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### AGENDA FOR THE ADJOURNED REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF COMMERCE

## COUNCIL CHAMBERS 5655 JILLSON WAY, COMMERCE, CALIFORNIA

#### WEDNESDAY, JANUARY 23, 2013 - 4:00 P.M.

**CALL TO ORDER** 

Mayor Leon

**ROLL CALL** 

City Clerk Olivieri

#### PUBLIC COMMENT (TIME LIMITATION - 5 MINUTES)

Citizens wishing to address the City Council on any item on the agenda or on any matter not on the agenda may do so at this time. However, State law (Government Code Section 54950 et seq.) prohibits the City Council from acting upon any item not contained on the agenda posted 72 hours before a regular meeting and 24 hours before a special meeting. Upon request, the City Council may, in their discretion, allow citizen participation on a specific item on the agenda at the time the item is considered by the City Council. Request to address City Council cards are provided by the City Clerk. If you wish to address the City Council at this time, please complete a speaker's card and give it to the City Clerk prior to commencement of the City Council meeting. Please use the microphone provided, clearly stating your name and address for the official record and courteously limiting your remarks to five (5) minutes so others may have the opportunity to speak as well.

To increase the effectiveness of the Public Comment Period, the following rules shall be followed:

No person shall make any remarks which result in disrupting, disturbing or otherwise impeding the meeting.

#### SCHEDULED MATTERS

1. A Resolution of the City Council of the City of Commerce, California, Approving a Consulting Services Agreement with Clifton Anderson

The **City Council** will consider for approval and adoption a proposed Resolution approving a consulting services agreement with Clifton Anderson to complete an Organizational Development Initiative for the City of Commerce.

COUNCIL ADJOURNED AGENDA 01/23/2013 – 4:00 p.m. Page 2 of 2

#### **RECESS TO CLOSED SESSION**

- 2. Pursuant to Government Code §54957,
  - A. The City Council will interview applicants for the position of Director of Human Resources and, thereafter, consider personnel matters related to the appointment of a Director of Human Resources.

#### **ADJOURNMENT**

Adjourn to Tuesday, February 5, 2013, at 5:00 p.m., in the City Council Chambers.

LARGE PRINTS OF THIS AGENDA ARE AVAILABLE UPON REQUEST FROM THE CITY CLERK'S OFFICE, MONDAY-FRIDAY, 8:00 A.M.-6:00 P.M.

### AGENDA REPORT

**MEETING DATE: JANUARY 23, 2013** 

TO:

HONORABLE CITY COUNCIL

FROM:

CITY ADMINISTRATOR

SUBJECT: A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COMMERCE, CALIFORNIA, APPROVING A CONSULTING SERVICES AGREEMENT

WITH CLIFTON ANDERSON

#### **RECOMMENDATION:**

Approve and adopt the Resolution approving a consulting services agreement with Clifton Anderson, and assign the number next in order.

#### **MOTION:**

Move to approve the recommendation.

#### **BACKGROUND:**

On December 18, 2012 the City Council approved engaging Clifton Anderson to perform an organizational development initiative for the City of Commerce at a cost/investment not to exceed \$28,400, consisting of Phase 1 and Phase 2 of the attached Proposed Scope of Work revised to include an additional 20 hours (\$4000) in Phase 1 to enhance Governance consistent with the City of Commerce Municipal Code, to also include at no additional cost facilitating the transition, if any, from the current City Council to the City Council elected in March 2013, and deleting the 80 hours (\$16,000) included in Phase 1 to "Perform organizational workload/resourcing assessment". The proposed agreement formalizes the engagement approved by the City

#### ANALYSIS:

Phase 1 of this engagement is scheduled from February through April 2013 and Phase 2 from February through May 2013.

#### FISCAL IMPACT:

An appropriation of \$28,400 to the Human Resources Department budget to fund this engagement was approved by the City council on December 18, 2012.

Consulting Services Agreement with Clifton Anderson January 23, 2013 Page 2

#### **RELATIONSHIP TO 2012 STRATEGIC GOALS:**

This agenda item report is applicable to the following Council strategic goals: "Implement Staff Development", "Implement strategic communication plan for all key stakeholders" and "Establish protocol to ensure decision making and evaluation process for new ideas are clear and timely".

