



City Council Report

915 I Street, 1st Floor

Sacramento, CA 95814

www.cityofsacramento.org

File ID: 2019-01573

November 5, 2019

Consent Item 18

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. 3 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), for an amount not-to-exceed \$100,590, bringing the agreement's total not-to-exceed amount to \$279,865.

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. 3

Description/Analysis

Issue Detail: Staff recommends Council approve Supplemental Agreement No. 3 with UC Davis, to provide Executive Coaching Services for DOU supervisors.

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: The coaching services provided to DOU's Executive team have been very beneficial, increasing the productivity, effectiveness, accountability, and communication skills of team members. Staff recommends increasing the scope of the agreement to extend coaching services, for a six-month pilot project, to the next level of supervisors and leaders at DOU. Developing and supporting an engaged, diverse, and professional workforce is in accordance with DOU's Strategic Plan's organizational performance goal. Additionally, this pilot project supports succession planning at DOU by developing the leadership skills of participants.

This pilot project will provide coaching, 360° assessments, and individual development plans to 20 of DOU's promising supervisors. Upon the completion of the pilot project, the effectiveness and value of this next level of coaching will be quantified and evaluated, and possibly extended to include future cohorts.

Financial Considerations: The original not-to-exceed amount of the agreement was \$85,000. The net change by previous supplemental agreements totaled \$94,275, increasing the agreement's not-to-exceed amount to \$179,275. The proposed Supplemental Agreement No.3 is for an amount not-to-exceed \$100,590, increasing the agreement to a new not-to-exceed amount of \$279,865. Sufficient funds are available in the approved FY2019-20 DOU

Operating Budget. Funding for future fiscal years, if needed, 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.

Background: 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 7th, 2017, the original Agreement 2017-1008 was awarded to UC Davis to provide Executive Coaching Services to DOU's Executive Team.

Supplemental Agreement No. 1 increased the scope of services to provide coaching to the two new managers added to DOU's Executive Team, and extending coaching through June 2019.

Supplemental Agreement No. 2 extended coaching services through June 2020.

SUPPLEMENTAL AGREEMENT

Project Title and Job Number: Executive Coaching Services
Purchase Order #: SACTO-0000052755

Date: 11/5/2019
Supplemental Agreement No.: 3

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.
Change UC Davis PI to, Alex Lowrie.

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 \$100,590, and the Agreement's maximum not-to-exceed amount is amended as follows:

Agreement's original not-to-exceed amount:	<u>\$85,000</u>
Net change by previous supplemental agreements:	<u>\$94,275</u>
Not-to-exceed amount prior to this supplemental agreement:	<u>\$179,275</u>
Increase by this supplemental agreement:	<u>\$100,590</u>
New not-to exceed amount including all supplemental agreements:	<u>\$279,865</u>

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:

Project Manager

City Attorney

Approved By:

Contractor

Approved By: Melanie C. Brown, J.D.
Contracts and Grants Officer
Sponsored Programs

Attested To By:

City of Sacramento

City Clerk



Continuing and Professional Education

PROPOSAL:

Executive Leadership Coaching and
Leadership Coaching for Next Level
Leaders (Pilot Project)

Developed for:

City of Sacramento, Department of
Utilities

Revised October 11, 2019

BACKGROUND

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

The Department of Utilities supports a positive work environment and believes that leaders in the organization should work with and through others to achieve strategic objectives. Director Bill Busath and his executive team want to align the department's values and achieve the goals established in the Strategic Plan by developing and supporting the next level of leaders at DOU.

Of particular importance is the following value: We value our employees by developing and retaining an engaged, diverse and professional workforce. In addition this organizational performance goal: Develop and retain a competent, collaborative and adaptable workforce in an organization that demands accountability and innovation, and ensures cost-effective operations.

The UC Davis Coaching Team – Dr. Janice Thompson and Diane Davidson -- have recommended the following approach, which has been broken down into two tasks.

- (1) Focus on continuing the progress with Executive Leadership Coaching
- (2) Develop and retain high performing leaders who can grow and retain a competent, collaborative and adaptable workforce through a pilot program called *Leading Edge*.

PROPOSAL

TASK 2: LEADERSHIP COACHING FOR THE NEXT LEVEL LEADERS

Over the next two years, Leadership Coaching may be offered to all next level leaders. Priority will be given to graduates of the DOU Leadership Program. Participants will focus on only one or two behaviors to change in order to be more effective leaders based on the stakeholder feedback collected via online survey. The schedule will provide six months of coaching followed by a mini survey to document progress and improvement.

Before rolling out the program department-wide, DOU would like to pilot the program to ensure the program produces the desired results. Following is an outline of the process for the Pilot Leading Edge Cohort Leadership Coaching engagement. The outline below assumes 20 participants for the first cohort and includes assessments.

Application and Onboarding Process (2 hrs per person x 20 participants = 40 hrs)

- Selection Criteria and Onboarding Orientation
- Introduction to Leading Edge Coaching
- Stakeholder 360 Assessment Online Survey Set Up and Launch

Six-Month Coaching Engagement (1.5 hrs per month x 6 months x 20 participants = 180 hrs)

- Review Stakeholder Survey Results
- Identify 1-2 behaviors to change

- Create an IDP for each goal
- Coach preparation per participant
- 45-60 minute coaching session

Update Director on Leading Edge Cohort's Progress (1 hr per quarter x 2 = 2 hrs)

Mini Survey Administration (2 hrs per person x 20 participants = 40 hrs)

- Mini Survey fee from Survey Online

Expenses

- Supplemental materials will be at an additional cost as used

The estimated total cost for the Pilot Leadership Coaching Cohort is \$100,590.00 for this six-month Leading Edge coaching program. This estimate assumes that coaching will be held at the client facility during business hours. This budget includes the cost for two certified Leadership Coaches and all coaching, materials, scheduling and mini-surveys.

Task 2: Service Cost

(Coaching for the Next Level Leaders Amendment)

Services/Deliverables	Hours	Rate	Totals
Hourly Rate	262	\$230.00	\$ 60,260
Supplies to support Training			\$ 6,800
Indirect			\$ 33,530
		Total	\$ 100,590

Total Service Cost

(Combined Budget for Original Contract and 3 Amendments)

Services/Deliverables	Totals
Original Contract	\$ 85,000
Amendment 1	\$ 94,275
Amendment 2 (Time ext. Only)	0
Amendment 3	\$ 100,590
Total	\$ 279,865