



mejorando group

PROPOSAL

BID 455-11663

September 29, 2015

City of Fort Lauderdale Public Works Department



CITY OF FORT LAUDERDALE

Develop a Succession Planning Program

Submitted By:

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September 28, 2015

Bob McKenney
Procurement Specialist
City of Fort Lauderdale
100 North Andrews Avenue
Fort Lauderdale, Florida 33301

Dear Mr. McKenney:

The Mejorando Group is pleased to offer our expertise to the City of Fort Lauderdale Public Works Department as a partner engaged to assist your efforts aimed at accelerating employee performance and organizational effectiveness through the creation of a process-based Succession Planning Program.

Effective succession planning requires more than just an organization chart showing who holds what job within the organization. It's also much more than increasing the training budget. A well-designed Succession Planning Program will enable the Public Works Department to:

- ✓ Align workforce requirements directly to strategic and operation plans.
- ✓ Identify and implement gap closing/reduction strategies (i.e. training/learning, mentoring, coaching, etc.) to transition from the existing workforce to the workforce needed.
- ✓ Build an internal workforce planning capability to continually shape the workforce in response to emerging trends, shifting priorities, and technological progress.

Our qualifications are highly relevant in terms of performing your specific tasks and providing quality deliverables that will be extremely useful. A few highlights for you to consider are that the Mejorando Group:

- **Has experience working with the City of Fort Lauderdale.** In June of 2015, the Mejorando Group was engaged to conduct an assessment of the City's Recruitment and Selection services and practices. Our report was recently provided and included a series of recommendations that involve expediting the hiring process by revising practices and modifying policies, integrating leading-edge technology solutions to optimize the recruitment and selection processes, creating and implementing a



coherent social media strategy for recruitment and modifying where appropriate, testing processes. Consequently, we are extremely familiar with the City's workplace culture, its pressing issues and the role a well-designed and effectively implemented succession planning program will serve to improve overall Department performance.

- **Has in-depth experience and expertise in designing and implementing leading-edge Succession Planning Programs.** Our team has a clear understanding of the complexity of workforce and succession planning in a public sector environment. Specifically, we have in-depth experience in the day-to-day operational needs and required competencies for mission-critical positions. We have created and assisted with the execution of Succession Planning programs for the cities of Bismarck (ND), Chandler (AZ), Colleyville (TX), Fort Collins (CO), Gilbert (AZ), Greensboro (NC), Irvine (CA), San Jose (CA), and Wilmington (NC). **Utilities including** electric, storm water, water, and wastewater were significant components of the programs we developed for the aforementioned organizations. The Mejorando Group considers Succession Planning Program services to be a core competency of our overall consulting practice.
- Provides an **approach to succession planning** which can be characterized as: **Strategic** – All succession planning activities align with, support, and reinforce the organization's overall mission, goals, and performance expectations; **Comprehensive** – Succession planning activities are designed so that the results can be integrated with other planning functions and human capital management activities; and **Customized** – Methods will be tailored to the specific needs of the City of Fort Lauderdale Public Works Department, time frames, business practices and organizational priorities.

As one of the country's leading experts in effectively addressing the impacts from the changing workforce along with designing succession planning programs for government, I bring to the City of Fort Lauderdale Public Works Department leading-edge solutions to impact today and tomorrow's challenges related to workforce development. As evidenced by my depth of experience of partnering with government agencies, presenting workshops to professionals within government and being a published author I am continually working to assist public-sector agencies in their pursuit of a unified approach to talent management. Furthermore, as a former city manager and someone who invested over 15 years of my career in local government and consulted with over seventy-five local governments, I am extremely familiar with the issues and constraints confronted by those dedicated individuals, within public service.

Offering consultation, facilitation, and training, since 2002 our firm provides organizational effectiveness services to client-partners that help achieve desired results. We take our name from the Spanish word, Mejorando, which means "*Getting Better All the Time.*" This reflects our commitment to our approach with clients who are seeking new ways to improve constantly.



We welcome the opportunity to work with you and the employees of the Public Works Department. Please contact me at 925-518-0187 or patrick@gettingbetterallthetime.com with any questions.

Sincerely,

A handwritten signature in black ink that reads "Patrick Ibarra". The signature is fluid and cursive, with the first name "Patrick" and last name "Ibarra" clearly distinguishable.

Patrick Ibarra
Co-Founder and Partner

4.2.2. EXECUTIVE SUMMARY

Against a backdrop of changing mission requirements and increased public expectations of what the government can deliver, cities like the City of Fort Lauderdale are striving to attain the next level of performance – incorporating mission changes while they implement new technologies, adapt operating practices, and maintain stable budgets or respond to diminishing budgets. These multiple challenges are having a profound effect on the resources public sector agencies require, creating a need for organizations to adjust the size and mix of their workforce, leverage alternate workforce resources, and strengthen workforce capabilities. Initially the Succession Planning Program is focused on the Water and Wastewater Division, but as a sound and proven approach, it can be scaled-up/expanded to include the entire Public Works Department workforce.

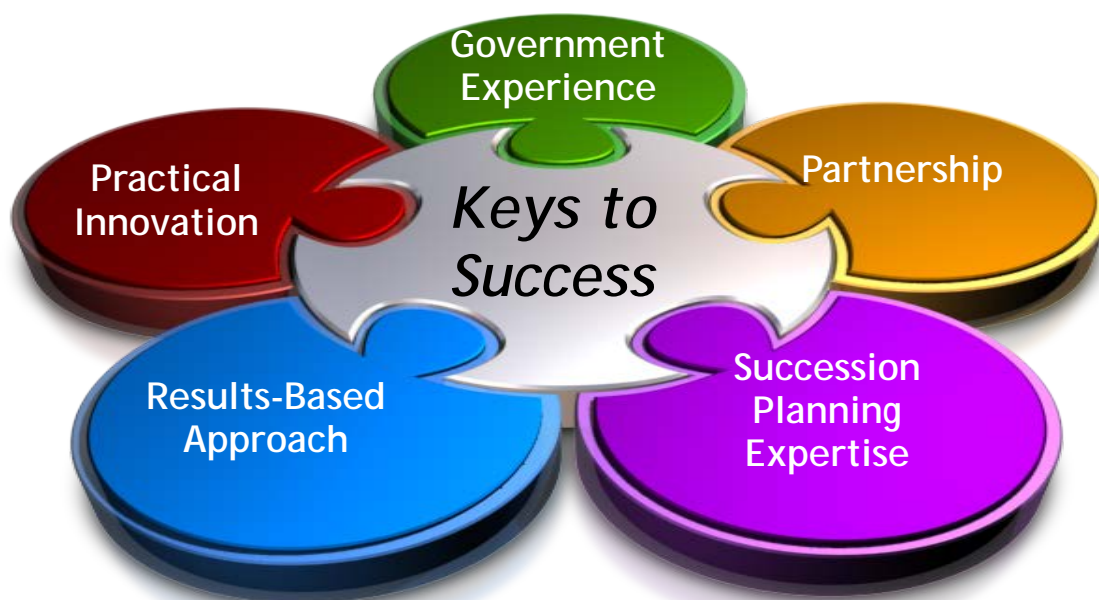
In providing a leading edge and effective Succession Planning Program, the Mejorando Group will help Department leaders and Succession Planning Core Team members “connect the dots” between the strategic direction of their workforce capabilities and workforce changes needed to perform their mission well.

