



Mark Farrell, Mayor


Department of Human Services
Department of Aging and Adult Services

Trent Rhorer, Executive Director

MEMORANDUM

TO: HUMAN SERVICES COMMISSION

THROUGH: TRENT RHORER, EXECUTIVE DIRECTOR

FROM: DANIEL KAPLAN, DEPUTY DIRECTOR
JOHN TSUTAKAWA, DIRECTOR OF CONTRACTS 

DATE: JUNE 22, 2018

SUBJECT: **CONTRACT RENEWAL: CPS HR CONSULTING (FOR-PROFIT) TO PROVIDE CONFLICT RESOLUTION, TEAM BUILDING, COACHING, AND LEADERSHIP DEVELOPMENT SERVICES**

	<u>Current</u>	<u>Renewal</u>	<u>Contingency</u>	<u>Total</u>	
GRANT TERM:	12/1/16- 6/30/18	7/1/18- 6/30/20			
GRANT AMOUNT:	\$28,000	\$28,000	\$2,800	\$30,800	
ANNUAL AMOUNT:	FY 18/19 \$14,000	FY19/20 \$14,000			
Funding Source	<u>County</u>	<u>State</u>	<u>Federal</u>	<u>Contingency</u>	<u>Total</u>
FUNDING:	\$28,000			\$2,800	\$30,800
PERCENTAGE:	100%				100%

The Department of Human Services (DHS) requests authorization to renew the contract with CPS HR Consulting for the period of July 1, 2018 to June 30, 2020, in an amount not to exceed \$28,000 plus a 10% contingency for a total amount not to exceed \$30,800. The purpose of the contract is to provide management consulting services on an as-needed basis to address and resolve interpersonal conflicts, build effective work relationships and provide leadership development services at the Human Services Agency (HSA).

Background

In 2016, consistent with the Department’s commitment to the professional development and well-being of its employees, a need was identified to facilitate, mediate and support conflict resolution and team building initiatives within the Agency, and to provide leadership coaching services to managers who are looking to refine their existing skills or build new ones. Key to this initiative was

the design, coordination and facilitation of a series of individual and group development coaching and team building sessions on an as-needed basis.

Services to be Provided

Contractor is expected to provide services based on the needs and issues identified by HSA staff and management as needing to be addressed. These may include (but are not limited to) the following components for each service area.

Conflict Resolution/Team Building

1. Preliminary Interviews: Contractor will set up an initial meeting with management and individual interviews with team members. The initial meeting with management will guide the outcomes and will inform the content of the individual meetings. Contractor will compile the output of the individual meetings and formulate the appropriate next steps.
2. Facilitated Meetings: Contractor will present his/her findings and facilitate a group meeting with the goal of alignment around a common purpose, direction, and group agreements.
3. Team Building Exercises: Contractor will work with the group to implement the team building activities. Those may include any one or combination of the following: 1) mission and/or goal setting; 2) defining team and individual roles and responsibilities, 3) morale boosting session, 4) targeted services, i.e. conflict resolution, communication, interpersonal skills, performance management, personality assessment, 5) group or individual coaching, 6) mediation, 7) restructuring recommendations.

Coaching/Leadership Development

1. Initial Intake Session: Contractor will conduct an in-depth interview designed to solicit specific information about the individual, their team, and the culture of the organization.
2. On-going Coaching session: Based on the result of the intake session, Contractor will design and provide coaching sessions, which may consist of development planning, tracking and gauging progress. The coaching sessions will address desired outcomes specific to each case.

For more specific information regarding services, refer to Appendix A (attached).

Performance

There have been no performance issues identified with the Contractor under the current agreement.

Selection

Contractor was selected through Request for Qualifications #669 competitively bid in June 2016.

Funding

The funding is provided by County General Fund.

ATTACHMENTS

Appendix A-1 – Services to be Provided

Appendix B-1 – Calculation of Charges

Appendix A-1 - Services to be Provided
CPS HR Consulting
Conflict Resolution, Team Building, Coaching and Leadership Development
July 1, 2018 through June 30, 2020

I. Purpose of Contract

The purpose of this contract is to provide management consulting services on an as-needed basis. The services provided under this contract will address and resolve interpersonal conflicts, build effective work relationships and provide leadership development services at HSA.

II. Definitions

Contractor CPS HR Consulting

HSA Human Services Agency (HSA) aka DHS

III. Target Population

This Contract will serve HSA employees.

IV. Description of Services

In consultation with HSA staff, Contractor is expected to provide services based on the needs and issues being addressed during the term of this contract. These may include (but are not limited to) the following components for each service area.

