



Midpeninsula Regional
Open Space District

R-16-40
Meeting 16-08
April 13, 2016

AGENDA ITEM 8

AGENDA ITEM

Revisions to Management Partners' Professional Services Contract for Financial and Operational Sustainability Model Study Implementation Support

GENERAL MANAGER'S RECOMMENDATION

Authorize the General Manager to increase Management Partners' Professional Services Contract for Financial and Operational Sustainability Model Study implementation support by \$20,606 to a not-to-exceed amount of \$145,606.

SUMMARY

On February 25, 2015, the Board authorized the General Manager to enter into a professional services contract with Management Partners of San Jose, CA, for Financial and Operational Sustainability Model (FOSM) Study implementation support. Under the scope of this agreement, Management Partners has assisted the District in developing and releasing a Request for Proposals for an Information Technology strategic plan, development and facilitation of a project delivery process, assistance with key recruitments and Human Resources support during FOSM implementation, and work on design of the Operations Department transition into the Visitor Services Department and the Land and Facilities Services Department. The cost for these tasks totals \$115,856 to date, leaving a remaining balance of \$9,144 in this contract. The General Manager's Office (GMO) has identified two additional priority FOSM Implementation tasks, a functional review of the Human Resources (HR) Division and a work flow review of the General Manager's Office. The General Manager's Office has reviewed draft scopes of work for these studies with Management Partners, and estimates them to cost \$29,750, \$14,000 for the HR review and \$15,750 for the GMO review. Based on Management Partners' understanding of the District's needs and their expertise in completing organizational reviews, the General Manager recommends utilizing the sole-sourcing exception provided in Board Policy 3.03 "Public Contract Bidding, Vendor and Professional Consultant Selection, and Purchasing Policy" to utilize Management Partners to complete this Human Resources Division functional review and General Manager's Office workflow review. Therefore, the General Manager recommends a \$20,606 amendment to Management Partners' agreement, which will allow \$29,750 to complete these tasks – \$14,000 for the HR review and \$15,750 for the GMO review.

DISCUSSION

The District has made considerable progress in implementing FOSM Study recommendations. All of the projects have been completed that were identified in the Implementation Support Agreement with Management Partners, authorized by the Board

of Directors on February 25, 2015, with an agreement that was executed on March 19, 2015. These included:

- Manage RFP Process and Oversee Consultant Engagement for Information Technology Strategic Plan
- Facilitate Project Delivery Process Improvement (includes process mapping and facilitated workshops)
- Manage Executive Recruitment for key positions (2 or 3)
- Support Human Resources through FOSM implementation (i.e., preparation of job descriptions, class and compensation support, recruitment strategy, change management)

The Information Systems and Technology (IST) strategic plan has been completed and implementation is underway. The Project Delivery Process has been designed and is being utilized for delivery of priority Measure AA projects. Three executive recruitments have been successfully completed – Chief Financial Officer/Administrative Services Director, IST Division Manager, and Engineering and Construction Department Manager. Management Partners has assisted Human Resources (HR) with a reclassification study of the Natural Resources Department and support regarding job descriptions for the Executive Recruitments, and assisted the GMO with preparing for the Operations Department transition to Land and Facilities Services and Visitor Services Departments. The original scope of work for FOSM Implementation support is provided as Attachment 1.

Several aspects of these FOSM implementation tasks took more of Management Partners' time than originally anticipated. One executive recruitment took two rounds to complete, the Project Delivery Process took three employee workshops instead of the originally anticipated one and a half, and work on the Operations transition has been more complex than anticipated. Therefore, the \$35,000 allocated for "Other" implementation tasks was utilized more than anticipated for these other tasks, leaving only \$9,144 in the contract.

With the heavy recruitment load HR is carrying, combined with other HR functions necessary to support a growing and maturing organization, the GMO has identified the need to assess the HR Division. Similarly, with the FOSM restructuring and changes of processes throughout departments and the addition of Public Affairs, the CFO/Administrative Services Director, and a Senior Management Analyst to the General Manager's Office as additional direct reports, the GMO has identified the need to assess workflow processes in the GMO in order not bottle-neck process efficiencies that are improving throughout the organization.

Management Partners is uniquely qualified for FOSM implementation tasks such as the two mentioned above due to the knowledge and insight they have gained during the course of the FOSM study. They are experienced in conducting organizational/functional reviews and process efficiency reviews. Their level of familiarity with the District's current structure, functions, and processes, as well as staff roles, will enable their FOSM implementation work to be cost effective. In addition, the General Manager is confident in the quality of Management Partners' work, as shown by their work on the FOSM study.

The GMO has negotiated scopes of work with Management Partners, and the proposed cost for the two projects is anticipated to cost \$29,750. Therefore, the General Manager recommends

amending their contract for \$20,606 to be able to complete these tasks in combination with the \$9,144 currently remaining in their contract. The proposed scopes of work for these two projects are provided as Attachments 2 and 3.

FISCAL IMPACT

Approval of the General Manager's recommendation will cost the District a not-to-exceed amount of \$20,606 more than the originally approved \$125,000 for Management Partners' FOSM Study implementation support.

