

TO: TOWN COUNCIL

FROM: TOWN MANAGER

RE: LOOMIS TOWN COUNCIL TEAM BUILDING WORKSHOP

ISSUE

On October 14, 2011, a new Town Manager was brought on board to replace former Town Manager Perry Beck, who has retired. At the December 13, 2011 Town Council meeting, a new Mayor (Mayor Pro-Tem Sandra Calvert) will be seated. These actions provide the Council a unique opportunity to hold a facilitated team building workshop to assist in developing a unified Council/Town Manager that are clear in our purpose, mission and roles.

Due to the time constraints, this item is being brought forward in the hopes that such a workshop can be held before the seating of the new Mayor.

RECOMMENDATION

The Town Council has the following options:

- Review the submitted proposals and, if appropriate, select two consultants to be interviewed by the Council at a future Special Town Council meeting where a selection can be made; or
- Review the submitted proposals and select a consultant and authorize the Town Manager to enter into a Professional Services Agreement in a “not to exceed” amount and, schedule a Special Town Council meeting date to hold the half day workshop; or
- Discuss and determine that the need for a Team Building Workshop is not warranted at this time and table the issue.

CEQA

There are no CEQA issues at present.

FINANCIAL IMPLICATIONS:

The proposals would require expenditures as follows:

- Royleen White Associates \$5,000.00
- Heide Kolbe, MA Sacramento Professional Facilitators \$2,550.00
- Michael Ward, Senior Consultant, HighBar Consulting \$3,600.00

DISCUSSION

Attached are proposals from Royleen White Associates, Sacramento Professional Facilitators and HighBar Consulting. These firms were contacted through an informal

search for consultants within driving distance of Loomis to avoid unnecessary travel expenses. All proposals addressed holding pre-workshop interviews and the content and goals of the workshop. Each facilitator included a cost proposal and a list of previous clients.

Attachments:

Royleen White Proposal

Heidi Kolbe Proposal

Michael Ward Proposal

Royleen White Associates

Town of Loomis Town Council Team Work Session

1.0 Understanding of Assignment

It is our understanding after talking with Town Manager Rick Angelocci that you desire to hold a Team Development Work Session with the Town Council. This appears to be a good time; the Town Manager has just started with Loomis and the Town Council is approaching a leadership changeover. Special workshop sessions provide a unique opportunity to identify optimum conditions for success.

While we will not know all the results you hope to achieve until we complete an assessment prior to the work session, it is our understanding that some of the outcomes may be:

- Explore conditions for a successful Council/staff working partnership, to include clarity on important norms, procedures, protocol, and roles.
- Clarify norms, expectations and values of Council Members.
- Identify how the Council could work together most effectively.
- Clarify Council direction on important Town goals and priorities, to prepare for the Goal Setting session scheduled for early 2012.

2.1 RWA Approach

We will take the time to interview each Council Member and the Town Manager, so we can design a work session that meets your needs. Each consulting engagement, workshop, and team development we present is highly interactive; in these sessions, we will utilize our experience and skill as expert process facilitators.

Each work session must have structure that moves the group toward the desired outcomes. This structure may be transparent, but it is a large part of the “value-added” that an experienced facilitator provides. An external facilitator can contribute tremendous value. In general, facilitation is a process of making human interactions easier and more effective in obtaining some goal. How does the facilitator accomplish this?

- By understanding the differences of style which make people unique and using this knowledge to build bridges and make connections.
- By understanding what is really happening "right now" and knowing how to intervene to help group members accomplish the purposes for which they come together.
- By understanding a body of knowledge about what happens when individuals come together and using that body of knowledge to make assessments and diagnoses about which interventions are appropriate.
- By keeping things simple by focusing on involvement and results.

