



COMMISSIONERS

Joshua Alpine
Chair
(Special District)

Whitney Eklund
Vice Chair
(City)

Judy Friedman
(Special District)

Cindy Gustafson
(County)

Shanti Landon
(County)

Sean Lomen
(City)

Susan Rohan
(Public)

ALTERNATE COMMISSIONERS

David Bass
(City)

Anthony DeMattei
(County)

Cherri Spriggs
(Public)

Stephanie
Youngblood
(City)

Vacant
(Special District)

COUNSEL

Michael Walker
General Counsel

STAFF

Michelle McIntyre
Executive Officer

Amanda Ross
*Acting Assistant
Executive Officer*

Amy Engle
Commission Clerk

Tuesday July 1, 2025, 10:30 AM

LAFCO Personnel Committee Meeting

Members of the Personnel Committee:
Commissioners Alpine, Eklund, Landon, Rohan, and
Alternate Commissioner Spriggs

Placer LAFCO Administrative Office
110 Maple Street
Auburn, CA 95603

AGENDA

1. ROLL CALL
2. CHANGES AND APPROVAL OF THE AGENDA
3. PUBLIC COMMENTS

This is an opportunity for members of the public to address items that are within the purview of the Personnel Committee but not appearing on today's agenda. Please limit your comments to three minutes.

4. MINUTES

Minutes of the Personnel Committee meeting on May 28, 2025.

5. BUSINESS ITEM

Review and consider the proposed evaluation methods for the Executive Officer position. The Committee will submit its recommended evaluation method to the LAFCO Commission at its July 9, 2025, regular meeting. (Action)

6. ADJOURNMENT

PUBLIC ACCESS AND PUBLIC COMMENTS INSTRUCTIONS

Materials related to an item on this agenda are available for public inspection at the LAFCO office, 110 Maple Street, Auburn, CA, during regular business hours and on LAFCO's website at <https://www.placer.ca.gov/lafco>.

LAFCO meetings are held in person and virtually. Meeting recordings are posted online within a week following the LAFCO meeting.

Members of the public may submit their comments in written form to the Commission via U.S. mail to Placer LAFCO's office or via email to lafco@placer.ca.gov. Please indicate the agenda item number, if any. If you want your comments read into the record, please indicate so in the subject line and limit the comments to no more than 500 words. For public hearings, the Chair will announce the opening and closing of the public hearing. The Chair will call for oral public comments. Please limit your comments to 3 minutes.

AMERICAN DISABILITY ACT COMPLIANCE

In compliance with the Americans with Disabilities Act, if you are a disabled person and need a disability-related modification or accommodation to participate in this meeting fully, please contact Amy Engle, Commission Clerk, at (530) 889-4602 or aengle@placer.ca.gov. Requests must be made as early as possible and at least two business days before the start of the meeting.

CAMPAIGN CONTRIBUTION DISCLOSURE

If you wish to participate in any proceeding involving a change of organization, reorganization, or other entitlement, you are prohibited from making a campaign contribution of more than \$250 to any Commissioner or Alternate Commissioner as described in Government Code section 84308. This prohibition begins on the date you begin to actively support or oppose an application pending before LAFCO and continues for 12 months after LAFCO renders a final decision. No Commissioner or Alternate Commissioner may solicit or accept a campaign contribution of more than \$250 from you or your agent during this period if the Commission or Alternate Commissioner knows or has reason to know that you will participate in the proceeding. If you or your agent have contributed more than \$250 to any Commissioner or Alternate Commissioner during the 12 months preceding the decision, that Commissioner or Alternate Commissioner must disqualify himself or herself from the proceeding. However, disqualification is not required if the Commissioner or Alternate Commissioner returns the campaign contribution within 30 days from when the Commissioner or Alternate Commissioner knows, or should have known, about the contribution and that you are a participant in the proceeding.



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Commission Clerk

MINUTES OF THE
LOCAL AGENCY FORMATION COMMISSION
PERSONNEL COMMITTEE

Members of the Personnel Committee:
Commissioners Alpine, Eklund, Landon, Rohan, and
Alternate Commissioner Spriggs

May 28, 2025

Placer LAFCO Administrative Office
110 Maple Street CA 95603

1. ROLL CALL

Chair Eklund opened the meeting at 10:01 AM.

Present Personnel Committee Commissioners: Joshua Alpine,
Whitney Eklund, Shanti Landon, Susan Rohan, and Cherri Spriggs

Not Present Personnel Committee Commissioners: None

Staff Present: Amy Engle, Commission Clerk, Michelle McIntyre,
Executive Officer, Michael Walker, Legal Counsel (remote)

2. CHANGES AND APPROVAL OF THE AGENDA

There were no changes to the agenda.

The Committee approved the agenda.

3. MINUTES

Commissioner Rohan motioned to approve the March 26, 2025,
Personnel Committee Minutes, second by Commissioner Spriggs.

The motion passed.

4. BUSINESS ITEMS

A. Status of the Staffing Plan (Action)

Executive Officer Michelle McIntyre provided the Committee with an overview of the proposed tasks for the Senior Analyst and Analyst II positions.

The Committee discussed the item and recommended Ms. McIntyre bring the item to the Commission in the budget packet at the June 11, 2025, Commission Meeting.

- B. Develop New Annual Evaluation Format for Non-Union Employees (the Executive Officer position) (Action)

Executive Officer Michelle McIntyre reviewed the example evaluations from other LAFCOs with the Committee.

The Committee discussed the item and selected specific components to be incorporated into a draft evaluation form.

- C. Executive Officer's Report – The Executive Officer will orally provide an update on the Assistant Executive Officer recruitment.

Executive Officer Michelle McIntyre updated the Committee on the Assistant Executive Officer recruitment, noting that no applicants had prior LAFCO experience.

The Committee directed staff to revise the recruitment to a senior planner position, citing the anticipated need for LAFCO training.