BOARD COMMITTEE REVIEW

Board Committee review is not required for this item.

PUBLIC NOTICE

Public notice was provided as required by the Brown Act.

CEQA COMPLIANCE

This item is not a project subject to the California Environmental Quality Act.

NEXT STEPS

Upon Board authorization, the General Manager will revise the contract with Management Partners to complete these two tasks related to FOSM Implementation support.

Attachments

1. FOSM Implementation Support Scope of Work, February 2015
2. Scope for Human Resources Assessment
3. Scope for General Manager's Office Workflow Assessment

Responsible Department Manager:
Steve Abbors, General Manager

Prepared by:
Kevin S. Woodhouse, Assistant General Manager

**Midpeninsula Open Space District
FOSM**

Implementation Support – Partnership Agreement Overview

February 16, 2015

Project: Support FOSM implementation by managing and assisting with the activities listed below as well as other FOSM activities as authorized by the General Manager. The Partnership Agreement is a contracting tool that establishes a master agreement against which specific project plans will be scoped and approved prior to beginning work. A detailed plan of work and project cost will be prepared at the request of the General Manager.

Projects

- Manage RFP Process and Oversee Consultant Engagement for Information Technology Strategic Plan
- Facilitate Project Delivery Process Improvement (includes process mapping and facilitated workshops)
- Manage Executive Recruitment for key positions (2)
- Support Human Resources through FOSM implementation (i.e., preparation of job descriptions, class and compensation support, recruitment strategy, change management)
- Other FOSM Implementation Support

Hours Summary

Activity	Estimated Cost*
IT Strategic Plan Process	20,000
Project Delivery Process Improvement	20,000
Manage Executive Recruitments	35,000
Support Human Resources through FOSM	15,000
Other FOSM Implementation Support (TBD)	35,000
Total	125,000

**Estimate only. Actual project costs may vary based on level and type of support desired by the District and will be determined when the scope is developed and approved by the District.*

Project Director: Andy Belknap
Project Managers: Nancy Hetrick, Christine Butterworth



Midpeninsula Regional Open Space District
FOSM Implementation Support

PROJECT PLAN
Human Resources Functional Review

February 1, 2016

Project: Review the staffing, workload and functional alignment of the human resource department and develop recommendations for staffing and organizational structure.

Project Team: Nancy Hetrick or Christine Butterfield (Project Manager), Tim Sullivan (Special Advisor for HR), Harrison Pugh (Analyst)

Activities

- Getting Started
 - Meet with the AGM and CFO to review the project scope and schedule
 - Obtain and review background information
- Obtain Information
 - Interview CFO
 - Prepare staff position description questionnaire (PDQ)
 - Support CFO interviews with department managers
 - Obtain workload data
 - Identify peers for targeted benchmarking/learning
 - Conduct targeted peer interviews
- Conduct Analysis
 - Analyze completed PDQs as compared to job specifications
 - Evaluate functional and workload demands
 - Identify gaps
 - Evaluate staffing practices used by peers for best practices
 - Evaluate staffing options and develop alternatives
- Prepare recommendations
 - Review alternatives with Executive Team
 - Prepare memo of recommendations
 - Present to Executive Team
 - Incorporate feedback and finalize memo

Key Milestones

The following are the key steps in the process.

- Hold kick off and interview CFO/AGM
- PDQs completed by staff
- Conduct peer interviews
- Review alternatives with Exec Team
- Finalize memo

Week of

March 14

March 21 & 28

March 28 & April 4

April 25

May 9

Activity	Estimated Hours*
Project Start	5
Obtain Information	28
Conduct Analysis	48
Prepare Recommendations	31
Total	112

Total Project Cost: \$14,000

Approved by

Date



Midpeninsula Regional Open Space District
FOSM Implementation Support

PROJECT PLAN

General Manager's Office – Reporting Structure Review

March 23, 2016

Project: Review the current reporting structure and working relationship of the General Manager's Office and develop recommendations to improve the percentage of time the General Manager is available to spend on matters related to the Board and strategic issues.

Project Team: Nancy Hetrick and Christine Butterfield

Activities

- Getting Started
 - Meet with the General Manager to review the project scope and schedule
 - Review status of FOSM implementation
 - Prepare for interviews
- Obtain Information
 - Interview the General Manager
 - Interviews General Manager direct reports
 - Identify systems that contribute to or distract from leadership effectiveness
- Conduct Analysis
 - Identify bottlenecks with information flow
 - Determine communication channels and expectations for decision making
 - Assess systems that impact GMO effectiveness
 - Evaluate decision making requirements and workload demands
 - Identify explicit and implicit roles as informs the GMO's effectiveness at providing strategic leadership
 - Develop organization structure options
 - Review options with General Manager
- Prepare recommendations
 - Prepare recommendations
 - Review with General Manager

Activity	Estimated Hours*
Project Start	5
Obtain Information	25
Conduct Analysis	40
Prepare Recommendations	20
Total	90

Total Project Cost: \$15,750

Approved by

Date