Prepared by:

David Hill

Interim Director of Human Resources

Respectfully submitted,

Jorge Rifá

City Administrator

Fiscal Impact Reviewed by:

Vilko Domic

Director of Finance/City Treasurer

Approved as to Form:

Eduardo Olivo City Attorney

| RESOLUTION NO   |  |  |
|---|--|--|
| A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF COMMERCE,<br>CALIFORNIA, APPROVING A CONSULTING SERVICES AGREEMENT WITH<br>CLIFTON ANDERSON   |  |  |
| WHEREAS, the City Council by majority vote on December 18, 2012, has approved the Scope of Work to be performed by Clifton Anderson; and  |  |  |
| WHEREAS, the City Council finds that approving a Consulting Services Agreement with Clifton Anderson to complete an Organizational Development Initiative for the City of Commerce is in the City's interest. |  |  |
| NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF COMMERCE DOES HEREBY RESOLVE, DECLARE AND DETERMINE AS FOLLOWS:   |  |  |
| Section 1. The Services Agreement with Clifton Anderson is hereby approved. The Mayor is authorized to execute the Agreement for and on behalf of the City Council.   |  |  |
| PASSED, APPROVED AND ADOPTED thisday of January, 2013 at Commerce, California.  |  |  |
|   |  |  |
| Lilia R. Leon, Mayor  |  |  |
| ATTEST:   |  |  |

Linda Kay Olivieri, MMC

City Clerk

| THIS AGREEMENT (the "Agreement") dated as of            | , 2013 (the "Effective Date") is |
|---|----------------------------------|
| made by and between Clifton Anderson ("Consultant") and |                                  |
| corporation (the "City").                               | , 1                              |

#### **RECITALS**

WHEREAS, Consultant represents that it is specially trained, experienced and competent to perform the special services that will be required by this Agreement; and

WHEREAS, Consultant is willing to render such Services, as hereinafter defined, on the terms and conditions below.

#### **AGREEMENT**

#### 1. Scope of Services and Schedule of Performance.

Consultant shall perform the services (the "Services") set forth in Exhibit "A" which is attached hereto and incorporated herein by this reference, in accordance with the schedule set forth therein.

#### 2. Term.

Except as otherwise provided by Section 17 hereof, the term of this Agreement shall be for a period commencing on the Effective Date until the completion by Consultant of all the Services, to the satisfaction of the City.

#### 3. Compensation.

So long as Consultant is discharging its obligations in conformance with the terms of this Agreement, Consultant shall be paid a fee by the City in accordance with the fee schedule set forth in Exhibit "A" and with the other terms of this Agreement. The fees payable hereunder shall be subject to any withholding required by law.

Such fees shall be payable following receipt of an itemized invoice for services rendered. Consultant shall send and address its bill for fees, expenses, and costs to the City to the attention of the City Administrator. The City shall pay the full amount of such invoice; provided, however, that if the City or its City Administrator object to any portion of an invoice, the City shall notify Consultant of the City's objection and the grounds therefore within thirty (30) days of the date of receipt of the invoice; the parties shall immediately make every effort to settle the disputed portion of the invoice.

#### 4. Financial Records.

Consultant shall maintain complete and accurate records with respect to fees and costs incurred under this Agreement. All such records shall be maintained on a generally accepted accounting basis and be clearly identified and readily accessible. Consultant shall keep, maintain and provide free access to such books and records to examine and audit the same, and to make

transcripts thereof as necessary, and to allow inspection of all work data, documents, proceedings and activities related to this Agreement for a period of three years from the date of final payments under this Agreement. All accounting records shall readily provide a breakdown of fees and costs charged to this Agreement.

#### 5. <u>Independent Contractor</u>.

Consultant is and shall perform its services under this Agreement as a wholly independent contractor. Consultant shall not act nor be deemed an agent, employee, officer or legal representative of the City. Consultant shall not at any time or in any manner represent that it or any of its agents, employees, officers or legal representatives are in any manner agents, employees, officers or legal representatives of the City. Consultant has no authority to assume or create any commitment or obligations on behalf of the City or bind the City in any respect. This Agreement is not intended to and does not create the relationship of partnership, joint venture or association between the City and Consultant. None of the foregoing shall affect any privilege or protection against disclosure which applies to the services Consultant undertakes under this Agreement.

