

RESOLUTION No. 19-115

A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, APPROVING AND AUTHORIZING THE CITY MANAGER TO EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH MANAGEMENT PARTNERS TO CONDUCT A CITYWIDE ORGANIZATIONAL STUDY; AUTHORIZING THE CITY MANAGER TO EXECUTE THE PROFESSIONAL SERVICES AGREEMENT ON BEHALF OF THE CITY; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, the Office of the City Manager respectfully request the approval of an agreement with Management Partners to conduct a Citywide Organizational Study to identify ways to improve efficiency and effectiveness within the City Departments and the organization as a whole; and

WHEREAS, Management Partners is a professional management consulting firm specializing in assisting government organizations improve their operations for more than 20 years; and

WHEREAS, Management Partners was founded in 1994 and has a proven track record providing clients with professional expertise in all aspects of local government management because their staff includes leaders and managers with practical experience in local government operations; and

WHEREAS, the research and analysis will aim to answer the following five questions:

1. Should the position of Public Services Aide be reclassified as a Park Ranger with the responsibilities merged into a single position?
2. Should the two positions associated with the occupational licensing function move from the Planning & Zoning Department to the Code Compliance Department?
3. What is the best organizational structure for management of the Building Department?

4. What is the appropriate organizational placement for a Constituent Services position?
5. Are the current citywide performance measures adequate, or are there ways to improve them?; and

WHEREAS, Management Partners anticipates devoting 135 hours of staff time to complete the work plan at a total cost of \$24,900.00

WHEREAS, the professional service will be paid using account number 001.50005.500310, Professional Services, with a transfer from account number 001.50005.500492, Contingent Reserve, of \$24,900.00.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The above recitals are confirmed, adopted, and incorporated herein and made part hereof by this reference.

Section 2. Approval. The Professional Services Agreement with Management Partners to conduct a Citywide Organizational Study to identify ways to improve efficiency and effectiveness within the City Departments and the organization as a whole as stated in the proposal attached herein as Exhibit A.

Section 3. Authorization. The City Manager is authorized to execute the Professional Services Agreement with Management Partners on behalf of the City.

Section 4. Implementation. The City Manager and the City Attorney are hereby authorized to take such further action as may be necessary to implement the purpose and the provisions of this Resolution.

Section 5. Effective Date. This Resolution shall take effect immediately upon adoption.

The foregoing Resolution was offered by Vice Mayor Mariaca who moved its adoption. The motion was seconded by Councilmember Cabral and upon being put to a vote, the vote was as follows:

Mayor Juan Carlos Bermudez	Yes
Vice Mayor Claudia Mariaca	Yes
Councilwoman Digna Cabral	Yes
Councilman Pete Cabrera	Yes
Councilwoman Christi Fraga	Yes

PASSED AND ADOPTED this 8 day of May, 2019.




JUAN CARLOS BERMUDEZ, MAYOR

ATTEST:



CONNIE DIAZ, MMG
CITY CLERK

APPROVED AS TO FORM AND LEGAL SUFFICIENCY
FOR THE USE AND RELIANCE OF THE CITY OF DORAL ONLY:



LUIS FIGUEREDO, ESQ.
CITY ATTORNEY

EXHIBIT “A”



April 2, 2019

Mr. Albert Childress
Acting City Manager
City of Doral
Government Center
8401 NW 53rd Terrace
Doral, FL 33166

Dear Mr. Childress:

We are pleased to provide this proposal, which we have revised based on our discussion, to examine five separate areas of the City of Doral's government to identify ways to improve the organization's efficiency and effectiveness. As one of the fastest-growing cities in the United States, Doral is faced with both opportunities and challenges. Meeting them requires organizing the City's functions and departments to most effectively deliver municipal services as well as Council's priority projects. The rapid pace of growth also means that the organizational structure that served the City in past years may not be best in the future.

A careful consideration of several issues will ensure the organization is optimized to deliver services efficiently and effectively. We will consider specific questions within the Police, Planning and Zoning, and Building Departments; examine the appropriate organizational placement of a constituent services position; and compare the City's current performance measures to best practices. We will produce a memorandum detailing our observations and recommendations that covers all five issues discussed below.