Based on the RFP and our experience in similar situations, the Mejorando Group will provide a process-based Succession Planning program through the following services:

- Establish a partnership with the Succession Planning Core Team (SPCT).
- Link human resources planning with strategic planning – assuring that human resources are aligned with the Department and Division’s strategic goals and objectives.
- Identify how the workforce is changing in terms of demographics, skills, and performance.
- Determine how well the current workforce is prepared for future job requirements and identifying potential gaps in capability.
- Recommend a proven framework containing tools and processes which serve as the foundation/model for the Division’s succession planning program, including:
 - Identifying at-risk positions.
 - Conducting an evaluation and a training/learning needs assessment resulting in targeted strategies such as improvements to recruitment, selection, promotion and learning/training ensuring an ample supply of skilled employees in at-risk positions.
 - Providing a systematic approach to mentoring and knowledge transfer.
- Design and present a series of mini-training/learning workshops for the SPCT that focus on teaching processes that:
 - Assess the current workforce in order to determine high-potential succession candidates.
 - Identify the gap between the high-potential succession candidate competency profile and the key position competency profiles.

- Make continuous improvements and adjustments to attraction/recruitment, selection, retention and learning/development activities.
- Develop a mechanism to monitor the succession planning program and to make mid-course corrections.
- Prepare the overall Succession Planning Blueprint including segments on the policy/procedure to establish the succession plan and an implementation schedule and communication plan to update members of the workforce.

The Mejorando Group is the most qualified firm to partner with the City of Fort Lauderdale Public Works Department as evidenced by the following five factors:



- **Government Experience** - Our team members have over 60 years of local government experience, serving in senior leadership and management positions, including as a city manager and human resource director(s) and we blend this with excellent client-relations skills, first-rate analytical/assessment capabilities and being well-versed in designing and helping execute improvements regarding strategy, structure, staffing and services.
- **Partnership** – We approach each engagement with our clients as a partnership fully understanding our role as a resource to organizational members. We appreciate the existing culture in an organization and forge productive relationships with key leaders to help effectively disrupt the status quo so sustainable change is achieved.
- **Succession Planning Expertise** – Ours is a firm that has deep roots in the field of building a stronger workforce through the use of an integrated and unified

Succession Planning Program. Since our inception in 2002, we have designed and implemented several succession planning programs for a large number of public sector organizations and Patrick Ibarra has been published extensively in the area of succession planning and spoken at scores of conferences advocating progressive and practical methods to effectively transition from the workforce you have to the workforce you need.

- **Results-Based Approach** – Our approach will ensure a genuinely collaborative process with the Succession Planning Core Team, while maintaining a strong emphasis on creating a meaningful outcome – a systematic approach to succession planning program that has both short- and long-term benefits.
- **Practical Innovation** – Our team operates from a practical innovation mind-set contributing ideas that reflect a “next practices” way of providing public service which enhances both the performance improvement process and enriches the dialogue culminating in the adoption of a forward-looking plan of action.

The Mejorando Group is a recognized leader in the design and implementation of comprehensive and systematic Succession Planning Programs exclusively for public sector organizations. Our experience and expertise will ensure the Public Works Department accelerates the successful transition from the workforce they have to the workforce they need to remain a builder of a better quality of life for the citizens of Fort Lauderdale.

Established in 2002 and based in Glendale, Arizona the Mejorando Group is a sole proprietor business structure, augmented with a solid group of professionals that have served as executives and managers in organizations from both the public and private sector, and together have several years of experience working in all aspects of local government management. This arrangement generates multiple dividends, including the application of extensive subject-matter experts and seasoned organizational development practitioners combined with the vast experience and expertise of former local government executives. Together, we help to effectively disrupt the status quo and bring leading-edge solutions to improve employee performance and organizational effectiveness.

Based on the scope of work, a high-quality team of seasoned consultants will be assembled for the City of Fort Lauderdale. This team would be led by Patrick Ibarra who would serve as both Project Manager and an active member of the consulting team. The other team member is Cindy Bezaury, Senior Management Advisor. Our team members (resumes/profiles begin on page 30) possess in-depth local government experience, serving in senior leadership and management positions, and blend this with excellent client-relations skills, strong analytical capabilities, being well-versed in offering leading edge solutions, and effective communication techniques which results in helping the City of Fort Lauderdale Public Works Department move forward in all directions.



Our project team has an extensive background in all facets of succession planning: recruitment, selection and placement, competency modeling, performance-potential assessments, learning/training and development. We understand very well the dynamics of local government and how to maneuver through the numerous variables that it features. As a result, our recommendations are practical, results-based and focused on immediate improvements.

Beyond the technical factors of succession planning, however we also bring excellent rapport-building skills with organizational members. Each team member has partnered with field-employees, middle management, up to senior management including elected officials. We are capable of brokering and sustaining working relationships with a variety of individuals in helping the project be completed on time, within budget and offering practical means toward improvement.

