



Midpeninsula Regional
Open Space District

PROCUREMENT AGENDA ITEM

R-26-150
Meeting 26-25
October 14, 2026

AGENDA ITEM 5

AGENDA ITEM

Contract Amendment for Consulting Services to Refresh the Employee Performance Evaluation Process and Develop an Organizational Culture Handbook

GENERAL MANAGER'S RECOMMENDATION

(51) *denk*

Authorize the General Manager to amend a contract with ReadySet Solutions Co., increasing the base contract amount by \$69,805 and adding a contingency of \$10,471, for a total not-to-exceed contract amount of \$379,546, to refresh the employee performance evaluation process and develop an organizational culture handbook.

DISCUSSION

On October 11, 2023, the Midpeninsula Regional Open Space District (District) Board of Directors (Board) awarded a contract to ReadySet for an amount not-to-exceed \$265,794 to assess organizational norms, policies and practices through the lens of diversity, equity, and inclusion that informed what additional measures the District can take to advance its engagement and outreach goals. As part of this work ReadySet worked closely with the District project team to prepare a 3-year Action Plan, which is now underway implementation, and provided essential staff training to improve communications and self-awareness. In April 2025, the Board approved Amendment 2, increasing the contract by \$33,476 to a not-to-exceed total of \$299,270 for supplemental training and additional action plan, engagement, and communications support.

The District is now preparing to advance two interconnected priorities from the 3-Year Action Plan: development of an Organizational Culture Handbook that defines the District's culture of care, and a refresh of the District's employee performance evaluation process.

The performance evaluation process was developed 15 to 20 years ago and is ready for a redesign. A 2024 employee survey confirmed the need to modernize the evaluation process, and to incorporate practices that support professional development and growth. ReadySet would assist the District in modernizing the evaluation process to support structured and effective performance feedback, reinforce supervisory responsibilities in holding professional development conversations and offering guidance, ensure consistent practices across departments, and update processes for addressing performance concerns.

The 2024 employee survey also highlighted the need to more explicitly define the District's organizational workplace culture. Internal culture is known to be directly linked to external

impact. The proposed Organizational Culture Handbook will formalize and clarify internal workplace cultural norms and practices to ensure clear understanding and expectations across all departments and teams, and across all District offices (administrative and field offices). As the District has grown in size, with employees deployed across six offices (includes Coastal Outpost and future Coastal Field Office), and with normal turnover (a normal 10% turnover equates to 25 new hires per year), having an Organizational Culture Handbook will help strengthen the workforce to better support the District's capability and capacity in serving the public, sustaining partnerships, stewarding the land, and advancing its conservation mission.

ReadySet brings the desired expertise in organizational development, performance management, and people operations, with prior engagements with many focused and effective entities, including the Chan Zuckerberg Initiative, DonorsChoose, California State Assembly, and Columbia University. Continuing with ReadySet also preserves the institutional knowledge developed during the 2024 assessment and allows implementation to proceed efficiently without requiring a new consultant to review foundational work. Altogether, the performance evaluation refresh and organizational culture handbook will support greater organizational cohesion, improve workplace communications, and support employee retention efforts.

BUDGET / FISCAL IMPACT

The current fiscal year budget for project 10003 - Diversity, Equity and Inclusion Program Actions contains:

- ☐ sufficient funds.
- ☒ insufficient funds; the next quarterly budget update will include a reallocation of unspent funds from other project budgets to cover for this expenditure.
- ☐ insufficient funds; approval of this item requires a fiscal year budget augmentation.
- ☒ future fiscal year budgets will include additional funds to complete the contracted work.

Measure AA

- ☒ No, this contract is not part of a Measure AA project.
- ☐ Yes, this contract is part of a Measure AA project.

PROCUREMENT PROCESS AND SELECTION

In April 2023, Human Resources staff issued a Request for Proposals via Periscope. The District received 21 proposals by the deadline. ReadySet was selected as the most qualified consultant due to their vast experience, history of working with local government agencies and non-profit organizations, and their holistic, intersectional focused approach. ReadySet specializes in inclusive communication and engagement and supporting efforts to enhance organizational belonging, equity and accountability. In July 2026, the District received proposals from ReadySet and one competing consultant, with the competing consultant's quotation amounting to approximately twice that of ReadySet, whose proposal was determined to be the stronger fit for the District's needs and objectives.

PRIOR BOARD ACTION SUPPORTING THE PROJECT

October 11, 2023: The Board approved an Award of Contract with ReadySet Solutions Co., for services to further diversity, equity, and inclusion goals, including preparation of a baseline assessment, action plan, staff retraining, and external reporting ([R-23-118](#), [minutes](#)).

April 23, 2025: The Board approved an amendment to the contract with ReadySet Solutions Co., for services to further diversity, equity, and inclusion goals, including additional training and support for the development of the 3 year action plan ([R-25-44](#)), [minutes](#)).

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act.

NEXT STEPS

Upon Board authorization, the General Manager will execute an amendment to the agreement with ReadySet as described in this report.

Responsible Department Head:

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