



May 7, 2019

Ms. Nadine Nadar
Assistant City Manager
City of Santa Clara
1500 Warburton Avenue
Santa Clara, CA 95050

Dear Ms. Nadar:

Thank you for the opportunity to submit a proposal to facilitate the City Manager's performance evaluation process. We have described our approach to facilitating the performance evaluation below, which will include individual interviews with each member of the City Council, preparation of a report, and facilitation of a closed session. Jan Perkins, Vice President, will serve as facilitator for the evaluation.

Our Approach

A performance evaluation process provides an opportunity for Council members and the City Manager to strengthen their partnership in carrying out their respective roles. The result of the performance evaluation process should be a collective Council view about the City Manager's performance along with goals for her achievement in the coming year. Effective organizational leadership requires a shared vision of the future, goals, agreement on roles, and accountability for achieving expectations. An effective performance evaluation process provides for two-way discussions between Council members and the City Manager. It also provides for a self-assessment from the City Manager.

The performance evaluation process involves three essential activities:

- » Gathering information for the evaluation from Council members, and then preparing a confidential report based on that feedback;
- » Facilitating a closed session discussion between the Council and City Manager; and
- » Preparing a memorandum with the results of the Council's consensus evaluation of the City Manager from the closed session.

The following describes the plan of work anticipated for this engagement, which is amenable to modification as needed.

Activity 1 – Gather Information from Council and Prepare Report

To begin the project, Jan will first talk with the City Manager, and the Mayor if desired, to review the steps and schedule. She will finalize the process based on those conversations.

- » **Council Interviews.** Jan will provide draft interview questions to the City Manager for review. These questions are intended to elicit feedback about the City Manager's performance from Council members. The questions for the City Council are organized into the following categories:
 - Council/Manager relationship,
 - Management, leadership and communication skills, and
 - Goal achievement and City Manager goals for the coming year.

Jan will conduct individual interviews with each member of the City Council.

- » **City Manager's Self-Assessment.** Jan will provide advice to the City Manager about preparing a self-assessment. This will be a report that the City Manager will prepare in advance of Jan's interviews with Council members. It is an opportunity for the City Manager to review her accomplishments, goals for the following year, and other issues that will be helpful to discuss with the Council as part of the performance evaluation process.
- » **Confidential Report.** After Jan has interviewed each member of Council, she will summarize the results in a written confidential report.

She will review the consolidated confidential report of the Council's feedback with the City Manager, and the Mayor if desired, and discuss an outline for the closed session.

Activity 2 – Facilitate Closed Session

Jan will facilitate a closed session with the City Manager and the City Council. Having the City Manager present in this session is essential to an open dialogue about what is going well now, opportunities for improvement and goals for the coming year.

During the closed session, Jan will present the confidential report and highlight key issues for discussion. The closed session will also be an opportunity for the City Manager to present her self-assessment, including accomplishments, challenges, proposed goals and other items that will be helpful to discuss. Jan will facilitate a discussion about City Manager goals, with the outcome being consensus on goals by the Council and the City Manager.

The closed session will be facilitated in such a way that there is an open and productive discussion by all Council members and the City Manager so the result is mutually beneficial. The outcome will be an understanding of expectations and goals for next year.



Activity 3 – Prepare Post-Closed Session Memorandum

After the closed session, Jan will prepare a memorandum that summarizes the agreements and results of the performance evaluation.

Facilitator

Jan Perkins, Vice President

Jan 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 executive performance evaluations, governing body/staff effectiveness, organizational analysis, leadership development, facilitation and strategic planning. A sampling of clients she has served includes the counties of Monterey, Orange, Santa Barbara and Ventura; the California cities of Santa Clara, Seal Beach, Beverly Hills, El Segundo, Pasadena, Tustin, Pleasanton, Garden Grove, Indian Wells, Santa Ana, Laguna Beach, Newport Beach, Orange, Huntington Beach, Del Mar, Encinitas, Fullerton, Santa Maria, Vallejo, Concord, Hayward, and San Jose; Dallas, Texas; and Reno and Las Vegas, Nevada.

Jan is a frequent speaker at professional conferences and has received awards from professional and civic associations. In 2016, Jan was honored by ICMA with its Distinguished Service Award. She has authored a number of articles on leadership, executive performance evaluation, ethics and successful hiring strategies. Jan holds an undergraduate degree in sociology and an MPA from the University of Kansas. She 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 \$10,900 which includes two trips to Santa Clara and all of our expenses.

Conclusion

We would enjoy working with the City of Santa Clara on this important process. Please contact Jan Perkins at (949) 202-8870 if there are any questions we can answer or additional information we can provide.

Sincerely,



Andrew S. Belknap
Regional Vice President



Accepted for the City of Santa Clara by:

Name: _____

Title: _____

Date: _____