The Meiorando Group has a unique combination of organizational skills and forward-thinking ideas to address the organizational change that serves as the backdrop of adopting and implementing a systematic Succession Planning Program. We partner with our clients to help them “get better all the time” by dramatically increasing their effectiveness, efficiency, productivity, and responsiveness. The Meiorando Group consulting team understands that each recommendation developed must be practical and capable of being implemented. As such, our analysis does not focus exclusively on quantitative analysis but also considers factors such as the strengths of the current situation, external constraints to change, and the time and financial resources required to implement recommendations. ***We believe our value to the City of Fort Lauderdale on this project will be our ability to develop recommendations that can be implemented and produce measurable improvements.***

4.2.3 EXPERIENCE AND QUALIFICATIONS

“We knew that we needed a comprehensive, practical approach to succession planning and employee development, but we didn’t know how to get there. Patrick Ibarra looked at our specific circumstances and helped us develop an effective program to develop employees, keep valuable knowledge within the organization, and improve the city’s recruitment efforts. City Councils can be very difficult to sell on things, but Patrick’s professionalism and expertise (not to mention his humor) made him credible and trustworthy from the very beginning. We’re very pleased with the work he’s done, and would recommend him to any organization looking to establish an effective succession plan.”

*Kelly Cooper
City of Colleyville, Texas*

Offering consultation, facilitation, and training the Mejorando Group values building and sustaining customer relationships by helping align your most important resource – your people – so that your organization moves faster and more successfully toward accomplishing your goal of high-quality public service. We take our name from the Spanish word, Mejorando, which translated means “Getting Better All The Time.” This reflects our commitment to our approach with clients who are seeking new ways to improve constantly.

Our firm consistently meets project budget and schedule co-created with our clients. We also engage in sustainable business practices that demonstrate a commitment to conservation.

We feature a proven record of partnering with organizations through the myriad of issues influencing individual performance, group/team interactions, and overall organizational effectiveness. Our “hands-on” approach and ability to collaborate with all levels, from field personnel to executive management, enable us to integrate strategy, structure, process, quality, and culture to the desired end: optimal performance.

Our full range of services includes the following:

- **Talent Management Programs and Services:**
 - **Succession Planning Programs** – We are one of the country’s leading experts in effectively addressing the impacts from the changing workforce and designing succession planning programs. We design and implement all aspects of a robust Succession Planning Program which focuses on establishing job-level Competencies and recommending targeted improvements to Recruitment, Selection, Leadership Development,



Workforce Learning/Training, and Promotional processes – in which all are synchronized towards equipping an agency's workforce with the skills and capabilities to maintain high-quality service delivery and effective local government.

- **Learning/Training – Design and Delivery** - We develop learning/training strategies, design workshops, deliver and evaluate training, and provide coaching to executives and managers. Our “instructor-led, participant centered” approach to training limits lecture and focuses on using a variety of instructional methods (e.g. discussions, video-clips, case studies, small group exercises, handouts to complete, skill-practices, and group discussions) to maximize the use of Adult Learning. Our goal is for participants to master the knowledge, skills and behaviors emphasized in the training program and apply them to their day-to-day activities. We feature over forty (40) competency-based training workshops for workforce members from all areas of your organization, front-line to executives.
- **Leadership and Management Academy(ies)** – We design and implement Leadership and Management Academies including assisting with candidate selection processes, curriculum development, training delivery including an on-line/web-based component, and facilitation of action learning teams.
- **Coaching** – We provide coaching services to middle and senior level managers and seasoned executives designed to improve individual performance and organizational effectiveness. We are certified in Performance Assessment (i.e. 360-degree feedback processes) from the Center for Creative Leadership.
- **Mentoring Programs** – We design and implement award-winning Mentoring Programs that reflect an organization's culture and match leaders as mentors with those employees interested in accelerating their performance and career trajectory.
- **Knowledge Transfer** – We provide leading edge practices enabling organizations to effectively transfer high value tacit knowledge essential for business continuity. Knowledge Transfer is a rapidly growing occurrence within forward-thinking organizations concerned about the mitigating the impacts of the departure of seasoned employees.
- **Organizational Analysis and Process Improvement** – We review and analyze various functional areas within an organization or agency to help discover more effective ways to manage and perform management and organizational activities. The Mejorando Group helps organizations succeed in their efforts to excel by utilizing a results-oriented approach that assesses the current effectiveness of existing strategies, structures, programs, work processes, and measurement

systems. Strategies and tactics are provided to disrupt the status quo, and breakthrough practical solutions are implemented to align the organization's people and work processes toward high performance

- **Facilitation** – Our approach to facilitation, from team building to strategic planning, enables a group to focus on future business conditions and generate progressive strategies and innovative tactics to effectively anticipate and respond to those often changing circumstances. This results in a proactive and dynamic approach to sustaining a high-quality, high-performance organization. We are certified in Facilitation Skills from Development Dimensions International (DDI).
- **Change Management** - Managing change is the most important aspect of any effort to improve employee performance and organizational effectiveness. We view change management as a process and help to guide implementation of change initiatives by utilizing and engendering in others the methods, tools, and expertise which focus on both the human and organizational aspects of the change. We provide a series of sequenced actions that will effectively disrupt the status quo and implement sustainable change.

Beyond our [website](#) which provides general information on our firm, services we provide, list of clients, and resources such as articles we have authored, we are extremely active in social media, providing relevant and timely content to those persons who are vigilant about “getting better all the time.” Please visit our sites on [Facebook](#) and [Twitter](#) for the latest solutions to the most pressing challenges confronting government leaders. Finally, each quarter we author an e-newsletter, “[Moving Forward](#)” distributed to over 3,800 public sector professionals providing a path forward through the turbulent times impacting government.

1. Identify and describe our organization, including:
 - a. Organizational Type – Sole Proprietorship
 - b. Parent organization – The Mejorado Group
 - c. Tax ID number – 20-4994822
 - d. Company address – 7409 North 84th Avenue, Glendale, AZ 85305
 - e. Number of employees by employee type – Sole proprietor and five sub-contractors
2. Identify the person by listing name and title, authorized to obligate the organization contractually. Patrick Ibarra, Owner.
3. Identify the contact person responsible for this response. Specify phone, fax, email and web site address, as applicable. Patrick Ibarra, 925-518-0187 (p), na-fax, patrick@gettingbetterallthetime.com, and www.gettingbetterallthetime.com.

