



# RPLG.solutions

Response to Assist in Preparing the Performance Evaluation of the Kensington  
Police Protection and Community Services District (“KPPCSD”)

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# RPLG

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SOLUTIONS

Dear Boardmember Deppe:

RPLG.solutions is pleased to submit this proposal to assist in preparing the performance evaluation of the Kensington Police Protection and Community Services District (“KPPCSD”) general manager.

The founding business perspective of RPLG.solutions is: “Often, the challenge of local government is not a lack of good ideas; the challenge is to make good ideas a reality.” Assisting the board of directors to provide a structured performance evaluation that is communicated constructively to the general manager is consistent with that business philosophy and can help KPPCSD achieve its mission efficiently and effectively.

Completion of the general manager performance evaluation is the critical first phase in a process to assist the KPPCSD board of directors to develop and formally adopt a set of goals and objectives for the organization. RPLG.solutions would be pleased to assist in that effort, and, as you have requested, we have submitted a separate proposal for those services.

We have assembled a project team of consultants led by RPLG.solutions principal Bill Lindsay that brings technical knowledge and experience working with the issues that are facing KPPCSD, and that will work effectively with members of the board of directors to achieve its immediate and longer-term priorities. The consulting team includes RPLG professionals that will provide high-level technical review for deliverables described in this proposal. The performance evaluation will be accomplished in a way that establishes a path for long-term success of the organization under the general manager.

## Project Understanding

We appreciate the time that you spent with Bill Lindsay discussing current issues in the Kensington Police Protection and Community Services District and some of the circumstances leading to the interest in completing a formal evaluation of the city manager. From that conversation, and from RPLG’s prior professional work with KPPCSD, we believe that we have a good understanding of the assistance needed by KPPCSD.

## Work Plan

Our work plan for the City of KPPCSD transition consists of the eight tasks summarized below:

### **Task 1 - Meet with Board of Directors in Closed Session to Confirm Scope of Performance Evaluation Work**

The consultant will meet in closed session with the KPPCSD board of directors to confirm the scope of work and to identify the work attributes to be used as the basis for the performance evaluation. These performance attributes are expected to include:

- Technical knowledge, skills, and abilities;
- Productivity;
- Work quality;
- Resource management;
- Supervisory skills;

- Writing ability;
- Communication skills;
- Independence of action;
- Community interaction;
- “Value-added” to the organization (synergy).

This meeting will also provide an opportunity for boardmembers to communicate what they would view as a successful engagement by RPLG.solutions, and which staff members should be included for interview by the consultant in Task 4.

**Deliverable:** Final scope of work and schedule

## **Task 2 - Complete Individual Interviews with Boardmembers**

Following the identification of a set of performance attributes during Task 1, the consultant will prepare an evaluation instrument for use in discussions with individual boardmembers. The consultant will then meet individually with each member of the KPPCSD Board of Directors to gain their perspective regarding operations management, completion of priority projects, and other factors related to the performance of the general manager.

This task builds on information gleaned in Task 1 of the project and allows boardmembers to communicate interests and any performance concerns without attribution.

## **Task 3 - Complete Individual Interview with General Manager**

The consultant will meet with the KPPCSD general manager to gain his perspective regarding operations management, completion of priority projects, and factors both positively and negatively affecting work performance.

## **Task 4 - Complete Interviews with Key Staff Members**

A thorough performance evaluation should include the perspective of staff members that are responsible for the implementation of board policy on a day-to-day basis. The consultant will meet with each staff member identified in tasks 1, 2 and 3 to gain their perspective regarding the general manager’s performance, without attribution, and what role staff members might play in improving the general manager’s performance.

## **Task 5 - Prepare Summary Review for Board of Directors, Identifying Common Themes from Interviews**

The consultant will prepare a summary review of information obtained through the interviews, identifying common themes on the general manager’s performance. The summary review will first be reviewed with the RPLG technical team for completeness and clarity. The summary review will then be presented to the board of directors in Closed Session, separately from the general manager, and will be revised to accurately reflect the consensus of the board.

