



July 23, 2020

Mayor Dave Potter
Mayor Pro Temp Bobby Richards
City of Carmel-by-the-Sea
P.O. Box CC
Carmel-by-the-Sea, California 93921

Dear Mayor Potter and Mayor Pro Temp Richards,

MRG would be pleased to facilitate the City Administrator's evaluation process for the City of Carmel-by-the-Sea again this year. As you and the City Council are aware, one of the important tasks of elected officials is the annual review of the appointed officials. The results of these evaluations are crucial to organizational success and achieving the Council's vision and goals.

MRG has extensive experience with Council appointed position evaluation processes and has worked with the City of Carmel in the past. When conducting an evaluation of the City Administrator we seek to communicate in one voice the desires and expectations of the entire elected body. This requires that we spend sufficient time to understand each member's perspective of the appointed official performance to prepare one clear evaluation that accurately and concisely documents areas of consensus as well as areas of divergent opinions. The result is an evaluation that permits the elected body and the appointee to know what is going well, areas for further development and a road map to achieve the desired performance objectives.

Ms. Nadine Levin has been assigned to facilitate the evaluation and has assisted the Council in prior reviews. Our experienced team regularly conducts chief appointed official evaluations for cities, counties, special districts and school districts, including recent support for the Cities of Palo Alto, Sunnyvale, Santa Clara, Saratoga, Los Altos, Portola Valley, Roseville, Santa Rosa, Walnut Creek, Salinas, Manhattan Beach, Gilroy, Grover Beach, Napa, San Luis Obispo, Seal Beach, as well as Solano County Transit Agency, Silicon Valley Clean Energy Authority and the Fresno Unified School District.

We anticipate using a process similar to the one used in 2018 and would check-in with the Council to determine if there are any changes desired in the criteria used for evaluating the City Administrator. This year, the Council would like to conduct a 360-degree review where input is sought from the City Administrator's direct reports and select other employees for a total of 25 employees. Our fee proposal includes a 360 degree review.

Due to COVID-19 and current social distancing policies, we have revised the process and fees to reflect a remote facilitation. Please see project fees for revised fee schedule.



Please let us know if you have any questions!

Mary Egan
Managing Partner
egan@solutions-mrg.com

Evaluation Process:

- *Customize process to reflect the needs of the City Council:* We work with Council, or occasionally a Council sub-committee, to gain insight concerning high-level performance expectations, and to customize the process.
- *Gather insight and input from each Council member:* We have developed a time saving online tool for use as a starting point;
- *Conduct an online 360 survey for the City Administrator's designated staff;*
- *Secure comprehensive self-evaluation documents from City Administrator;*
- *Interview each Council member individually via video conferencing,* in a manner that meets their time requirements;
- *Develop comprehensive draft summary* including the perspectives of all members, integrated into common “themes” and goals that give consistent feedback and speak with one voice where possible;
- *Review and gain consensus of draft evaluation and goals* in Closed Session with City Council – clarify what is going well, areas for further development and a road map to achieve the desired performance objectives.
- *Finalize and deliver evaluation summary and address process issues as necessary.* Meet with appointed officials to assist them in developing an action plan to meet the Council identified expectations.

Project timeline:

Evaluation processes typically take between 6 - 8 weeks to complete. This timeline is subject to the availability of City Council for closed session, individual interviews and the provision of relevant documents by the City.

Draft Proposed timeline:

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| 1. CAO prepares self-evaluation: | August 1, 2020 |
| 2. On-line survey opens for Council: | August 6, 2020 |
| 3. On-line survey opens for Employees: | August 6, 2020 |
| 4. On-line survey closes for Council: | August 22, 2020 |
| 5. On-line survey closes for Employees: | August 24, 2020 |
| 6. Consultant interview with each Councilmember: | Aug. 26 – Sept. 7, 2020 |



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| 7. Consultant provides draft reports to Council: | September 17, 2020 |
| 8. Consultant meets in virtual Closed Session: | Date to be Determined |
| 9. Consultant provides final report to Council: | One week after Closed Session |

Project fees:

MRG estimates the professional consulting fee to conduct the City Administrator's evaluation, including an online-only 360 survey of designated staff, to be \$7,700. All meetings will be conducting via telephone or video conferencing.

Additional work not contemplated in this proposal will be billed at \$200 per hour and will begin only after agreed upon between the City and MRG.