4.2.4. APPROACH TO SCOPE OF WORK

*Patrick Ibarra and his consulting team really understand current succession planning issues and what it takes to resolve them. The Mejorando Group impressed us in the competitive selection process, and they came through in a timely manner with a systematic and comprehensive **Succession Planning Program**, and Patrick is continuing to consult with us as we put his recommendations into place."*

Keith Hunke
City of Bismarck, North Dakota

A. PROJECT BACKGROUND AND UNDERSTANDING

The current economic and social environment is pushing governments to make transformational change. Governments are at a crossroads. To meet rising expectations with shrinking resources, they need to make a choice: cut services, increase the tax burden or pursue a more value-oriented agenda that will put them on the path to higher performance. We believe leading governments like the City of Fort Lauderdale are selecting the third option – finding innovative ways to create greater public-sector value from their resources by delivering improved outcomes more cost efficiently.

According to a recent SHRM (Society of Human Resource Management) Forecast, "The Top Workplace Trends According to HR Professionals", 57 percent of the responding HR professionals foresee a shortage of skilled workers having a major strategic impact on their organizations. Thirty-nine percent said it will be difficult to very difficult to find qualified individuals for new jobs in a post-recession workplace that requires different skills. Historically, government at all levels has relied on decent pay, generous benefits and stable employment to attract qualified candidates. As a result of a number of factors, each of these attractions has been significantly diminished, leaving public leaders embracing a different future.

As one of the country's leading experts in designing workforce/succession planning programs for government agencies, the Mejorando Group consulting team brings to the City of Fort Lauderdale Public Works Department proven experience and in-depth expertise to benefit the successful design and implementation of your particular succession planning program.

More than simply replacing positions that become vacant, **Succession Planning** is an ongoing process of identifying, assessing, and developing talent to ensure leadership, management and supervisory continuity throughout an organization and moreover, to sustain the performance of the organization. The major focus is that replacements have been prepared to fill key vacancies on short notice, and that individuals have the



development capacity to assume greater responsibilities and exercise increased technical proficiency and expanded management role in their work.

It is imperative to recognize that the process of establishing systematic succession planning is the equivalent of making a long-term culture change. It can be a major shift in an organization where decision-makers may have been accustomed to filling one vacancy at a time. Succession planning requires commitment to a longer-term strategic view of talent needs and features several benefits:

1. Having identified bench strength in place will help the Public Works Department – Water and Wastewater Treatment Operations Division - meet both long-term and emergency leadership, management and non-supervisory needs at all levels.
2. Growing your own sends a positive message throughout your workforce. Promoting people is good for morale – and essential to a positive organizational culture. People will want to join and stay with your organization since it develops its own people. And promoting from within is consistent with an empowerment philosophy that encourages people to take on responsibility, assume risk and grow through their achievements.
3. The organization will have a clearer sense of an internal candidate's strengths and opportunities for improvement as well as access to more and better data on that person's performance than you would with outside candidates. Therefore, you will be able to make more informed and accurate selection decisions.
4. It helps align human resources with strategic directions of the organization.

A well-designed Succession Planning Program will enable the Water and Wastewater Treatment Division to:

- ✓ Align workforce requirements directly to strategic and operation plans.
- ✓ Develop a composite profile of where gaps exist between competencies the workforce currently possesses and future competency requirements.
- ✓ Identify and implement gap closing/reduction strategies (i.e. training/learning, mentoring, coaching, etc.).
- ✓ Identify and overcome internal and external barriers to accomplishing strategic workforce goals.
- ✓ Build an internal workforce planning capability to continually shape the workforce in response to emerging trends, shifting priorities, and technological progress.

Succession planning is an ongoing, dynamic process, not a static objective. In today's highly competitive war for talent, organizations must look beyond simply replacing employees. Strategies must focus on recruiting, selecting and developing employees in a way that supports organizational goals while also empowering employees to achieve their professional goals.

B. OUR BACKGROUND AND APPROACH TO SUCCESSION PLANNING

Our firm has deep roots in the field of building a stronger workforce through the use of an integrated and unified Succession Planning Program. Since our inception in 2002, we have designed and implemented several succession planning programs for a large number of public sector organizations and Patrick Ibarra has been published extensively in the area of succession planning and spoken at scores of conferences advocating progressive and practical methods to effectively transition from the workforce you have to the workforce you need.

As a consulting practice, we stay current on emerging research and provide clients a healthy mix of next practices from both the public and private sector(s) as a basis for crafting proven and highly effective recommendations. Sources include:

- Center for Creative Leadership
- Human Capital Institute
- International City/County Management Association (ICMA)
- International Public Management Association – Human Resources (IPMA-HR)
- Society of Human Resources Management (SHRM)

Our team has extensive experience and in-depth expertise that is highly compatible with the requirements of the City of Fort Lauderdale. We will provide a process-based succession planning approach that is designed to meet the changing needs of the organization and not one static process that produces generic leaders. We have partnered with leaders from a number of local government organizations serving as the architect (designer) and contractor (implementer) of systematic and comprehensive Talent Management Programs including a heavy emphasis on Succession Planning:

- Collaborating with organizational leaders in crafting program objectives and components.
- Creating and implementing comprehensive and Succession Planning Programs.
- Designing and presenting learning/training workshop(s) that focused on Succession Planning – the concept and application - to executive leadership teams and succession planning employee task forces enabling succession planning to move forward with the proper support and understanding necessary for its effectiveness.
- Providing specific improvements to recruitment, selection and promotional practices and processes.
- Designing program components including candidate selection process for Leadership, Management and Supervisory Development Programs.
- Designing and delivering a large number of competency based workshops for all levels of the workforce – front line, supervisory, senior management and executives.
- Facilitating the process to adopt competencies for front-line employees, mid-managers and executives.

- Administering 360-degree feedback assessment instruments of select employees.
- Aggregating 360-degree feedback from all program participants into overall performance assessment and providing series of recommendations focusing on training, development, performance management, organizational culture, and management practices.
- Delivering executive education programs.
- Designing and implementing Knowledge Transfer Programs.
- Providing performance coaching to a range of management and executive level employees.

In this Proposal we share our experience and expertise in a demonstration of why the Mejorando Group is the firm most qualified to partner with the City of Fort Lauderdale Public Works Department and the Succession Planning Core Team in the design and implementation of a Succession Planning Program.

