

PASCO COUNTY, FLORIDA
INTEROFFICE MEMORANDUM

TO: Honorable Chairman and Members
of the Board of County Commissioners

DATE: 1/21/09 FILE: CA09M-5024

THRU: John J. Gallagher
County Administrator

SUBJECT: Consulting Services Agreement with
ICMA Consulting Services for Visioning and
Strategic Planning

FROM: Michele L. Baker, Chief Assistant
County Administrator

REFERENCES: RSQ No. 09-008, PU09-066
All Commission Districts

It is recommended that the data herein presented be given formal consideration by the Board of County Commissioners (BCC).

DESCRIPTION AND CONDITIONS:

On October 20, 2009, RSQ No. 09-008 was issued to solicit qualifications from firms experienced in local government strategic planning. On November 20, 2008, the selection committee met to shortlist five of twelve firms for interviews. Interviews were conducted on December 1, 2008. On December 16, 2008, the BCC authorized staff to begin negotiating with ICMA (International City/County Management Association) Consulting Services (PU09-066). A Consulting Services Agreement with the Proposed Scope of Service and timeline for deliverables is attached.

The Proposal describes the approach and project deliverables that ICMA Consulting Services will provide to meet Pasco County's strategic planning, visioning, process improvement and performance management objectives, to include expanding the internal LEAP (Lean Efficient Accountable Pasco) to Performance Excellence Initiative. ICMA Consulting Services proposes to create a partnership with the County to incorporate performance excellence throughout the organization using the time-tested performance excellence model provided by the Florida Sterling Council to address the fiscal realities created by Amendment 1 and the continuing economic downturn. This approach will allow the Sterling model to serve as a framework for:

- Refocusing the County on its long-term strategic interests;
- Reshaping County services and programs; and
- Resizing and re-equipping the County's most important resource—its workforce—to deliver County services to residents, business interests, and stakeholder groups.

This approach will assist both staff and the BCC as we develop the 2010 budget and address the current financial challenges. In order to maintain the level and quality of services demanded during a time of financial distress, it's vitally important that we have a leadership and management system that is aligned from top to bottom, with well trained staff delivering outcomes citizens expect, and using efficient, effective processes. This effort requires focused attention, training and a commitment of time and resources. This investment will yield the following:

1. A strategic plan that will articulate a clear vision of the future, tied to an organizational philosophy that will guide employee actions. It will be focused on the issues of greatest importance to the County leadership and its stakeholders. This will form a solid base for making the difficult business decisions that confront the organization.
2. A broad citizen/stakeholder engagement process. A three part process will comprehensively collect data on the needs, preferences, and desires of a full range of County stakeholders. This will provide critical information for strategic decision-making.
3. A process improvement system that will be applied to processes in two critical departments, and will establish a model for on-going use across the organization.
4. A performance measurement system that will identify, track and report critical results which will enable the organization, from the BCC to the front line staff, to understand, maintain, and continuously improve service delivery. Data driven decision-making will be established to replace intuitive and non fact based approaches.
5. A workforce trained to deliver high quality services efficiently and effectively. Training on process improvement, strategic planning, performance measurement, and the Baldrige/Sterling principles will improve the overall effectiveness of the organization's leadership and management.

The ICMA Proposal includes membership in the Center for Performance Measurement (CPM). The CPM is dedicated to helping local governments measure, compare, and improve service delivery. ICMA's Comparative Performance Measurement Program currently assists over 220 cities and counties in the United States and Canada with the collection, analysis, and application of performance information. The CPM provides continuing data collection to provide the ability for interagency benchmarking based on

population, climate, urban density, method of service provision, community demographics, and other characteristics. Service areas evaluated under the program include:

- Code Enforcement
- Facilities Management
- Fire and EMS
- Fleet Management
- Highway and Road Maintenance
- Housing
- Human Resources
- Information Technology
- Library Services
- Parks and Recreation
- Police Services
- Purchasing
- Refuse and Recycling
- Risk Management
- Youth Services

The ICMA proposal also includes a citizen/stakeholder engagement process that has three components: (1) a countywide citizen/customer satisfaction survey (1,200) administered by the National Research Center, Inc. The National Citizen Survey (NCS) is a low-cost citizen survey for local governments that collects citizen opinion for program planning, goal setting, budgeting and performance measurement. Pasco County can use the results to improve service delivery, set spending priorities, measure progress and chart future steps. The NCS is designed to coordinate with the Center for Performance Management (CPM) data collection. A sample survey is provided in Attachment 2.

ALTERNATIVES AND ANALYSIS:

1. Approve the ICMA Consulting Services Agreement and authorize the Chairman to sign the Agreement;
2. Modify the attached ICMA Consulting Services Agreement; or
3. Decline to approve the attached ICMA Consulting Services Agreement and direct staff to some other action.

RECOMMENDATION AND FUNDING:

Staff recommends that the BCC approve the attached ICMA Consulting Services Agreement. In order to meet the challenges confronting Pasco County, we need to know where we want the County to be in the next five years. We need to identify the goals and priorities for focusing our limited resources, and we need to identify which programs and services contribute to achieving those goals, prior to making cuts to level of service. An aggressive schedule has been identified to ensure that citizen/customer input is available to the BCC for consideration when setting strategic priorities, and that the strategic plan is complete for guidance in balancing the budget for FY09/10.

The project budget includes:

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| \$139,400 | ICMA Consulting Services on the five focus areas described above. |
| 5,550 | Membership in the ICMA Center for Performance Management (CPM) |
| <u>14,500</u> | National Citizens Survey |
| \$159,450 | |

An additional \$15,000 is budgeted for travel expenses and other direct administrative costs. Funds will be made available in account B001-811200-33400.

MLB/

Attachments:

1. ICMA Consulting Services Agreement
 - Exhibit A – Scope of Service and Consideration
 - Exhibit B – ICMA Response to RSQ No. 09-008
 - Exhibit C – Insurance Requirements
 - Exhibit D – Fees and Payment Schedule
 - Exhibit E – Timeline Projection
2. Sample National Citizen Survey