



Midpeninsula Regional
Open Space District

R-12-81
Meeting 12-29
August 22, 2012

AGENDA ITEM 12

AGENDA ITEM

Amend the Contract with Wilfred Jarvis Institute for Organizational and Leadership Consulting Services

GENERAL MANAGER'S RECOMMENDATIONS

Authorize the General Manager to amend the professional services contract with Wilfred Jarvis Institute as follows:

1. Increase the contract amount by \$50,000 from \$50,000 to a not to exceed amount of \$100,000 for consulting services to enhance management, leadership, and organizational effectiveness.
2. Amend the scope of services to reflect additional services to be provided to the District.

SUMMARY

At its regular Board meeting on July 13, 2011, the Board of Directors (Board) approved a two-year contract with Minh Le of the Wilfred Jarvis Institute to provide professional consulting services for management, leadership, and organizational development (R-11-77). Since then, additional activities have been requested of Mr. Le which necessitates an increase in the not-to-exceed contract amount and a scope of services amendment.

DISCUSSION

The original two-year contract of \$50,000 was approved by the Board on July 13, 2011 (R-11-77) for management, leadership, and organizational effectiveness consulting and included the following elements:

1. Management Team effectiveness development
2. One-on-one coaching for each member of Management Team
3. Meeting facilitation between members of Management Team
4. Organizational and leadership assessments
5. Leadership training

At the time the contract was developed, no additional service needs were anticipated. However, in March 2012, as the Board was planning its annual retreat, the need for a new meeting facilitator was identified and Minh Le was asked to provide this service. Subsequently, Mr. Le was asked to facilitate the Board/Management Team Retreat in July 2012, as well as provide support to the Board during the Board Appointee Evaluation process. During the two retreats, a number of organizational issues surfaced which would benefit from additional services from Mr. Le. These include activities and coaching to enhance organizational capacity, effectiveness, and health. As a result, the Administration Department is recommending the following additions to the contract scope:

1. Facilitating Board Retreats.
2. Facilitating activities with and among Board Directors, Board Appointees, and Management Team as needed.
3. Conducting activities aimed at increasing capacity and organizational health which may include:
 - a. Measuring leadership and organizational effectiveness;
 - b. Training, coaching and facilitation of efforts to increase effectiveness.
4. Assisting the organization in navigating through change.

In year one of the contract, Fiscal Year (FY) 2011-12, the average monthly charge (billed on an hourly basis) was approximately \$3,000 primarily for one-on-one coaching and meetings with members of Management Team. Based on the additional scope of services, the average monthly charge for FY2012-13 is estimated at \$6,000, bringing the annual contract cost to approximately \$72,000. As such, the Administration Department recommends an increase of \$50,000 in the compensation to a not-to-exceed amount of \$100,000 for the two-year contract term.

FISCAL IMPACT

A total of \$24,390 was budgeted for the Wilfred Jarvis Institute for FY2012-13. This recommendation would increase the total compensation amount by \$50,000 for the fiscal year. However, anticipating the potential need for additional organizational consulting services associated with the Strategic Plan implementation and other changes, an additional \$70,000 was included in the FY2012-13 Adopted Budget for organizational consulting activities but not allocated to a specific consultant. As part of the Midyear Budget, staff will recommend allocating \$50,000 of this amount to the contract with Minh Le, resulting in a net zero budget change. This would bring the total budgeted funds for FY2012-13 to \$74,390 for this contract.

BOARD COMMITTEE REVIEW

This report was not reviewed by any Committee.

PUBLIC NOTICE

Notice has been provided as required by the Brown Act. No additional notice is required.

CEQA COMPLIANCE

The proposed action is not a project under the California Environmental Quality Act (CEQA) and no environmental review is required.

NEXT STEP

Upon Board authorization, the General Manager will amend the contract with the Wilfred Jarvis Institute to revise the scope and increase the contract amount.

Responsible Department Manager:
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Contact person:
Same as above