C. PROJECT SCOPE

Based on the RFP and our experience in similar situations with other local governments, the proposed Scope of Work includes:

- Identifying key “at-risk” positions.
- Assessing and determining issues related to recruiting and retaining employees in the key at-risk positions.
- Evaluating the training/learning needs to develop the core competencies identified for the key at-risk positions.
- Prioritizing gap-closing strategies necessary to ensure a sufficient supply of skilled employees in key at-risk positions.
- Providing a mentoring and information/knowledge sharing methodology.
- Delivering training/learning workshops for members of the Succession Planning Core Team on the concepts and applications of the Succession Planning program.

Our team will examine each of the areas identified in the Scope and based on our experience and expertise will reveal the strengths and areas for improvement. The outcome of our assessment is the creation of a comprehensive Succession Planning process.

D. PROJECT APPROACH/METHODOLOGY

The core question is how to go about creating a Succession Planning Program. Our experience and expertise and the Approach/Methodology we have designed will ensure the Public Works Department and the Succession Planning Core Team (SPCT) adopts a



forward-looking, practical and productive Succession Planning Program to accelerate the successful transition from the workforce you have to the workforce they need.

Our team brings a proven methodology that is robust and consistent with that requested by the City. Our approach to succession planning will examine the complete leadership pipeline, all the way from the senior executive level deep into the Division, at the front-line level. We are confident we can effectively transfer via training and consultation to the SPCT, our extensive experience and in-depth expertise about succession planning ensuring its successful execution for both the short- and long-term.

In regards to the specific approach, our team will utilize the following **Six-Step Succession Planning** methodology:



Phase 1 – Develop a Pilot Project for Public Works Water and Wastewater Treatment Operations Division

The intent is to create a Pilot Program and from its successful implementation, consider expanding it into other Divisions within the Public Works Department.

Delivering a pilot has four benefits:

- The first few pilot projects will be “proof of value” projects, and the organization will be watching them closely to see if they work, and in particular to see whether Succession Planning delivers value in an individual context. A successful pilot project will demonstrate to skeptics that Succession Planning can indeed deliver value to the organization.
- A successful pilot project will deliver a lot of information about how succession planning works in the Water and Wastewater Division, and how it can be implemented Department-wide.
- It engages leaders and senior managers and helps them understand the value it can bring to the organization as a whole.
- It gains advocacy and support from leaders and senior managers by showing how SP can solve the most pressing problems.

Step 1 – Set Strategic Direction and Ignite Sense of Urgency

There are some dimensions to effective change management that relate to launching a Succession Planning Program. If implementation is going to succeed, the organization must invest in both individual behavior changes and ultimately an organization culture change. Therefore, it is essential to create a compelling and urgent case for Succession Planning by way of linking it back to organizational strategy and enlisting the visible support and advocacy among members of the Department’s Executive Leadership and Management Team. Succession planning is a process that is needed at all levels of the organization, and the sooner the leaders and division managers/directors are involved, the faster and smoother implementation will be.

In order to more precisely define how the Succession Plan will translate strategy into action and identify improvements to recruitment and retention, along with workforce learning/training needs, an **Advance Meeting** (as opposed to a retreat) will be held of key executives and managers within the Public Works Department. The Mejorando Group will design and facilitate this meeting as a means to enable the group to sketch a credible version of the future. There will be a particular emphasis on services and future competencies required of workforce members.

This session of top leaders will focus on:

- Communicate to leaders that a succession planning program is a critical risk management organization function – not another “HR thing” that they have to do.
- Provide information and materials regarding succession planning as a concept and practice to establish a baseline of knowledge, including a review of the project plan.
- Facilitation of an abbreviated environmental scan to determine future service needs. The industry of public utilities is rapidly evolving and an exploration of future service needs serves as a means to ensure the Succession Planning Program develops competencies among its workforce to meet immediate and future service requirements.
 - What are the key issues and challenges facing the Department in general, and Water and Wastewater specifically that will affect its mission, strategies, or goals?
 - In what ways are the customers' expectations changing?
 - What are the regulatory factors facing the Department?
 - How will the services provided by the Department in general, and the Water and Wastewater Division be impacted? Will they expand, contract or remain the same?
 - Which services will be most impacted by advancements in technology?

The outcome of Step One, is to determine where the Department is now, where it wants to be and the gap between as well as to galvanize leadership support towards the implementation of a targeted and well-designed SP Program

Patrick Ibarra is extremely effective as a guide and catalyst partnering with groups by utilizing his in-depth understanding about local government operations with a highly interactive, thought-provoking and practical approach to group facilitation. The result is a unified group recommitted to tackling, with a laser-like focus, today's toughest challenges confronting local government leaders.

Step 2 – Identify At-Risk Positions

Typically, effective Succession Planning Programs are not designed to be a program where every position in the City's workforce is to be involved, unless and this is highly unlikely, every position is considered critical. Because this is a need-based approach there may be some detractors who assert the principle “if you can't do for it everybody, you shouldn't do it for anybody.” This egalitarian notion is acceptable if conditions are stable, but they are not and the City must confront and respond to present conditions with respect to where it is most vulnerable.

The major task involved in completing Phase 2, Identify “At-Risk” Positions, is to analyze retirement projections and attrition data in order to determine where exactly the Water and Wastewater Division is weakest in bench strength. The answer to that question should provide a clue about where to establish initial targets for the succession plan.



Employee data that includes job title, years of service and age (no names) along with recent workforce turnover information will be gathered and analyzed to determine those positions/job titles that are the most “at-risk” or vulnerable to avoidable turnover and to determine where exactly the Division is weakest in bench strength. Bench strength is the agency’s ability to fill vacancies from within. Evaluating bench strength means determining how well the organization is able to fill vacancies in key positions from within. The answer to that question should provide a clue about where to establish initial targets for the Succession Planning Program.

Step 3 – Evaluate Current Practices and Conduct Needs Assessment

Completing Step 3 provides the “springboard” to launch the Pilot in a deliberate and specific manner thereby ensuring the success of the Program.

An evaluation of current Succession Planning practices is an audit or sorts. Before implementing recommendations, it is critical to determine the baseline of the components which comprise succession planning:

- ✓ Recruitment
- ✓ Selection
- ✓ Learning/Training
- ✓ Mentoring
- ✓ Career Development/Management

The process is to conduct a series of one-on-one or small group interviews with key department and division leaders, managers and supervisors about current practices related to each of the components. Our analysis and subsequent recommendations of City-wide Recruitment and Selection practices and processes will be incorporated into our analysis during this Step.