Commissioner Rohan moved to direct staff to prepare an evaluation draft for review by the Personnel Committee Chair and Vice-Chair before it is sent to the Commission, while acknowledging that other Commissioners may provide alternative forms to the Executive Officer for inclusion on the June 11, 2025, Commission meeting agenda, second by Commissioner Spriggs.

The motion passed.

ADJOURNMENT

Chair Eklund adjourned the meeting at 12:10 PM.

Submitted by:

Amy Engle
Placer LAFCO
Commission Clerk



Placer County Local Agency Formation Commission
110 Maple Street Auburn, CA 95603 | (530) 889-4097

COMMISSIONERS STAFF REPORT

Cindy Gustafson
Chair
(County)

DATE: July 1, 2025

Joshua Alpine
Vice Chair
(Special District)

TO: Personnel Committee Chair Eklund and members of the Committee

Whitney Eklund
(City)

Judy Friedman
(Special District)

FROM: Michelle McIntyre

Shanti Landon
(County)

SUBJECT: Evaluation Review Process Methods for the Executive Officer Position

Sean Lomen
(City)

Susan Rohan
(Public)

SUMMARY

ALTERNATE COMMISSIONERS

David Bass
(City)

Anthony DeMattei
(County)

Cherri Spriggs
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Stephanie Youngblood
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Vacant
(Special District)

COUNSEL

Michael Walker
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STAFF

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Executive Officer

Amanda Ross
Acting Assistant Executive Officer

Amy Engle
Commission Clerk

At its meeting on June 11, 2025, the Commission approved the evaluation review form (Attachment A) for the Executive Officer Position. The Commission then instructed the Personnel Committee to review the evaluation process and present a recommendation to the Commission at the next meeting on July 9, 2025.

DISCUSSION

Commissioner Gustafson submitted a memorandum, titled "Executive Officer Annual Review Process," dated June 6, 2025, which is attached as Attachment B. The memorandum sets forth four options for consideration. One of the options would require the Commission to authorize an expenditure of between \$2,500 and \$10,000 for an outside consultant to assist in the review process.

As a reminder, the Commission-approved evaluation form also had an evaluation method built into the form. The method is on page one of the form and is summarized here for reference:

- The employee contract requires an annual performance review to be conducted.
- The employee may consult with the agency Chair before preparing the closed session agenda and gather input on any requested information or supporting materials separate from the Performance Evaluation Form.
- The agency convenes in closed session to discuss the performance review criteria and completes the employee Performance Evaluation Form. If desired, the agency may invite the employee to participate in the closed session review.
- The performance review results, along with any additional agency actions as needed, will be documented to ensure a clear record of performance.
- Upon completion of the performance review, LAFCO's Legal Counsel will document the results under the direction of the Personnel Committee Chair.
- The Commission may review the performance evaluation with the employee. A copy will be provided to the employee and kept in the employee's personnel file.

STAFF RECOMMENDATION

The Executive Officer recommends that the Committee discuss the various options and submit its recommendation to the Commission for their consideration on July 9, 2025.

ATTACHMENTS

- A- Executive Officer Evaluation Form
- B- Memo from Commissioner Cindy Gustafson

PROFESSIONAL AND COURTEOUS CONDUCT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Actively includes and respects diverse cultures, values, and points of view	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willingly and positively engages with and treats others with respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uses tact and diplomacy to build team relationships and resolve conflict	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates integrity and honesty, and holds self to high standards of ethical conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Assumes responsibility and accountability for decisions and actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
INTERGOVERNMENTAL AND PUBLIC ENGAGEMENT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Building relationships with cities, counties, special districts, and the public	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Representing LAFCO effectively in regional and interagency forums	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing sensitive or controversial issues with professionalism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
COMMUNICATION SKILLS	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Communicates verbally in a clear and concise manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Writes in a clear, concise, and error-free manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Actively listens to others for understanding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chooses the appropriate channel and recipients of communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
JOB-RELATED KNOWLEDGE, SKILLS, AND ABILITIES	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Demonstrates a thorough understanding of the nature of the job assignment and requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates knowledge, skills, and abilities required for the position	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands, interprets, explains, and applies relevant laws, rules, and regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understands and applies the organization's mission, vision, and core values	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
PROBLEM-SOLVING AND JUDGMENT	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Supports the best interests of the organization and the LAFCO Commission	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develops alternative solutions, provides recommendations, and selects the proper course of action when appropriate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is proactive, self-reliant, shows initiative, and generates new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is flexible, adaptable, and changes approach to effect positive outcomes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
WORK HABITS	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Produces high-quality work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Remains productive and completes work on time and schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrates reliability and dependability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Adheres to applicable standards, policies, and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
SUPERVISION AND LEADERSHIP	Requires Improvement	Meets Job Standards	Exceeds Job Standards
Holds self and others to high standards of ethical conduct	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Selects, coaches, and develops talent within the organization effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

OVERALL SUMMARY OF PERFORMANCE	Requires Improvement	Meets Job Standards	Exceeds Job Standards
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

EMPLOYEE ACKNOWLEDGEMENT OF REVIEW

My signature below acknowledges that I have read this performance review and that it has been discussed with me.

Signature: _____ Date: _____

- I do not agree with the comments in this evaluation and plan to submit comments within 30 days to be attached to this review.
- I request a meeting with the Appointing Authority to discuss the content of this review.

APPROVALS

Reviewer/Completed by: _____

Personnel Committee Chairperson

Signature: _____ Date: _____

PLACER LOCAL AGENCY FORMATION COMMISSION

To: Placer LAFCO Commission
From: Cindy Gustafson, Chair
Date: June 6, 2025
Subject: Executive Officer Annual Review Process

Background

Michelle McIntyre was hired as Placer LAFCO's Executive Officer on August 23, 2021. Since her appointment, the Commission Chair has been in charge of the Executive Officer performance evaluation process.

