



CITY of NOVI CITY COUNCIL

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Agenda Item J
June 4, 2007

SUBJECT Award contract for cross-training of Community Development Department staff (planning and building) to Management Partners, Inc. in the amount of \$24,250.

SUBMITTING DEPARTMENT: Pamela W. Antil, Assistant City Manager

CITY MANAGER APPROVAL: 

BACKGROUND INFORMATION:

The need for cross-training the front counter staff in the Community Development Department (planning and building) was identified as a priority recommendation in the PRIDE (Sikich) Implementation Plan. Staff sent out a Request for Qualifications (RFQ) and received six proposals. A team from Community Development (planning and building), Information Technology, Finance, and the City Manager's office scored the proposals received and interviewed the top three firms: Management Partners, Inc., Penny Drain Consulting, and HR Strategies & Solutions. After the interviews, staff concluded that only one firm, Management Partners, Inc., had the municipal cross-training experience specific to the planning and building function.

This recommendation is for the first component of the training which seeks to cross-train the front line staff so a number of basic (mostly clerical) functions can be performed by multiple staff members who currently and primarily work in either the building or planning clerical functions (plan intake, permit assistance, etc. Cost for the project will be \$24,250. Funds were budgeted in the FY 2006/07 budget for this training project. This project will begin in July and wrap up in late September-early October of this year. The draft project timeline is attached. Management Partner's response letter is attached. The City's standard professional services contract will be used along with our standard insurance provisions.

RECOMMENDED ACTION: Award contract for cross-training of Community Development Department staff (planning and building) to Management Partners, Inc. in the amount of \$24,250.

	1	2	Y	N
Mayor Landry				
Mayor Pro Tem Capello				
Council Member Gatt				
Council Member Margolis				

	1	2	Y	N
Council Member Mutch				
Council Member Nagy				
Council Member Paul				



MANAGEMENT PARTNERS

I N C O R P O R A T E D

May 16, 2007

Ms. Pam Antil
Assistant City Manager
City of Novi
45175 West 10 Mile Road
Novi, Michigan 48375

Dear Ms. Antil:

It was a pleasure meeting with you last month to discuss your interest in having Management Partners conduct cross training for the development review process. This letter proposal outlines our approach to completing the work.

As you know from our presentation, we are committed to delivering practical recommendations for cross training that can sensibly build on the City's current development review improvement efforts. We look forward to the opportunity to work with you and the staff in Novi.

PROPOSED PLAN OF WORK

Management Partners has reviewed the Sikich Report, and we realize the City has already expended considerable effort to improve the development review process. Therefore, our first step is to fully understand the current process, so we can clearly identify where synergies for cross training exist. We will review process maps and data from the Sikich Report, as well as information from the City's online customer service survey to inform our understanding of the process.

We will interview and observe City staff and discuss cross-training opportunities with management. After a careful learning phase, we will develop a cross-training plan. At this juncture Management Partners will engage staff from Community Development in a one-day retreat to identify cross-training needs. The proposed plan of work detailed below identifies four specific activities that we will undertake.

Activity 1 – Start Project

We will begin this project by establishing a partnership with the City Manager's Office and department directors to ensure that the project begins and progresses in alignment with the City's expectations. We will request and review background information and discuss desired outcomes, hopes, fears and concerns about this cross-training project with management. Our objective is to work collaboratively with City staff to accomplish the City's objectives. During our initial meeting we will also review the proposed schedule to ensure that the work is sequenced according to your needs.

Activity 2 – Analyze and Diagnose Critical Areas for Cross Training

Management Partners will review the Sikich Report in detail and meet with department directors to identify potential cross-training opportunities. We will spend a considerable amount of time understanding the current process based on the process maps developed during Sikich review, and we will also gain a clear understanding of customer perceptions and expectations. Management Partners' staff members will interview and observe City staff as they conduct their daily business so that we can develop an optimal training plan for the cross-training retreat described in Activity 3.

