



## City Council Report

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Sacramento, CA 95814

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**File ID:** 2018-01149

August 28, 2018

**Consent Item 17**

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**Title: Supplemental Agreement: Executive Coaching Services**

**Location:** Citywide

**Recommendation:** Pass a Motion authorizing the City Manager or the City Manager's designee to execute Supplemental Agreement No. 1 to City Agreement 2017-1088 with The Regents of the University of California on behalf of the Davis Campus (UC Davis) to provide Executive Coaching Services for the Department of Utilities (DOU) Executive Team, for an amount not-to-exceed \$94,275, bringing the agreement's total not-to-exceed amount to \$179,275.

**Contact:** Sarah Morrissey, Administrative Analyst (916) 808-1437; Chuong (Ryan) Pham, Business Services Division Manager; William O. Busath, Director of Utilities, (916) 808-1434; Department of Utilities

**Presenter:** None

**Attachments:**

1-Description/Analysis

2-Supplemental Agreement No. 1

## Description/Analysis

**Issue Detail:** Staff recommends Council approve Supplemental Agreement No. 1 with UC Davis, to provide Executive Coaching Services for DOU Executive Team, including the Director of Utilities, and the DOU's five Executive Managers.

**Policy Considerations:** The proposed supplemental agreement exceeds the City Manager's approval authority, requiring Council approval per City Code 3.64.040.

**Economic Impacts:** None.

**Environmental Considerations:** The Community Development Department, Environmental Services Manager has determined that the proposed activity for a supplemental agreement for executive coaching services is not a project pursuant to the California Environmental Quality Act (CEQA). CEQA Guidelines Section 15378(b). The activity is a continuing administrative or maintenance activity, such as personnel-related actions and is not subject to CEQA. CEQA Guidelines Section 15060(c)(3).

**Sustainability:** None.

**Commission/Committee Action:** Not applicable.

**Rationale for Recommendation:** DOU's Executive Team has undergone major changes over the past year including reorganizing the Department, creating a new Division Manager position and turnover of two of the division manager positions in the past year. In order to create a cohesive Executive Team that works together in implementing the City's and Department's mission, vision and goals, the Department has hired an executive coaching firm that brings years of practical experience and knowledge on developing executive staff.

Supplemental Agreement No. 1 will focus on continuing the progress made over the past year by providing leadership coaching for individual executives and the Executive Team, including:

- Individual Development Plans and goal planning for the 3 new Division Managers
- 360° Behavior Assessments, including stakeholder interviews, for 2 new Division Managers
- Twelve one-on-one Executive Leadership Coaching sessions for each Executive Team member
- Twice monthly progress meetings with the Director of Utilities, to review progress and promote sustainable behavior change

- Quarterly meetings with the Executive Team to combine coaching essentials and business planning to achieve outcomes

On February 23, 2017, a Request for Qualifications (Q17141311023) was advertised and issued on PlanetBids for Executive Coaching Services. On the due date of March 23, 2017, eleven Statements of Qualifications were received from the following firms: Brandman University, California Wraparound, CPS HR Consulting, J. Smith & Co., Kerr Hill, Inc., Leadership Development Network, San Diego Leadership Institute, TB Enterprises, Tremblay & McLoughlin Seminars and Coaching, UC Davis, Unleashing Leaders, Inc.

Staff reviewed and evaluated the proposals and interviewed the top four firms. Based on the criteria of knowledge, expertise, and experience, UC Davis was selected as the highest qualified firm to provide the requested services.

On September 7<sup>th</sup>, 2017, the original Agreement 2017-1008 was awarded to UC Davis to provide Executive Coaching Services to DOU's Executive Team.

**Financial Considerations:** The proposed Supplemental Agreement No.1 is for an amount not-to-exceed \$94,275, increasing the agreement's original not-to-exceed amount from \$85,000 to a new not-to-exceed amount of \$179,275. Sufficient funds are available in the Department of Utilities FY2018-19 Operating Budget (14001041) for the agreement's expenditures through the end of FY2018-19. Funding for future fiscal years is subject to funding availability in the adopted budget of the applicable fiscal year.

There are no General Funds allocated or planned for this project.

**Local Business Enterprise (LBE):** UC Davis is an LBE.

**SUPPLEMENTAL AGREEMENT**

**Project Title and Job Number:** Executive Coaching Services  
**Purchase Order #:** SACTO-0000042638

**Date:** 08/28/2018  
**Supplemental Agreement No.:** 1

The City of Sacramento ("City") and The Regents of the University of California on behalf of the Davis Campus ("Contractor"), as parties to that certain Professional Services Agreement designated as Agreement Number 2017-1088, including any and all prior supplemental agreements modifying the agreement (the agreement and supplemental agreements are hereafter collectively referred to as the "Agreement"), hereby supplement and modify the Agreement as follows:

1. The scope of Services specified in Exhibit A of the Agreement is amended as follows:

Consultant shall perform the additional services described on Attachment 1, attached hereto and incorporated herein by this reference. Services are extended through June 30, 2019.