The first two evaluations were conducted at the following intervals:

6-Month Evaluation: March 9, 2022

First Annual Evaluation: August 10, 2022

These two evaluations were completed but not submitted to the County Human Resources Department and are not included in County personnel files.

For subsequent review periods — 2022-2023 and 2023-2024 — written evaluations were submitted by individual Commissioners and compiled by the Chair. The Commission then conducted its evaluation with the Executive Officer in Closed Session, duly noticed pursuant to the Brown Act under the "personnel exception" (Government Code section 54962) category of the Brown Act. These evaluations are on file with the County Human Resources Department.

In recent discussions, two Commissioners have expressed interest in considering alternative or enhanced approaches for this year's performance review, including the possibility of using an independent facilitator or broader feedback tools. It is important to note that the purpose of this Commission agenda item is solely to allow the Commission members to publicly discuss evaluation options and processes for the 2024-2025 annual LAFCO Executive Officer performance review. The formal 2024-2025 performance review for the LAFCO Executive Officer will be separately noticed in compliance with the personnel exemption under Brown Act (Government Code section 54957) for Closed Session on a future LAFCO agenda.

Options for 2024-2025 Executive Officer Performance Review

Below are several options researched for the Commission's consideration for the upcoming 2024-2025 review period. Variations on these options, as well as other consultants or programs, may also be explored.

Option 1:

Continue the current process, but have the Commission first adopt the new evaluation forms recommended by the LAFCO Personnel Committee in open session. The Commission Chair would compile the completed forms from Commissioners and a Closed Session would be noticed and held

during which the Commission would conduct its annual evaluation of the Executive Officer .

Option 2:

Maintain the same process as Option 1 but have the County Human Resources Department compile the completed evaluation forms prior to Closed Session review with the Executive Officer.

Option 3:

Utilize the Checkpoint 360 System, a tool procured by the County HR Department, which facilitates an independent and comprehensive feedback process through an online survey instrument. The Checkpoint system conducts this work independently, produces the report and then meets with the Commission and the Executive Officer through a virtual platform. There is not an opportunity for customization of questions but there is a choice on the skills and abilities to be rated. This method would allow additional input from others identified by the Commission such as:

- ❖ Agency peers who have worked with the Executive Officer over the past year
- ❖ Direct reports
- ❖ Other individuals identified by the Commission (e.g., former Commissioners, consultants, stakeholders)

See attached slides for additional information.

Option 4:

Engage an outside independent consultant to conduct the performance review. This option would allow for a customized evaluation process, incorporating the Personnel Committee’s recommended evaluation forms along with interviews and/or online surveys of participants identified by the Commission.

Two potential consultants have been identified:

- ❖ **Solutions-MRG (Mary Egan):** Recommended by several city managers, this firm specializes in executive evaluations and offers a flexible, tailored approach. A proposal from Solutions-MRG is attached for the Commission’s consideration.
- ❖ **Rosemary Marino (HR Consultant):** Recommended by Mike Luken, Rosemary is an experienced HR professional who provides executive assessment services. A proposal from her is pending and will be provided to the Commission upon receipt.

Additional consultant options or variations on this approach may also be explored.

Fiscal Impact

Options 1 & 2: No additional cost.

Option 3: \$400

Option 4:

- ❖ Solutions-MRG: Estimated cost between \$7,000 and \$10,000, negotiable based on the final scope of work.
- ❖ Rosemary Marino: Estimated range of \$2,500 to \$10,000, pending final proposal details.

Cindy Gustafson

From: Nicole Lopez
Sent: Thursday, June 5, 2025 2:03 PM
To: Cindy Gustafson
Subject: RE: 360 survey
Attachments: 1_Checkpoint Intro Overview new look.pptx; 2_CheckPoint Report Debrief Intro 2020.pptx; 4_CheckPoint-360_Sample-Management-Report (1).pdf

Good afternoon, Cindy,

Please find presentation materials provided by Wiley on the CheckPoint 360 Evaluation tool along with a sample evaluation. There may be benefit in contacting Wiley directly. Here's the contact information for the Wiley representative:

Cindy Richard
Client Business Strategist
254-399-5555
cricha@wiley.com

Placer County Human Resources can assist by offering use of one of the 360 evaluations which has already been purchased. If utilized, Wiley would work directly with the designated individual to develop the evaluation, receive, analyze, and report out on the data.

Please let me know if you have any questions or if we can be of assistance.

Sincerely,

Nicole Lopez

Assistant Director of Human Resources
Placer County Human Resources
Office: (530) 886-2619 | Mobile: (530) 392-0055



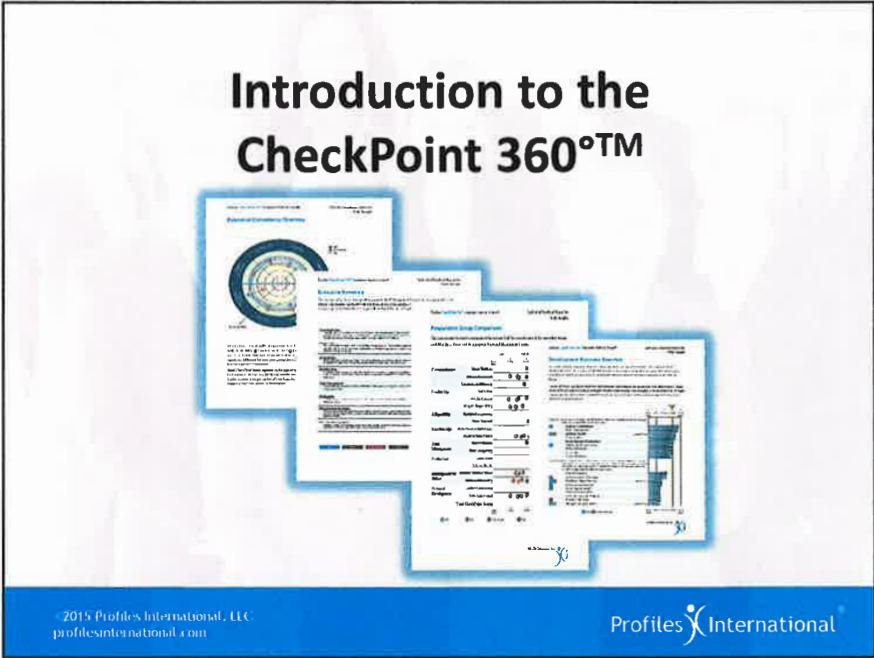
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From: Cindy Gustafson <cindygustafson@placer.ca.gov>
Sent: Thursday, June 5, 2025 9:49 AM
To: Nicole Lopez <NLopez@placer.ca.gov>
Subject: RE: 360 survey

