

CITY OF OAKLAND
AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2004 DEC 29 PM 12:52

TO: Office of the City Administrator
ATTN: Deborah Edgerly
FROM: Community and Economic Development Agency
DATE: January 11, 2005

RE: **RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO AMEND A PROFESSIONAL OR SPECIALIZED SERVICES CONTRACT WITH DIANE FOSTER & ASSOCIATES TO PROVIDE A NEEDS ANALYSIS FOR THE PLANNING & ZONING DIVISION FOR AN ADDITIONAL FEE OF \$20,000 FOR A TOTAL FEE NOT TO EXCEED \$85,000.**

SUMMARY

The City Council is requested to adopt the attached resolution that authorizes the City Administrator to amend an existing professional service contract with Diane Foster & Associates. This amendment will provide a needs analysis for the Planning & Zoning Division. On August 24, 2004 the City Council approved a Resolution authorizing a professional services contract with Diane Foster to provide *organizational Development Coaching and Succession Planning* to the Building Services Division. This work is nearly complete, and has identified several important issues pertaining to the Planning and Zoning Department with regard to counter and permit services. The resolution will amend the existing contract and add reorganization and succession planning work for the Planning & Zoning Division. With recent retirements, growing demand for services and budget constraints, a coordinated approach to the entire development review process is critical to provide efficient and effective business processes.

FISCAL IMPACT

Diane Foster & Associates will provide a needs analysis for the Planning & Zoning Division. The current contract, in the amount of \$65,000, is funded through the Grant Clearing Fund, CEDA Administration, Fund 7760, Org. 88149, Account 54919, Project P04560, and Program IP49.

Funds are available to expand the contract in Fund 1010, Org. 88211, Account 54919, Non Project, and Program Code SC08. This account (approximately \$ 30,000) was originally funded to provide an update on employment and housing projections for environmental review purposes. For FY 04-05, this task has been accomplished with funding from specific major projects, including the Uptown, Oak to 9th and Wood Street Projects. The funds can be used for minor consultant and other technical studies, such as design review. The 3% contract compliance fee is also included in this account. The total additional contract amount is \$20,000.

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BACKGROUND

The CEDA/Building Services Division is completing a professional contract with Diane Foster & Associates for Succession Planning and Organizational Development Coaching. Among other products, this work resulted in the preparation of a needs analysis and interviews with key stakeholder groups. A final report with detailed recommendations for action was completed as the result of an internal team's efforts during June-October, 2004 consisting of representatives from Building, Planning, Public Works, Fire, Police, and the City Attorney's office. For the Planning, Zoning and Building Divisions, three key initiatives were identified for follow up:

- To review of the role of leadership in Building, Zoning and Planning Services in order to fill key vacancies with the appropriate staff;
- To develop and implement a strategy to enhance morale in an organization that has suffered budget cuts and staff reductions simultaneously with increased demands for permits, inspections and code compliance follow-up;
- To reassess overall services in light of business processes, budget cuts, increased permit activity, code compliance demands and ongoing complaints from constituents, developers, builders and contractors.

The requested supplemental contract is an outgrowth of this overall effort. A similar but smaller process with the Planning Division is warranted given the important connections between the Planning and Building Divisions with regard to development review, construction activity and code compliance matters.

KEY ISSUES AND IMPACTS

It is requested that Diane Foster and Associates expand the current professional services contract to include a Planning & Zoning needs and realignment analysis with the following three objectives:

Objective 1

Complete a needs analysis and an organizational/employee opinion survey of CEDA's Planning Department that will provide feedback on the general group functioning and business alignment of this unit.

- Provide an orientation session for all Planning & Zoning staff on the goal of the survey process, the instrument, and the expectations from the survey.
- Provide on line access to an organizational survey for all Planning & Zoning staff.

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- Review and compile respondent data and prepare a comprehensive report outlining each response.
- Hold need analysis interviews with Planning & Zoning leadership to review the current design of their unit, their leadership and their issues and concerns.
- Provide a review and analysis of all of the responses to the Director of Development and the Deputy Director of Planning.

Objective 2

Facilitate a review of organizational feedback from surveys and interviews with managers in Planning & Zoning and facilitate a 5 day work redesign session to align all business processes with current City Council objectives and demands for services.

