

November 24, 2025

Elizabeth Kay Jourdin
HR Manager – Organizational Effectiveness
Department of Human Resources
County of Washoe
1001 E. Ninth Street, Building A
Reno, NV 89512

Subject: Proposal for County Manager Goal Setting and Performance Evaluation Services

Dear Ms. Jourdin:

We appreciate the opportunity to submit a two-year proposal to facilitate Washoe County's (County) performance evaluation process for incoming County Manager Kate Thomas. We have extensive experience with this type of work and would be pleased to work with Washoe County. The purpose of this letter is to discuss the potential for this engagement. Vice President Jan Perkins will serve as facilitator.

Approach

We understand that Kate Thomas will assume the position of County Manager in early January 2026. As the new County Manager, it will be important for goals and clear expectations to be set with the Board of County Commissioners. That is the best way to start a productive working relationship with the new chief executive on a sound path. This should be done within the first few weeks of her taking office. The County is interested in a facilitated performance evaluation process for the County Manager. We understand that the evaluation process is expected to be completed no later than mid-December 2026.

An effective performance evaluation process provides for two-way discussions between governing body members and the appointed official. It is an opportunity for the Board of County Commissioners and County Manager to strengthen their partnership in carrying out their respective roles. The result of the performance evaluation process should be a collective governing body view about the County Manager's performance, along with goals for achievement in the coming year. The facilitator's role throughout this process is to serve as a neutral party in gathering feedback from the Board of County Commissioners, summarizing the results of interviews into confidential reports, facilitating a constructive discussion in meetings, and documenting agreements resulting from the process.

There are two key elements in this engagement:

- Advise on goal setting for the new County Manager in the first year.
- Facilitate the performance evaluation process for the County Manager in both the first and second years.

Major deliverables for the engagement will be the following:

- Document containing agreed-upon goals for the County Manager. This will be at the outset of the County Manager's appointment, and at the conclusion of each of the evaluation processes.
- Summary of Board of County Commissioners interview feedback for County Manager in a report (both years).

- Memorandum that documents the results of the performance evaluation session with the Board of County Commissioners and County Manager (both years).

In the first year, the process will be established, and the evaluation factors and questions determined. At the start of the second year, we will ask whether any modifications to the process would be desired. We anticipate that the second year will be more streamlined than the first since the evaluation factors and questionnaire will be in place.

The following details the key activities of this engagement.

YEAR 1 PROCESS

ACTIVITY 1: BEGIN ENGAGEMENT

Our facilitator will begin this engagement by creating a schedule, discussing it with designated County staff, and finalizing the details of the process. This kick-off meeting will provide a clear understanding of expectations and timelines. We will discuss each element of the engagement and hear whether any modifications to the timeline or process are needed to best meet the County's interests. Once finalized, we will prepare a memorandum for the Board of County Commissioners, including the process and schedule.

Meeting:

- Remote kick-off meeting with County designees

Deliverables:

- Kick-off meeting agenda
- Memorandum to the Board of County Commissioners with process, schedule

ACTIVITY 2: ADVISE ON FIRST YEAR GOAL SETTING FOR COUNTY MANAGER

Our facilitator will assist with the initial goal setting in the following ways:

- Meet with the new County Manager and ask her to outline her goals for the first year.
- Create a short online questionnaire to be completed by all members of the Board of County Commissioners. This will be an opportunity for each Commissioner to offer their suggestions for goals for the new County Manager.

We will then prepare a document that contains a consolidation of this information. We will review this with the County Manager and suggest that she prioritize what is within this document.

Her priorities will then be included in the final version, which she will present to the Board of County Commissioners for discussion, modification if needed, and agreement. The final goals agreed to between the County Manager and the Board of County Commissioners should be ones that the County Manager believes are achievable.

These goals will be used in the County Manager's one-year evaluation.