Hi Nicole – thanks for this information. If the Commission chooses to use their own form for Commissioners and use Wiley for any additional input – is that an option? Also can they provide us a sample to include in the packet for consideration by the Commission?

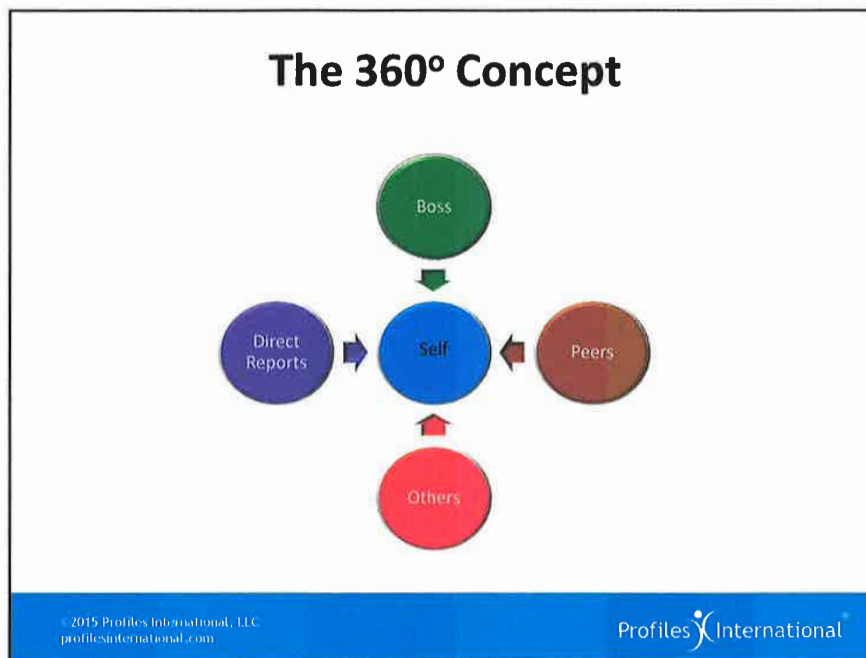


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3

Why 360° Survey?

- Perception is Often the Perceiver's Reality
- Leaders Base Their Effectiveness on Intent; Observers Base Our Effectiveness on What We Do
- Feedback from Multiple Sources Provides a Multi-faceted Perspective of Leader Style
- Intended for Development
- Not intended to be punitive and should not replace performance evaluations or be tied to compensation

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What is the CheckPoint 360™ ?

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CheckPoint 360™ System

Competencies and Key Skill Sets

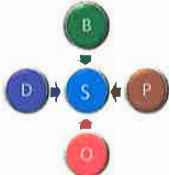
<p><u>Communication:</u></p> <ul style="list-style-type: none"> • Listens to Others • Processes Information • Communicates Effectively <p><u>Leadership:</u></p> <ul style="list-style-type: none"> • Instills Trust • Provides Direction • Delegates Responsibility <p><u>Adaptability:</u></p> <ul style="list-style-type: none"> • Adjusts to Circumstances • Thinks Creatively <p><u>Relationships:</u></p> <ul style="list-style-type: none"> • Builds Personal Relationships • Facilitates Team Success 	<p><u>Task Management:</u></p> <ul style="list-style-type: none"> • Works Efficiently • Works Competently <p><u>Production:</u></p> <ul style="list-style-type: none"> • Takes Action • Achieves Results <p><u>Development of Others:</u></p> <ul style="list-style-type: none"> • Cultivates Individual Talents • Motivates Successfully <p><u>Personal Development:</u></p> <ul style="list-style-type: none"> • Displays Commitment • Seeks Improvement
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CheckPoint 360°™ System



The Checkpoint collects feedback through an online survey. The survey includes 70 very clear items related to leadership – things like:

- 'Listens carefully without interrupting',
- 'Gives recognition to producers of high quality work',
- 'Keeps a positive outlook'

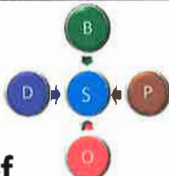
These 70 survey items have been shown to be those that highly successful, and charismatic leaders share in common.

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CheckPoint 360°™ System



We are Measuring Frequency of Observed Behavior

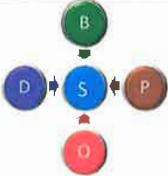
Rating	Description	Percent of Time
1	Almost Never	0 – 10%
2	Seldom	11 – 39%
3	Sometimes	40 – 60%
4	Usually	61 – 89%
5	Almost Always	90 – 100%
N	No opportunity to observe behavior	

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CheckPoint 360^o™ System



The approach is straightforward:

- We ask the people who work for you, your 'Direct Reports', to rate you on each of these 70 Leadership items in the survey.
- We have you rate yourself on those same items
- Finally we ask your boss and your peer managers to rate you too.

Other than your Boss's input the other raters get to provide their feedback to you on a completely confidential and anonymous basis.

