



AGENDA ITEM

Item Number:

5

TO: CITY COUNCIL

FROM: CITY MANAGER

Submitted By:

Ellen Volmert
City Manager

Meeting Date:

December 4, 2012

Subject: Approval of Consultant and City Council Goal Setting Process

RECOMMENDATION:

Recommendation that the City Council take the following actions:

- a) Award a contract and authorize the City Manager to execute an Agreement for facilitation services for the City Council's goal setting process to Management Partners, Inc.; and
- b) Provide direction on whether or not to move to a two year goals model.

SUMMARY:

La Palma City Councils have traditionally engaged in annual goal setting. While there has been some change each year to goals, often goals continue to be carried forward through multiple such processes based on their priority or the time required to accomplish them. In addition to these goals, the City Council also utilizes the City Vision values in directing the policy and priorities of the City. These include pride and ownership, security, opportunity, and family. The goal setting process has most often been done with a professional facilitator, including several with Management Partners, Inc. The January 2012 goal setting process was facilitated by the then City Manager who had been in the position and organization for several years and came at a time when all Council Members had at least one year of service on the City Council.

As proposed, the facilitator's contract is of a type and amount that does not require City Council approval. However, given the relationship of the work to the City Council and the strategic importance of getting the goal setting process "right" at this critical period for the City, the item has been placed on the City Council agenda.

ANALYSIS:

Facilitation Contract

Perhaps never has there been a more critical time for City Council goal setting, with 2013 representing a somewhat unique situation. Not only is the City Manager new, but so are two City Council Members. At the same time, the organization faces significant changes to its operating resources from the losses of a major sales tax generator and property tax funds once utilized for redevelopment, economic development, and capital projects due to the dissolution of redevelopment in California.

It is anticipated that the results from the goal setting process will critically influence the organization's ability to prioritize in order to meet this new, but on-going, situation. In addition, the goal setting will help lay the foundation for a productive working environment within the City Council itself as well as between the City Council and staff. Therefore, the stakes in a successful goal setting process are of special importance in setting the path for our organization and community.

Jan Perkins, Senior Partner, has 30 years of management experience in local government. Before joining Management Partners in 2005 she served in several California and Michigan jurisdictions, including as city manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California; Grand Rapids, Michigan; and Adrian, Michigan. She provides assistance to government leaders in organizational analysis, leadership development, facilitation, strategic planning, teambuilding, executive coaching and performance evaluation, workforce and succession planning, and policy board/staff effectiveness. Jan has authored a number of articles, including "Hiring 2.0: 23 Creative Ways to Recruit and Keep Great Staff," which appeared in the January/February 2011 issue of *Public Management* magazine; "Successful Leadership," March 2005, *Public Management* magazine; and "The Value of Going Back to the Basics," co-authored with former Fremont Mayor Gus Morrison, June 2005, *Western City* magazine. Jan is an ICMA Credentialed Manager and serves as a coach for new city managers through Cal-ICMA. She has both a bachelors and masters degree from the University of Kansas and is a graduate of the Certificate Program for Executives in State and Local Government at Harvard University. Some of the clients that Jan has assisted include the cities of Rio Rancho and Santa Fe, New Mexico; Las Vegas and North Las Vegas, Nevada; the California cities of Beverly Hills, Cypress, Newport Beach, Santa Ana, Laguna Beach, Laguna Hills, Palo Alto, San Jose, Concord, Livermore, Garden Grove, Alameda, Anaheim, Huntington Beach, Long Beach, Orange, and Santa Cruz; the counties of Alameda, Orange, Monterey, Marin, Riverside, Santa Clara, San Mateo and Ventura; the Alameda County City Managers' Association; the Southern California Association of Governments; the Sacramento Area Council of Governments; the Orange County Cemetery District; and the Santa Barbara County Association of Governments.

As outlined in the attached proposal, Ms. Perkins would conduct individual interviews with City Council Members and the City Manager and would also meet jointly with senior management staff. Based on these sessions, she would develop and facilitate the City Council goal setting

workshop. Following the workshop, she would prepare a report documenting the City Council's direction. The workshop would include both norms for City Council productivity and priorities for results. While dates for the process are still being developed, it is anticipated that this work would be concluded in time for the City Council to have draft goals in place prior to the initial Fiscal Year 2013-14 budget development work session scheduled for the end of January. The norm and goal sessions may be split over two days or conducted in one all day session based on balancing schedules.