2.2 Assessment

RWA will conduct telephone interviews with each of the Town Council Members, as well as the Town Manager. The purpose is to help participants begin to focus their thoughts prior to the work session. The interviews will help

Royleen to ascertain background for the design, to collect baseline data, and to understand each person's concerns and hopes for the session outcomes. We will utilize the results to create a customized work session. In order to make sure that we use the time available in the most effective way, the assessment will help to identify which issues are the highest priorities.

2.3 Work Session

Royleen White Associates facilitates work sessions designed to develop a unified group that is clear about its purpose, roles and function. Our goal is to reach consensus and have "buy-in" from all members so that this work actually results in an outcome that, while respecting your unique constraints, accurately reflects your vision and has a good chance for success.

The purpose is to clarify the outcomes for the process and to make sure that all interested participants have a voice. The work session structure has several goals:

- To create an "intentional" group which shares a common understanding of the desired results;
- To review past process and to identify and acknowledge success as well as missteps, so that the team can continue to progress and learn;
- To set the tone and create a framework for successful collaboration between and among all members.

The important thing is that the work session gathers the key people, and in a structured environment created by an experienced facilitator, addresses past progress and learning points, creates ground rules, identifies constraints, sets success criteria, and jointly creates the agreed-upon outcomes.

3.1 Why You Should Hire RWA

- RWA will custom design this process to meet your unique needs.
- RWA is small enough to give you the personal attention you desire, and experienced enough to give you the skills and background you deserve.
- RWA works with clients as partners.
- In addition to her expertise as an organizational development consultant, Ms. White has extensive experience in the public sector.
- RWA has the proven ability to work with groups to resolve issues and develop strategic action plans.

3.2 Consultant's Background

RWA specializes in organizational improvement, facilitation, strategic planning and visioning, leadership development, and results-oriented team building. RWA works in partnership with clients to develop capabilities to continually learn, grow, and improve. Ms. White has a unique combination of skills, including experience as an executive in local government, as well as consulting and technical expertise in assessment, training, organizational development, and group facilitation.

As an entrepreneurial government executive, Royleen discovered the value in establishing a customer-driven organization. As part of her continuing education, Ms. White learned process facilitation and further developed her training and team-building skills. Royleen had the opportunity to work with a wide variety of intact work teams and citizens advisory groups--often called together to resolve a controversial issue when elected officials desired diverse public involvement. Whether it was an outside citizens task force or an intact work group, Ms. White enjoyed the challenge of moving a group from conflict to consensus.

RWA's mission is to add value to clients' bottom-line by providing quality independent consulting; we provide a wide variety of solutions and interventions to solve client problems. The key to success is the relationship we form with each client.

3.3 Approach to Assignments

- We believe that a consultant works best as a **partner** who helps clients use their resources better. You know your organization; there is a great deal of expertise available; RWA works **with** you to help you strategize ways to capitalize on your strengths, while improving limitations.
- We believe in realistic problem-solving. Discussing and resolving real issues moves the action forward. Toward that end, our philosophy emphasizes group interaction to solve **real** problems and to create an **achievable** action plan that addresses your needs.

3.4 Local Government and Non-Profit Partial Client List

City of Livermore, City of Tracy, City of El Cerrito, City of Fremont, City of Burbank, City of Orinda, City of San Ramon, City of Santa Monica, City of Santa Barbara, City of Santa Clarita, City of Irvine, City of Menlo Park, City of Dublin, City of Portola, City of Half Moon Bay, City of San Buenaventura, City of Yorba Linda, City of Newport Beach, City of Cathedral City, City of Pittsburg, City of Sunnyvale, City of West Hollywood, City of Laguna Hills, City of Riverside, City of Long Beach, City of Hemet, Association of Bay Area Governments, Orange County Cities Risk Management Authority, Housing Authority of the City of Los Angeles, Port of Oakland, Livermore Amador Valley Transit Authority, Metropolitan Transportation Authority of Los Angeles, SunLine Transit Agency, Yolo County Transportation District, California Parks and Park Society, Coachella Valley Joint Powers Insurance Authority, California Society of Municipal Finance Officers, California Municipal Business Tax Association, County of Riverside, Contra Costa County, California State University, American Red Cross, American Lung Association, and the Imagination Workshop.