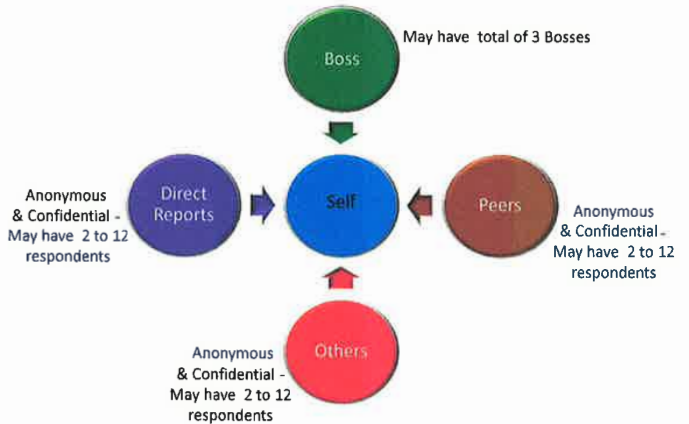
It takes each person just 15 minutes to provide this input – and it's all online for convenience.

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CheckPoint 360^o™ System



Boss May have total of 3 Bosses

Direct Reports Anonymous & Confidential - May have 2 to 12 respondents

Peers Anonymous & Confidential - May have 2 to 12 respondents

Others Anonymous & Confidential - May have 2 to 12 respondents

Self

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CheckPoint 360°™ System

Confidentiality

- **Confidentiality** of respondents **MUST** be assured and maintained
- No respondent group has fewer than two individuals
- Even a hint of or rumor about a lack of confidentiality can render information useless

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CheckPoint 360°™ System

Critical Skills Alignment

- 6 Critical Skills are Chosen by Self, Boss or Bosses
- Identifies strong / weak alignment
- Starting point for Boss/Self conversation and Development Plan

Critical Skills Alignment: 60%

1. Processes Information: Gets to the point. Evaluates the pros and cons, as well as the short and long range consequences, of decisions. Develops logical, clear conclusions.

2. Communicates Effectively: Expresses self clearly, both in writing and in speaking. Is thorough, yet concise, and is consistently straightforward. Resolves misunderstandings with others.

3. Provides Direction: Establishes clear expectations and a manageable workload. Plans the steps required to accomplish objectives, while keeping focus on overall vision.

4. Delegates Responsibly: Delegates appropriate jobs to appropriate people. Empowers others to work and solve problems on their own.

5. Adjusts to Circumstances: Can adjust to people's diverse work styles and to varying circumstances. Deals with setbacks constructively and initiates positive change.

6. Facilitates Team Success: Resolves conflicts fairly in a spirit of cooperation. Builds consensus and leads teams in meeting appropriate goals. Facilitates effectively and uses wisdom of group diversity.

7. Achieves Results: Consistent effectiveness in achieving results that set high standards, the values and that positively impact the organization.

8. Displays Commitment: Maintains a high level of energy, persistence and resourcefulness.

9. Seeks Improvement: Learns positive lessons from setbacks and constructive criticism. Proactively recognizes and designs performance. Sets an example for personal growth.

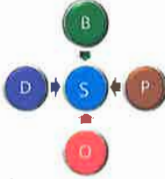
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CheckPoint 360[°]™ System

Comments



Respondents are also provided an opportunity to provide additional comments at the end of each major competency. These comments should add clarity to the numerical ratings provided by respondents.

Survey Comments

All respondents are given the opportunity to provide comments about you and your leadership skills. These comments are separated by each respondent group, provided in free form and are displayed exactly as they were entered.

Boss Comments

- Is successfully making the transition from individual contributor to team leader!

Direct Report Comments

- No direct report comments.

Peer Comments

- Nicole would be well served to increase her self-awareness on her direct communication style and the potential negative outcomes it can generate with cross-functional team members who are not as familiar with her style.

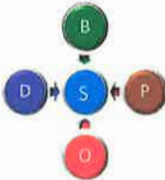
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CheckPoint 360[°]™ System

Comments



- Respondents are encouraged to provide **feedback that is relevant to the job, Recent (reflective of current work), and developmental.**
- Comments are reported exactly as typed. **Respondents should never include their name or provide such specific information that would void anonymity.**

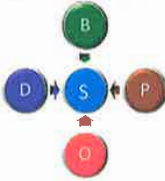
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CheckPoint 360°™ System

Reports



- **Individual Feedback Report** – speaks to the manager (Self)
- **Comparison Report** – compares two different surveys and speaks to the manager (Self)
- **Management Report** – speaks to the boss
- **Management Comparison Report** – compares two different surveys and speaks to the boss
- **Executive Overview** – combines 3+ surveys of the same time period and speaks to the C-Suite Executives


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CheckPoint 360°™ System

Next Steps



- Complete the CheckPoint set up sheet – Choosing respondents for each leader:
 - Some details will be provided by your organization’s CheckPoint Administrator. Example: Start Date and Due Date
 - Provide Respondent name, email address and type of respondent (Self, Boss, Direct Report, Peer, Other)

CheckPoint 360 Client Setup Sheet

Start Date: Due Date:

FlexHR Corporate

Note: Self and the "Boss" are optional. The "Other" category is optional. Any category beyond "Self" and "Boss" needs a minimum of 3 respondents for data interpretation to be meaningful.

CheckPoint 3				
Category	First Name	Mobile Number	Last Name	Email Address
Self				
Boss				
Direct Report				
Peer				
Other				
Other				

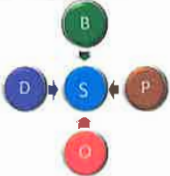
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CheckPoint 360[°]™ System

Next Steps



- Many leaders send a pre-CheckPoint email to the respondents that are chosen to participate in this process. This email informs respondents that an invitation is forthcoming, provides a brief explanation of the CheckPoint's purpose and process. A sample pre-invitation is available from your Checkpoint administrator.
- Be on the look out for additional information about CheckPoint 360 from your CheckPoint administrator.

