



Proposal to

Assist with the Evaluation of
City Council Appointees
City of Hayward

In response to RFP #1629-041416

May 6, 2016



Management Partners
2107 North First Street, Suite 470
San Jose, CA 95131
(408) 437-5400
www.managementpartners.com
jnewfarmer@managementpartners.com



May 6, 2016

Ms. Nina Collins
Director of Human Resources
City of Hayward
777 B Street, 3rd Floor
Hayward, CA 94541

Dear Ms. Collins:

Management Partners is pleased to submit this proposal to the City Council to facilitate the annual performance evaluation process for the Council's three appointees: City Manager, City Attorney and City Clerk. Management Partners has the experience and expertise to facilitate this process and would be happy to do so for the City of Hayward.

Our proposal outlines our approach, based on our experience facilitating similar processes. Management Partners is comprised of former local government leaders who have worked collaboratively with jurisdictions around the nation to improve services for more than 20 years. We are focused on results and have a bias for action. Each project is customized to the unique circumstances of the agency and incorporates the informed perspectives of both elected and appointed officials.

Our team is excited about the potential of this project and we look forward to discussing our approach and qualifications with you in more detail. Please let me know if there is any other information we can provide.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gerald E. Newfarmer', written over a horizontal line.

Gerald E. Newfarmer
President and CEO

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Management Summary

Hayward is a community of approximately 153,100 residents and is known as the Heart of the Bay, given its easy access and significant location in the East Bay. The City of Hayward is a full-service city with over 800 employees. The Council appoints three individuals: city manager, city attorney and city clerk.

Each year, the Council evaluates these appointees to assess their ability to carry out their responsibilities in a way that supports Council priorities and established performance measures. The annual performance evaluation process is an opportunity to reflect on accomplishments, discuss challenges to be addressed, assess delivery on Council priorities, establish goals for the future, and strengthen the relationship between the Council and appointees. It can be time well spent if the feedback is specific and meaningful.

This year, the City Council desires a 360° performance evaluation process for the three appointees. The process will involve the following components:

- Conduct in-person interviews with members of the City Council, each of the three appointees, and with subordinates of the three appointees;
- Review last year's goals for each appointee and other information relevant to this year's evaluation process;
- Prepare recommendations of performance measures for each appointee based on feedback received in the interviews;
- Prepare a confidential report for each appointee following the interviews that summarizes themes and highlights specific areas for future focus;
- Review each confidential report with the applicable appointee;
- Advise the appointees on preparation of their individual performance reports;
- Support and advise the City Council about the performance evaluation process, including application of best practices; and
- Provide other assistance as needed.

Our process is described further in this proposal and is based on our experience conducting appointee performance evaluations in a variety of jurisdictions. Our consultant who will facilitate this process is a former city manager who fully understands the roles of city manager, city attorney, city clerk and city councils. We have outlined four major activities to complete this engagement, with an optional activity suggested for facilitating the closed session discussions, if desired by Council. Throughout our work we will communicate frequently with the City's designee(s) and will work collaboratively to ensure a productive and successful process for all involved.

Management Partners' Profile

Management Partners was founded in 1994 with a specific mission to help local government leaders improve their service to the public. Since then we have worked with cities, counties, towns, and special districts of all sizes across the United States to help them work more effectively and run more efficiently. We have a particular strength in and focus on California, having worked with hundreds of local jurisdictions to successfully complete Council facilitated evaluations, goal setting, strategic planning, organization reviews, financial analysis, and more.

Our Experience in Performance Evaluation Facilitation

While our range of services covers everything that local governments need to understand and manage the organization, we have developed a particular expertise in supporting city council evaluations of their direct staff, as reflected by this list of projects over the last two years:

Client	Project
Vallejo, California	City Manager and City Attorney Performance Evaluations
Seal Beach, California	City Manager and City Attorney Performance Evaluations
Atherton, California	City Manager and City Attorney Performance Evaluations
San Bernardino, California	City Manager Performance Evaluation
Dublin, California	City Attorney Performance Evaluation
Menlo Park, California	City Manager Performance Evaluation
Laguna Beach, California	City Manager Performance Evaluation
Benicia, California	City Manager Performance Evaluation
East Palo Alto, California	City Manager Performance Evaluation
Dallas, Texas	City Manager, Attorney and Clerk Evaluations (<i>underway</i>)
Indian Wells, California	City Manager Performance Evaluation (<i>underway</i>)

Additionally, Management Partners as a firm and Jan Perkins specifically, has facilitated many governing body workshops pertaining to goal setting, strategic planning, governing body/staff relationships, and teambuilding. The facilitation skills utilized in those workshops are applicable to those needed for a successful executive level performance evaluation process. A partial list of clients for whom Jan Perkins served as facilitator is provided in the table below.

