

Management Partners



To: Mr. Brent Buche, General Manager
Ms. Elizabeth Krafft, Interim Assistant General Manager
Monterey County Water Resources Agency

From: Jan Perkins, Vice President

Subject: Contract Amendment for General Manager Performance Evaluation Facilitation

Date: May 21, 2020

We understand that the Board of Directors wishes to have Management Partners facilitate the performance evaluation process for the General Manager in June of this year. This memorandum is to propose an amendment to our existing contract to provide for facilitation services. We have outlined the proposed process below, along with our fee for these services.

Proposed Process

The annual evaluation process for the General Manager, which will be held in December, will involve both the Board of Directors and Board of Supervisors, along with an employee survey. A mid-point evaluation by the Board of Directors only is to be held in June, which is the focus of this contract amendment.

Activity 1 – Prepare Evaluation Questions

We will first prepare a memorandum to be sent to the Board of Directors about the process and timeline so they can be ready to complete the questionnaire once they receive it.

We will then create a set of evaluation questions intended for use by the Board of Directors in providing their assessment of the General Manager's performance. The questions will be based on the topics listed in the proposed evaluation process memorandum dated April 30, 2020. We will review the questions with the General Manager and Board Chair and finalize them based on feedback. We will place the questions into a fillable Word document. There will be one ranked question.

Activity 2 – Gather Input and Prepare Report

Next, we will distribute the evaluation questionnaire to the Board of Directors, asking them to return their completed responses to Management Partners by a specific date. Once we have received their responses, we will prepare a consolidated report. Our report will identify possible issues for discussion in the closed session to be held by the Board of Directors with the General Manager.

Activity 3 – Report Results

We will review the results over the phone or video with both the General Manager and Board chair so they can be prepared for the closed session. We will also develop an outline for the Board chair to use in the closed session, if desired. We advise the Board to include the general manager in the closed session so a collaborative conversation can be held about the feedback to allow the greatest opportunity for learning and mutual understanding of each other's interests.

Facilitator

I will facilitate this process. As you may know, I have facilitated numerous executive performance evaluation processes for many local governments. My brief qualifications are provided below.

Jan Perkins, Vice President

Jan Perkins has 30 years of management experience in local government. Before joining Management Partners in 2005 she served in several California and Michigan jurisdictions, including as city manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California; Grand Rapids, Michigan; and Adrian, Michigan. She provides assistance to government leaders in organizational analysis, leadership development, facilitation, strategic planning, teambuilding, executive performance evaluation, and policy board/staff effectiveness. Jan is a frequent speaker at conferences and has authored a number of articles including "Hiring 2.0: 23 Creative Ways to Recruit and Keep Great Staff," which appeared in the January/February 2011 issue of *Public Management* magazine; "Successful Leadership," which appeared in the March 2005 issue of *Public Management* magazine; "The Value of Going Back to the Basics," co-authored with former Fremont Mayor Gus Morrison, which appeared in the June 2005 issue of *Western City* magazine; "It's (Gulp) Evaluation Time," July 2005, *PM* magazine; "Ethics: Alive and Well," co-authored by Elizabeth Keller and published in the January/February 2007 issue of *Public Management*, and "Assessing the Ethical Culture of Your Agency," co-authored by JoAnne Speers and Arne Croce, which appeared in the January/February 2007 issue of *Public Management*; "Building Career Resiliency: Hone Your Ability to Grow From Adversity," co-authored with Pat Martel, which appeared in the March 2016 issue of *Public Management*; "Maximizing Manager Success," co-authored by Kevin Duggan, Frank Benest and Kevin O'Rourke, published in the April 2016 issue of *Public Management*, "A Constructive Dialogue: Facilitated Performance Reviews Can Provide Meaningful Feedback," co-authored by Frank Benest, published in the November 2016 issue of *Public Management*, and a variety of short articles published on the League of Women in Government website. She has a masters' degree in public administration from the University of Kansas, completed the Program for Senior Executives in State and Local Government from Harvard University and is an ICMA Credentialed Manager.

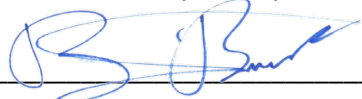
Fee

We will complete the plan of work described above for a fixed fee of \$3,500 which includes expenses.

Conclusion

We would be pleased to assist the Monterey County Water Resources Agency with this important process. Please let me know if you have questions. Thank you.

Accepted for the Monterey County Water Resources Agency by:

Name:  E-signed 5/26/2020

Title: General Manager

Date: May 26, 2020