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Questions / Comments



Cindy Richard
Client Business Strategist

254-399-5555
cricha@wiley.com

THANK YOU!

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May 30, 2025

Cindy Gustafson, Chair
Josh Alpine, Vice Chair
County of Placer LAFCO
110 Maple Street
Auburn, CA 95603

Subject: Proposal to Facilitate Executive Officer Evaluation

Dear LAFCO Commissioners:

Thank you for reaching out to Municipal Resource Group, LLC ("MRG") to assist the County of Placer Local Agency Formation Commission ("LAFCO"). MRG is pleased to submit a proposal to facilitate the Executive Officer's Performance Evaluation for the LAFCO. We appreciate the Commission's commitment to thoughtful leadership oversight and continuous improvement.

Our proposed approach is designed to support a fair, transparent, and forward-looking process that incorporates input from all the commission members and aligns with the LAFCO's strategic goals. The scope includes preparation, facilitation, and documentation of the evaluation process to ensure it is both efficient and meaningful.

Our MRG team regularly conducts chief-appointed official evaluations for cities, counties, special districts, and school districts, including most of the Placer County LAFCO member agencies. We have a deep understanding of Placer County and its complexities. As CEO, I only take on a few engagements each year and am willing to personally lead this process.

We look forward to the opportunity to assist you in this important effort and are happy to adjust the proposed approach based on your preferences or feedback. We have submitted a range of costs that depend upon the approach preferred by the Board.

Respectfully submitted,

A handwritten signature in blue ink that reads "Mary Egan". The signature is fluid and cursive, written in a professional style.

Mary Egan, CEO
MRG, LLC
egan@solutions-mrg.com
916-261-7547

MRG INFORMATION

The MRG team is a centralized resource for staff development and needs for organizational excellence. We can assess and improve departmental functions, including, but not limited to, professional development, training, succession planning, workplace investigations, organizational assessments and implementation plans, employee relations, mentoring and coaching, project management, recruitment, and selection. MRG team members have led successful transformational efforts in our client agencies and fully understand their real-world challenges in making meaningful and long-term changes.

MRG's Consulting Philosophy

As a consulting firm, MRG assigns talented consultants to meet clients' needs. MRG differentiates its work based on the following principles.

Trusted Advisors

MRG prides itself on building long-term relationships with clients who turn to MRG for guidance and expertise. We work as “trusted advisors,” working directly with the leadership of organizations to help them manage their complex organizations and to adjust to change that is constantly knocking on the door.

Commitment to Public Service

We have also chosen to focus our work on local, regional & state agencies that are delivering public service to communities. We understand that our client's work is important and impactful – and our goal is to help organizations do that work with more grace and better effectiveness and efficiency.

Partnership for Impact

As seasoned executive leaders ourselves, we have no interest in writing reports that sit on shelves or are not reality-based for action. MRG needs to work in a consultative partnership directly with management for organizational impact to occur. We see our role as true partners with the leadership team to work productively to help you find solutions for actionable impact in your organization.

Team of Management Practitioners + Executive Leadership Coach

Today's organizations require a robust understanding of people and teams, plus talented management, and leadership. The key to an organization's success is the integration of control, which creates value (efficiency, effectiveness, empowerment), and leadership which inspires change and a collective vision. By bringing a consultant team with management plus leadership coaching expertise, MRG can deliver tools, perspectives, and paradigms for the continued growth and support of an organization's leadership team.



Strategic Organizational Development

Organizations are complex, multi-faceted organisms that take time and strategy to develop and shape. While employees are focused on delivering services, there is “care and feeding” of the organization, structure, and systems that need to be done to support the workforce, mold culture, and deliver services/mission. MRG brings the deep organizational development and human resources experience to transform and help organizations continue to invest in their operations' strategic and hands-on development.

MRG TEAM FOR PLACER LAFCO

Mary Egan is the CEO of MRG, who oversees our practice and provides high-level leadership for all our projects, as she would for this engagement with the LAFCO.

Mary Egan (CEO) - Mary collaborates with organizations and their executive leadership, and in some cases appointed or elected Boards to achieve their full potential. Mary’s specialties are facilitating performance evaluations and organizational analysis as well as coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding investigations, employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary is a Certified Professional with the Society for Human Resources Management (SHRM) and is a founding member of the Association of Workplace Investigators (AWI).



Julie Mares (Consultant) – Julie is a seasoned career public sector manager with more than two decades of broad executive experience. Julie has extensive experience working within a general-purpose local government, with special emphasis on leadership development, city council relations, strategic planning, organizational development, and community engagement. Julie collaborates with organizations and their executive leadership to help them achieve their full potential. She works closely with appointed and elected officials to facilitate performance evaluations. With strong leadership development and organizational effectiveness skills, she partners with executives and their teams to make a meaningful impact in reaching their full potential.



The entire team of MRG-affiliated consultants can be found at Solutions-MRG.com. We have a wide range of professional subject matter experts should the need arise for subject matter expertise.

APPROACH & METHODOLOGY

Our facilitation approach is built on the principles of confidentiality, fairness, and alignment. Key features of our methodology include:

- **Neutral Facilitation:** We serve as a third-party facilitator to promote candid dialogue and minimize bias.
- **Structured Feedback:** Qualitative input ensures narrative-based insights, specific feedback on performance over the rating period, and goals for the year ahead.

- **Commission Engagement:** We encourage full Commission participation and offer guidance to ensure clarity of expectations and consistency in input.
- **Action-Oriented Reporting:** Our final deliverables focus on actionable insights and continuous improvement. We will work with the LAFCO Executive to fully understand and integrate the feedback and build an action plan to address any areas of opportunity identified by the Board.

