



Revised Proposal for Policy Governance® Assessment

Prepared For:
Madison Water Utility Board

Presented by:
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Summary Understanding

The Madison Water Utility Board implemented a new governance system based on the Policy Governance® model. They have also recently changed their meeting format to better mirror this system. At this point they would like to know how well their system seems to be designed, whether or not it seems to be working appropriately and to receive any recommendations for enhancing the system or their use of it.

Growth Management Consulting, Inc. is honored to be considered for this work.

Proposed Work Solution

Growth Management Consulting, Inc. proposes to keep things cost effective by conducting an assessment from a distance, accessing board documents via the Utility's website through the Board section.

Specific Deliverables

The facilitator will (at a minimum) provide the following:

- Review of the Board's Policy Manual for consistency with the model and with current best practices. (2.0 hours)
- Review of Board practices based on reading a few of the posted meeting minutes. (1.0 hours)
- Review CEO Monitoring reports based on posted reports. (1.0 hours)
- Provide an assessment of how well the above seem to match both the Board's Policies as well as the model's principles and best practices. (1.5 hours)
- A report providing a big picture overview of whether or not the system appears to be working well. (1.0 hours)
- A list of any recommendations for changes or areas to pursue further education. (1.0 hours)
- A phone conference to provide an overview of the findings and answer any specific questions. (1.5 hours)

Potential Investment Policy Governance®

We offer a rate of \$1,800 per day to (regularly \$2,400 per day). The investment is calculated by multiplying the estimated hours involved times the associated hourly rate. If the allocation of time or budget seems inappropriate for the organization we are happy to discuss refining the process to fit your needs.

Activity	Estimated Hours	Estimated Investment
Develop and provide listed deliverables	9	\$ 2,025.00
First time client and George Hoffheimer referral discount		(\$ 625.00)
TOTAL INVESTMENT	8	\$ 1,400.00

Eric Craymer



Eric Craymer brings a unique blend of professional training and practical experience to the projects he is associated with. He has been a business owner, researcher, manager, and consultant. His experience includes direct leadership roles with several start-ups and turn-arounds in both the retail and trade association environments as well as consulting in both the private and public sectors. Projects include:

- Leading and/or facilitating strategic thinking and planning sessions.
- Facilitating organizational development in an uncertain future through the use of scenario analysis and planning.
- Organizational development including management team development and board development.
- Providing guidance to organizations entering the start-up stage or transitioning from the entrepreneurial to the professionally managed organizational lifecycle stages.
- Instructing groups of different sizes in topics of expertise using seminar instruction, large group presentation, and individual learning methods.
- Installation and coaching within the Carver Policy Governance® model.

Eric earned an MBA from Michigan State University with a major concentration in marketing and with a secondary focus on classes in finance. His undergraduate degree, also from Michigan State University, was in Personnel Management with a dual major in Psychology. In addition, he is a Certified Management Accountant (CMA) in good standing with the Institute of Management Accounting and a graduate of the Carver Policy Governance® Academy.

He has authored two research articles on firm growth with Dr. Glenn S. Omura of the Eli Broad School of Business Management at Michigan State University. The first, *The Liability of Growth; A Second Critical Period of Liability*, was presented at the American Marketing Association's Marketing and Entrepreneurship Conference, New York, August 1995. The second, *A Portfolio Approach to Modeling Firm Growth Patterns*, was presented at the 41st International Small Business Conference World Conference, Stockholm, Sweden, in June 1996. His other educational activities have included co-authoring a chapter for the CUES book on Board Succession and numerous articles and workshops.

Eric has recently completed his term on the Board of the International Policy Governance® Association which he chaired in his last year and is also serving as a member of the Steering Committee for the CUES Center for Credit Union Board Excellence.