3.5 Specific References

- Linda Barton, City Manager, Livermore, 925.960.4051, lbarton@ci.livermore.ca.us
- Fred Diaz, City Manager, Fremont, 510.284.4002, FDiaz@fremont.gov
- Ken Pulskamp, City Manager, Santa Clarita, 661.255.4905, kpulskamp@santa-clarita.com
- Henry Gardner, former General Manager of ABAG, 510.444.8343, henry.gardner@gublic.com
- Scott Hanin, City Manager, El Cerrito, 510.812.7144, sch@ci.el-cerrito.ca.us

Royleen White will complete the project as follows:

- Consult with the Town Manager as needed to identify the challenges thus far and the hoped-for outcomes.
- Design brief questionnaire to prepare for Council interviews.
- Conduct telephone interviews with Town Council Members, in order to gain baseline information on progress to date and challenges still before the group.
- Assess data; analyze and chart primary issues in order to design work session specific to your needs.
- Facilitate team development work session to begin to achieve desired outcomes. Our understanding is that the Town Council has recommended a four-hour work session.
- Provide follow-up in the form of six months telephone consulting to the Town Manager.

The professional fee for the above is \$5,000, including expenses. This provides for the half-day work session, questionnaire, telephone interviews, analysis, design, preparation, and telephone consulting for six months. It is understood that the Town of Loomis will provide the site for the work session and provide audio-visual equipment as requested.

Heide Kolbe.
MA Sacramento Professional Facilitators

City of Loomis – Proposal for Council Team-building Workshop

Proposal:

The proposal is for data gathering and facilitation of a team building workshop prior to Dec. 13, 2011.

Approach:

Primarily, this will be a facilitated session where council members are encouraged to bring forth their wisdom on a variety of topics. The facilitator will bring information on best practices for elected boards for consideration by the members and to seed the discussion. The council members will use this information and their own wisdom to develop a consensus on how best to operate together as a Council.

The consultant will gather information from each council member via questionnaire, personal interview, telephone or by email prior to the facilitated session. The final workshop agenda will be set by the members who can request topics and questions for discussion with the full group. Interviews will focus on what is working well, where improvements can be made, as well as, suggestions for discussion topics and requests for best practice research.

List of Potential Discussion Topics for the Workshop:

- What are the important roles that elected officials are called to play?
- What are best practices for elected boards?
- How can the Council work as a team in discussing & setting public policy?
- What are public meeting dos and don'ts? (setting the agenda, pace, moving issues toward resolution, working with staff, constraints, neutrality, controversial issues, disagreements)

Focus Question for Facilitated Consensus Workshop: How you want to operate and work together as a council?

Services and Fee Estimates:

Services Anticipated	Estimates	Fee
Pre-session Information Gathering: The consultant gathers information from each council member via questionnaire, personal interview, telephone or by email.	6 interviews of 1 hour each @ \$150 per hour	900
Meeting Design: Agenda and facilitation plan preparation for review & modification by members prior to the meeting.	2 hours @ \$150 per hour	300
Meeting Preparation: Preparing meeting materials and gathering meeting supplies. Collection of best practice information.	3 hours @ \$150 per hour	450
Facilitation of half day workshop	4 hours	600
Documentation: Meeting report available within 5 working days.	2 hours	300
Total Estimate		2550

HEIDI KOLBE, MA

Heidi Kolbe motivates and energizes a group for action by leading productive meetings. With over twenty years of facilitation experience, Heidi brings extensive expertise in assisting groups through meetings to achieve results and move forward in a collective manner. Heidi serves clients in organizational development, planning, meeting facilitation, and training. She also trains facilitators to the master's level and is certified by:

- ☑ International Association of Public Participation
- ☑ International Association of Facilitators
- ☑ Institute of Cultural Affairs in The Technology of Participation
- ☑ Meetingworks in Electronic Facilitation
- ☑ National Center Associates in Dispute Resolution
- ☑ Organization Transition Management by Dr. William Bridges
- ☑ National Consulting and Training Center in Team Building
- ☑ Hermann International in Brain Dominance

Heidi holds a Master's Degree in Human Resources and Organization Development and a BA in Government. Heidi is an adjunct professor for Golden Gate University where she teaches courses in organizational development and strategic planning. She is credentialed as a community college instructor and has taught courses in court administration and management. She has published a chapter titled "Reshaping a Judicial System" in the book Government Works: Profiles of People Making a Difference.

Heidi clients include numerous government organizations, both at the state and local levels. She has done extensive work in complex problem solving for governmental entities, strategic planning, action planning, training, change management and dispute resolution. Heidi is nationally recognized expert in meeting design and facilitation. Heidi skillfully uses a variety of tools when facilitating including a "meetingworks" electronic meeting system.

Prior to founding The Kolbe Company in 1989, Heidi was a department manager and administrator for Sacramento County where she developed expertise in land use planning and court administration, providing her with an excellent background which has led to her exemplary Court planning consultant on national, state and local levels.

Heidi is active in the community in non profit activities involving community development and early childhood education. She provides consulting services to community based organizations on a pro bono basis.

Heidi Kolbe - Client Highlights

***Public Participation Electronic Meetings Creative & Complex Problem Solving
Collaborative Action Planning Strategic Planning Mediation & Dispute Resolution
Large Group Facilitation Organization Capacity Building Environmental Hearings***

International Council on Clean Transportation – Working with design team, facilitated sessions to develop a collaborative agreement to plan, finance and build infrastructure for pre-commercial phase of hydrogen vehicles in California. Participants include representatives of auto makers, energy companies, the California Air Resources Board and Energy Commission.

California Department of Social Services - Designed and facilitated meetings with key stakeholders to gather information and recommendations for the guidelines for implementation of controversial piece of legislation.

ALPHA Fund – Presented training on effective meetings. Presentation entitled “Navigating the Meeting Jungle.”

Peralta Colleges Foundation – Facilitated team-building and annual goal setting meeting.

United Way (CA Capital Region) – Designed, trained volunteers and implemented large scale decision making for funding of the impact projects. Gathered and distilled information from community meetings in the five county region.

California Fuel Cell Partnership – Designed and facilitated meetings with the Board of Directors, Planning Team and internal staff to bring hydrogen vehicles to California. Facilitated public policy decisions, strategic planning and visioning sessions.

Placer First Five –. Facilitated and prepared three three-year strategic plans that outlined investment strategies, protective factors approach and sustainability guidelines. Designed and implemented two Request for Results processes to fund partners (approximately \$6,000,000 funded). These grants fund a variety of programs for children. Designed community forums in each city in Placer County where interested community members participated in inputting information about needs for children and families in their geographic area. Facilitated periodic real time learning conversations with partners (grantees), funding representatives and the community of interest to review of performance data, evidence of achievement of outcomes and continuous improvements. Trained, coached and managed a team of facilitators and recorders to provide services at approximately ninety learning conversations annually to evaluate outcomes and performance data of grantees. Facilitate annual Commission retreat.

San Bernardino Superior Court – Facilitated three meeting (staff, judges and stakeholders) to gather suggestions and revamp domestic violence case processing systems.

O'Connor Engineering – Facilitated annual goal setting retreat.

Radiology Health Branch – Department of Health Services – Developed strategic plan and implemented quarterly monitoring traffic report. Conducted electronic survey for employee input into strategic plan. Chartered Leadership Team with regular team tune-ups. Providing training in The Culture of Effectiveness, Customer Service and Communication Preventions and Interventions. Provided Herman Brain Dominance profiles and training for staff. Team building and conflict resolution for managers and staff.