2. In consideration of the additional and/or revised services described in section 1, above, the maximum not-to-exceed amount that is specified in Exhibit B of the Agreement for payment of Contractor's fees and expenses, is increased by \$94,275, and the Agreement's maximum not-to-exceed amount is amended as follows:

|   |           |
|---|-----------|
| Agreement's original not-to-exceed amount:                      | \$85,000  |
| Net change by previous supplemental agreements:                 | \$0       |
| Not-to-exceed amount prior to this supplemental agreement:      | \$85,000  |
| Increase by this supplemental agreement:                        | \$94,275  |
| New not-to exceed amount including all supplemental agreements: | \$179,275 |

3. Contractor agrees that the amount of increase or decrease in the not-to-exceed amount specified in section 2, above, shall constitute full compensation for the additional and/or revised services specified in section 1, above, and shall fully compensate Contractor for any and all direct and indirect costs that may be incurred by Contractor in connection with such additional and/or revised services, including costs associated with any changes and/or delays in work schedules or in the performance of other services or work by Contractor.
4. Contractor warrants and represents that the person or persons executing this supplemental agreement on behalf of Contractor has or have been duly authorized by Contractor to sign this supplemental agreement and bind Contractor to the terms hereof.
5. Except as specifically revised herein, all terms and conditions of the Agreement shall remain in full force and effect, and Contractor shall perform all of the services, duties, obligations, and conditions required under the Agreement, as supplemented and modified by this supplemental agreement.


**Approval Recommended By:**

**Approved As To Form By:**

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Project Manager

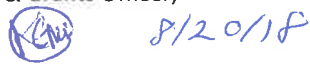
\_\_\_\_\_  
City Attorney

**Approved By:**



Melanie Brown, Contracts & Grants Officer,  
Sponsored Programs

**Approved By:**



**Attested To By:**

\_\_\_\_\_  
City of Sacramento

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City Clerk

**UCDE & City of Sacramento Contract Addendum**  
**City of Sacramento DOU – Scope of Work /Hours Summary**  
**Sept 1, 2018 – June 30, 2019**

The Department of Utilities Executive Team has undergone major changes in the past year. With the creation of two new Manager positions and the departure of the Business Services Manager, the team has grown to six members. In addition, 50% of the Executives are new to the team making it essential to focus the Leadership Coaching on implementing the vision, values and executing the department's new strategic plan.

This addendum will focus on continuing the progress with Executive Leadership Coaching. Together UCDE & JD Thompson & Associates will provide Leadership Coaching for individual executives and Executive Team consulting services that include the following high-level steps.

**A. Launch Team/Individual Development for 3 New Managers**

- Review the Stakeholder Centered Coaching (SCC) method, gain buy-in and conduct assessments (Learning Type Measure and Gallup StrengthsFinder) for each Executive. Discuss Individual Development Plan (IDP), establish goals and launch an IDP for each Executive. (Pravani Vandeyar, Ryan Pham and Gary DeJesus.)

**[Hours: 40 hours for preparation and facilitation.]**

**B. 360° Behavior Assessment for 2 New Managers (Internal Promotions)**

- Determine list of each Executive's key stakeholders. Conduct a behavioral interview 360° assessment for each Executive that includes interviews with stakeholders in the organization. (Pravani Vandeyar and Ryan Pham)
- Partner with the Executives to understand the stakeholder feedback and select a behavior(s) to improve for each Executive that will have the most significant impact on his/her leadership performance and leadership development.
- Conduct two stakeholder electronic mini surveys that will provide anonymous feedback on the degree of improvement perceived by key stakeholders. The survey focuses only on the behavior(s) that the Executives set out to improve.

**[Hours: 30 hours to conduct up to 8 interviews each for 2 managers, analyze and prepare confidential summary report]**

**C. Executive Leadership Coaching**

- Continue Executive Coaching Program with 12, one-on-one coaching sessions for each Executive team member from Sept 2018 through June 2019, as well as brief consultations between sessions and prep time.
- Meet with Director twice monthly to review progress and create sustainable behavior change. Sept-June

- Meet with Managers monthly to review progress and create sustainable behavior change. Sept-June

**[Hours: 114 hours: coaching sessions for the Director and five Managers]**

**D. Quarterly Team meetings**

- Design and facilitate quarterly Executive Team sessions that combine coaching essentials and business planning to achieve outcomes and ensure success. Work with the Director to consolidate Executive Meetings for maximum effectiveness.

**[Hours: 48 hours to prep/facilitate 4 half-day meetings.]**

**E. Feedforward Mini-Survey**

- Design and facilitate *Feedforward* mini-surveys at the six-month and one-year points during the Leadership Coaching process. Survey is sent to the Executives as well as the stakeholders identified for the behavior assessment and administered by Survey OnLine.
- Conduct 2 online surveys per Executive. Schedule for new Managers will vary based on time in position.

**[Hours: 18 hours for 9 mini survey instruments administered online.]**

**Total Addendum for the existing contract is 250 hours.**

\*\*\*Reimbursable Expenses: This includes all printing costs, books, assessments and mini surveys for six Executives who receive monthly coaching and also meet quarterly for ½ day Executive Leadership Coaching.

**Total amount for addendum is \$94,275.00**