Project Approach

This engagement will include interviews with department directors, a review of background documents, benchmarking with relevant peer cities, a citywide review of performance measures, and preparation of a memorandum that contains the results of our data gathering and analysis. The research and analysis will answer five questions:

1. Should the position of public service aide be reclassified as a park ranger with the responsibilities merged into a single position?
2. Should the two positions associated with the occupational licensing function move from planning to code compliance?
3. What is the best organizational structure for management of the Building Department?
4. What is the appropriate organizational placement for a constituent services position?
5. Are the current citywide performance measures adequate, or are there ways to improve them?

The plan of work anticipated for the engagement is described below and is amenable to refinement based on the specific needs of the City of Doral.

Activity 1 – Start Project

Management Partners will begin this project with a careful learning phase, starting with a kickoff meeting with you and other key staff to ensure we have a clear understanding of your objectives. During the kickoff meeting we will confirm the work plan and schedule so our scope of work is aligned precisely to meet your goals and objectives, and to give you confidence that we fully understand the background, concerns, and outcomes you are seeking.

The project start-up activity will form the foundation for the partnership between our project team and the City. In addition to covering logistics such as who should be interviewed, the criteria for choosing cities to be used for benchmarking and communication protocols, we will discuss the approach and timing of this project in relation to other activities in the City. We understand that the work associated with this review is in addition to the normal work of the organization and must be integrated in a way that minimizes disruption. Throughout the project we will keep you informed of our progress, observations, and initial recommendations.

During this activity we will also request and review relevant background information such as organization charts, position job descriptions, historical budget and staffing data, performance indicators, policies and procedures, and other documents related to the issues under study.

Activity 2 – Gather Data

As we begin this activity, we will gather data using the techniques described below.

- » *Conduct Interviews.* Management Partners will conduct individual interviews with you and city staff pertinent to the issues being analyzed. We will seek to understand the current and future circumstances of each of the issues being analyzed. At the conclusion of the interviews we will aggregate our information for use in our analysis.
- » *Review Goals and Work Plans.* We will review the City Council's Strategic Plan to ensure our analysis is conducted in the context of goals in that plan.
- » *Review Organization Charts.* We will review existing organization charts for each of the departments under study as well as a citywide chart to understand current reporting relationships and functional alignment.
- » *Conduct Benchmarking Survey.* Management Partners will conduct a benchmarking survey of comparable agencies. The focus of the survey will be to ascertain the placement of various functions within the organization, reporting relationships, and staffing of the departments under study. We will work with the City Manager's office to identify criteria for choosing appropriate cities for comparison. We will review available online documents to obtain comparison information and prepare a survey to be completed by each jurisdiction to ensure we have accurate information.



- » *Review Performance Measures.* We will review the City's current performance measures and compare them with best practices to identify opportunities to improve the way Doral charts and evaluates performance within the organization.

Activity 3 – Conduct Analysis

Once we have finished obtaining input and gathering data, we will analyze the results from interviews, benchmarking, document review, and review of performance measures, as applicable to the issues under study. We will identify themes and observations regarding structure, strengths and opportunities for improvement, and formulate actionable recommendations for each. Our analysis will include the benchmarking results, comparing Doral's staffing and organizational alignment within the specific study parameters with peer jurisdictions.

Activity 4 – Report Results

Next, we will prepare a memorandum summarizing the results of our analysis. The memorandum will identify themes and observations from the interviews, benchmarking and performance measurement analysis, and provide recommendations that address the issues being analyzed. We will address each question of the study in the memorandum and support each recommendation with analysis from our study.

We will review a draft memorandum with you and others, as desired. After we receive input to ensure factual accuracy, we will provide a final memorandum with the results of the project.

Project Team

We have a strong project team that is well qualified to complete this work for Doral. Wayne Chapman will serve as project director, overseeing the strategic direction of the project and providing oversight. Jacquelyn McCray will serve as project manager and will be responsible for execution of the project. They will be supported by Keith Spoelker and Sam Lieberman. Brief qualifications of each team member are provided below.