Meeting:

- Remote meeting with County Manager

Deliverables:

- Online questionnaire for members of the Board of County Commissioners to complete
- Draft goals document

ACTIVITY 3: FACILITATE COUNTY MANAGER'S PERFORMANCE EVALUATION

The key steps in this Activity are:

- *Meet with County Manager.* We will meet with the County Manager to review the process and answer any questions. At that time, we will share a template of factors and questions we have for county manager positions and seek her feedback so that we can customized it for Washoe County's purposes.
- *Self-Assessment.* We will also provide advice, including an outline as a guide, to the County Manager about preparing her self-assessment. The self-assessment will be a report that she will prepare in advance of the Board interviews. The report will be an opportunity to review accomplishments, goals for the coming year, and other issues that will be helpful to discuss with the Board as part of the performance evaluation process.
- *Conduct Interviews.* We will work with appropriate County staff to schedule interviews with all members of the Board of County Commissioners. In advance of the interviews, we will prepare a memorandum that includes the questions our facilitator will ask. These interviews will be conducted through video.
- *Prepare Report.* Following these interviews, we will summarize the results in a written report. Our facilitator will then meet with the County Manager to review the feedback. This will be an opportunity for her to obtain an overview of the feedback provided and to prepare for an upcoming public session with the Board of County Commissioners.
- *Facilitate Performance Evaluation Discussion.* Having the Board-appointed official present during this session is essential to an open dialogue about what is going well now, opportunities for improvement, and goals for the coming year. During the public meeting, our facilitator will present the report and highlight key issues for discussion. The session will also be an opportunity for the County Manager to present an overview of her self-assessment report, including accomplishments, proposed goals, and other issues that will be helpful to discuss with the Board.

The public meeting will be facilitated in such a way that there is an open and productive discussion by all members of the Board of County Commissioners and the County Manager, so that the result is mutually beneficial. The outcome of the closed session will be an understanding of expectations and goals for next year.

- *Summary Memorandum.* Following the meeting session, we will prepare a memorandum that summarizes the results.

Meetings:

- Remote meeting with County Manager
- Remote interviews with each member of Board of County Commissioners

Deliverables:

- Memorandum to Board of County Commissioners with interview questions
- Report of consolidation of Board interviews
- Memorandum documenting results of public session

YEAR 2 PROCESS

ACTIVITY 1: BEGIN ENGAGEMENT

The second year will begin by assessing the first year to determine whether any modifications to the process are needed. Our facilitator will meet with the County Manager and, if desired, the Board Chair, to obtain feedback on the first year's process. We anticipate a streamlined process in the second year.

At the start of the second year, we will create a schedule of all steps involved. Once finalized, we will prepare a memorandum for the Board of County Commissioners, including the process and schedule.

Meeting:	Deliverables:
Remote kick-off meeting with County Manager (and others as designated)	- Kick-off meeting agenda - Memorandum to the Board of County Commissioners with process, schedule

ACTIVITY 2: FACILITATE COUNTY MANAGER'S PERFORMANCE EVALUATION

The key steps in this Activity are:

- Self-Assessment.** The County Manager will prepare a self-assessment (as in the first-year process). This report will be prepared in advance of the Board interviews. The report will be an opportunity to review accomplishments, goals for the coming year, and other issues that will be helpful to discuss with the Board as part of the performance evaluation process.
- Conduct Interviews.** We will work with appropriate County staff to schedule interviews with all members of the Board of County Commissioners. In advance of the interviews, we will prepare a memorandum that includes the questions our facilitator will ask. These interviews will be conducted through video.
- Prepare Report.** Following these interviews, we will summarize the results in a written report. Our facilitator will then meet with the County Manager to review the feedback. This will be an opportunity for her to obtain an overview of the feedback provided and to prepare for an upcoming public session with the Board of County Commissioners.
- Facilitate Performance Evaluation Discussion.** Having the Board-appointed official present during this session is essential to an open dialogue about what is going well now, opportunities for improvement, and goals for the coming year. During the public meeting, our facilitator will present the report and highlight key issues for discussion. The session will also be an opportunity for the County Manager to present an overview of her self-assessment report, including accomplishments, proposed goals, and other issues that will be helpful to discuss with the Board.

The public meeting will be facilitated in such a way that there is an open and productive discussion by all members of the Board of County Commissioners and the County Manager, so that the result is mutually beneficial. The outcome of the closed session will be an understanding of expectations and goals for next year.

- Summary Memorandum.** Following the meeting session, we will prepare a memorandum that summarizes the results.

