



PUBLIC WORKS DEPARTMENT

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November 8, 2005

Deborah Moy, MA  
Balance.point Strategic Services  
1191 Chess Drive, Suite C  
Foster City, CA 94404-1192

SUBJECT: Letter of Reference

Dear Deborah,

I am pleased to provide you with this letter of reference for the work you provided to the City of Santa Cruz Public Works Department. At the time we contracted for your services, the Resource Recovery Facility (RRF) had just gone through a very disruptive investigation. The workforce is very diverse which added to the lack of communication and trust between employees and supervisors. We needed to make some significant changes to improve the operations at the RRF.

Deborah you developed a work plan that included management/supervision coaching and counseling, review of work place organization and practices, and employee training, counseling and conflict resolution, that helped the transformation of this facility to a much improve operation. Your coaching helped the new superintendent gain the trust of the supervisors and workers. Your training for the supervisors helped them deal with the difficult issues that were building up and provided them with skills to better lead the workers. Your training with the whole group improved the communication between supervisors and employees and allowed the group to deal with common problems.

Some of the issues that have been resolved include the creation of career ladders that provide opportunities for the workers to advance and training opportunities for the next generation of operators and supervisors. We updated the job spec to recognize the significant change in job function over the past 10 years. We were able to institute a rotation program for Recycle Workers to provide the workers experience at all operations at the facility. We also created Senior Recycling Workers, as well as, Equipment Operator Trainee positions. These new career opportunities help to develop future leaders and ensure the sustainability of the RRF.

After a year, it is clear that the improvements were real. As with any organization, we continue to have issues, but the RRF as a whole is working much more as a unit and they have tools to deal with the issues that come along.

Thanks for your assistance.

Sincerely,

Mark R. Dettle  
Director of Public Works  
City of Santa Cruz