In tandem with conducting the Evaluation of Current Practices is a Learning/Training Needs Assessment to identify the performance of existing competencies as a means to identify performance gaps that training and possibly non-training techniques can be employed to close the gaps.

The Learning/Training Needs Assessment will include one-on-one interviews with key internal stakeholders (likely the same staff members involved in the Evaluation of Current practices so only one meeting with each will be required), focus groups and the review of materials such as Training Plans, Operating Plans, Performance Appraisals (no names), a survey of sorts, performance measures, and so forth.

The information gathered from the two information-gathering activities will be blended into an analysis identifying gap-closing strategies to develop the core competencies for the key at-risk positions.

Step 4 – Develop Gap Closing Strategies/Recommendations and Prepare Report

The feedback from the interviews along with assessment of existing Succession Planning practices and Learning/Training Needs and industry next-practice research will be blended and summarized into a written report along with synchronized recommendations. This “Blueprint” serves to immediately improve Succession Planning practices and will provide a series of recommended gap-closing strategies to both enhance recruitment and selection of external candidates and strengthen the bench for internal employees as potential successors to the key “at-risk” positions/jobs and assist the Water and Wastewater Treatment Operations Division in achieving organizational goals.

The recommendations made by our team will be prioritized as short-term or long-term recommendations for improvement. While Step 3 has not yet been completed, based on our experience in similar situations, we envision our recommendations to consist of the following segments:

- 1) Improvements to immediately improve **Recruitment and Selection activities** including sourcing strategies, application procedures and testing processes.
- 2) Facilitate a small number of meetings with high-performers from the front-lines, supervisory, managerial and executive levels **to establish competencies** that are the foundation of the Succession Planning Program. Competencies may include Building a Successful Work Team, Managing Employee Performance, Delegation, Communication, Taking Initiative, to name a few and will vary according to the job/position.
- 3) **Develop and implement a strategy for selecting employees to participate in Learning and Development Program** and subsequently, administer a 360-degree assessment process including one-on-one consultative meetings with each succession planning candidate to review feedback and **co-create an Individual Learning/Training and Development Plan** designed to address development areas and close gaps between existing competencies and future competencies.
- 4) Aggregate information from all participants’ 360-degree assessment feedback to **determine appropriate organization-wide solutions** for specific Learning/Training and Development activities.
- 5) Implement the **targeted Learning/Training and Development activities** through the provision of delivering an estimated six competency-based workshops in half-day format.
- 6) **Practical knowledge transfer strategies** to include a **mentoring program**, information sharing procedures and possibly other techniques to ensure the effective repurposing of employee knowledge prior to its departure.

- 7) A mechanism to **monitor the succession planning program** and techniques to make mid-course corrections.

Our report will provide processes and recommendations to ensure the Division:

- Has a succession management program that goes deeper than the top levels.
- Defines what talent is needed to support the Division strategy.
- Accurately identifies leadership and management potential.
- Provides holistic development opportunities for employees.
- Check for promotional readiness with targeted development to close gaps.

Effective succession planning ensures minimal disruption when vacancies occur, a constant transfer of knowledge, and continuity of leadership culture.

In summary, ours is a synchronized, multi-phased approach that will result in a Succession Planning Program that provides the Water and Wastewater Division a pro-active and systematic effort to ensure continuity in critical/at-risk positions, strategies and tactics to retain and develop intellectual and knowledge capital for the future, and mechanisms to encourage individual advancement.

Step 5 – Train the Succession Planning Core Team (SPCT)

Design and present a series of mini-training/learning workshops for the SPCT that focus on the processes which are the components of the succession planning program:

- Systematically assess the current workforce in order to strengthen the internal bench/pipeline of potential successors.
- Highlights a proven process to identify the gap between the high-potential succession candidate competency profile and the key position competency profiles.
- Periodically evaluate the learning/training needs (including individual development plans) to develop core competencies and professional development for high-potential succession candidates.
- Implement retention strategies of key workforce members.
- Approach how to continually monitor and evaluate the effectiveness of the succession plan.

Implementation of the various recommendations included in our report via Step 4, will be on-going during the training sessions of the SPCT.

Step 6 – Implement

As was described in Step 4, a report summarizing the entire project will be prepared and provided including an Action Plan/Blueprint for Implementing Gap Closing Strategies. The

recommendations made by our team will be prioritized as short-term or long-term recommendations for improvement. This will help provide the roadmap for how the Department and Division should tackle implementation.

The following factors, which are essential for the successful implementation of the various strategies, will be incorporated into our recommended Blueprint and include:

- ✓ Ensuring there is executive support for the workforce strategies.
- ✓ Allocating the necessary resources to execute the strategies.
- ✓ Clarifying roles and responsibilities in implementing strategies. This will include identifying who is involved in implementing what, and where coordination among different parts of the organization is needed.
- ✓ Establishing a schedule.
- ✓ Communicating the plan. The basis of the plan, as well as its elements, should be communicated to at least all the employees in the Water and Wastewater Treatment Operations Division.

In summary, ours is a synchronized, multi-phased approach that will result in a Succession Planning Program that provides the Water and Wastewater Treatment Operations Division a pro-active and systematic effort to ensure continuity in critical/at-risk positions, strategies and tactics to retain and develop intellectual and knowledge capital for the future, and mechanisms to encourage individual advancement.

At the end of the day, what really matters to the City Commission, City Manager, Public Works Director and Utilities Director is not the succession process itself, but ensuring that succession produces the leaders and managers needed to take the division and department where they want it to go.

Phase 2 – Replicate and Expand the Pilot Program Strategies throughout the Public Works Department

In an effort to determine the effectiveness of Succession Planning and improvements to recruitment and retention, an accelerated and abbreviated assessment would be conducted. Identifying successes and areas for improvement is vital prior to considering expansion.

Sources for input include:

- ✓ Department Director
- ✓ Division Manager
- ✓ Succession Planning Core Team members
- ✓ Select group of employees who have, in the last several months, have been hired, promoted or participated in a learning/development or mentoring program.