Client
Santa Rosa, California
Vallejo, California
Brea, California
San Juan Capistrano, California
Santa Maria, California
Menlo Park, California
Laguna Beach, California
Beverly Hills, California
Downey, California
Newport Beach, California
County of Ventura, California
County of Monterey, California

Project Team

Management Partners is well qualified to complete this work for the City of Hayward. Jan Perkins will be responsible for the execution of the project. Her qualifications are provided below. She has significant experience and expertise in conducting executive level performance evaluations as well as serving as facilitator of many goal setting, strategic planning and teambuilding workshops for city councils, executive staffs and other groups.

JAN C. PERKINS

Jan Perkins, Senior Partner, has 30 years of local government management experience in five communities. She has held major leadership positions in professional organizations, has authored numerous articles, and is a frequent speaker at workshops and conferences. She joined Management Partners in 2005.

Jan was city manager of Fremont, California, for 11 years, and earlier was city manager of Morgan Hill, California. She also served the city of Santa Ana, California as assistant city manager; and Grand Rapids and Adrian, Michigan, in a variety of senior management positions, including deputy city manager.

Since joining Management Partners in 2005, Jan has led complex projects that provided assistance to senior local government managers and elected officials. These have included strategic and business planning, budget policy development, organizational assessments, teambuilding, council/board effectiveness, goal setting, leadership development, executive performance evaluations, and staffing analyses. She is based in the company's Orange County, California, office. Clients range from small to large and of various types. Examples include the cities of Santa Ana, Vallejo, Garden Grove, Beverly Hills, Livermore, Newport Beach, Santa Oxnard, Maria and Benicia; the counties of Alameda, Marin, Monterey, San Mateo, Riverside, and Ventura; Alameda County Zone 7 Water Agency, Orange County Cemetery District, and the South Bay Cities Council of Governments.

Her expertise was developed through an increasingly demanding series of jobs, beginning with the City of Grand Rapids. There, she served in a variety of management positions over a six-year period, concluding as deputy city manager. She also worked for the City of Adrian as assistant city administrator and community development director. In 1984, she was named assistant city manager of Santa Ana, California, followed by city manager positions in Morgan Hill and Fremont.

Among Jan's articles are "Hiring 2.0: 23 Creative Ways to Recruit and Keep Great Staff," which appeared in the January/February 2011 issue of *Public Management* magazine; "Successful Leadership," which appeared in the March 2005 issue of *Public Management* magazine; "The Value of Going Back to the Basics," co-authored with former Fremont Mayor Gus Morrison, which appeared in the June 2005 issue of *Western City* magazine; "It's (Gulp) Evaluation Time,"

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July 2005, *PM* magazine; “Ethics: Alive and Well,” co-authored by Elizabeth Keller and published in the January/February 2007 issue of *Public Management*; “Assessing the Ethical Culture of Your Agency,” co-authored by JoAnne Speers and Arne Croce, which appeared in the January/February 2007 issue of *Public Management*; “Building Career Resiliency: Hone Your Ability to Grow From Adversity,” co-authored with Pat Martel, which appeared in the March 2016 issue of *Public Management*; and, “Maximizing Manager Success,” co-authored by Kevin Duggan, Frank Benest and Kevin O’Rourke, published in the April 2016 issue of *Public Management*.

Jan served as president of the California City Management Foundation, president of the Alameda County City Managers Association, and as executive board member of the City Managers’ Department of the League of California Cities. She also chaired a number of ICMA committees, is a fellow with the National Academy for Public Administration and is on the board of ICMA’s Women Leading Government organization.

Jan earned a bachelor’s degree in sociology and a master’s degree in public administration from the University of Kansas. She is a graduate of Harvard University’s Program for Senior Executives in State and Local Government. She is recognized by ICMA as a Credentialed Manager, is an ICMA Liaison and serves on ICMA’s Women Leading Government Board of Directors.