#### 6. <u>Consultant to Provide Required Personnel;</u> Subcontracting.

Consultant shall provide and direct the necessary qualified personnel to perform the Services required of, and from, it pursuant to the express and implied terms hereof, with the degree of skill and judgment normally exercised by recognized professional firms performing services of a similar nature at the time the Services are rendered, and to the reasonable satisfaction of the City.

Consultant may not have a subcontractor perform any Services except for the subcontractors identified in Exhibit "A" as such. Such identified subcontractors shall perform only those Services identified in Exhibit "A" as to be performed by such subcontractor. All labor, materials, fees and costs of such identified subcontractors shall be paid exclusively by Consultant. No subcontractors may be substituted for any of the identified subcontractors except with the prior written approval of the City Administrator.

#### 7. Responsible Principal and Project Manager.

Consultant shall have a Responsible Principal and a Project Manager who shall be principally responsible for Consultant obligations under this Agreement and who shall serve as principal liaison between the City and Consultant. Designation of another Responsible Principal or Project Manager by Consultant shall not be made without the prior written consent of the City.

#### 8. <u>City Liaison</u>.

Consultant shall direct all communications to the City Administrator or his designee. All communications, instructions and directions on the part of the City shall be communicated exclusively through the City Administrator or his designee.

#### 9. Licenses.

Consultant warrants that it and its employees have obtained all valid licenses and/or certifications generally required of professionals providing services such as the Services, by all applicable regulating governmental agencies, and are in good standing with such applicable regulating governmental agencies.

#### 10. Compliance with Laws.

Consultant shall, and shall ensure that its employees and its subcontractors, if any, comply with all applicable city, county, state, and federal laws and regulations (including occupational safety and environmental laws and regulations) in performing the Services and shall comply with any directions of governmental agencies and the City relating to safety, security, and the like.

#### 11. <u>Indemnification</u>.

Consultant shall indemnify and hold the City and their respective officials, officers, agents and employees harmless from and against any and all liabilities, losses, damages, costs and expenses the City and their respective officials, officers, agents and employees hereafter may suffer in connection with any claim, action, or right or action (at law or in equity) because of any injury (including death) or damage to person or property proximately caused by any negligent acts, errors, or omissions by Consultant, its employees, its subcontractors or its agents in the performance of the Services hereunder. Consultant shall not be liable to the extent that any liability, loss, damage, cost, and expense is caused solely from an act of negligence or willful misconduct by the City or its respective officials, officers, employees or agents. Upon demand, Consultant shall promptly provide a defense to such claims, actions or right of action (at law or equity) and shall promptly pay for all associated and resulting costs, damages, settlements, penalties, judgments, fees and expenses, including attorneys' fees and costs.

#### 12. Confidentiality.

Consultant shall maintain as confidential and not disclose to others, either before or after the termination of this Agreement, any data, documents, reports, or other information provided to Consultant by the City, or employees or agents of the City, or any data, documents, reports, or other information produced by Consultant during its performance hereunder, except as expressly authorized in writing by the City, or to the extent required for: (1) compliance with professional standards of conduct for the preservation of the public safety, health, and welfare, but only after Consultant notifies the City of such need for disclosure; and (2) compliance with any court order or other government directive or requirement, but only after Consultant notifies the City of such an order, directive, or requirement. Consultant shall keep all "Confidential" materials received or generated under this Agreement in separate files marked "Confidential." Any non-compliance by Consultant with this part of the Agreement shall be deemed a material breach of this Agreement. The obligations of this paragraph shall survive the termination of this Agreement.

#### 13. Ownership of Documents.

All original documents, designs, drawings, methodological explanations, computer

programs, reports, notes, data, materials, services and other products prepared in the course of providing the Services (collectively, "Products") shall become the sole property of the City and the City shall have authority to publish, disclose, distribute, use, reuse or disposed of the Products in whole or in part, without the permission of Consultant. In the event that this Agreement is terminated by the City, Consultant shall provide the City with any finished or unfinished Products. No documents, designs, drawings, methodological explanations, computer programs, reports, notes, data, materials, services and other products prepared in whole or in part under this Agreement shall be the subject of an application for copyright or submitted for publication by or on behalf of Consultant. Notwithstanding such ownership, Consultant shall be entitled to make and obtain copies or reproductions of such Products for its own files or internal reference.

