



*City of Arts & Innovation*

# City Council Memorandum

**TO: HONORABLE MAYOR AND CITY COUNCIL      DATE: MARCH 13, 2018**

**FROM: OFFICE OF ORGANIZATIONAL PERFORMANCE AND ACCOUNTABILITY      WARDS: ALL**

**SUBJECT: PROFESSIONAL CONSULTANT SERVICES AGREEMENT WITH MANAGEMENT PARTNERS IN AN AMOUNT NOT TO EXCEED \$185,000 TO CONDUCT THE PERFORMANCE ASSESSMENT AND FINANCIAL EXPENDITURE REVIEW OF THE PUBLIC WORKS DEPARTMENT (RFP #1781), GENERAL SERVICES DEPARTMENT (RFP #1782) AND PARKS, RECREATION AND COMMUNITY SERVICES DEPARTMENT (RFP #1783)**

## **ISSUE:**

Receive, review, and approve the Professional Consultant Services Agreement with Management Partners in an amount not to exceed \$185,000 to conduct the Performance Assessments and Financial Expenditure Reviews of the Public Works Department, General Services Department, and Parks, Recreation and Community Services Department (RFPs 1781, 1782, and 1783 respectively).

## **RECOMMENDATION:**

That the City Council receive, review, and approve the Professional Consultant Services Agreement with Management Partners in an amount not to exceed \$185,000 to conduct the Performance Assessments and Financial Expenditure Reviews of the Public Works Department, General Services Department, and Parks, Recreation and Community Services Department (RFPs 1781, 1782, and 1783 respectively).

## **BACKGROUND:**

One of the Strategic Goals for the City Manager's Office is to continue facilitating a culture of continuous improvement and innovation in the workplace through regular process improvement activities, rewarding innovative practices, and regular review of department operations.

On July 25, 2015, City Council endorsed the Performance Assessment and Financial Expenditure Audit Program, providing for comprehensive and independent audits of all departments by qualified experts on a five year rotating basis.

The departments approved by City Council for review in fiscal year 2017/18 are the Public Works Department, General Services Department, and Parks, Recreation and Community Services Department.

## **DISCUSSION:**

### **Consultant Selection**

On November 28, 2017, City Council approved the scope of work for the Performance Assessments and Financial Expenditure Reviews of the Public Works Department, General Services Department, and Parks, Recreation and Community Services Department. On November 30, 2017, Requests for Proposals (RFP) were respectively issued to seek consultants to provide independent, outside reviews of these departments (RFPs #1781, 1782 and 1783). The following firms submitted proposals in response to the three RFPs:

<b>FIRM</b>	<b>RFP 1781 PUBLIC WORKS</b>	<b>RFP 1782 GENERAL SERVICES</b>	<b>RFP 1783 PARKS, RECREATION and COMMUNITY SERVICES</b>
Arroyo Associates, Inc.	X	X	X
BerryDunn	X	X	X
Citygate Associates LLC			X
Macias Gini & O'Connell		X	X
Management Partners	X	X	X
Matrix Consulting Group	X	X	X
The Kercher Group		X	

A panel of City management staff reviewed all proposals based on the criteria described in the three RFPs. Based on the review and ranking of the proposals by the panel, three firms were interviewed by a panel of staff from the City Manager's Office.

After completion of the on-site interviews and related scores, staff recommends Management Partners to conduct all three department Performance Assessments and Financial Expenditure Reviews for an amount not to exceed \$185,000.

### **Scopes of Work**

Management Partners will perform the three departments' audits based on the scopes of work previously approved by the City Council on November 28, 2017, and included in the City's solicitation documents. The scopes of work for each department are summarized below for reference.

#### **Public Works Department**

1. Organizational structure and potential for streamlining, staffing, succession planning, outsourcing;
2. Solid waste revenue generation and expense reduction opportunities;

3. Wastewater revenue generation and expense reduction opportunities with commercial bioprocessing technologies;
4. Rate structure for solid waste and wastewater services - comparable to similar government agencies;
5. Street pavement and street sweeping maintenance best practices;
6. Technology – parking management; road maintenance management; sidewalk maintenance; GIS mapping; replacement strategy for computers;
7. Interdepartmental communication and collaboration;
8. Benchmarks and other performance indicators of program and service effectiveness; and
9. Financial review of overtime and service contracts for the three fiscal year period ending June 30, 2017.

### **General Services Department**

1. Organizational structure and potential for consolidation of administrative functions, staffing, succession planning, outsourcing;
  - a. Assessment of Airport Operation – relevance; land development;
  - b. Assessment of Fleet Operations – commercial services expansion;
  - c. Assessment of Publishing Operations – needs of end users/internal customers;
2. Management systems – effectiveness of current resources; enhancements;
3. Asset management – city buildings, fleet, airport, publishing services; preventive maintenance and preservation strategies;
4. Interdepartmental communication and collaboration;
5. Benchmarks and other performance indicators of program and service effectiveness; and
6. Financial review of overtime and service contracts for the three fiscal year period ending June 30, 2017.

### **Parks, Recreation and Community Services Department**

1. Strategic plan – future direction; provision of services and programs; effective partnerships;
2. Organizational structure - appropriate grouping of parks maintenance functions, recreational services, park security, succession planning; outsource options;
3. Interdepartmental communication/collaboration for special/cultural events;
4. Programs and services – offerings; measures of success; targeting the customer base;
5. Management systems - effectiveness of current resources; needed enhancements;
6. Asset management – park and land inventories; development standards; maintenance standards;
7. Information Systems and Technology – registration; use of participant data; customer feedback;
8. Economic impact – value of parks to local real estate, special events, tournaments, golf course;
9. Benchmarks and other performance indicators of program and service effectiveness; and
10. Financial review of overtime and service contracts for the three fiscal year period ending June 30, 2017.

Staff expects the three engagements to commence in mid-March, 2018, and to provide City Council with the findings in July 2018. The Office of Organizational Performance and Accountability Manager is the project manager for these engagements.

The Chief Financial Officer/Treasurer concurs that the recommended action is in compliance with the City's Purchase Resolution No. 23256.

**FISCAL IMPACT:**

The total fiscal impact of this action is \$185,000. Funds are available in the General Fund Non-Departmental City Manager's Office Special Program Account 7211100-450087.

Prepared by: Cheryl Johannes, Office of Organizational Performance & Accountability  
Approved by: Marianna Marysheva, Assistant City Manager  
Certified as to  
availability of funds: Adam Raymond, Chief Financial Officer/City Treasurer  
Approved as to form: Gary G. Geuss, City Attorney

Attachments:

1. Professional Consultant Services Agreement with Management Partners
2. Request for Proposal Award Recommendations
3. Presentation