- Review all data from needs analysis in a feedback session with the Planning & Zoning management team.
- Facilitate a four day redesign meeting with planning managers/leadership.

Objective 3

Coordinate the major findings and recommendations with the Building Division, with particular focus on counter services and project implementation.

SUSTAINABLE OPPORTUNITIES

No direct sustainable opportunities are identified in this report. However, the Building and Planning Divisions coordinate a green building information program and administer several programs including the City's building demolition recycling ordinance.

DISABILITY AND SENIOR CITIZEN ACCESS

No disability or senior citizen access issues are identified in this report. However, the Building and Planning Divisions administer the laws and regulations concerning compliance with disabled access in commercial and residential construction.

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RECOMMENDATION(S) AND RATIONALE

Staff recommends that the City Council approve a resolution to amend a professional services contract with Diane Foster and Associates for an amount of \$20,000 for a total contract amount not to exceed \$85,000 to provide a needs and organizational analysis for the Planning & Zoning Division.

ACTION REQUESTED OF THE CITY COUNCIL

The Community and Economic Development Agency recommends approval of this resolution.

Respectfully submitted,



CLAUDIA CAPPIO

Director of Development, Community and
Economic Development Agency

Prepared by:

Robert Thombs, Management Assistant
Planning & Zoning Administration

APPROVED AND FORWARDED TO THE
COMMUNITY AND ECONOMIC DEVELOPMENT COMMITTEE:



OFFICE OF THE CITY ADMINISTRATOR

Item: _____
CED Committee
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OAKLAND CITY COUNCIL

FILED
OFFICE OF THE CITY CLERK
OAKLAND

RESOLUTION No. _____ C.M.S. DEC 29 PM 12:52

INTRODUCED BY COUNCILMEMBER _____ *Mark P. Wald*

RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO AMEND A PROFESSIONAL OR SPECIALIZED SERVICES CONTRACT WITH DIANE FOSTER & ASSOCIATES TO PROVIDE A NEEDS ANALYSIS FOR THE PLANNING & ZONING DIVISION FOR AN ADDITIONAL FEE OF TWENTY THOUSAND DOLLARS (\$20,000) FOR A TOTAL FEE NOT TO EXCEED EIGHTY FIVE THOUSAND DOLLARS(\$85.000)

WHEREAS, the City of Oakland is desirous of providing a needs analysis to the Community and Economic Development Agency (CEDA) for the Planning & Zoning Division, and

WHEREAS, Diane Foster & Associates, is experienced in providing Needs Analysis and is currently completing a contract for Professional Organization Development Coaching and Succession Planning Services to the CEDA/Building Services, and

WHEREAS, the current work with CEDA/Building Services has identified several critical issues pertaining to a need for closer coordination with Planning Services, particularly with regard to counter services, plan check and project implementation, and

WHEREAS, the City Council wishes to amend the contract to include a Needs Analysis for the CEDA/Planning & Zoning Division because of these issues that have been identified during the CEDA/Building Services work and the need for more effective and efficient business processes given growing demands and decreasing staff resources due to retirements, and

WHEREAS, the Funds, in the amount of twenty thousand dollars, are available to extend the contract and pay the 3% contract compliance fee in Fund 1010, Org. 88211, Account 54919, Project 0000000, and

WHEREAS, the City Council finds and determines that the performance of this contract is of a professional and temporary nature and shall not result in the loss of employment or salary by any person having permanent status in the competitive services; now, therefore, be it

RESOLVED: That the City Council hereby authorizes the City Administrator or her designee to amend the Professional Services Contract between the City and Diane Foster & Associates, a consulting firm, to provide a Needs Analysis for the Planning & Zoning Division for an additional fee of twenty thousand dollars (\$20,000) for a total fee not to exceed eighty five thousand dollars (\$85,000).

FURTHER RESOLVED: That the contract amendment shall be reviewed and approved by the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 2005

PASSED BY THE FOLLOWING VOTE:

AYES- BROOKS, BRUNNER, CHANG, NADEL, QUAN, REID, WAN, AND
PRESIDENT DE LA FUENTE

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

CEDA FLOYD
City Clerk and Clerk of the Council
of the City of Oakland, California