intact and cross-functional teams in a broad spectrum of industries. We specialize in addressing the unique challenges of groups who are split across domestic and international geographies or internal groups working cross-functionally. Some examples of team we have worked with include:

- Teams that had conflicts due to personality issues and cultural issues, resulting in better use of time and greater job satisfaction;
- Teams that functioned quite well, but wanted to maximize their performance, resulting in accelerated learning and performance;
- Teams that had historically operated as silos, who needed to function as an integrated team, resulting in greater collaboration on integrated business goals and customer service.
- Teams that were not achieving their results and wanted to ID the problems and course-correct, that resulted in action plans that produced results.

- **Consulting on a multidisciplinary City research and development initiative**, combining Community Development, Redevelopment, and Housing. Results included leveraged impact of the three groups, streamlined processes, strengthened interfaces, and increased results for the community.

- **Facilitation of project team leaders on a capital fund drive** in quarterly meeting reviews over a one-year period that resulted in increased individual and team accountability and financial results.

***Designing and facilitating an international conference.***

- **Design and consulting for an international conference in Hong Kong** attended by U.S. Fortune 500 corporations (1/3 of attendees), and major Asian corporations located in 12 Asian countries (2/3 of attendees). Provided consultation on intercultural issues with our associates from Hong Kong, Laos, and China. Also facilitated plenary sessions. Results were a high level of engagement and

participation among attendees from diverse cultures with many languages, culturally-appropriate session design and facilitation, and very high evaluations from attendees.

***Helping sales teams achieve a competitive edge through improved account relationships and intra-team collaboration.***

- **Consulting on customer effectiveness with a high-tech marketing team.** We helped them to understand their customer's profiles and showed them how to be more competitive.
- **Consulting on internal sales teamwork** with sales regions of another high-tech organization that resulted in an increase in teamwork effectiveness and their strengthened ability to serve the needs of diverse accounts.

***Using customer and employee feedback to achieve measurable service increases.***

- **Design and implementation of a customer satisfaction survey** for a Fortune 500 global high tech group over a 5-year period. This process was transferred to the client organization over a four-year period. Results included large improvements in all thirteen metrics, reduced risk in meeting product release targets, and significantly reduced TT\$ for the organization.
- **Design and implementation of an employee satisfaction survey** over a period of 3 years for a Fortune 500 global high tech organization, resulting in significant increases in employee retention, career development, and job satisfaction.
- **Culture and employee satisfaction assessment interviews** of all employees of a rapidly growing financial services company. Provided results and recommendations to the CEO and senior management team, and facilitated an action plan that resulted in the implementation of that plan, including related communications to employees.



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September 20, 2011

Jeffrey A. Walter, City Attorney  
City of Martinez, CA  
C/o Walter & Pistole  
670 West Napa Street, Suite "F"  
Sonoma, CA 95476

Dear Mr. Walter:

Thank you for the opportunity to present a proposal for the City Manager performance review process. A description of my proposed approach follows.

### **Project Description**

The Council wishes to conduct a performance review of the City Manager by the end of October, 2011. This will be the first evaluation for this City Manager during his nearly 3-1/2 year's tenure in the position. There are no previous evaluation criteria in place at this point in time. You are seeking the support of a neutral third party professional to assist the City Council with the process.

### **Benefits and Outcomes of Working with Me**

*There are three primary roles I play that benefit the process:*

1. Providing technical consultation on the performance management process: e.g., developing evaluation criteria, ensuring methodology is sound, providing HR expertise.
2. Serving as an organizational consultant: sharing best practices, providing perspective on what is customary in other municipalities, providing expertise on leadership practices.
3. Providing neutral third party facilitation to assure that all views are heard and considered and helping to negotiate agreement. A City Manager cannot reasonably take direction from five separate bosses, so it is essential for a Council to agree on unified direction to that Manager.