#### 14. Covenant against Contingent Fees.

Consultant warrants that it has not employed or retained any company or person to solicit or secure this Agreement and that it has not paid or agreed to pay any company or person any fee, City or percentage from the award or making of this Agreement, except for subcontractors listed in this Agreement. For breach or violation of this warranty, the City shall have the right, among other available legal remedies, to terminate this Agreement without liability, or in its discretion, to deduct from the consideration payable to Consultant, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

#### 15. Conflict of Interest.

Consultant covenants that neither it nor any officer or principal of its firm have any interests, nor shall they acquire any interest, directly or indirectly which will conflict in any manner or degree with the performance under this Agreement. Consultant further warrants its compliance with the Political Reform Act (Government Code § 81000, et seq.) and all other laws, respecting this Agreement and that no Services shall be performed by either an employee, agent, or a subcontractor of Consultant, who has a conflict relating to the City or the performance of Services on behalf of the City.

#### 16. Other Agreements.

Consultant warrants that it is not a party to any other existing agreement that would prevent Consultant from entering into this Agreement or that would adversely affect Consultant's ability to perform the Services under this Agreement. During the term of this Agreement, Consultant shall not, without City's prior written consent, perform services for any person, firm, or corporation other than City if such services could lead to a conflict with Consultant's obligations under this Agreement.

#### 17. Termination.

This Agreement may be terminated, prior to the expiration of its term, only in the following manner:

a. by the written mutual agreement of the parties hereto; or

b. by the City, with or without cause, upon 5 days written notice to Consultant pursuant to Section 22 of this Agreement.

Upon receipt of a notice of termination, Consultant shall immediately cease all work and promptly deliver to the City the work product or other results obtained by Consultant up to that time. In the event of termination without cause by the City, the City shall pay Consultant for work completed prior to the date of such termination (based on the percentage of the overall work satisfactorily completed by Consultant in relation to the work required by the entire Agreement or the hours worked by Consultant, as applicable), provided such work is in a form usable by the City.

#### 18. Waiver of Breach.

No waiver of any term, condition or covenant of this Agreement by the City shall occur unless signed by the City Administrator and such writing identifies the provision which is waived and the circumstances or period of time for which it is waived. Such waiver shall be for the specified period of time only and shall not apply to any subsequent breach. In addition, such waiver shall not constitute a waiver of any other term, condition or covenant of this Agreement nor shall it eliminate any remedies available to the City for any breaches of this Agreement which are not excused by such waiver. A delay in communicating a failure of Consultant to satisfy a term, condition or covenant in no way waives that term or any remedies available for its breach.

#### 19. Assignment.

Neither this Agreement nor any rights or obligations hereunder may be assigned or otherwise transferred by Consultant, nor shall this Agreement inure to the benefit of any trustee in bankruptcy, receiver, or creditor or Consultant, whether by operation of law or otherwise, without the prior written consent of the City which may be withheld in its sole discretion. Any attempt to so assign or transfer this Agreement or any rights or obligations hereunder without such consent shall be void and of no effect.

#### 20. <u>Arbitration</u>.

If any dispute arises out of or relates to this Agreement, or the breach thereof, and if such a dispute cannot be settled through direct discussions, the parties agree to settle any disputes involving only monetary amounts less than \$100,000 by binding arbitration pursuant to the rules of the American Arbitration Association by an arbitrator sitting in Los Angeles County.

#### 21. Attorneys' Fees.

In the event an arbitration or a judicial proceeding is brought to enforce the terms of this Agreement, the prevailing party shall be entitled to recover from the other party its reasonable costs and attorneys' fees incurred in connection therewith.

#### 22. Notices.

Notices provided hereunder shall be delivered by certified First Class U.S. Mail, postage prepaid, or by personal service as required in judicial proceedings, directed to the address provided below:

#### For the City:

City of Commerce 2535 Commerce Way Commerce, California 90040 Attn: City Administrator

#### For Consultant:

Clifton Anderson 26500 Agoura Road, Suite 102-131 Calabasas, California 91302

Notice shall be deemed received three days after its mailing to the above address or upon actual receipt as indicated by return receipt, whichever is earlier. Personal service shall be deemed received the same day personal delivery is effected.