Conflict Resolution/Team Building

1. **Preliminary Interviews:** Contractor will set up an initial meeting with management and individual interviews with team members. The initial meeting with management will guide the outcomes and will inform the content of the individual meetings. Contractor will compile the output of the individual meetings and formulate the appropriate next steps.
2. **Facilitated Meetings:** Contractor will present his/her findings and facilitate a group meeting with the goal of alignment around a common purpose, direction, and group agreements.
3. **Team Building Exercises:** Contractor will work with the group to implement the team building activities. Those may include any one or combination of the following: 1) mission and/or goal setting; 2) defining team and individual roles and responsibilities, 3) morale boosting session, 4) targeted services, i.e. conflict resolution, communication, interpersonal skills, performance management, personality assessment, 5) group or individual coaching, 6) mediation, 7) restructuring recommendations.

Coaching/Leadership Development

1. **Initial Intake Session:** Contractor will conduct an in-depth interview designed to solicit specific information about the individual, their team, and the culture of the organization.
2. **On-going Coaching Session:** Based on the result of the intake session, Contractor will design and provide coaching sessions, which may consist of development planning, tracking and gauging progress. The coaching sessions will address desired outcomes specific to each case.

Additional Services as Needed

Contractor shall provide additional services closely related to conflict resolution, team building and leadership development activities, only by advanced, written authorization from HSA. Contractor, at HSA's request, shall submit a detailed written proposal including a description of the scope of services, schedule, and Contractor's proposed maximum compensation, including reimbursable expenses, for such services based on the rates set forth in Appendix B. The additional services scope, schedule and maximum compensation shall be negotiated and agreed to in writing by HSA and Contractor prior to commencement of the services.

V. Location and Time of Services

Location of Services: Services will be provided at HSA facilities.

Time of Services: Services will be offered during general office hours (8:00 a.m. to 5:00 p.m.).

VI. Service Objectives

Contractor will provide the services to meet the following goals:

- Mediate and resolve disputes and interpersonal conflicts
- Improve communication between co-workers and their supervisors
- Help HSA employees learn skills to handle interpersonal conflict constructively, and learn and practice mediating other's conflicts
- Help HSA employees set appropriate career goals and direction for their unit, and provide them with the tools to meet those goals

VII. Outcome Objectives

As a result of the service, HSA employees will be able to:

- Increase their awareness of and sensitivity to conflict, including responses to conflict
- Develop an understanding of their personal conflict style and how it interacts with team members' styles
- Become aware of their implicit biases and cognitive assumptions, and understand how those impact their interaction and relationships at work.

- Improve morale at work and create a more collegial and professional work environment
- Set goals for their own professional development as well as for other team members
- Become an effective and supportive coach to those whom they manage

VIII. Reporting Requirements

Not Applicable

Appendix B-1 – Calculation of Charges
CPS HR Consulting
Conflict Resolution, Team Building, Coaching & Leadership Development
July 1, 2018 through June 30, 2020

Budget Summary

The following summarizes costs for the “Services to be Provided” described in Section IV of Appendix A – Description of Services.

Line Items	Rate
Project Manager	Up to \$145/hour
Facilitators and Executive Coaches	Up to \$275/hour
Assessments	\$25-\$250/person
Travel	Refer to Section II below

Task	Estimated Hours	Estimated Budget+	Travel Expense	Total
Team Building: Pre-Facilitation Assessment	10	\$2,500		\$2,500
Team Building: Facilitated Meetings	50	\$12,375	\$500	\$12,875
Coaching	40	\$11,000	\$300	\$11,300
Additional Services	5	\$1,325		\$1,325
Total	105	\$27,200	\$800	\$28,000

+ Based on estimated hours, hourly rates and/or assessment fees.

- I. Contractor shall initiate work at the direction of HSA. Each service request shall be quoted and pre-approved by HSA prior to any expenses incurred.
- II. Contractor shall submit invoices on a monthly basis. Invoices shall detail the services provided, the staff providing the service, the number of hours provided, and the dates of service provision. For travel expenses, Contractor shall submit proof of travel cost incurred, except for mileage, calculated based on the GSA guidelines, and time traveled, which shall be compensated at the rate of \$100 an hour (pro-rated).
- III. The total not to exceed amount for the contract term, 7/1/18 – 6/30/20, is \$28,000.
- IV. Contractor understands that, of the maximum dollar obligation listed in Section 3.3 of this Agreement, Two Thousand Eight Hundred Dollars (\$2,800) is included as a contingency amount and is neither available to Contractor without a modification to this Agreement executed in the same manner as this Agreement or a revision to Appendix B,

which has been approved by Contract Manager. Contractor further understands that no payment of any portion of this contingency amount will be made unless and until such modification or budget revision has been fully approved and executed in accordance with applicable City and Human Services Agency laws, regulations and policies/procedures and certification as to the availability of funds by Controller. Contractor agrees to fully comply with these laws, regulations, and policies/procedures.

- V. A final closing invoice, clearly marked "FINAL," shall be submitted no later than forty-five (45) calendar days following the closing date of the Agreement, and shall include only those Services rendered during the referenced period of performance. If Services are not invoiced during this period, all unexpended funding set aside for this Agreement will revert to City. City's final reimbursement to the Contractor at the close of the Agreement period shall not exceed the total amount authorized and certified for this Agreement.