*There are three primary outcomes from this process:*

1. A competent and professional review process that provides a template for future reviews.
2. Agreement on evaluation criteria going forward.
3. A written evaluation document for the City Manager's personnel file that reflects the single direction from Council on performance assessment and expectations. I prepare this document for signature by Council and City Manager and copies typically go to the personnel file, to the City Manager, and to me.

A secondary outcome of the City Manager review process is that it forces Councils to get clear about what they want as a unified body in order to communicate that direction to their City Manager.

### **Sherry L. Lund Associates Design/Facilitation Principles**

We use the following design and facilitation principles to ensure the quality of our work:

1. Provide **customized design and service** that reflects the City of Martinez's specific needs and culture.
2. Ensure **simple, clear and sound evaluation tools and agreements**. More complexity does not necessarily lead to a more sophisticated outcome.
3. Assure feedback that is **balanced** across the full 12-month evaluation period.
4. Encourage Council members to **identify priorities**. Not all evaluation criteria are equal.
5. Assure a safe, professional, and mutually respectful environment for review discussions/feedback. We are an **advocate for all points of view being heard** within a **professional and respectful environment**.

### **Project Tasks and Consultant Responsibilities**

The time requirements for each Council member will be as follows:

- A **half-hour individual phone conversation** with me so that I can understand any individual concerns and desires about the process.
- A **1-hour closed-session meeting** as a group to answer questions and be sure we are aligned about how the process will work.
- Time to complete the written review (typically **30-60 minutes**).
- An approximately **half-hour individual phone call** with me after I receive written feedback.
- An approximately **two-hour closed-session evaluation meeting** as a group. The length of the session is dependent on both Council and me. I do my part by organizing in advance and by effective facilitation; but ultimately Council members decide how long they wish to talk.

Following is a step-by-step review of the project tasks and consultant responsibilities:

### ***Phase I - Preparation for Review Session:***

In preparation for the review session, I will do the following:

- Interview the City Manager and provide guidance for his self-evaluation (based on my draft criteria).
- Interview each Council member for a half hour by telephone to be sure that I understand each person's needs/concerns about the process. This information is confidential to me only.
- Meet with Council in closed session as soon as possible (for 1 hour) to be sure we are all aligned on the process, and to answer any questions.
- Email instructions and the evaluation form to Council for completion.
- Read all Council review comments; meet with each Council member for approximately ½ hour by telephone to refine and clarify written feedback. During these calls, I do two things:
  - Resolve unclear feedback and make sure comments are actionable.
  - Elicit additional examples if they would provide more clarity.
- Compile feedback from Council feedback, develop a written evaluation summary, and send this summary to Council for pre-discussion reading.

### ***Phase II - Performance Review Session***

I meet in closed session with the Council alone. I bring a straw-man draft of a series of statements that seem to reflect Council's collective feedback. Together, we refine the language and discuss any points of disagreement. I work in real time on my laptop and when we are completed, I print copies for the Mayor and for the City Manager.

At that point, we ask the City Manager to join the meeting. The Mayor reads Council's agreed-upon review to the City Manager; then discussion ensues. This is an opportunity for the City Manager and Council to ask follow-up questions and discuss performance issues that are not possible or appropriate for open Council meetings. This meeting is typically 2 hours, but may possibly go longer, depending on the nature of the issues.

### ***Phase III - Post-Session Wrap-Up***

Following the review session, I will:

- Document agreed-upon Council feedback for written review.
- Meet with the City Manager to debrief the evaluation meeting.
- Prepare final evaluation file copies and obtain necessary signatures. I deliver copies to the CAO Committee Chair (or his/her designee) for confidential filing.
- Meet with the CAO Committee to refine the future process.

### **Project Cost and Assumptions**

The CAO evaluation project described above can be completed for a fixed price of \$ 8,950.00, including expenses. Payments for the project would be as follows: 50% at Council due date for submitting reviews to consultant, and 50% upon project completion, net: 30. Out of scope work, re-work due to missed deadlines, or additional closed session meetings are billed additionally at \$250/hr. This proposal assumes that no compensation studies or work will be required.