Based on our analysis of the information gathered and discussions with senior leaders within the Public Works Department, an implementation plan for expansion will be prepared for consideration. Included will be specific actions for particular units/divisions within the Department for each of the components which comprise Succession Planning; the intent is to not apply “one size fits all” as a means of expansion. Customization for each Division will be critical to success.

Re-enlisting the support of leaders, managers and supervisors may be a first steps prior to expanding the program. While initially the program was jump started, other priorities tend to replace focus and consequently, it may be beneficial to reconvene the leadership and management group for a review of the Pilot Program and explore application into the various Divisions, as well as fortify the importance of visible advocacy and support of this group.

E. PROJECT SCHEDULE AND PROPOSED COST/FEE ESTIMATE		
Service/Activity	Fee	Time
Step 1: Design and facilitate an Advance meeting of department leaders and managers to Set Strategic Director and Ignite Sense of Urgency	\$ 5,500	Oct-Nov
Step 2: Complete Workforce Demographic Analysis to Identify Ask-Risk Positions	\$ 8,500	Nov-Dec
Steps 3 and 4: Conduct Assessment of current Succession Planning Practices and Learning/Training Needs and provide in a written report. Improvements to Recruitment and Selection will be included in this report.	\$20,000	January
Step 4/6: Implement Succession Planning Program <ul style="list-style-type: none"> Establish competencies in four groups of employees: front-line, supervisory, mid-management and executive positions. Facilitate series of meetings with each of the groups to create the competency model. Design structured Mentoring Program. Partner with organizational leaders to create selection process for employees to participate in Leadership-Management-Supervisory Program. Once employees are selected, conduct Briefing Meeting with participants to review 360-degree process, including the Instrument and Sample Feedback Report. Administer 360-degree process for up to 15 employees in the first round of the program. Facilitate on-site 1-1 consultation with participants that have received 360-degree feedback. Purpose is to review feedback and assist with creation of Individual Training and Development and Plan (ITDP). Reviews aggregated report of all participants, and provide learning/training and development recommendations. Design and deliver six training/learning workshops to participants. One topic delivered in the morning and second topic delivered in afternoon. The number of workshops is available for revision. 	\$13,000 \$ 5,000 \$20,000 \$ 4,000 – full day workshops x 3 = \$12,000	Jan-Feb January Feb-Mar Begin Spring of 2016

Service/Activity	Fee	Time
Step 5: Design and deliver training sessions for Succession Planning Core Team members.	\$ 8,000 for two full-day workshops	Spring of 2016
Phase 2: Gather information on progress to date with recommendations of Phase 1 and provide report. Present report at Advance meeting.	\$10,000	Fall of 2016

4.2.5 REFERENCES

City of Bismarck, North Dakota

In 2008, the Mejorando Group was retained to design and implement a comprehensive and systematic succession planning program for a 500 employee organization. This program identified critical positions (i.e. jobs) within the city workforce, created competency models, identified department-specific knowledge transfer strategies and tactics, specific improvements recruitment, selection, training, development, and performance management practices, and created a pilot succession planning process to include selection of candidates, administration of 360-degree feedback instrument, and creation of individual employee training and development plans. Contact person: Keith Hunke, Assistant City Administrator, 221 N. 5th Street Bismarck, ND, 701-355-1303, khunke@nd.gov. Fee was \$112,000.

City of San Jose, California

The Mejorando Group was retained in 2013, by the City of San Jose to design a systematic workforce planning process for a workforce of 5,500 that focused on Succession Planning, Recruitment and Selection, Training and Development, Retention, On-Boarding, and Career Planning. Contact person: Jeff Ruster, Executive Director of Work2Future, City of San Jose, 200 E Santa Clara St, San Jose, CA, 408-887-6579, Jeff.Ruster@sanjoseca.gov Fee was \$80,000.

City of Fort Collins, Colorado

In 2011, Patrick Ibarra of the Mejorando Group was retained to design and implement a Knowledge Management Transfer Program for members of senior management in the Utilities Department. This included conducting Expert Interviews (with incumbent employees), creating Position Profiles, and providing a series of specific transfer tools and techniques captured in a Position Summary Report. Other services involved serving as advisor to a Department Task Force responsible for identifying and implementing a mix of succession planning tools and techniques. Contact Person: Brian Janonis, Executive Director of Utilities, 300 LaPorte Ave., Fort Collins, CO 80521970-416-2232, bjanonis@fcgov.com Fee was \$36,000.

City of Chandler, Arizona

In 2014, the City of Chandler retained the Mejorando Group to design a comprehensive and systematic succession planning process for over 1,200 members of the workforce which included critical positions within the city workforce being identified, selection of candidates for a Pilot Leadership Learning Program, administration of 360-degree feedback instrument, creation of individual employee training and development plans. Contact person: Debra Stapleton, Human Resource Director, 175 South Arizona Avenue,



480-782-2350, debra.stapleton@chandleraz.gov. The third Pilot Leadership Group is currently underway. The fee to date is \$75,000.

City of Irvine, California

In 2007, the City of Irvine retained Patrick Ibarra of the Mejorando Group to design a comprehensive and systematic succession planning process. Identified critical positions within the city workforce, provided recommendations to improve recruitment, selection, training, development, and performance management practices, and created a succession planning process to include selection of candidates, administration of 360-degree feedback instrument, and creation of individual employee training and development plans. Contact Person: Jan Walden, Manager of Human Resources, 1 Civic Center Plaza, Irvine, CA 92606949-724-6277, jwalden@ci.irvine.ca.us Fee was \$37,000.

Town of Gilbert, Arizona

In 2013, the Town of Gilbert obtained consulting services from the Mejorando Group to assist with implementation of a Talent Management approach to building workforce capacity. Services included evaluating workforce demographics to identify future staffing needs, creating performance leadership competencies through the facilitation of employee work groups, and providing a series of cohesive recommendations that make immediate improvements to recruitment, selection and promotional practices. Contact Person: Carrie Bosley, Human Resource Director, 480-503-6922, Carrie.Bosley@gilbertaz.gov. Fee was \$17,200. Town of Gilbert, 50 East Civic Center Drive, Gilbert, AZ 85296, 480-503-6922.