California Attorney General and Medical Board of California – Conducted research with subject matter experts on best practices to provide statewide consistency in investigation and prosecution. In the process of writing a “Best Practices Operations Manual” to guide the processing of Health Quality Assurance cases.

Consumes Preserve Management Plan – Provided facilitation services to the Steering Committee and Working Group in development of a Management Plan for the 40,000 acre Consumes Preserve. Facilitated community meetings in surrounding communities and with the preserve volunteers to gather input for the plan.

Non-Profit Leadership Academy – Provided training in effective meetings and communications for the Non-Profit Resource Center’s Leadership Academy.

Sacramento Superior Court – Worked with the leadership team to design and facilitate the annual management team retreat. Facilitated a historical scan of the court system for the quarterly supervisors meeting.

Science and the Law Statewide Meetings – Designed and facilitated three regional meetings for the California Judicial Council to make recommendations on how the judicial system should be changed given advances in science and technology. Trained a team of facilitators and recorders to work with leading scientific and judicial experts. Used the electronic meeting system for development of recommendations and priority setting.

Department of Health Services – Designed and facilitated large statewide meetings to implement public health improvement policies and funding plans in areas such as contract management, maternal child health, domestic violence, injury prevention, lead poison prevention, bio-terrorism preparedness, physical activity, nutrition, aging, and school health. We worked with 14 independent state health programs to consolidate contracting process to conduct a pilot to break down silos of categorical funding of health programs. Gathered information from multiple programs. Published manual on guidelines for developing and evaluating Requests for Proposals for health programs.

Jury Education Management – Presented training in Customer Service and the Judicial Code of Ethics for the annual meeting.

Mandatory Boater Education – Designed and facilitated statewide meetings to gather information on Mandatory Education for California Boaters. Developed and set priorities for components of the proposed legislation. Facilitated meetings for various boating interest groups and legislative advocates to develop legislation package.

Return on Investment Study – Worked in partnership with Evaluation Works to develop study to evaluate the effectiveness of the learning conversation model for First Five Placer. Developed survey to measure satisfaction, learning, impact, usefulness to agency and return on investment. Administered, analyzed and presented findings to Commission.

National Judicial Forum on the Future of Self Represented Litigation – Worked with planning team to design national meeting with broad based representation (including two chief justices) from multiple states. Meeting resulted in the publication of research findings and recommended future strategies to improve court access for the underserved as well as an action plan for implementing improvements in many states.

Institute of Cultural Affairs (ICA) – Trained more than 800 facilitators in consensus techniques, participatory strategic and action planning, dispute resolution and participatory event design. Serve as an instructor for the facilitator masters program and a host for the international training of trainers. Mentor trainer and one of 13 nationally certified ToP facilitators. Founded Sacramento Regional Consortium of the ICA. Served on the National Board of Directors for ICA and the Ecumenical Institute. Served as facilitator for several Global Conferences.

Unified Family Court Action Planning and Implementation – Worked with Napa and Riverside Superior Court planning teams to design community stakeholder input process & Unified Family Court program. Lead facilitator for public meetings to collect/discuss due process issues, and disseminate information regarding the California Unified Family Court mentor project.

National Forum on Domestic Violence – Facilitated a national forum comprised of domestic violence experts and advocates as well as members of the judicial system and attorneys to develop strategies for court response to difficult judicial issues. This motivated the California Administrative Office of the Courts – Center for Judicial Education and Research to host a similar meeting to develop California's court response to domestic violence.

California Department of Boating & Waterways – Facilitated public meetings and Environmental Hearing regarding control of aquatic weeds in Sacramento San Joaquin Delta. Facilitated information gathering and advisory meeting with various representatives of law enforcement, regulators, water craft manufactures and surfing industry representatives to determine issues and concerns around tow-in surfing on the California coast.