Two-Year Goals

The newly constituted City Council will presumably remain intact for the next two year period. This period also coincides with a number of strategic issues facing the organization which by their nature will require multi-year efforts and planning. Staff is therefore recommending that, in addition to the overarching values in the City Vision which already continue from one City Council to another, the City Council create unified two year goals for the 2013-2014 term (January 2013 through December 2014). This allows for both the longer term strategic focus for the City Council and City organization that will be important in dealing with our current situation and also recognizes that accomplishing goals for this situation will take a longer period. Two year goals provide more consistent direction for Staff and a longer timeframe for planning and implementing the necessary resources for reaching the goals.

One potential downside to two year goals could be the difficulty of keeping these goals "top of mind" for both the City Council and City staff and to monitor progress on a consistent and regular basis over this longer timeframe. Staff's intention is to include status updates on City Council goals in future quarterly financial reports as well as for periodic discussion at City Council work sessions. Management staff will also be incorporating City Council goals into their performance management processes and goals as part of budget and financial plan development. This will provide the necessary review and adjustment opportunities to ensure the goals continue to represent the highest priorities of the City Council and that Staff continues to make needed progress towards their completion.

FISCAL IMPACT:

The consultant's initial proposal was for 30 hours of work and a total fee of \$6,600. Staff worked with the consultant to reduce this to the recommended proposal which totals \$5,300 for twenty-four (24) hours of work and reflects that City Staff will provide certain support services to keep costs and hours down, and that there will be a disciplined approach to the number of hours needed based in part on the firm's prior history working with La Palma. The City Council could also choose to approve the larger proposal and reduce the amount of staff time necessary in support of the effort.

The FY 2012-13 Adopted Budget did not assume this expense. However, based on savings within this fiscal year, there will be sufficient appropriations in the City Manager's/Administrative Services budget (General Fund) to pay for this professional service.

This is a one-time service and has no direct impact on future budgets or goal setting sessions. However, a successful goal setting process will have an indirect impact on the organization's ability to prioritize services, effectively budget resources for those services, and thereby produce the intended results.

ATTACHMENTS:

1. Agreement for Consultation Services – Management Partners

**AGREEMENT FOR CONSULTANT SERVICES
MANAGEMENT PARTNERS**

THIS AGREEMENT FOR the CONSULTANT SERVICES (hereinafter, the "Agreement"), entered into as of December 5, 2012, by and between the **CITY OF LA PALMA**, a municipal corporation (hereinafter, the "City"), and **Management Partners**, a corporation (hereinafter, the "Consultant"). The Consultant and the City are hereafter together referred to as the "Parties" and each individually as a "Party."

RECITALS

A. The City requires the services of, and desires to retain, a consultant to perform the services set forth and described in the Scope of Work attached hereto as Exhibit "A" and incorporated herein by this reference (hereinafter, the "Consultant Services").

B. By virtue of the Consultant's expertise, experience and background, the Consultant is qualified to perform the Consultant Services for and on behalf of the City.

C. The City and the Consultant mutually desire to enter into this Agreement for the provision of the Consultant Services by the Consultant for and on behalf of the City, in accordance with the terms and conditions set forth herein.

EXECUTORY AGREEMENTS

NOW, THEREFORE, in consideration of the facts recited above and the covenants, conditions and promises contained herein, the City and the Consultant mutually agree as follows:

SECTION ONE: RETENTION AND DUTIES OF CONSULTANT

1.1 The City hereby retains the Consultant, and the Consultant accepts this retention from the City, to perform the Consultant Services as set forth in the Scope of Work and attached hereto as Exhibit "A".

1.2 The Consultant shall perform all services set forth in the Scope of Work in a competent and professional manner, and shall complete all such work, and each component thereof, within the time periods set forth in the Scope of Work.

1.3 In the performance of the Consultant Services, the Consultant shall report to and receive instructions from the City Manager of the City. Tasks or services other than those specifically described in the Scope of Work shall not be performed without the prior written approval of the City Manager. If the City changes the scope of the Consultant Services to be performed by the Consultant, or if the Consultant is requested to perform services not specifically described in the Scope of Work, the Consultant shall perform such services as are necessary to complete the work, and compensation for the work performed shall be paid by the City in accordance with the Budget and Fee Schedule attached hereto as Exhibit "A" and incorporated herein by this reference, or as otherwise may be agreed in writing by the City and the Consultant.

1.4 The Consultant shall not subcontract the performance of any of the Consultant Services without the prior written approval of the City.