Wayne Chapman, Regional Vice President, has more than 35 years of experience as a practicing public manager and nearly 20 years of experience assisting local governments as a consultant for Management Partners. Wayne is a nationally-recognized expert in municipal finance, housing and community development. Wayne's consulting engagements have included comprehensive staffing reviews, organizational analyses, process improvement projects, management information systems, performance measurement, training, financial modeling and forecasting, and cost recovery modeling. Wayne led our recent projects for the City of Covington, Kentucky, and Pinellas County, Florida. He has been with Management Partners since 1994, after a career of public service including the positions of city manager of Aspen, Colorado and Schenectady, New York, and as budget director and director of neighborhood housing and conservation for the City of Cincinnati, Ohio.



Jacquelyn McCray, Ph.D., Senior Manager, has a track record of success assisting local governments for over 20 years. She has assisted nearly 80 local governments during her tenure with Management Partners with strategic planning and goal setting; organizational reviews and workflow process improvement for a range of local government functions, including development review and land use application and permitting processes, and purchasing. In the area of strategic planning she has assisted Rochester, Minnesota; Boulder City, Nevada; Cass County, Michigan; Port Chester, New York; Bladensburg, Maryland; Delray Beach, West Palm Beach, Parkland, Port Orange and Margate, Florida, and Montgomery, Ohio. She has also assisted municipalities with performance measurement, strategic benchmarking, and various forms of focus group facilitation and public outreach processes. A professional urban planner, Jacquelyn has expertise in aligning the needs and concerns of community stakeholders with public sector service delivery. Jacquelyn has excellent interview and facilitation skills, and frequently conducts leadership, employee and stakeholder focus group meetings. She is a skilled civic engagement and group process facilitator and has served various civic and professional groups in this capacity. Before joining Management Partners, Jacquelyn held positions as a budget analyst, project manager and land-use manager with the City of Cincinnati. After concluding her tenure with Cincinnati, she served as vice chairperson and member of the Cincinnati City Planning Commission for nine years. Jacquelyn is a member of the American Institute of Certified Planners (AICP).

Keith Spoelker, Senior Manager, has over 30 years of local government experience solving problems in both large and small municipalities in the Cincinnati area. Keith joined Management Partners after serving 11 years as the City Administrator for Bellevue, Kentucky. Keith was responsible for guiding the day to day activities of the City, including planning and zoning services, economic development, budget & financial policy, code enforcement, safety, and public services. Prior to serving in Bellevue, Keith served 20 years with the City of Cincinnati working in and managing large departments for the City of Cincinnati. His experience in the City's Budget Office and Regional Computer Center includes developing citywide operating and capital budgets, operating and managing internal service departments, and conducting program and management analysis of various departments.

Sam Lieberman, Senior Management Advisor, is responsible for conducting complex financial and operational analyses to support many different types of clients including organization reviews, process improvement studies, service sharing projects, and financial planning and budgeting studies. He has helped facilitate strategic planning and process improvement workshops, developed and analyzed strategic planning community input surveys and employee satisfaction and internal services surveys, conducted research and analyses, assisted in the development of performance measurement systems, and directed benchmarking research. Sam recently co-authored an article on how government can take advantage of data analytics programs that appeared in PM Magazine. He also collects, analyzes, and reports data for the annual Southwest Ohio Fire Benchmarking Project. Recent clients whom he has served include Berkeley, Carson, San Bernardino, Orange County, Santa Clara Valley Water District, and Zone 7 Water Agency in California; Hartford, Mansfield, and New Haven, Connecticut;



Kenton County and Florence, Kentucky; Kansas City, Missouri; DeKalb County, Georgia; Pinellas County and Largo, Florida; Phoenix, Arizona; and Cincinnati, Hamilton County, Fairfield, Mason, Montgomery, and Westerville, Ohio; and Las Vegas Nevada.

Hours and Cost

Management Partners anticipates devoting 135 hours of our staff time to complete the plan of work described above. The total cost of this project is \$24,900, which includes all fees and expenses.

Activity	Hours
1 – Start Project	11
2 – Gather Data	57
3 – Conduct Analysis	44
4 – Report Results	23
TOTAL	135

The ultimate test of a quality project is that the client is pleased with the results, and we are committed to achieving that goal.

Conclusion

We look forward to working with you on this important project. Please let me know if we can provide any additional information.

Sincerely,



Jerry Newfarmer
President and CEO

Accepted for the City of Doral by:

Name: _____

Title: _____

Date: _____