Activity 3 – Facilitate Cross Training Retreat

This activity represents an important milestone in the project. We will establish cross-training goals and confirm them with management. Once that is done, we will develop a briefing packet for staff participating in the cross-training retreat. We intend to spend a full day with City staff conducting the cross-training event.

PROJECT TEAM

I will provide general project direction and oversight to this cross-training project. Amy Paul, Corporate Vice President, will be the project manager and will be assisted by Jacquelyn McCray, Senior Management Advisor, and Charlotte Arbuckle, Management Analyst. Brief qualifications for each project team member are provided below.

Julia Novak, Regional Vice President, directs the work of Management Partners' eastern operations. She joined the company in 2003 after 16 years serving local governments in Fort Collins, Colorado; Lexington, Massachusetts; Rockville, Maryland; and, most recently, as City Manager of Rye, New York. Julia has focused her professional life on developing "community" in organizations and cities. Board development, employee feedback, process management, facilitation, training and leadership development are among her areas of specialty. At Management Partners Julia has directed organizational reviews and studies for virtually all areas of municipal operations, including finance, human resources, planning and development review, health and human services, public works, facilities, fleet, public safety and parks and recreation. Julia has been directly involved in developing business and strategic plans, and in developing and reviewing performance measures/indicators. She also is a skilled process manager with excellent facilitation skills.

Amy Cohen Paul, Corporate Vice President, has more than 25 years of experience in local government management, performance measurement and strategic planning. She assists public agencies in designing and implementing performance management systems, developing strategic and business plans, conducting organizational reviews and implementing organizational improvement projects. She also is a skilled facilitator and trainer. Amy was part of the original management team of the International City/County Management Association's Center for Performance Measurement and she helped produce ICMA's CD-ROM on outcome measurement. She is the editor of the book Managing for Tomorrow: Global Change and Local Futures, and is the author of many articles in professional publications, including The Municipal Year Book.

Jacquelyn McCray, Senior Management Advisor, is a professional planner and a certified economic development professional. Since joining Management Partners in 1997, she has worked on numerous projects involving development review, organizational and workflow analyses, performance measurement, and strategic benchmarking and planning. Jacquelyn has



expertise in process improvement and re-engineering of local government development review procedures. She also has excellent interview and facilitation skills, and frequently conducts employee and stakeholder focus group meetings. Before joining Management Partners, Jacquelyn held positions as a budget analyst, project manager and land-use manager for nine years with the City of Cincinnati. She currently serves as vice chairperson of the Cincinnati City Planning Commission, and is a member of the American Institute of Certified Planners (AICP).

Charlotte Arbuckle, Management Analyst, joined Management Partners in August 2006. She recently completed a master's degree in Political Science at Miami University of Ohio, with a concentration in public administration and American politics. Her research, writing and analytical skills are a complement to the skills of other Management Partners team members. At Miami University, Charlotte assisted with various economic development projects through the Center for Public Management and Regional Affairs. She also served as an intern in the economic and community development departments in the cities of Zanesville and Cambridge, Ohio.

HOURS OF WORK AND PROJECT COST

It is estimated that 105 hours of management consulting assistance will be required to complete this project. This estimate is a *minimum* commitment of Management Partners' time to complete the work; often, additional time is allocated as required to assure that the project is performed at the high quality level that is our trademark. The total fee to complete the scope of work described above is \$24,250, including expenses.

Activity	Hours
1. Start Project	10
2. Analyze and Diagnose Critical Areas for Cross Training	43
3. Facilitate Cross Training Retreat	52
TOTAL	105

PROJECT SCHEDULE

I have prepared a project schedule for discussion purposes. In total the plan of work will can be completed in fourteen weeks. We will collaborate with you on the exact dates. The proposed schedule is attached to this proposal.



CONCLUSION

We will be pleased to provide any further information you desire or answer any questions about this proposal. We look forward to the opportunity to assist the City of Novi.

Sincerely,



Julia D. Novak
Regional Vice President

Accepted for the City of Novi, Michigan

Name, Title

Date



Attachment - Proposed Project Schedule