1.5 All data, studies, drawings, plans, maps, reports and other documents shall, upon payment in full for the Consultant Services, be furnished to and become the property of the City, without restriction or limitation upon their use.

1.6 The Consultant agrees that the following person shall be the project manager on behalf of the Consultant under this Agreement, and shall be principally responsible for performing the Consultant Services:

Jan Perkins

Notwithstanding the foregoing, the parties acknowledge that persons other than the above-designated project manager of the Consultant may perform tasks or services under this Agreement if the performance of such tasks or services is under the supervision and control of the Consultant's project manager. The Consultant shall not alter the assignment of the above-designated project manager without the prior written approval of the City Manager.

1.7 The City reserves and has the right and privileges, at its sole discretion and with or without cause at any time during the term of this Agreement, of suspending, canceling or terminating this Agreement or any work in connection with this Agreement. In the event of termination, all finished or unfinished data, studies, maps, reports and other items prepared by the Consultant shall become the property of the City, and the Consultant shall promptly deliver such items to the City. In the event of termination, the City shall pay the Consultant for all authorized services performed and for all authorized and invoiced expenses incurred up to the date of termination of this Agreement, on a time and materials basis in accordance with the Scope of Work and Budget and Fee Schedule attached hereto as Exhibit "A".

SECTION TWO: COMPENSATION TO CONSULTANT

2.1 The City shall pay to the Consultant for the performance of the Consultant Services compensation in accordance with the Scope of Work and the fixed fee therein of \$5,300 attached hereto as Exhibit "A".

2.2 The Consultant shall invoice the City on a monthly basis for all work performed by the Consultant under this Agreement. Within thirty (30) days of receipt of an invoice, and upon determination by the City that the invoice is in order and that the Consultant has performed all requested or required services in a timely and competent manner, the City shall pay such invoice.

2.3 The Consultant shall maintain records on all services for and charges to the City under this Agreement for a period of not less than twenty-four (24) months after the completion or termination of this Agreement, and make such records available for review and audit if requested by the City at any time during the term, or within twenty-four (24) months of the completion or termination, of this Agreement.

SECTION THREE: LEGAL RESPONSIBILITIES

3.1 The Consultant shall keep fully informed of all Federal and State laws and regional, county and municipal ordinances and regulations which may in any manner affect those employed by the Consultant or the performance by the Consultant of any tasks or services for or on behalf of the City. The Consultant shall at all times observe and comply with all such laws, ordinances and regulations, and shall be responsible for the compliance therewith of all work and services performed by the Consultant by or on behalf of the City.

3.2 The Consultant is retained as an independent contractor only, for the sole purpose of rendering those professional services set forth in Exhibit "A" hereto or otherwise requested by the City, and is not an employee of the City. The City shall have the right to control the Consultant only as to results of the Consultant's services rendered pursuant to this Agreement, and the City shall not have the right to control the means by which the Consultant accomplishes the services performed under this Agreement.

3.3 The Consultant shall not discriminate against any employee or applicant for employment because of race, religion, sex, age, marital status or national origin.

3.4 All proprietary information developed by the Consultant in connection with, or resulting from, this Agreement, including but not limited to inventions, discoveries, improvements, copyrights, patents, maps, reports, textual material or software programs, shall be the sole and exclusive property of the City. The Consultant agrees that the compensation to be paid pursuant to this Agreement includes adequate and sufficient compensation for any proprietary information developed in connection with or resulting from the performance of the Consultant Services under this Agreement. The Consultant further understands and agrees that full disclosure of all proprietary information developed in connection with, or resulting from, the performance of services by the Consultant under this Agreement shall be made to the City, and that the Consultant shall do all things necessary and proper to perfect and maintain ownership of such proprietary information by the City.

3.5 The Consultant agrees to perform all work to the reasonable satisfaction of the City. If the services performed under this Agreement are not satisfactory, the City has the right to take appropriate action, including but not limited to: (1) meeting with the Consultant, its agents or subcontractors to review the quality of the work and resolve matters of concern; (2) requiring the Consultant to have the work repeated at no additional fee until it is satisfactory; (3) withholding payment of City's compensation to the Consultant for any unsatisfactory work performed; (4) terminating this Agreement.

3.6 The Consultant shall assume all costs arising from the use of patented or copyrighted materials, including but not limited to equipment, devices, processes, and software programs, used or incorporated in the services or work performed by the Consultant under this Agreement. The Consultant shall indemnify, defend and hold the City harmless from any and all suits, actions or proceedings of every nature for or on account of the use of any patented or copyrighted materials.