Municipal Service Review Guidelines – Facilitated meetings in various locations around California for the Governor's Office of Planning and Research. Used the electronic meeting system to gather information for developing the Municipal Service Review Guidelines, which have now been published and are in use by Local Agency Formation Commissions.

Elk Grove Community Services District – Facilitated annual goal setting retreat for Board of Directors.

Court Community Focused Strategic Planning – Assisted one-third of the California Superior Courts in development of strategic plans. Provided consulting, facilitation of planning and community meetings, preparing written plans and implementation efforts including the construction of two legal services centers. One of these centers (Calaveras) recently won a KLUPS award.

Community Colleges Design Review and Construction – At the request of the Governor, designed and facilitated three meetings with 42 representatives from the California Community Colleges and the State Architect for the purpose of designing an architectural review process that will meet the needs to improve existing and build new community colleges in California. The task force reached consensus on twenty improvements that are now in the process of implementation.

National Judicial College – Facilitated National Judges Forum on applying therapeutic justice techniques to general assignment courts. Team designed and facilitated multi-day program. Lead facilitator and electronic meeting coordinator. Resulted in curriculum development for the college.

Tahoe Truckee Unified School District – Designed and facilitated monthly meetings for a special task force of teachers, administrators and parents charged with researching and recommending school integration and performance improvements.

North Natomas Planning Advisory Group – Facilitated and mediated discussions between planning staff, developers and environmentalists to recommend development guidelines for major addition to the City of Sacramento to house thousands of residents and commercial businesses.

Solano Habitat Conservation Plan – Facilitated steering committee meetings for the development of the Habitat Conservation Plan to preserve 124 threatened and endangered species in Solano County.

Napa Superior Court – Facilitated the working group to develop the strategic plan and the NapaHelp.org services, a large scale collaborative to bring community information and resources into one central user friendly web site. Napa is one of only four courts statewide selected as mentor courts to develop self-help court resources.

Leadership Assessment and Coaching – Developed and administered 360 assessment process for the participants of the Department of Toxic Control Substances Leadership Academy. Provided one-on-one coaching to each participant.

Monterey Superior Court – Facilitated leadership retreat, communication, team building and dispute resolution. Provided training for all staff meeting in communications and brain dominance.

California Community Colleges and Office of the State Architect – Facilitated resolution of community college construction issues with representatives of the CA State Architect and the

Community Colleges Chancellor's Offices. Three meetings resulted in 21 recommendations to the Governor and Agency Administrators to resolve issues.

Los Rios Community College – Facilitated electronic meeting to gather information from the construction industry representatives on how the community colleges could support education and training.

National Firm Meeting – Designed and facilitated national organization of 230 employees. Trained 22 breakout group facilitators to host breakout groups. Meeting helped employees connect more deeply with the organization's history; assessed to what extent the values are being lived, and developed a set of standards to bring the values to life. Used electronic meeting system.

Sacramento Mutual Housing – Mediated conflict between residents in two languages. This self-governing low-income apartment complex is living in harmony today.

Public Participation on Road and Bridge Construction – Coordinated and facilitated public input process and environmental hearings for alignment, design and construction of Arden Garden Connector in City of Sacramento. This is a major roadway today.

California Department of Justice (DOJ) – Conducted electronic meetings at DOJ locations to gather baseline data and suggested improvements for the legal division. Facilitated extensive input from staff on recommended changes. Resulted in a statewide improvement process including a large electronic meeting (50 computer stations) with the DOJ legal staff and all the Chief Counsels of each state department. It also resulted in department reorganization and many improvements.

Placer First Five – Partnered with Placer County First Five to design and implement Request for Results process as an alternative to traditional Request for Proposal process. Designed and facilitated grant application process using open community forums where all grantee representatives and interested community members are in the room for the application review and participate in awards processes. These grants fund a variety of programs for children including two programs for the Placer Superior Court and one for Tahoe Truckee early learning and school readiness. Facilitate periodic real time learning conversations with partners (grantees), funding representative and the community of interest to review of performance data, evidence of achievement of outcomes and learning that will be applied to the next program cycle. Train and coach a team of facilitators and recorders to provide services at approximately ninety learning conversations annually. Facilitated and prepared strategic plan that outlines investment strategies and sustainability guidelines.