Selected Policy Governance® Clients

- Michigan Library Consortium, library network
- Rudolf Steiner Foundation, San Francisco
- Highland Hall Waldorf School, Los Angeles
- Grand Rapids Community College, Michigan
- Paw Paw Public Schools, Paw Paw, Michigan
- Industrial Fabrics Association International
- Northview Public Schools, Grand Rapids, Michigan
- Michigan Association of Planning
- Goodwill Industries of Grand Rapids, Michigan
- Santa Clara Valley Water District, San Jose
- NuUnion Credit Union, Michigan
- Matanuska Valley Federal Credit Union, Alaska
- Perfect Circle Credit Union, Indiana
- PALINET library network, Philadelphia
- Four County ADAMhs, Ohio
- Meridian Township, Michigan
- Goodwill Industries of Conemaugh Valley
- National Association of Quiltline Consortiums

Specific References

Dawn Jones, Chair
Summit County ADAM Board
330.252.1559

Randy Dykhuis, Executive Director
Michigan Library Consortium
517.394.2420

Linda Bailey, President and CEO
North American Quiltline Consortiums
800.398.5489 ext 706

Expert Areas:

- Strategy.
- Marketing.
- Governance.
- Strategic alignment (aligning operational systems and processes with the strategy).

Unique Value

Growth Management Consulting has many qualities that increase value and success including:

- A strong understanding of both business and governance.
- A range of experience with clients of varying size, industry, taxable status, and mission focus.
- Being pragmatic about solutions and methods.
- Being respectful and accepting of individuals and the organization as a whole.
- Having a “real hands-on” history as a manager and business owner.
- Being able to see the big picture and translate it into the necessary steps for implementation.

Services

We offer many services that include:

- Strategic Thinking and Planning
- Strategic Alignment of Systems, Processes and People
- Strategic Decision-Making.
- Leadership Development and Coaching.
- Scenario Development and Analysis
- Board/Staff Relations.
- Performance Management Systems
- Organizational Assessment.
- Complex Change Management.
- Computer Simulated Strategy and Process Models
- Installation of and coaching in Carver Policy Governance®
- Open Space Technology
- Other Dynamic Solutions

Facilitation Areas:

- Strategy making.
- Decision making.
- Organizational change.
- Team and community building.

Drawing Upon Knowledge In:

- Decision Making
- Business Strategy
- Business Operations
- Systems Knowledge
- Adult Learning Theory
- Group Dynamics
- Interpersonal Dynamics
- Organizational Behavior

Resulting in a systemic approach to organizational effectiveness; fixing the cause, not just the problem.

Typical Facilitation Process

1. Assess the situation.
 - From an informal chat to large scale data gathering through direct observation and/or interaction and/or survey.
2. Determine desired outcomes and objectives.
 - Frame the initial beliefs about needed outcomes which can then be tested or refined by further data gathering.
3. Collaborative process design.
 - Working with the leader(s), a team, or the entire organization to design the process to achieve the outcomes, within the parameters, given the current situation.
4. Implementation planning and facilitation.
 - Independently or with help, complete the logistical planning of activities and provide the facilitation of those activities.
5. Documentation and feedback.
 - Provide a record of the process in order to create a history that can be referred to by new members and that can serve as a touchstone for the future.
6. Develop supporting mechanisms and structures to avoid sliding back into the past.
 - Work with the organization to put into place the necessary processes, procedures, and systems to maintain the outcomes.

Representative Experience

Much of our work is based on aligning and defining roles, relationships, structures and accountability in organizational strategy, design, and governance. Below is a representative list of work we have done in the last 24 months.

Governance and Management Oversight

- PALINET – board of a statewide library network; facilitated their development of a new governance structure including delegation to and accountability of the CEO and a definition of their role as a board.
- Grand Rapids Community College – higher education institution; assisted board in policy development and management in turning board guidance into strategic efforts.
- NuUnion Credit Union – large statewide credit union; assisted board in further development of its policies and in designing a process for linking with their community.
- Santa Clara Valley Water District – public utility; co-designed and facilitated one day seminar addressing for networking with other organizations using Policy Governance®.
- Los Angeles Police Federal Credit Union – facilitated a strategic thinking session exploring the role of the board in organizational success and the best means of ensuring accountability.

Roles, Relationships, and Partnerships

- Intergenerational Center – West Greenville Revitalization – holistic approach to community building and revitalization including municipal, university, community college, and local community organization collaboration. Facilitated the ongoing development of the leadership team and the Center including formal agreements with contributing and service provider partners.
- College of Human Ecology, East Carolina University – multi-year process of culture building and organizational development including relationships between Administration and Academic Units, within Academic Units, and of centralized services provided by Administration to the Academic Units.