3.7 Any time period specified in this Agreement for performance of services shall be extended because of any delays due to unforeseeable causes beyond the control and without the fault or negligence of the City or the Consultant, including, but not restricted to, acts of God or of the public enemy, unusually severe weather, fires, earthquakes, floods, epidemics, quarantine

restrictions, riots, strikes, freight embargoes, wars, litigation, and/or acts of any governmental agency, including the City, if the delaying Party shall within ten (10) days of the commencement of such delay notify the other Party in writing of the causes of the delay. If the Consultant is the delaying Party, the City shall ascertain the facts and the extent of delay, and extend the time for performing the services for the period of the enforced delay when and if in the judgment of the City such delay is justified. The City's determination shall be final and conclusive upon the parties to this Agreement. In no event shall the Consultant be entitled to recover damages against the City for any delay in the performance of this Agreement, however caused. The Consultant's sole remedy shall be extension of this Agreement pursuant to this section.

3.8 The parties mutually acknowledge that the CITY has retained CONSULTANT to perform the tasks and services set forth in this Agreement based upon the special skills, expertise and experience of CONSULTANT. Accordingly, in performing the tasks and services under this Agreement, CONSULTANT shall use the skill and care that a highly specialized professional with significant expertise in the field, would use under similar circumstances. Further, the parties mutually agree that, to the extent that CONSULTANT retains sub-consultants or subcontractors to perform any portion of any of the tasks or services under this Agreement, CONSULTANT has a duty to the CITY to ensure that the tasks and services performed by such sub-consultants and subcontractors meet the same highly specialized professional level, skill and expertise expected of CONSULTANT.

3.8.1 Except as set forth in subdivision 3.8.2, CONSULTANT shall indemnify, defend (with legal counsel acceptable to the CITY) and hold harmless the CITY, its officials, officers and employees ("CITY Personnel") from and against any and all actions, suits, claims, demands, judgments, attorneys fees, costs, damages to persons or property, losses penalties, obligations, expenses or liabilities ("Claims") that may be asserted or claimed by any person or entity arising out of CONSULTANT'S performance of any tasks or services for or on behalf of the CITY, whether or not there is concurrent active or passive negligence on the part of the CITY and/or any CITY Personnel, but excluding any Claims arising from the sole negligence or willful misconduct of CITY or any CITY Personnel.

3.8.2 The provisions of this subdivision 3.8.2 apply only in the event that CONSULTANT is a "design professional" within the meaning of the California Civic Code Section 2782.8(b). If CONSULTANT is a "design professional" within the meaning of Section 2782.8(b), then notwithstanding subdivision 3.8.1 above, to the fullest extent permitted by law (including, without limitation, Civil Code Sections 2782 and 2782.6), CONSULTANT shall defend (with legal counsel reasonably acceptable to the CITY), indemnify and hold harmless the CITY and CITY Personnel from and against any Claim that arises out of, pertains to, or relates to, directly or indirectly, in whole or in part, the negligence, recklessness, or willful misconduct of CONSULTANT, any sub-consultant, subcontractor or any other person directly or indirectly employed by them, or any person that any of them control, arising out of CONSULTANT's performance of any task or service for or on behalf of the CITY under this Agreement. Such obligations to defend, hold harmless and indemnify the CITY or any CITY Personnel, shall not apply to the extent that such Claims are caused in part by the sole active negligence or willful misconduct of the CITY or such CITY Personnel. To the extent CONSULTANT has a duty to indemnify the CITY or any CITY Personnel under this subdivision (b), CONSULTANT shall be responsible for all incidental and consequential damages resulting directly or indirectly, in whole or in part, from CONSULTANT's negligence, recklessness or willful misconduct.

3.9 The Consultant shall not commence the performance of any work or services under this Agreement until the Consultant has obtained all insurance required hereunder, nor shall the Consultant allow any subcontractor to commence services under its subcontract until all such insurance has been obtained by the subcontractor. The Consultant shall take out and maintain at all times during the performance of this Agreement the following policies of insurance:

3.9.1 Workers Compensation Insurance to cover its employees as required by law; and the Consultant shall require all subcontractors to provide such compensation insurance for all of the latter's employees. Each such policy of worker compensation insurance shall carry the following endorsements:

(a) "The insurer waives all rights of subrogation against THE CITY OF LA PALMA, its officers, officials, agents, employees and representatives."

