County Of Sonoma
Agenda Item
Summary Report

Department: Sonoma County Water Agency

Name and Phone Number: Grant Davis - (707) 547-1911
Board Date: 12/13/2011
Deadline for Board Action:

AGENDA SHORT TITLE: Implementation of Organizational Strategies

REQUESTED BOARD ACTION:
Authorize Chair to execute the Agreement for Implementation of Organizational Strategies between the Sonoma County Water Agency and Mary Luttrell Management Consulting Services ($48,750; agreement terminates on December 31, 2012).

Authorize the Agency’s General Manager (a) to amend the Agreement, following review and approval by County Counsel as to form, provided the amendments do not cumulatively increase the total cost to the Agency by more than $4,875 (taking into account all prior amendments) and do not substantially change the scope of work, and (b) to approve additions, deletions, or changes in assignment of work to sub-consultants, following the procedures set forth in the Agreement.

CURRENT FISCAL YEAR FINANCIAL IMPACT

EXPENDITURES: ADDITIONAL FUNDS REQUIRING BOARD APPROVAL:
Estimated Cost $48,750
Amount Budgeted $48,750
Other Available Appropriations $0

Explanation (if required): Funding is available from appropriations within the Water Agency’s General Fund (Account No. 672105, Sub-object 6570).

Prior Board Action: None.

Alternatives – Results of Non-Approval: Non-approval will negatively impact the quality of the Water Agency’s strategic planning process, employee communications and supervisory training programs.
Background:
The Sonoma County Water Agency (Water Agency) first entered into an agreement with Mary Luttrell Management Consulting Services (Consultant) in June 2011 for $24,600 to develop strategic management and organizational strategies. This work included conducting a discovery phase of initial interviews with staff as directed by the Water Agency’s General Manager. Based on interviews and the discovery process, the Consultant developed a set of strategies for the Water Agency’s organizational development, including recommendations for improving internal communications between management and employees at all levels. The Consultant provided professional advisory services regarding the Water Agency’s organizational structure, management systems, leadership strategies, and other related issues as requested by the Water Agency’s General Manager.

Deliverables included a series of reports to the General Manager that outlined staff interview results and recommendations on how the Water Agency could move forward with developing and implementing strategic management and employee communications practices and programs, such as the Water Agency’s Strategic Plan. The Consultant’s initial work built the foundation for the next phase of developing the 2012-2017 strategic planning process, which includes approximately 75 employees now involved with the preparation of the plan. The Water Agency’s first strategic planning process did not utilize a seasoned professional, such as the Consultant. Since working with the Consultant, management has found vast improvements in identifying strategies for incorporating employees into the planning process, thus creating a stronger plan. The plan is a major Water Agency document that lays out the path for future internal Water Agency business programs and objectives, such as employee relations.

Other deliverables included face-to-face interview meetings with staff organized and performed by the Consultant to assist with the development of the strategies. The high level of professionalism and experience provided by the Consultant is essential to conducting an unbiased and thorough review of existing management and organizational strategies. The Consultant’s work was successfully completed and the agreement expired in September 2011.

Water Agency management is proposing to enter into another agreement with the Consultant for $48,750 to further develop management and organizational strategies including: provide technical assistance, project design, training, meeting facilitation and management consultation for the Water Agency’s 2012 - 2017 Strategic Planning Process; provide guidance and consultation to management to develop a strategic plan for improving internal communications with Water Agency employees; provide consultation to Water Agency Human Resources staff; provide professional training in design and implementation of Supervisory Training for Water Agency supervisors; and provide consultation to management to plan, implement and evaluate leadership initiatives for organizational capacity building.

The Consultant was selected based on professional experience and availability to provide the services requested by the Water Agency. A Consultant is needed to perform these services because the scope of the agreement could not be conducted by an internal employee given the sensitive nature of the work. An experienced third-party professional is required to conduct the tasks in the agreement in order to provide the Water Agency with unbiased management and organizational strategies.

The analysis provided by the Consultant has not been conducted for the Water Agency in the past. As the Water Agency moves forward with a new management team and a changing workforce, management agrees that the Consultant’s seasoned professional services will improve the method, development and implementation of key Water Agency strategies.

The Agreement includes provisions for the Water Agency's General Manager to terminate the Agreement, if necessary.

The standard insurance requirements for the Agreement were modified at Consultant’s request, and the modifications were approved by Risk Management.
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<tr>
<th>Attachments:</th>
<th>None.</th>
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<tbody>
<tr>
<td>On File With Clerk:</td>
<td>Agreement (4 Copies).</td>
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<td>CLERK OF THE BOARD USE ONLY</td>
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<td>Board Action (If other than “Requested”)</td>
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Template revised: 12/15/2010