Research Based Complex System Design

- Gift of Life Michigan – organ donor network coordinator; used literature and interviews with other statewide network executives to design a donor decision model for use in strategic planning and measurement for Communications Department.

Strategy, Structure, and Process Design

- PACE & Partners – public relations firm; assisting partners in determining owner roles, manager roles, strategy, and organizational development.
- Warmels & Comstock – accounting firm; assisted partners in defining their desired outcomes, their roles in achieving it, and the organizational design that would expedite it.
- Michigan Library Consortium – Michigan library collaborative network; assisted with various aspects of organizational development including strategy, design, process and governance.

Selected Clients

Associations and Consortiums

Client Name	Location	Nature of Work
Michigan Library Consortium	Michigan	Organizational development, strategic planning, governance, policy development
PALINET	Pennsylvania	Governance, policy development
Missouri Library Network Corporation	Missouri	Strategic planning
Industrial Fabrics Association International	Minnesota	Governance, policy development
Small Business Association of Michigan	Michigan	Strategic planning

Utility

Client Name	Location	Nature of Work
Cherryland Electric Cooperative	Michigan	Organizational development, management team coaching, board development, marketing
Great Lakes Energy (sub-contractor)	Michigan	Organizational development, alignment of staff with strategy
Santa Clara Valley Water District	California	Governance training

Manufacturing, Wholesale and Industrial Services

Client Name	Location	Nature of Work
Great Lakes Hybrid (sub-contractor)	Michigan	Strategic planning, sales simulation modeling, decision making facilitation
RCM Industries (sub-contractor)	Michigan	Organizational development, top management development and coaching
Berner Cheese Manufacturing (sub-contractor)	Illinois	Computer simulated production modeling for decision making, strategic planning

Professional Service

Client Name	Location	Nature of Work
Ciesa Design	Michigan	Business process and financial improvement, executive coaching, business acquisition
PACE & Partners	Michigan	Partner role definition and coaching, organizational development, partner decision making, strategic planning
Warmels & Comstock, PLLC	Michigan	Organizational development, partner decision making, strategic planning

Education

Client Name	Location	Nature of Work
College of Human Ecology, Eastern Carolina University	North Carolina	Organizational development, conflict management, community building, strategic planning
Grand Rapids Community College – HR (sub-contractor)	Michigan	Organizational development and strategic alignment
Grand Rapids Community College – Board	Michigan	Governance
Detroit College of Law at MSU	Michigan	Organizational development
Albion College Mudd Libraries	Michigan	Strategic planning
Northview Public Schools	Michigan	Governance
Highland Hall Waldorf School	California	Governance

Community and Governmental Organizations

Client Name	Location	Nature of Work
Meridian Township	Michigan	Governance
Goodwill of Conemaugh Valley	Pennsylvania	Governance
United Way of Greater Lorain County	Ohio	Governance and strategic planning

Financial

Client Name	Location	Nature of Work
Muskegon Governmental Employees FCU	Michigan	Strategic planning, marketing
Los Angeles Policy FCU	California	Governance, policy development
NuUnion Credit Union	Michigan	Governance, policy development
Matanuska Valley FCU	Alaska	Governance, policy development
Comerica Bank - HR	Michigan	Seminar design and presentation

Utility

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Cherryland Electric Cooperative	Michigan	Organizational development, management team coaching, board development, marketing
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Healthcare and Health Related

Client Name	Location	Nature of Work
Gift of Life Michigan	Michigan	Strategic marketing
Summit County ADM Board	Ohio	Governance
Buena Vista Regional Medical Center	Iowa	Governance
Collaborative for Health Systems Change	Massachusetts	Organizational design, governance, strategy
Ingham Regional Medical Center (as volunteer)	Michigan	Customer service
Four County ADAMhs	Ohio	Governance, policy development

Other Non Profit

Client Name	Location	Nature of Work
Rudolf Steiner Foundation	California	Governance, policy development