(b) "This insurance policy shall not be canceled, limited or nonrenewed by the insurer until thirty (30) days after receipt by THE CITY OF LA PALMA of a written notice of such cancellation, limitation or reduction of coverage."

3.9.2 Comprehensive General Liability Insurance for bodily injury, death and property damage which may arise from the negligent performance of the Consultant, its employees, agents representatives, successors and assigns while performing work or services under this Agreement, in a minimum Combined Single Limit of \$1,000,000.

3.9.3 Comprehensive Automobile Liability Insurance, including owned, non-owned and hired automobiles, in a minimum Combined Single Limit of \$1,000,000 per occurrence for bodily injury, death and property damage.

Each such policy of insurance provided for in Paragraph 3.9.2 and 3.9.3 shall be in a form satisfactory to the City and shall contain the following endorsements:

(a) "THE CITY OF LA PALMA, its officers, officials, employees and representatives, are hereby declared to be additional insureds under the terms of this policy with respect to the operations and activities of the named insured at or from the premises of THE CITY OF LA PALMA described above."

(b) "This insurance policy shall not be canceled, limited or not renewed until thirty (30) days after receipt by THE CITY OF LA PALMA of a written notice of such cancellation, limitation or reduction of coverage."

(c) "This insurance policy is primary insurance and no insurance held or owned by the designated additional insureds shall be called upon or looked to cover a loss under said policy; THE CITY OF LA PALMA shall not be liable for the payment of premiums or assessments on this policy."

3.9.4 Professional Liability Insurance to protect the City from the Consultant's negligent acts, errors and omissions of a professional nature, with coverage in a minimum amount of \$1,000,000.

At least thirty (30) days prior to the expiration of any policy of insurance required under Paragraph 3.9.1, 3.9.2 or 3.9.3, a signed complete certificate of insurance, with all endorsements provided herein, showing that such insurance coverage has been renewed or extended, shall be filed with the City.

3.10 The Consultant shall not assign or otherwise transfer any of its rights or obligations under this Agreement without the prior written consent of the City; and any such assignment or other transfer without such consent shall be void.

3.11 Except as the City may specify in writing, the Consultant shall have no authority, express or implied, to act on behalf of the City in any capacity whatsoever as an agent. This Agreement does not grant to the Consultant any authority, express or implied, to bind the City to any obligation whatsoever.

3.12 In the event any action is commenced by one Party to this Agreement against the other to enforce any of the rights or obligations arising from this Agreement, the prevailing Party in such action, in addition to any other relief and recovery ordered by the court, shall be entitled to recover all statutory costs, together with reasonable attorney's fees.

SECTION FOUR: MISCELLANEOUS

4.1 Notices: All notices, invoices or other instruments required or permitted to be given under this Agreement shall be served by personal delivery or deposited in a United States mail depository, postage prepaid, and addressed as follows:

If to the City: City of La Palma
7822 Walker Street
La Palma, California 90623
Attn: Ellen Volmert, City Manager

If to the Consultant: Management Partners
Attn: Jan Perkins
3152 Red Hill Avenue, Suite 210
Costa Mesa, CA 92626

or such other address or person as either Party may indicate to the other in writing. Service of any instrument by mail shall be deemed effective forty-eight (48) hours after deposit in a United States mail depository, postage prepaid, and addressed as set forth above.

4.2 Integration: This Agreement represents the entire understanding of the City and the Consultant as to those matters contained herein, and no prior oral or written understanding shall be of any force or effect with regard to those matters covered by this Agreement. This Agreement may not be modified, altered or amended except in writing signed by both the City and the Consultant.

4.3 Construction: This Agreement shall be construed in accordance with the laws of the State of California and as if drafted by both parties hereto.

4.4 Successors and Assigns: Subject to the provisions of Paragraphs 1.4 and 3.10 hereinabove, this Agreement, and all of the covenants, terms and conditions hereof, shall be binding upon, and inure to the benefit of, the City, the Consultant, and their respective successors and assigns.

4.5 Authority of Signatories: The persons executing this Agreement on behalf of the Parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said Parties and that by so executing this Agreement the Parties are formally bound to the provisions of this Agreement.

IN WITNESS WHEREOF, this Agreement has been executed as of the date first written above.