#### 23. Governing Law.

The validity, performance and construction of this Agreement shall be governed by and interpreted in accordance with the laws of the State of California applicable to contracts made to be performed therein. Any litigation commenced by either party to this Agreement shall be venued in Los Angeles County, California.

#### 24. Severability.

Should any part of this Agreement be declared by a final decision by a court or tribunal of competent jurisdiction to be unconstitutional, invalid, or beyond the authority of either party to enter into or carry out, such decision shall not affect the validity of the remainder of this Agreement, which shall continue in full force and effect, provided that the remainder of this Agreement, absent the unexercised portion, can be reasonably interpreted to give effect to the intentions of the parties.

#### 25. No Construction of Agreement against any Party.

Each party has cooperated in the drafting and preparation of this Agreement. Hence, in any construction to be made of this Agreement, it shall not be construed against any party on the basis such party drafted this Agreement or any provision thereof.

#### 26. Entire Agreement and Amendments to Agreement.

This Agreement contains the entire understanding and agreement between the parties hereto with respect to the subject matter hereof and supersedes all previous communications, negotiations, and agreements, whether oral or written, between the parties with respect to such subject matter, and no addition to or modification of this Agreement or waiver of any provisions of this Agreement shall be binding on either party unless made in writing and executed by Consultant and the City.

#### 27. No Representations Except as Expressly Stated in this Agreement.

Except as expressly stated in this Agreement, no party, nor its employees, agents or attorneys have made any statement or representation to any other party or its employees, agents or attorneys regarding any fact relied upon in entering into this Agreement, and each party does not rely upon any statement, representation and/or promise of any other party, its respective employees, agents or attorneys in executing this Agreement.

#### 28. <u>Counterpart Signatures.</u>

This Agreement may be executed in one or more counterparts. When this Agreement has been properly signed by an authorized representative of each of the parties hereto, it shall constitute a valid Agreement, though each of the signatories may have executed separate counterparts hereof.

IN WITNESS WHEREOF, the parties hereto have each executed or caused to be executed this Agreement as of the Effective Date.

### CITY OF COMMERCE

| DATED: January, 2013          | By:<br>Lilia R. Leon, Mayor |   |
|-------------------------------|-----------------------------|---|
| ATTEST:                       |                             |   |
| Linda K. Olivieri, City Clerk | CONSULTANT                  |   |
| DATED: January, 2013          | By:Clifton Anderson         | _ |
| APPROVED AS TO FORM           |                             |   |
| Eduardo Olivo, City Attorney  |                             |   |

#### **EXHIBIT "A"**

#### **City of Commerce Organizational Development Initiative**

#### **Proposed Scope of Work**

#### **Purpose**

The scope of this project is to address key organizational challenges facing the City of Commerce. These challenges point to the need to effectively manage competing priorities within an environment that has become more resource-constrained.

#### **Problem Statement**

The City of Commerce faces organizational challenges due, in part, to the changing economic landscape. As a prime example, in addition to the overall economic situation, the dissolution of the Redevelopment Agency (RDA) has led to a significant decrease in funding that the City receives from the State of California.

Based on various sources within the City of Commerce organization, several specific organizational challenges have been identified. Chief among them are opportunities to:

- (1) optimize organizational effectiveness,
- (2) enhance leadership development, and
- (3) increase employee organizational pride.

The above opportunities for improvement were identified through individual interviews with the City Councilmembers, a facilitated session of the Senior Management Team, a meeting with the City Administrator, Deputy City Administrator, and Interim Human Resources Director, and a survey of Councilmembers and the Senior Management Team in conjunction with the Strategic Planning sessions conducted in April and May, 2012. From these sources, common themes were identified and have been included within the scope of this project.

#### **Approach**

For each of the challenges identified above, specific activities and clear deliverables have been defined, along with the estimated hours required to complete them. A combination of interviews, facilitated workshops, questionnaires, and data analysis will be used to identify issues and their root causes and to develop appropriate recommendations.