### **Scheduling**

I will be on vacation from October 4-12. In order to achieve the Council's desire to complete the review process by the end of October, I propose the following schedule:

Week of Sept. 26	I meet by telephone with CM (1 hour) and Council members (1/2 hour each). I would want to speak to the CM next week for sure, but could complete CC member calls as late as Oct. 14.
Sept. 26, 27 or 29	I meet with Council to get aligned on the process and answer questions ( <i>1 hour meeting on <u>one</u> of these dates</i> ).
By Sept. 30	I get City Manager's written self-evaluation feedback.
Oct. 2	I email self-evaluation feedback and performance review forms to Council members.
Oct. 3-12	Council members complete written comments and return to me.
Oct. 13-18	I talk with Council members by phone, as needed, to resolve any questions about written feedback and compile feedback results.
Oct. 19	I email the written feedback summary (with anonymous comments) to Council members for review in advance of closed session.
Oct. 25 – 28	I meet with Council in closed session ( <i>approximately 2 hour meeting on <u>one</u> of these dates</i> ).
Oct. 31	I prepare final review document for signatures and file.

This is an aggressive but workable schedule *if Council can be available during these dates*. The other alternative is to extend the process another couple of weeks in the interest of doing this work with the quality that is in everyone's best interests.

### **Cancellation/Rescheduling Policy**

There is no charge made if the process can be mutually rescheduled by Client and Consultant within 4 weeks of the original onsite scheduled meetings; if the meeting cannot be rescheduled during this time frame, the cancellation schedule applies. Fees for cancellation (or rescheduling as previously described) for any reason are applied on the following schedule, *which reflects both advance preparation and exclusive holding of a date for a client*: 6 weeks in advance - 25% fee; 5 weeks in advance - 50% fee; 4 weeks in advance - 100% fee. A 100% cancellation charge will apply to individual phone meetings that are not cancelled with 24 hours prior notice. Materials will be charged according to their cost accrued at time of cancellation; there will be no charge for materials that can be re-used if a session is rescheduled.

## Consultant Qualifications

Due to the highly confidential nature of this assignment, I would personally perform all work on this contract. I believe my skills and experience are a good match for this work, as I offer:

- Deep and broad experience in performance management/executive evaluation, interpersonal communication, executive coaching, negotiation, conflict management, and leadership development – all important components of this project.
- Twenty-five years of consulting experience to many public and private sector organizations.
  - *Public sector/non-profit experience examples include:* Cities of Palo Alto, Dublin, Fairfield, Fremont, Santa Rosa, San Ramon, Chula Vista, Tracy, Union City, CA, plus the City of Tualatin, OR; Counties of Santa Clara, San Mateo, Alameda and Riverside, CA, Santa Clara Valley Water District, Carnegie Mellon University (Provost), the S. H. Cowell Foundation, Council on Foundations (Hong Kong), the University of California; the Dr. Susan Love Research Foundation (Santa Monica).
  - *Global private sector examples include:* Intel, HP, Acco Brands, Seagate, Apple, The Gap, Levi Strauss, Driscoll's, Genelabs), *among many others.*

## Client Responsibilities

In order to partner in the success of the project, Client agrees to:

- Assure involved parties are available on a timely basis for one-on-one and group meetings and complete evaluations on time in order to meet project milestones.
- Identify an internal liaison that can schedule appointments and provide support in getting evaluation items on Council agendas.
- Provide meeting space and A-V equipment required.
- Commit to a professional and respectful process.
- Provide 24 hours cancellation notice of any individual meetings to avoid a \$250/hr. cancellation charge.

## Next Steps

Upon acceptance of this proposal, the next steps are to:

1. Confirm in writing your acceptance of this agreement (email is fine);
2. Execute a contract (per your needs – the acceptance of the proposal meets my needs);
3. Immediately schedule project meetings as described above.

I would enjoy the opportunity to work with you, the Council and the City Manager in this evaluation cycle. Please let me know if I may provide additional information.

Best regards,

Sherry Lund  
Principal