Succession Planning Training/Learning Workshops

Designed and presented training workshop(s) that focused on Succession Planning – the concept and application - to executive leadership teams and succession planning employee task forces – for a number of cities including Allen (TX), Arvada (CO), Chandler (AZ), College Station (TX), Colorado Springs (CO), Denton (TX), Durham (NC), Kirkland (WA), Lenexa (KS), Manassas (VA), Peoria (AZ), Santa Monica (CA), Wellington (FL) and Wilmington (NC). The outcome enabled succession planning to move forward with the proper support and understanding necessary for its effectiveness.

4.2.6 MINORITY/WOMEN (M/WBE) PARTICIPATION

While Patrick Ibarra, the owner of the firm is Hispanic, we are not certified by the State of Florida.

4.2.7 SUBCONTRACTORS

No subcontractors are members of the project team.

APPENDIX - PROJECT TEAM RESUMES/PROFILES

Patrick Ibarra

Co-Founder and Partner, The Mejorando Group

As co-founder and partner, Patrick Ibarra is responsible for Talent Management (i.e. Workforce and Succession Planning), Facilitation and Organizational Effectiveness services. As a Consultant and Manager in both public and private sector organizations, ***including as a city manager and human resource director***, Mr. Ibarra brings organizations over 30 years of experience and a shared understanding of the particular demands and constraints placed on organizations and their employees.

Patrick Ibarra is an entrepreneur of ideas who brings a valuable perspective to his work with governments – recognizing their uniqueness while implementing leading edge solutions designed to achieve sustainable change and improved performance. With over 15 years of experience serving in four cities of varying size he effectively blends his background serving in government with his seasoned experience as an external consultant by providing a valuable perspective in partnering with government leaders. He possesses an in-depth understanding of the daily workings of the public sector – political aspects, the role of budgets, constantly shifting priorities, the influence of internal and external stakeholders, and managing delivery of essential services and programs – that is woven seamlessly together enabling his advice and recommendations for improvement to succeed. Mr. Ibarra's perspective and experience are enormously helpful as he partners with government leaders in co-creating ambitious and practical approaches to performance improvement.

As one of the country's leading experts on workforce planning, he has led the development and implementation of such programs for numerous governments nationwide, authored a series of published articles on it and been an active conference presenter on the subject.

A Speaker, Author and Conference Presenter, Mr. Ibarra also serves on the adjunct faculty staff at Arizona State University. He teaches courses on organizational change.

Employment History

- The Mejorando Group Consulting Practice, Co-Founder and Partner
- City of Port Angeles, Washington City Manager
- City of Mason, Ohio Assistant City Manager/Human Resource Director
- City of Emporia, Kansas, Management Assistant, Office of the City Manager



Education

- Master of Human Resources and Organization Development, University of San Francisco
- Master of Public Administration, Arizona State University
- Bachelor of Science degree, Political Science, Central Missouri State University
- Graduate of the University of Virginia Senior Executive Institute for Public Service
- Certified Facilitator, Development Dimensions International
- Certificate in Training and Human Resource Development, University of California-Berkeley
- Certified to administer Assessment and Performance Support tools, Center for Creative Leadership

Publications

- "Next Generation Professionals: An Inside Look at What Matters to Them" August 2015 issue of Public Management published by ICMA
- "Career Management in the 21st Century" Texas Town and City February 2015 issue
- "Retaining A+ Performers in the Finance Department" February 2015 issue of Government Finance Review published by the Government Finance Officers Association
- "What Government can learn from the Culture of Apple" January 20, 2015 issues of Governing.com
- "How Governments Can Hold Onto Their Top Performers" October 1, 2014 issue of Governing.com
- "The Future of Government: Me and My Career" March/April 2014 issue of California Special Districts Association Magazine
- "Turning Your Organization into a Talent Magnet" February 2014 issue of Government Finance Review published by the Government Finance Officers Association
- "Government's Crucial Employer Brand" December 11, 2013 issue of Governing.com
- "What is Successful Government" September 25, 2013 issue of Governing.com
- "Knowledge Management: Transfer It Before It's Too Late" June 2013 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
- "Your Leadership Playbook: Game Changing Practices of Successful Leaders" October 2012 issue of Public Management published by the International City/County Management Association (ICMA).
- "The Next Government Workforce" October 24, 2012 issue of Governing.com
- "Talent Management: The Next Phase of Succession Planning" September 2012 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
- "Succession Planning: The Sequel" October 2011 issue of IPMA-HR News published by the International Public Management Association for Human Resources (IPMA-HR)
- "There is No Box: Uncertain Times demand RAPID Innovation" August 2011 Issue of Public Management published by ICMA.

- “Succession Planning: The Essentials” September 2007 issue of IPMA-HR News published by IPMA-HR
- “The Myths and Realities of Succession Planning” August 2006 issue of IPMA-HR News published by IPMA-HR
- “Succession Planning: An Idea Whose Time Has Come” January 2005 issue of Public Management published by ICMA

Conference Presentations - 2015

- Alliance for Innovation Transforming Local Government
- FBI National Academy Associates
- Idaho City/County Management Association
- League of Arizona Cities and Towns
- League of California Cities
- National Public Employer Labor Relations Association
- Nova Scotia Municipal Administrators Association
- Oregon Association of Municipal Records
- Washington Municipal Clerks Association

CINDY BEZAURY**Senior Management Advisor, The Mejorando Group**

Cindy Bezaury brings over 29 years of management experience that includes a full range of senior Human Resource operations for large municipal governments: recruitment and selection; employee training and development; policy administration; risk management activities including workers compensation; benefits administration including pension fund management; EEOC services; group facilitation; HRIS systems implementation; and labor and personnel relations. In addition, she has working experience in private, public and nonprofit organizations; corporate and satellite levels, including multi-facilities; and high-tech, government, service, and manufacture environments.

- 29 years of experience including serving as Human Resource Director for the cities of Arlington (TX), Phoenix (AZ) and Tucson (AZ).
- Expertise in human resource management and administration
- Expertise in HRIS, EEO, Pension Funds, Workers' Compensation and Benefits Administration
- Master's Degree in Labor and Industrial Relations, Michigan State University
- Bachelors in Business Administration with concentration in Personnel and Labor Relations, Grand Valley State University, Allendale, Michigan.

4.2.8 REQUIRED FORMS

Completed forms are included on following pages with the Original proposal only.