#### **Phase 1: February 2013 – April 2013**

<u>Objective 1: To clearly define roles and responsibilities within the organization</u> (Optimize Organizational Effectiveness)

#### Activities:

- Identify a clear delineation and coordination of the City Council, Senior Management and employee roles (12 hours)
- •Identify opportunities to enhance Governance consistent with the City of Commerce Municipal Code (20hours)
- Facilitate the transition, if any, from the current City Council to the City Council elected on March 5, 2013 (No cost)
- Conduct workshop to clarify roles with City Council and Senior Management (6 hours, including preparation)

  Deliverable:
- An updated roles and responsibilities matrix
- Successful completion of roles and responsibilities workshop

  <u>Objective 2: To better balance strategic objectives with ongoing departmental activities (Optimize Organizational Effectiveness)</u>

  Activities:
- Facilitate the continuation of the Strategic Planning process for the City through translation of the Policy Goals identified by the City Council into specific measurable Operating Department objectives and actions (16 hours)
- Facilitate Department Directors in the identification of both current ongoing actions in support of the Goals and new initiatives for City Council consideration to fund that support their goals (12 hours)
- Provide a proposed project schedule to produce and develop the updated Strategic Plan (6 hours)
- Develop prioritization process for activities/requests (12 hours) Deliverables:
- A formal workload prioritization process
- An updated Strategic Plan
- Resource allocation recommendations

#### Phase 2: February 2013 – May 2013

<u>Objective 1: To broaden the leadership capabilities of Department Directors</u> (Enhance Leadership Development)

#### Activities:

- Eight (8) one-hour individual coaching sessions with Department Directors (8 hours)
- Conduct 3 four-hour leadership development workshops for Department Directors encompassing modules on core leadership skills such as

communication skills, providing feedback, effective employee evaluations, dealing with poor performers, coaching and developing employees, accountability, empowerment, as well as any specific leadership gaps identified in the all-employee survey results discussed below (22 hours, includes preparation time)

#### Deliverables:

- Successful completion of 3 leadership development workshops

  Objective 2: To align the City's employees within a commonly shared vision and redefine the meaning of the "Model City," in light of the current economic environment (Optimize Organizational Effectiveness)

  Activities:
- Facilitate a session with City Councilmembers and the Senior Management Team to develop an updated Vision and redefine the "Model City" tagline (8 hours, including preparation)
- Incorporate the new City Vision into all-employee workshops discussed below in the "Increase Employee Organizational Pride" section (time included below)

#### Deliverables:

- An updated City of Commerce Vision and a refined definition of the "Model City"
- A City of Commerce Vision training module for all-employee workshops Objective 3: To coordinate the City of Commerce's Strategic Plan for 2013 (Optimize Organizational Effectiveness)
- Facilitate two workshops with City Councilmembers and the Senior Management Team to develop the City's Strategic Plan for 2013 and ensure coordination between strategic objectives and ongoing Departmental activities (20 hours, including preparation)
- Successful completion of two Strategic Planning sessions

#### **Timing**

The above phases represent the recommended timing of activities. Within 7 business days of project approval, a detailed timeline of activities and deliverables (including any desired modifications to the proposed phases/components described above) will be established and agreed to. Considering this project will require the participation of the City Council, Department Directors, and employees, the detailed timeline will be jointly created in conjunction with these stakeholder group's schedules and other significant events and milestones.

#### **Investment Schedule**

| Activity  | Hrs. | Invmt.     |
|---|------|------------|
| Phase 1: December 2012 – February 2013                                  |      |            |
| Objective 1   |      |            |
| Identify a clear delineation and coordination of the City               |      |            |
| Council, Senior Management and employee roles                           |      |            |
|   | 12   | \$2,400.00 |
| Identify opportunities to enhance Governance consistent with the        |      |            |
| City of Commerce Municipal Code   | 20   | \$4,000.00 |
| Facilitate the transition, if any, from the current City Council to the |      |            |
| City Council elected on March 5, 2013                                   |      | No Charge  |
| Conduct workshop to clarify roles with City Council and                 |      |            |
| Senior Management   |      |            |
|   | 6    | \$1,200.00 |
| Objective 2   |      |            |
| Facilitate the continuation of the Strategic Planning process           |      |            |
| for the City through translation of the Policy Goals identified         |      |            |
| by the City Council into specific measurable Operating                  |      |            |
| Department objectives and actions                                       |      |            |
|   | 16   | \$3,200.00 |
| Facilitate Department Directors in the identification of both           |      |            |
| current ongoing actions in support of the Goals and new                 |      |            |
| initiatives for City Council consideration to fund that support         |      |            |
| their goals   |      |            |
|   | 12   | \$2,400.00 |
| Provide a proposed project schedule to produce and develop              |      |            |
| the updated Strategic Plan  | 6    | \$1,200.00 |