Meetings:

- Remote meeting with County Manager
- Remote interviews with each member of Board of County Commissioners

Deliverables:

- Memorandum to Board of County Commissioners with interview questions
- Report of consolidation of Board interviews
- Memorandum documenting results of public session

Schedule

The schedule for this engagement will be developed in concert with the County. A tentative schedule is shown below:

Activity	Schedule
Year 1	
1. Begin Engagement	December 15 – 31, 2025
2. Advise on First Year Goal Setting for County Manager	January 2 – February 15, 2026
3. Facilitate County Manager's Performance Evaluation	September 1 – December 15, 2026
Year 2	
1. Begin Engagement	June 1 – July 31, 2027
2. Facilitate County Manager's Performance Evaluation	September 1 – December 15, 2027

References

We have provided four references below for executive performance evaluations. As a note, Jan is the lead facilitator for many governing body workshops and is highly skilled in working with elected officials and executives.

County of Monterey CA

References: Sonia De La Rosa, County Administrative Officer / P: 831.755.5312 /

E: delarosasm@countyofmonterey.gov

Nick Chiulos, Chief Assistant County Administrative Officer / P: 831.755.5312 / E: chiulosn@countyofmonterey.gov

Status of Services: Ongoing 2024 - 2026

Key Staff and Roles: Jan Perkins (Project Director), Don White (Facilitator)

Raftelis has a multi-year contract to facilitate the performance evaluation process for six officials appointed by the County Board of Supervisors. These appointed officials are the County Administrative Officer, County Counsel, Natividad Medical Center Chief Executive Officer, Water Resources Agency General Manager, Civil Rights Director, and Public Defender. The County of Monterey's (County) practice is to conduct twice-yearly evaluations, a full-year evaluation in December, and a mid-year evaluation in June. We designed a customized process, one for the full-year evaluations and one for the mid-year. Our process involved advising the appointed officials in preparing self-assessment, accomplishments, and goals reports; administering an online questionnaire that we developed, supplemented by interviews; preparing confidential reports for each appointed official; facilitating a closed session discussion with each appointed official and the Board of Supervisors; and then documenting the agreed-upon goals.

City of Glendale CA

References: Roubik Golanian, City Manager / P: 818.548.4844 / E: rgolanian@glendaleca.gov

Michael J. Garcia, City Attorney / P: 818.548.2080 / E: mjgarcia@glendaleca.gov

Status of Services: Completed Fall 2024, 2023

Key Staff and Role: Jan Perkins (Facilitator)

Raftelis was engaged in facilitating the annual performance evaluations of both the City Manager and City Attorney for the City of Glendale (City). This involved conducting interviews with each member of the City Council, preparing two confidential reports (one for each appointed official), facilitating closed session discussions with the appointed official and City Council, and preparing a wrap-up memorandum following each closed session. The process resulted in agreements regarding expectations and goals.

City of Bakersfield CA

Reference: Christian Clegg, City Manager / P: 661.326.3751 / E: cclegg@bakersfieldcity.us

Status of Services: Completed Fall 2024

Key Staff and Role: Jan Perkins (Facilitator)

Raftelis was engaged to facilitate the performance evaluation of the City Manager for the City of Bakersfield (City). The process involved coordinating the process through the Vice Mayor, developing a set of questions, conducting individual interviews with each member of the City Council, advising the City Manager on a self-assessment/goals report, preparing a confidential report from the interviews, facilitating a closed session with the City Council and City Manager, and preparing a wrap-up memorandum documenting the results of the closed session. The evaluation process was an opportunity for the City Manager and City Council to discuss and agree on goals for the coming year.

City of Santa Monica CA

Reference: David White, Former City Manager (now Deputy City Manager, City of Berkeley, CA)

P: 510.981.7000 / E: dwhite@berkeleyca.gov

Status of Services: Completed December 2023

Key Staff and Role: Jan Perkins (Facilitator)

Raftelis was engaged to facilitate the annual Executive Evaluation of the City Manager for the City of Santa Monica (City). This involved conducting interviews with each of the seven members of City Council, interviews with members of the City Manager's executive team, preparing a confidential report, facilitating a closed session discussion with the City Manager and City Council, and preparing a wrap-up memorandum following the closed session. The process resulted in agreements regarding expectations and goals.