Note that this summary review is not the final report and formal performance evaluation; it is intended to allow for the board to convey to the consultant whether common themes are accurately identified and whether the necessary interview process has been completed.

**Deliverable:** Summary review of general manager work performance

## **Task 6 - Discuss Summary Review with the General Manager**

Prior to facilitating a discussion of work performance among the board of directors and the general manager (Task 7), the consultant will discuss with the general manager the summary review of information obtained through the interviews identifying common themes on his performance. This will help ensure that the discussion among the board of directors and the general manager is productive and that the final performance report will be useful to the manager.

## **Task 7 - Facilitate a Closed Session Discussion of the General Manager's Work Performance Among the Board of Directors and the General Manager**

The consultant will assist the KPPCSD board president in facilitating a Closed Session discussion of the general manager's work performance among the full board of directors and the general manager. The discussion is intended to provide a constructive path forward in achieving organizational goals and objectives.

## **Task 8 - Prepare Final Performance Evaluation of the General Manager**

Following the completion of all tasks described above, the consultant will prepare a final report on the general manager's performance documenting the process, identifying common themes, and reflecting the facilitated discussion described in Task 7. The final report will be reviewed with the RPLG technical team for completeness and clarity prior to submittal to the KPPCSD board and the general manager.

Following delivery of the final report, the consultant will be available as needed and as requested to provide resource support to the general manager.

**Deliverable:** Final report of general manager work performance

## **RPLG.solutions Capabilities and Proposed Staffing**

To complete the scope of work described in this proposal, RPLG.solutions will utilize the staff members listed below. Additional detail on staff biographies may be accessed at <https://rplg.solutions/team/>.

**Bill Lindsay** will serve as the project manager and lead consultant, and will be the point of contact for the KPPCSD board of directors. Mr. Lindsay has 35 years of local government experience through his service in four San Francisco Bay area cities. He most recently served as the city manager of Richmond for thirteen years beginning in February 2005.

During Mr. Lindsay’s tenure in Richmond, the community experienced what was touted as a “renaissance,” establishing strong financial underpinnings, and emphasizing a broad mission of community health equity. In 2018, Bill was honored as Partner of the Year by the West Contra Costa Unified School District in recognition of his contributions to the District.

**Bruce Rudd** will serve in the role of technical review for deliverable work products. Mr. Rudd recently retired from the City of Fresno after 42 year of public service that culminated with his appointment to the position of city manager in June 2013. As city manager, Bruce worked closely with Mayor Swearingin, the Fresno City Council, and other stakeholders in developing and implementing several strategies needed to address the financial impacts created by the “Great Recession”, which were further exasperated by previous fiscal practices and/or decisions that were not sustainable (e.g., excessive debt, lack of cash reserves). At the time of his appointment as city manager, the City had less than two weeks of cash on hand and there was a strong belief that Fresno, as was the case with some other California cities, was soon destined for bankruptcy. Over the next several years the City of Fresno slowly and methodically restored service levels, established a goal of a General Fund reserve of at least 10% and a 25% operating reserve for all “enterprise” department.

**Jon Holtzman** will also serve in the role of technical review for deliverable work products. The KPPCSD board is quite familiar with Mr. Holtzman’s technical ability and management acumen based on his prior work with the organization. Mr. Holtzman’s practice focuses on assisting government agencies maintain and expand public services through strategic consulting, negotiations, fact finding, arbitration and litigation.

## Project Cost

RPLG.solutions will provide the services outlined in this proposal at an hourly rate for all consultants of \$250 per hour with a project cap of \$4,000.

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Thank you very much for considering this proposal by RPLG.solutions to assist in preparing the performance evaluation of the Kensington Police Protection and Community Services District general manager We believe that we can play an important role in completing this first phase of your success strategy to establish and achieve your organizational goals and objectives.

Please feel free to contact Bill Lindsay, Principal, RPLG.solutions, at [blindsay@rplg.solutions](mailto:blindsay@rplg.solutions) or at 510-292-7408 if you have any questions or would like to discuss our proposal in more detail.

Sincerely,



Bill Lindsay  
Principal