Response to Proposal

As noted in the Management Summary, we will facilitate a comprehensive performance evaluation process for the City Council's three appointees: City Manager, City Attorney and City Clerk. The evaluation process for each appointee will involve 360° interviews with Council, peers and subordinates, review of the goals set last year for each appointee, recommended performance measures, preparation of confidential reports for each appointee, advice and support to the City Council regarding this process and application of best practices, and advice to the appointees on preparing their annual performance reports.

As part of our process, we will prepare interview questions for each set of interviewees and review them with the appointees and others as the City designates. We will also provide advice to the appointees about preparing their performance evaluation report.

This process is detailed further in the Operational Plan section.

References

Below are three references and contact information for performance evaluations facilitated by Jan Perkins.

Menlo Park, California	
<p>Mr. Alex McIntyre, City Manager 701 Laurel Street Menlo Park CA 94025 (650) 330-6610</p> <p>Dates: 2014 and 2015 Fee: \$6,900 (each engagement)</p>	<p>Management Partners has facilitated two performance evaluation processes for the city manager. We prepared questions in consultation with him, conducted individual interviews with each Council member, prepared an evaluation report, and facilitated a closed session. Following the closed session, we prepared a memorandum summarizing the results. This process provided an opportunity for the Council and manager to discuss goals and expectations, and ways the Council can support the city manager's success.</p>
Seal Beach, California	
<p>Ms. Jill Ingram, City Manager 211 Eighth Street Seal Beach, CA 90740 (562) 431-2527</p> <p>Dates: 2014 Fee: \$13,400</p>	<p>Management Partners has facilitated two performance evaluation processes for the city manager and one for the city attorney. We prepared questionnaires in consultation with the city manager, city attorney and mayor, conducted individual interviews with each member of the Council, prepared evaluation reports and facilitated a closed session. For the city manager, we also designed a questionnaire to be completed by her direct reports. We consolidated the results and reviewed it, along with the report prepared from council interviews, with the</p>

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	city manager. Following the closed session, we prepared a summary memorandum of the results. This process provided an opportunity for the Council, city manager and city attorney to discuss goals and expectations, and ways the Council help support the success of their appointees.
Vallejo, California	
Mr. Dan Keen, City Manager 555 Santa Clara Street Vallejo, CA 94590 (707) 648-4576 Dates: 2013 - 2015 Fee: \$6,900 (each engagement)	Management Partners has facilitated the performance evaluation process for the city manager several years in a row and for the city attorney one year. We designed a questionnaire, conducted individual interviews with members of the Council, prepared an evaluation report, facilitated a closed session and prepared a memorandum summarizing the results of the closed session. The evaluation process enabled the Council and appointees to strengthen their relationship and set mutually agreeable objectives and expectations.

General Statement of Experience

Management Partners specializes in providing quality professional consulting assistance to local government clients. Our website, www.managementpartners.com contains information about our clients, and we invite you to contact any of them about the quality of our work. We believe our track record of completing similar projects on time and on budget, with quality deliverables specifically designed for implementation, make Management Partners well-qualified to successfully complete this work for Hayward.

Why Management Partners?

We offer a balance of perspectives with a practitioner's bias and a proven track record of successful consulting engagements. This experience gives us a sensitivity that produces positive outcomes. We are proud to say that as a result of our quality work, many of our clients ask us to complete subsequent assignments. Ask our clients and they'll tell you:

We Know Local Government	Our associates have served in local governments, so we have a deep understanding of the operating and political environments in which you work.
We Take a Collaborative Approach	We consider ourselves part of your team and strive to ensure our work supports your overall corporate strategy and goals.
We Have Extensive Experience	Each of our more than 80 associates is an expert in one or more service areas, and our firm has assisted more than 900 jurisdictions in 38 states.
We have Developed Proven Methodologies	We understand the importance of a holistic approach to improving organizations, using field-tested techniques for each aspect of the work.
Our Work Plan is Tailored to Your Needs	Each of our projects is individually tailored to our client's unique needs, starting with a careful learning process.
We take Pride in the Quality of Our Work	Our internal processes ensure first-rate, complete staff work and adherence to the highest ethical standards in public service.
We are Focused on Implementation	As practitioners, our recommendations make practical sense and are designed for implementation.