SCOPE OF WORK

MRG will facilitate a comprehensive performance evaluation of the Executive Officer in collaboration with the Commissioners. The evaluation's purpose is to support effective governance, ensure accountability, and provide constructive feedback to inform the Executive Officer's ongoing performance and professional development.

Activities Include:

1. Project Planning and Kickoff to determine the type of evaluation desired and potential approach for future evaluations and related evaluation policy

- Conduct a kickoff meeting with the Chair and/or designated representatives to confirm evaluation goals, timelines, and preferred approach.
- Review prior evaluations, current performance goals, and employment agreement, if applicable.
- Determine if an online tool will be used to collect data, or if some participants will be interviewed and others will participate in the survey. There are a number of alternatives to collecting this data, and the cost of the proposal is largely driven by the number of participants and the method of delivery. Some clients also survey the staff of the agency in a separate survey to provide the Executive Officer with important feedback on their leadership style and to further enhance their executive presence.

2. Evaluation Tool Design (considering materials collected by LAFCO Personnel Committee and LAFCO Executive Director)

- Develop or refine the preferred performance evaluation tool, including open-ended questions tailored to the organization's strategic priorities and leadership expectations.
- Incorporate feedback from the Chair or subcommittee on draft tools before distribution.

3. Interview Commission Members (option outlined above)

- Distribute the evaluation tool to all commission members with clear instructions and a confidential submission process.
- Schedule one-on-one interviews with up to eleven board members and alternates to gain insight into performance and the working relationship between the Commission and the Executive Officer.

4. Input Collection and Analysis and generate themes and a written report

- Compile, aggregate, and analyze responses to identify key themes, strengths, and areas for development.

- Ensure anonymity and confidentiality in the synthesis of commission member input.

5. Draft Evaluation Summary Report

- Prepare a summary report highlighting the collective view of the Executive Officer's performance in a narrative feedback document, along with any relevant contextual observations. The document will also include clarity about the majority's desires regarding future performance and priorities.
- Submit a draft to the full commission ahead of the closed session discussion for review and refinement.

6. Facilitated Discussion with the entire Board, and later with the Board and the LAFCO Executive and Board. Prepare the Executive in advance of the meeting as needed.

- MRG will facilitate a closed-session meeting with the Commission to review evaluation findings, discuss feedback themes, and agree on the next steps.
- Support the Commission by facilitating the delivery of feedback to the Executive Officer in a constructive and unified manner.

7. Final Evaluation Deliverables

- Finalize the summary report and supporting materials.
- Seeking feedback from participants to provide recommendations for future evaluation cycle improvements.

8. *Optional: If requested, MRG will conduct additional stakeholder interviews*

9. *Optional: If requested, prepare a Peer Report feedback report for the Executive Officer that will solicit input from each member via an online survey tool, seeking information on the Executive Officer's performance and obtaining insight into strengths and potential development opportunities. This includes the Commission alternates, City Managers, Special District representatives, and key staff.*

10. *MRG can conduct the process in a variety of ways including a) all virtual using an online survey tool with customized questions consistent with materials collected by the personnel committee and augmented with additional questions concerning goals and progress on 2024 goals, b) all in-person and/or a mix of interviews depending upon budget and interest of the Board.*

ALTERNATIVES FOR LAFCO CONSIDERATION

Should MRG be the right firm to support Placer LAFCO, we will complete the work identified for a fixed fee *that will vary depending upon the preferred approach, plus expenses for the Executive Officer evaluation and related goal-setting process. This process will include an onsite, in-person closed session meeting.* For budget purposes, LAFCO should estimate between \$7,000 and \$10,000 to complete a comprehensive process that involves the full Board.

We are happy to attend additional meetings as needed to ensure the process is robust and the parties end with actionable results and confidence in the process.

MRG anticipates that these processes will be conducted virtually, with one in-person closed session to facilitate both evaluations. MRG will invoice \$1,500 per visit if additional onsite attendance is requested.

Additional work not contemplated in this proposal will be billed at \$325 per hour and will begin only after LAFCO and MRG agree upon it. MRG will invoice 50% of the contract amount at the project launch and the remaining 50% after the closed session is completed.



Mary Egan – Chief Executive Officer

Affiliated Consultant

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (916) 261-7547

egan@solutions-mrg.com

Mary is the CEO and a founding partner of MRG, overseeing the entire practice and providing high-level leadership over every project. She is highly skilled at Executive Coaching, Workplace Investigation, and Conflict Resolution and often uses those skills, along with her considerable experience, when advising her clients regarding employment-related risk mitigation, strategic planning, and interest-based problem resolution. Mary's specialties are facilitating performance evaluations and organizational analysis as well as coaching employers to address deficiencies and maximize their impact. She is a certified professional executive coach and uses these skills to help clients increase their level of performance and identify potential limiting blind spots. She also advises clients regarding investigations, employment-related risk mitigation, strategic planning, and interest-based problem resolution.

Mary is adept at the facilitation of staff retreats, team-based problem-solving, and labor management committees, works with elected boards to define the performance expectations of their key managers, and serves as a neutral factfinder in the resolution of employer/employee issues.

Mary's Areas of Expertise:

Conflict Resolution

Executive Coaching

Performance Evaluations

Strategic Planning

As a Private Investigator and Qualified Manager licensed by the State of California, Mary has handled hundreds of workplace investigations for both private sector and public employers on all types of employment matters over the last several years, including claims of discrimination, harassment, retaliation, whistleblowing, substance abuse, threats of violence, assault, theft, fraud, violations of company policies, wage and hour violations, and other forms of alleged misconduct. Mary is experienced in testifying during administrative and judicial proceedings regarding completed investigations and provides expert testimony on the adequacy of workplace investigations, human resource practices, and public sector employment standards and expectations. She is also qualified as an expert in State Court on the adequacy of investigations. She is a founding member of the Association of Workplace Investigators ("AWI") and spent four years developing the AWI's published standards for workplace investigations and serving as a faculty member at the Workplace Investigation Institute.