City of La Palma

By _____
Ellen Volmert
City Manager

ATTEST:

Laurie A. Murray, CMC
City Clerk

Management Partners

By _____

[Title]

By _____

[Title]

Exhibit A

Scope of Work



November 19, 2012

Ms. Ellen Volmert
City Manager
City of La Palma
7822 Walker Street
La Palma, CA 90623

Dear Ms. Volmert:

Thank you for the opportunity to submit a proposal to facilitate a Council goal setting workshop. We understand that the City will have new Councilmembers following the November election and that a goal setting workshop is desired in January 2013. As the new City Manager, this is an opportunity for you to help set the path for the coming year. Management Partners has facilitated previous Council goal setting workshops in La Palma, and as a result we have some understanding of the local environment.

Jan Perkins will be the facilitator for the workshop. We have the experience and skills needed to plan and conduct a workshop that will be productive and achieve the results you are seeking. You indicated an interest in involving your department heads in this process as well so we will plan the process accordingly.

To optimize Council members' time during the workshop, careful advance planning will be done. This planning will include conducting interviews with all members of the City Council, preparing an agenda and reviewing it with you, meeting with you and your department head team, and coordinating with your staff on workshop logistics. Following the workshop we will prepare a report that documents the direction provided by the Council.

The following describes the plan of work anticipated for the engagement.

Activity 1 – Prepare for the Council Workshop

Jan Perkins will start by meeting with you to discuss the suggested process and refine it as needed. She will then conduct in-person interviews with you and each Council member. In the interviews, Jan will ask about what priorities they would hope the City would accomplish in the coming year. The results of these interviews will be summarized. Jan will then design the workshop, prepare a draft agenda and review it with you.

Additionally, because you indicated that you and your department head team will be engaged in this process, Jan will meet with you to discuss ways the management team can provide the most helpful information and the role they will play during the workshop. Jan will meet with you and your management team to review the information about goals they will have prepared for the workshop and to refine the agenda for the Council goal setting session.

Activity 2 – Facilitate the Session

Jan will facilitate the City Council workshop. The workshop may be divided into two sections, with one part focusing on Council norms and the other focusing on priorities for the year. Department heads will join in the second part, given their role in implementation and the importance of engaging them in discussions about priorities and work plans. The workshop will be engaging and interactive with a focus on the issues identified through the interviews and the outcomes desired by you and the Council. The workshop will be facilitated in a way that enables all participants to productively discuss their interests and for the Council to reach agreement on goals for the year.

Activity 3 – Summarize Results

After the workshop, we will prepare a report summarizing the results and follow-up steps to be taken.

Facilitator

Jan Perkins, Senior Partner, has 30 years of management experience in local government. Before joining Management Partners in 2005 she served in several California and Michigan jurisdictions, including as city manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California; Grand Rapids, Michigan; and Adrian, Michigan. She provides assistance to government leaders in organizational analysis, leadership development, facilitation, strategic planning, teambuilding, executive coaching and performance evaluation, workforce and succession planning, and policy board/staff effectiveness. Jan has authored a number of articles, including "Hiring 2.0: 23 Creative Ways to Recruit and Keep Great Staff," which appeared in the January/February 2011 issue of *Public Management* magazine; "Successful Leadership," March 2005, *Public Management* magazine; and "The Value of Going Back to the Basics," co-authored with former Fremont Mayor Gus Morrison, June 2005, *Western City* magazine. Jan is an ICMA Credentialed Manager. Some of the clients that Jan has assisted include the cities of Rio Rancho and Santa Fe, New Mexico; Las Vegas and North Las Vegas, Nevada; the California cities of Beverly Hills, Cypress, Newport Beach, Santa Ana, Laguna Beach, Laguna Hills, Palo Alto, San Jose, Concord, Livermore, Garden Grove, Alameda, Anaheim, Huntington Beach, Long Beach, Orange, and Santa Cruz; the counties of Alameda, Orange, Monterey, Marin, Riverside, Santa Clara, San Mateo and Ventura; the Alameda County City Managers' Association; the Southern California Association of Governments; the Sacramento Area Council of Governments; the Orange County Cemetery District; and the Santa Barbara County Association of Governments.



Project Hours and Cost

Management Partners estimates 24 hours will be required for the project. We will complete the proposed plan of work for a fixed fee of \$5,300, which includes our expenses.

We look forward to working again with the City of La Palma. Please feel free to contact either Jan Perkins (949-202-8870) or me if you have any questions.

Sincerely,



Andrew S. Belknap
Regional Vice President

Accepted for the City of La Palma by:

Name: _____

Title: _____

Date: _____