Taking a Collaborative Approach

Success in the public sector requires an approach that is inclusive, collaborative, respectful of differing viewpoints, and appreciative of democratic self-government, with its focus on extensive input and diverse opinions. This philosophy governs our work.

We view each project as an opportunity to design the best possible approach to achieve the desired results. At the beginning of our partnership we work with you to design a work plan

and schedule that takes into account the needs of your organization. We are sensitive to the impact a project can have on busy staff and plan our work accordingly to minimize disruption.

Our approach for this engagement will be highly collaborative. It will involve frequent communications with the City's designated project person, the Mayor and the three appointees.

Recognizing that Every Organization Is Unique

Because we have partnered with more than 900 local governments across the country, we understand that every place has unique circumstances, challenges and opportunities. As a result, we do not use a cookie-cutter approach to our projects. Instead, we start by talking with you to understand what makes your organization different. Then we develop recommendations that make sense given your resources, history, goals and circumstances.

Services to Support Local Government Leaders

Management Partners' services include everything required to support local government leaders. The range of our services includes:

- » *Organization Development* – Developing organizational capacity, a key to high-performance organizations, through executive coaching, customer service training, employee and customer surveys, and conflict management workshops.
- » *Organization Assessments* – Analyzing the organization (including structure, staffing, business processes, policies and resources) to identify improvements to an operation's efficiency and effectiveness.
- » *Performance Management* – Systematically tracking the performance of the enterprise, including performance measurement, process management, performance budgeting, employee performance evaluation, and strategic and process benchmarking.
- » *Process Improvement* – Critically examining specific business processes through which internal or external customers are served to identify opportunities for improvement using process mapping, performance improvement workshops, and other quality tools.
- » *Financial Planning, Budgeting and Analysis* – Managing the financial affairs of the enterprise, performing multi-year financial planning, and developing a well-structured, transparent budgeting process supported by thorough analysis.
- » *Strategic and Business Planning* – Setting the direction for the enterprise and preparing business plans required to achieve desired outcomes.
- » *Sharing and Consolidation of Services* – Improving the cost-effectiveness and quality of service delivery by partnering with other units of government through sharing or consolidation.
- » *Interim Management Services* – Assisting government leaders by providing executive staff during transitional periods. Our approach combines continuing services along with analyzing organizational effectiveness to provide a solid foundation for a new permanent employee.

- » *Executive Recruitment* – Identifying top quality leaders who are a good fit for your organization and your community.

Your Partner

Management Partners has helped hundreds of local government leaders in 40 states improve their service to the public. The work we do is not an academic exercise; it is grounded in the real world of customer service and accomplishment in the public sector. We will work closely with you to produce the desired results, focused on achieving your goals and mission.

Operational Plan

Management Partners has extensive experience with similar work and is prepared to assist Hayward with all elements of the scope of work as identified in the request for proposals (RFP). We make a commitment to quality and timely performance with each client we serve.

We have prepared the following detailed plan of work. This framework is amenable to refinement to adapt it to your specific interests.

Activity 1 – Start Project

The startup activity will form the partnership for this engagement. Jan will begin by discussing the process, schedule and communications with the City's designee(s) for the project and will finalize the process and schedule based on those discussions.

We will also seek background information, including:

- Written performance expectations and/or goals that have been previously set for each appointee,
- Questions asked in previous performance evaluations, and
- Other background information that will be helpful for productive performance evaluations.

Jan will have an initial conversation with each of the appointees to hear their expectations and objectives for the performance evaluation process. During these conversations, Jan will seek input about staff to be interviewed. She will also discuss the appointee performance evaluation report that each individual will prepare. Jan will provide a suggested outline that could be used, if desired, which includes accomplishments, challenges and opportunities, and proposed performance goals for the coming year.

Activity 2 – Conduct Interviews

During Activity 2, Jan will develop structured interview questions and then conduct a series of interviews pertaining to each appointee.

Interview Questions: In preparation for the interviews, Jan will create a set of draft interview questions for each appointee. We will prepare questions appropriate for the City Council interviews and other questions for the subordinate and peer-to-peer interviews. To aid in creating these questions, Jan will ask each appointee what they would like to learn through feedback from interviewees, and will incorporate those points into interview questions. We will use our knowledge of best practice performance evaluations to create the questions.