Fee

The total fixed fee to complete the scope of work is \$18,300 for Year 1 and \$14,500 for Year 2, for a two-year total of \$32,800. This includes all professional fees and expenses for Raftelis. Each year includes one onsite visit to facilitate the public session. If additional onsite meetings are needed, the fee is \$3,500 per session.

Activity	Fee
Year 1	
1. Begin Engagement	\$1,500
2. Advise on First Year Goal Setting for County Manager	\$2,600
3. Facilitate County Manager's Performance Evaluation	\$14,200
TOTAL YEAR 1	\$18,300
Year 2	
1. Begin Engagement	\$1,200
2. Facilitate County Manager's Performance Evaluation	\$13,300
TOTAL YEAR 2	\$14,500
TOTAL YEARS 1 AND 2	\$32,800

It is our practice to invoice monthly based on work completed.

We look forward to the opportunity to serve Washoe County. If you have any questions, please do not hesitate to contact Jan using the following contact information:

Jan Perkins, Vice President

Phone: 949.202.8870 / Email: jperkins@raftelis.com

Sincerely,



Michelle Ferguson

Executive Vice President

Washoe County accepts the terms of this engagement letter and proposal in the amount of \$32,800.

Approved: <u>Elizabeth Jourdin</u>	Date: <u>1/16/2026</u>
Name of Signatory: <u>Elizabeth Jourdin</u>	Title: <u>Management Services Officer</u>

Jan Perkins ICMA CM

Vice President/Facilitator

PROFILE

Jan has over 30 years of management experience in local government. She served in several California and Michigan jurisdictions, including as City Manager in Fremont and Morgan Hill, California. She also served the cities of Santa Ana, California, as Assistant City Manager; Grand Rapids, Michigan, in various analyst roles and Deputy City Manager; and Adrian, Michigan, as Community Development Director and Assistant City Administrator.

Jan is an expert facilitator and organization development consultant. She provides consulting assistance to government leaders in organizational analysis, leadership development, executive coaching, strategic planning, team building, executive performance evaluation, and governing body/staff effectiveness.

Jan has held leadership positions in professional associations, is a frequent speaker at professional conferences, and has received awards from professional and civic associations. In 2016, Jan was honored by ICMA with its Distinguished Service Award and received the Lifetime Achievement Award from Women Leading Government. She has authored a number of articles on leadership, executive performance evaluation, ethics, and successful hiring strategies.

Jan holds an undergraduate degree in sociology and a Master of Public Administration from the University of Kansas. She completed the Program for Senior Executives in State and Local Government from Harvard University and is an ICMA Credentialed Manager. She is a founding board member of Women Leading Government, served on and chaired ICMA committees, was President of the Alameda County City Managers Association, is Past President and current member of the California City Management Foundation, and is a Fellow with the National Academy for Public Administration. Jan recently served as the Arizona State University School of Public Affairs Harrell-Hutchinson Urban Visiting Professional.

Jan's personal objective is to help local government leaders be their best, encourage young people to enter local government as a career and thrive in it, and to foster good governance at the local level. Jan believes in valuing all individuals, doing our best in all we do, collaborating with others to solve problems, and planning for the future.



Specialties

- Strategic planning and facilitation
- Organization development
- Performance management
- Change management
- Executive coaching
- Elected official/executive relationships

Professional History

- Raftelis: Vice President (2023-present)
- Management Partners: Vice President, Senior Partner, Partner (2005-2022); Managing Director, Baker Tilly, through acquisition of Management Partners (2022-2023).
- City of Fremont, California: City Manager/Acting City Manager (1993-2004)
- City of Morgan Hill, California: City Manager (1990-1993)
- City of Santa Ana, California: Assistant City Manager (1984-1990)
- City of Grand Rapids, Michigan: Deputy City Manager (1981-1984), Analyst (1975-1979)
- City of Adrian, Michigan: Community Development Director/Assistant City Administrator (1979-1981)

Education

- Master's Degree in Public Administration - University of Kansas (1976)
- Bachelor's Degree in Sociology - University of Kansas (1974)

Certifications

- Certificate from Harvard University's Program for Senior Executives in State and Local Government
- ICMA Credentialed Manager

Professional Memberships

- International City/County Management Association
- Women Leading Government, Founding Board Member
- California City Management Foundation, Past President