Michael Ward
HighBar Consulting

**TOWN OF LOOMIS
TEAM BUILDING WORKSHOP – FALL 2011**

**SCOPE OF WORK
October 31, 2011**

Client(s)	Rick Angelocci, Loomis Town Manager
Client Request	The Town of Loomis has requested a proposal for a consultant/facilitator to provide a team building workshop for the Council prior to December 13, 2011.
Client Workshop Objectives	<p>The Town of Loomis would like a Team Building workshop that develops and includes:</p> <ul style="list-style-type: none"> • A pre-workshop “questionnaire” for the purpose of eliciting Council input on issues and opportunities to inform the workshop content • Clarifies Council/Mayor roles and establishes protocols and/or guiding principles for effective Council meetings, deliberations, and decisions • Encourages Council members to work cooperatively • Promotes consensus decision-making in the sense that final votes are supported by all council members to the general public • Provides a workshop process designed to focus and energize the Council as a team while promoting good will
Proposal Outcomes	<p>This Scope of Work Proposal offers the following process and outcomes to enable the Loomis Town Council to achieve the performance objectives outlined above. The consultant/facilitator will:</p> <ul style="list-style-type: none"> ◆ Prepare and provide a written questionnaire to elicit issues and opportunities for improving Council meeting processes ◆ Conduct individual Council member phone interviews to better understand issues and perspectives prior to designing the workshop ◆ Prepare a draft version of the Council Team Building workshop based upon questionnaire/interview responses and relevant best practices for review and discussion at a Council meeting prior to the actual workshop ◆ Design the final workshop content, agenda, and process as a 5 hour workshop (10:00-3:00 - *full day recommended) including support materials as appropriate to the content and planned outcomes ◆ Produce a summary report of workshop results and conclusions to guide ongoing Council meeting, deliberation, and work processes

<p>Roles/ Responsibilities</p>	<p>Town Manager: Rick Angelocci</p> <ul style="list-style-type: none"> ◆ Outline, describe, confirm expectations for this project ◆ Review and approve this initial scope of work proposal ◆ Establish contract mechanism for invoicing ◆ Review, approve, and coordinate distribution of the pre-workshop questionnaire ◆ Coordinate availability of the Council members for individual interviews ◆ Coordinate a pre-workshop Council meeting as appropriate to review and finalize agreement on workshop content and process ◆ Coordinate logistics for the Team Building workshop as needed to implement the meeting plan ◆ Approve the final Workshop Process Agenda and participant Agenda ◆ Assist Consultant/Facilitator to resolve issues and barriers that could impact project outcomes ◆ Meet with Consultant/Facilitator to review workshop results and follow-up reports to insure successful achievement of planned objectives ◆ Facilitate timely payment of invoice(s) as submitted <p>Consultant/Facilitator: Michael Ward, Senior Consultant</p> <ul style="list-style-type: none"> ◆ Develop and submit Initial Scope of Work proposal ◆ Secure client approval and contract ◆ Design the Pre-Workshop Questionnaire and provide to Town Manager for distribution ◆ Conduct Council member interviews based upon questionnaire findings ◆ Design the Workshop Agenda and Process Plan, consistent with the input and requirements of the Council and prevailing best practices ◆ Determine what additional information, reports, materials, etc., may be helpful to produce the targeted results ◆ Communicate potential issues and barriers that could impact success to the Town Manager ◆ Facilitate the Team Building Workshop insuring the process is engaging and visible for the participants consistent with the process plan ◆ Provide a Summary Report of workshop results in a timely manner ◆ Invoice client as agreed upon ◆ Meet with Town Manager to review and evaluate project success including any useful next steps
---	---