We have a variety of questions that can be adapted to the specific needs of the City and individuals being evaluated. Our questions incorporate standards established by the respective professional associations for city manager, city attorney and city clerk. Given the differing responsibilities of each of the appointees, the interview questions will be tailored to each position. We will review the draft questions with the appointees and others as designated, and then finalize the questions after that review.

Interviews: As described previously, interviews will be conducted with a variety of individuals. Each is described below.

- ***Mayor and Council Interviews.*** Jan will conduct individual interviews with the Mayor and each Council member. During interviews we will ask questions about all three appointees. We will provide the questions to Council members prior to the interviews for their information, although no advance preparation will be necessary by elected officials. The interviews will be approximately an hour and a half in length.
- ***Peer-to-Peer Interviews.*** Jan will interview each of the three Council appointees to obtain feedback regarding their peers' performance.
- ***Subordinate Interviews.*** Jan will conduct individual interviews with direct reports of the City Manager, City Attorney and City Clerk. Based on a review of Hayward's organization chart, we estimate we will conduct 25 interviews for all three appointees. Additionally, when department directors are interviewed, they will be asked questions about the City Attorney and the City Clerk, given the important role those two appointees play in the broader organization. Interviewees will be determined as part of Activity 1. (Note: If the City is interested in reducing the number of subordinate interviews, we could design a questionnaire to be completed by some of the individuals. That would allow a combination of interviews and confidential written questionnaires. The same questions would be asked in both venues.)

Activity 3 – Report Results

Next, we will prepare three separate confidential reports, one for each of the three council appointees. Each report will contain the following elements, prepared after carefully analyzing the interview responses:

- Executive summary describing the process;
- Key themes emerging from the 360° interviews;
- Identification of performance areas that are effective, areas for future attention and improvement and issues for discussion;
- Consolidation of responses by the Mayor and Council, the peer-to-peer interviews and direct reports (no individual names will be associated with responses);
- Performance measures based on information received through the interviews and best practices for executive performance management; and
- Conclusion.

Performance measures and best practices to ensure effective executive performance will be drawn from the prior experience of the former executives in our firm and the respective professional associations for the City Manager, City Attorney and City Clerk, as well as from input obtained through the interviews.

We will discuss the 360° evaluation results with each Council appointee to hear any questions so we may provide clarification as needed. We will then submit final confidential reports to the City's designee.

Activity 4 – Provide Evaluation Process Support

We will provide support to the Council throughout the performance evaluation process. Jan will explain each step, the reasons for the questions, and any other aspects of the process that will be helpful to discuss. She will be available for telephone consultations with the Mayor, Council and appointees throughout, including preparation for closed session discussions, and development of subsequent performance goals and work plans to achieve the agreed-upon goals.

Optional Activity – Facilitate Closed Session Discussions

If the Council desires, Jan will present the three reports in closed session. When we are engaged to facilitate executive performance evaluation processes, the Council typically relies on us to present our report and facilitate an open dialogue during closed session.

The City of Hayward RFP indicates this step has not yet been determined. We are proposing this as an optional activity, and one that we encourage. Having a professionally facilitated discussion in closed session is an opportunity to fully engage everyone in understanding the results of the interviews. It allows a balanced, thorough and open dialogue between the appointee and Council, fosters mutual understanding among Council members regarding each appointee's performance, and allows consensus to be reached about the evaluation and future performance goals for each appointee.

If the City desires this step, Jan will prepare a discussion outline for the closed session and review it with the Mayor and each appointee, making changes as appropriate. A potential outline for the closed session discussions provided below.

- Presentation and discussion of evaluation report,
- Presentation of performance report prepared by appointee,
- Consensus on performance evaluation and goals, and
- Comments on the performance evaluation process this year.

With regards to the last point in the outline above, the closed session would be an opportunity for the Council and appointees to reflect on the performance evaluation process this year, since it will be different than the process used in prior years. The purpose would be to get feedback on what was helpful, what aspects could be used in the future, and what changes either the appointees or Council would like to see next year.

If this optional activity is desired, Jan will then facilitate the Council closed session discussions. The closed sessions will be facilitated in such a way to ensure an open and productive discussion of all Council members and the appointee so the end result is mutually beneficial. The outcomes of the closed session will be an understanding of the interests of the appointee and Council members regarding expectations and goals for next year.