|   |     | 4           |
|---|-----|-------------|
| Develop prioritization process for activities/requests        | 12  | \$2,400.00  |
| Total Phase 1   | 144 | \$16,800.00 |
|   |     |             |
| Phase 2: February 2013 – May 2013                             |     |             |
| Objective 1   |     |             |
| Eight (8) one-hour individual coaching sessions with          |     |             |
| Department Directors  | 8   | \$1,600.00  |
| Conduct 3 four-hour leadership development workshops for      |     |             |
| Department Directors encompassing modules on core             |     |             |
| leadership skills such as communication skills, providing     |     |             |
| feedback, effective employee evaluations, dealing with poor   |     |             |
| performers, coaching and developing employees,                |     |             |
| accountability, empowerment, as well as any specific          |     |             |
| leadership gaps identified in the all-employee survey results |     |             |
| discussed below   |     |             |
|   | 22  | \$4,400.00  |
| Objective 2   |     |             |
| Facilitate a session with City Councilmembers and the Senior  |     |             |
| Management Team to develop an updated Vision and              |     |             |
| redefine the "Model City" tagline (8 hours, including         |     |             |
| preparation)  |     |             |
|   | 8   | \$1,600.00  |
| Incorporate the new City Vision into all-employee workshops   |     |             |
| discussed below in the "Increase Employee Organizational      |     |             |
| Pride" section  |     |             |

#### Objective 3

Facilitate two workshops with City Councilmembers and the Senior Management Team to develop the City's Strategic Plan for 2013 and ensure coordination between strategic objectives and ongoing Departmental activities

|               | 20 | \$4,000.00  |
|---------------|----|-------------|
| Total Phase 2 | 58 | \$11,600.00 |

#### **Clifton Anderson's Background**

A leadership strategist, executive coach, and international speaker. Clifton Anderson is committed to helping leaders create phenomenal results and a lasting legacy. He is a relentless champion for human potential and has been called "one of the most profound thinkers of his generation." He is the author of the book, A Year Wiser: 365 Days of Inspiration to Create a Phenomenal Year. Through his writing, speaking, and coaching, he has inspired countless individuals and organizations to reach new heights of performance. Clifton's accomplishments are marked by many firsts. His commitment to excellence is evidenced by his accelerated career advancement. With each leadership position of increasing scope and responsibility, he was consistently the youngest person ever to hold each of these roles. In 2008, he was named Chief Financial Officer (CFO) of a \$1.5 billion global corporation headquartered in Los Angeles. He reached this position 17 years faster than the typical CFO of a major company. As a former senior executive, he now shares the secrets that propelled him to an outstanding record of achievement and success. Clifton has been retained by such organizations as General Electric, Amgen, Fiji Water, Eli Lilly, BP Amoco, Microsoft, First Solar, Southern California Edison. and the City of Commerce, among others. He has advised more than two-dozen diverse industries in over twenty countries on four continents. He holds an MBA from the Wharton School of the University of Pennsylvania, where he received the prestigious Dean Patrick Harker Leadership Award—the highest honor bestowed upon a graduating student. During his undergraduate studies, he served as Chief Executive Officer (CEO) of WSBI, Inc., a student-run company, which managed a fully operational television studio on campus. A powerful trainer and speaker with over 30 years of public speaking experience, Clifton has an inspiring message infused with passion, humor, and energy—a compelling message that moves people to action. He has shared the stage with such renowned personalities as Vice President Al Gore, Les Brown, Greg S. Reid, Kevin Harrington, Mark Victor Hansen, Lisa Nichols, and Bob Proctor.