MILESTONES		
	Actions.....Schedule.....Who	
Deliverables/ Tentative Dates Subject to Review and Approval	Submit Scope of Work (SOW).....Oct. 31, 2011.....Consultant Approve SOW..... Nov. 8, 2011..... Client Establish contract..... Nov. 15, 2011.....Client Distribute Questionnaire..... Nov. 18, 2011.....Consultant Complete Council Interviews.... Nov. 30, 2011.....Consultant Design Workshop Program..... Dec. 2, 2011.....Consultant Facilitate Workshop.....Dec. 9, 2011.....Consultant Submit/Review Summary Report.....Dec. 16, 2011Consultant/Client Final Invoice.....Dec. 16, 2011Consultant	
COSTS		
Contract	<p>Normal fee structure is \$5000 per day for full day workshops running 8 hours with two 15 minute breaks and one hour lunch. Normal fee includes all costs associated with the workshop as outlined above.</p> <p><u>Proposed fee for this Team Building Workshop is \$3600</u> based upon a 5 hour workshop schedule including lunch (10:00 to 3:00). The facilitation fee includes: Produce and compile pre-workshop Questionnaire, conduct individual Council interviews, design and development of workshop agenda, process, content, and activities essential to workshop effectiveness; coordination meetings with Town Manager and summary report preparation.</p> <p>In the event client requests additional services in support of the planned outcomes and/or deliverables this Scope of Work - including prospective costs - will be amended accordingly.</p> <p>Consultant will deliver one final copy of the Questionnaire, Workshop Agenda, Participant Material, and Final Report for copying and distribution by the client as appropriate for each of the workshops.</p>	

Respectfully submitted by:

HighBar Consulting _____ Date: _____
 Michael Ward, Senior Consultant
 Internationally Certified Professional Facilitator, CPF/IAF

Approved: _____ Date: _____
 Rick Angelocci, Loomis Town Manager

Partial Client List

- **Tahoe Regional Planning Agency (TRPA) Governing Board retreat – July 2011**
- **California Strategic Growth Council Sustainable Communities Team Development - Summer/Fall2011**
- **Tahoe Prosperity Center Board Development Workshops – Summer 2011**
- **Direct Energy: Development of a Sales Center of Excellence, Dallas, Texas (2011)**
- **Parasol Tahoe Community Foundation: Board Retreat, Incline (2011)**
- **California Medical Association Foundation: Board Retreat and Development (2010-11)**
- **Western States Medical Conference (WSMC): Executive Leadership Retreat (2011)**
- **El Paso County Medical Society: Board Retreat, Colorado Springs (2011)**
- **Snowline Hospice: Board Retreats, Diamond Springs, California (2009, 2010, 2011)**
- **California Medical Association Alliance: Board Retreat(s), Sacramento (2010-11)**
- **Medical Executives Conference (MEC): Strategic Planning Retreat, San Jose (2010-11)**
- **Poverty to Prosperity Forum & Workshop, South Lake Tahoe, CA (2010)**
- **East West Medical Research Institute (EWMRI), Los Angeles, CA (2010-11)**
- **Tahoe Chamber Board of Directors: Strategic Planning Retreats: (2008, 2009,2010)**
- **California Medical Association: Strategic Plan & Culture Building Initiative (2010-11)**
- **Barton HealthCare System Leadership Development Workshops (2009-2010)**
- **Campus for Health Workforce Advancement (CHWA)/Center for Global Nursing Excellence (CGNE): Feasibility Study & Strategic Plan (2009-2010)**
- **Western Nevada Development District - Lake Tahoe Basin Economic Development Prosperity Plan Initiative (2009-2011)**
- **TeleHealth for Tahoe Initiative: Lead Consultant (2007-2009)**
- **Nursing Resource Centers: Strategic Sustainability Plan (2008)**
- **Institute for Business Performance Workforce Development Strategy and Leadership Retreats – (2008, 2009)**