Prior to MRG, Mary held key positions with both the City of Sacramento and the City of San Jose, where she was the Employee Relations Officer and Chief Negotiator. While with Shannon Associates, Mary managed recruitments for high-level appointed executives, as well as complex HR assessments for large and complex clients. She continued her consulting services with high-profile clients after starting her own firm in 2001 and maintains long-term relationships with cities and counties in California. Mary is a recognized expert in municipal government interest arbitration.



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(866) 774-3222

In addition to her significant field experience with major clients, Mary earned a Bachelor of Science degree in Applied Behavioral Sciences from the University of California, Davis, where she was named "Outstanding Female Graduate," and a Master of Public Administration (MPA) degree from San Francisco State University. Mary is a founding member of the California Association of Workplace Investigators (CAOWI), participating as Chairperson of the Legislation Committee and member of the Best Practices Committee.

Mary is a Certified Professional with the Society for Human Resources Management (SHRM) and is a founding member of the Association of Workplace Investigators (AWI). She is a frequent presenter at conferences, seminars, and meetings of several professional organizations, including the League of California Cities, the International Public Management Association (IPMA), the California Public Employers Labor Relations Association (CALPELRA), the Municipal Management Assistants of Northern California (MMANC), and the California State Association of Counties (CSAC). In 2018, Mary was recognized by the Sacramento Business Journal as a recipient of the Women Who Mean Business award.



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Julie Mares, Vice President of Operations

Affiliated Consultant

MUNICIPAL RESOURCE GROUP, LLC

Telephone: (408) 600-0000

jmares@solutions-mrg.com

Julie Mares is a seasoned, public-sector manager with more than two decades of broad executive experience in the areas of general management, organizational development, financial sustainability, parks & recreation, community services, affordable housing, performance measurement, and human resources. Julie has extensive experience working within local government, with special emphasis on strategic planning, city council relations, leadership development, and community engagement. Julie is a strategic thinker, capable of helping organizations adapt to fiscal and service challenges while focusing on interdepartmental coordination and community partnerships to enhance efficiency and effectiveness.

Before affiliating with MRG, Julie was the Chief Operating Officer for Management Partners where, in collaboration with the executive team, she directed all aspects of operational policies, objectives, and initiatives that enabled the consulting agency to be well-positioned to provide value-added services to all local government clients. She also served as the City Manager of Milpitas, where she led a staff of 400 to serve a diverse population. Key initiatives completed during her tenure included a successful ballot measure to increase the Transient Occupancy Tax, a collaborative update of community development fees supported by the development community, an interagency partnership to site the City's first 100% affordable housing project, and numerous administrative process improvements.

Julie's Areas of Expertise:

Strategic Planning

Governance

Management Consulting

Additionally, Mares worked for nearly eleven years with the City of San José, the nation's tenth largest city. As the Deputy City Manager, she focused both on strategic partnerships with schools and businesses and on civic engagement and collaboration with community stakeholders to provide safe and healthy neighborhoods. One example included spearheading a partnership with the local high school district to deploy a free Wi-Fi network for underserved students. She also served as Director of Parks & Recreation. In that role, she led the development of a new program creating a financially sustainable approach to operational delivery of parks and recreation that resulted in the adoption of a City Council policy, a new regional training program, and a twenty percent improvement in the departmental cost recovery rate.

Julie worked for the City of Tucson for nearly 12 years as Deputy Director of Budget and Research, Assistant to the City Manager, and Human Resources Administrator. As the Deputy Director leading the Research and Organizational Effectiveness Division, she collaborated with internal clients, providing a variety of management consulting services to strengthen and enhance organizational performance and effectiveness. She also served as a manager with United Airlines for eleven years in several leadership roles for airport operations and customer service management.

Mares holds a BS in business management and a master's in education. She is a graduate of the Southwest Leadership Program in Public Policy Management from the University of Arizona Eller College.



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(866) 774-3222

From: [Rosemary Marino](#)
To: [Sophie Fox](#)
Subject: Detail for Evaluation Proposal
Date: Friday, June 6, 2025 4:02:36 PM

Hello, Sophie!

Thank you for the opportunity to provide you with detail pertaining to my professional background. Kindly refer to my LinkedIn Profile which can be accessed as follows: www.linkedin.com/in/rosemary-marino-coach.

In an effort to facilitate the review of my Profile please see the full list included under these categories:

Projects

Volunteering, especially Hershey Public Library Trustee/Board Member appointed by Derry Township Board of Supervisors, Hershey, PA; Derry Township School, District, Community Business Partner, Strategic Planning Task Force

Honors & Awards, especially Lifetime Achievement Award, American Compensation Association; Certified Compensation Professional (CCP)

Since I last updated the LinkedIn Profile I have or am serving in these roles:

Blue Ribbon Professional Networking Group of Roseville, member
Sun City Roseville ("SCR") Strategic Planning Committee (Implementation team in support of the SCR Board of Directors)
SCR Leadership Academy (inaugural class)
SCR Government Affairs Committee

Although I've not pursued additional endorsements to post on LinkedIn, I have successfully provided Consulting/Coaching services to these local clients (not reflected on my Profile):

Make-a-Wish
Town of Loomis
Various individual coaching clients

Once I determine the specifics and parameters of an assignment for a prospective client I can determine a fee structure. In consultation with a prospective client we decide whether a flat rate; hourly rate; or some combination is the best approach, In addition, we, of course, determine a timeframe. I have developed some fee arrangements in such a way that there might be a flat rate for the initial consulting that typically transitions into an hourly rate per session for individual coaching or some other retainer fee structure. My fees are consistent with comparable rates for professional consulting/coaching services.

Please let me know, Sophie, whether you have any questions or whether I can clarify in any way.

Thank you so much. Have a nice weekend!

Rosemary

Rosemary Marino

Avanti Coaching and Consulting