After the closed sessions, we will prepare a memorandum for each appointee that summarizes the results of the discussions with the City Council.

We will also prepare a memorandum containing the Councils' and appointees' feedback on the performance evaluation process this year, so the process next year can take into consideration what was learned from this year's process.

Project Timeline

Our estimated timeline, based on the RFP's statement that Council will begin its discussions with its appointees in October 2016, follows. This is amenable to modification if desired by the City.

Activity	August	September	October	November
1. Start Project	X			
2. Conduct Interviews		X		
3. Report Results			X	
4. Provide Evaluation Process Support			X	X
Optional: Facilitate Closed Session Discussions				X

Based on this timeline, we will submit the final reports for each Council appointee by mid- to late October. If the Council desires facilitated closed sessions, they are anticipated in November, with the subsequent closed session memoranda provided a week following the closed sessions.

Fee Structure

Management Partners anticipates devoting 99 hours of our staff time to execute the plan of work described in activities 1 through 4 above, for a fixed fee of \$25,200. If the optional activity to facilitate closed sessions for the three appointees is selected, there will be an added fee of \$6,100 (assuming all three closed sessions are held on the same day, requiring one trip). These fees include all expenses. The combined total for all activities including the optional activity is \$31,300. The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Activity	Hours	Cost
1 – Start Project	18	\$ 4,700
2 – Conduct Interviews*	42	11,300
3 – Report Results	31	6,700
4 – Provide Evaluation Process Support	8	2,500
SUB-TOTAL	99	\$25,200
Optional: Facilitate Council Closed Sessions	25	6,100
TOTAL (including optional activity)	124	\$31,300

**If the City wishes to reduce the number of subordinate interviews and substitute some of those with a confidential written questionnaire, we will reduce the fee for Activity 2 based on how many interviews would be desired.*

Jan Perkins' hourly rate is \$220. If additional closed sessions are desired as part of the optional activity, or if the City desires additional tasks, we will be happy to provide the fee for such work.

Management Partners issues invoices based on progress of the work completed on each activity. Terms are net 30.

Conclusion

Management Partners has the experience, the professional talent, and the commitment to quality necessary to successfully complete this project for Hayward. We welcome the opportunity to provide additional information that may be helpful, and we look forward to the chance to discuss the ideas contained in this proposal.

Insurance



CERTIFICATE OF LIABILITY INSURANCE

 DATE (MM/DD/YYYY)
 1/29/2015

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER The Hauser Group 8260 Northcreek Drive, Suite 200 Cincinnati OH 45236		CONTACT NAME: Hilda Shields PHONE (A/C No. Ext): 513-745-9200 FAX (A/C, No): E-MAIL: Address:hshields@thehausergroup.com	
INSURED Management Partners, Inc. 1730 Madison Road Cincinnati OH 45206		INSURER(S) AFFORDING COVERAGE INSURER A: Hartford Fire Insurance Co INSURER B: Lloyds of London INSURER C: INSURER D: INSURER E: INSURER F:	
		NAIC # 19682	

COVERAGES

CERTIFICATE NUMBER: 206365952

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			33SBAUG1832	3/1/2015	3/1/2016	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$1,000,000 MED EXP (Any one person) \$10,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$2,000,000 PRODUCTS - COMP/OP AGG \$2,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			33UECVG5096	3/1/2015	3/1/2016	COMBINED SINGLE LIMIT (Ea accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$10,000			33SBAUG1832	3/1/2015	3/1/2016	EACH OCCURRENCE \$3,000,000 AGGREGATE \$3,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	33WECBU6135	3/1/2015	3/1/2016	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS E.L. EACH ACCIDENT \$1,000,000 E.L. DISEASE - EA EMPLOYEE \$1,000,000 E.L. DISEASE - POLICY LIMIT \$1,000,000
B	Professional Liab Occurrence			MPL1008388	6/20/2015	6/20/2016	Ea. Claim \$1,000,000 Agg \$1,000,000 Deductible \$10,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Normal operations of the Named Insured.

CERTIFICATE HOLDER

CANCELLATION 30 days

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
AUTHORIZED REPRESENTATIVE

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ACORD 25 (2010/05)

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