



CITY OF FORT LAUDERDALE
City Commission Agenda Memo
REGULAR MEETING

#17-0150

TO: Honorable Mayor & Members of the
Fort Lauderdale City Commission

FROM: Lee R. Feldman, ICMA-CM, City Manager

DATE: March 7, 2017

TITLE: Motion to Approve Contract for Purchase of Organizational Development
Services – Florida Atlantic University - \$201,940 (three-year total)

Recommendation

It is recommended that the City Commission approve a 3-year contract, in substantially the form attached, for organizational development services with Florida Atlantic University Board of Trustees (FAU) in the total estimated amount of \$201,940.

Background

In an effort to foster professional and rewarding career opportunities in a high-performing environment where a sense of importance for employee wellness is conveyed, the City will embark on a strategic process to develop a healthy culture of initiative, innovation, and continuous improvement, ultimately integrated in all departments and work units. This strategic process will seek to formally define organizational values and build the overall cultural health of the organization. The process will engage all members of the organization in cultural change that will impact staff behaviors, the implementation of policy and processes, and perception about evolving resources that aid staff with completing work tasks.

In addition to physical and psychological health on an individual basis, employee wellness has a correlation to a positive workplace culture where ethically upstanding core values have been established with input from all levels of the organization. Although in this context 'input' does not imply consensus, it does require a systematic opportunity for input, organization wide. The proposal is based on a need for an estimated 878 hours of onsite and offsite work with projected start and completion dates of mid-March 2017 and September 2019 respectively.

Determining core values begins with leadership, and ideally allows for input from members of the organization at all levels. With the support and assistance of leadership and staff in every department, the City Manager's Office is poised to lead a number of significant initiatives that will usher in transformational change for staff, and ultimately impact the experience of neighbors and other stakeholders. Subsequently, leadership

will need direction from subject matter experts who are experienced in guiding organizations through the strategic process of putting these systems in place and assisting with establishing protocols for communicating broad detail to multiple stakeholders with diverse interests.

The subject matter experts assigned to work with the City by the John Daley Institute of Government (IOG) at FAU have extensive knowledge in guiding strategic organization-wide initiatives of this scale, and providing guidance to senior staff charged with leading teams that do the work of designing progressive change through committees and special focus groups in the midst of regular work assignments. These subject matter experts, who are Organizational Development professionals, have supported several successful projects for the City of Fort Lauderdale over the last three years, as well as numerous other municipalities throughout the State for more than 15 years. They have guided more than 200 managers and supervisors throughout the City to successfully complete a 12 module leadership development series and secure Continuing Education Units from the IOG at FAU. Also under their guidance, the vast majority of community builders with supervisory responsibilities have participated in various self-assessments. As a result, a vocabulary to articulate leadership and learning styles has become informally universal within the organization. With support from the group at IOG, Directors, Deputy Directors, Assistant Directors, and Citywide Division Managers have navigated a continual exploration of strategic goals for their team, and challenges facing the workforce they are charged to lead. This ongoing work, implemented by community builders and in large part facilitated by this team of experts, has laid the foundation for the next phase of organizational development services which are essential to creating a more engaged and sustainable workforce.

The cultural changes alluded to in this expansive strategic process will lay the foundation for developing the healthy culture to which the City aspires. These changes are projected to be long-term and structurally transformative as indicated by scale (each will affect all or most of the organization), magnitude (collectively they involve significant change to the current culture), duration (projected three years), and strategic importance (the changes are believed to be imperative for the continued progressive momentum of the organization). The subject matter experts facilitating these services, contract exclusively through FAU and cannot be contracted with directly.

Pursuant to Section 2-189(c)(4), Code of Ordinances of the City of Fort Lauderdale, Florida, I have determined that, for this purchase from an educational entity, while competitive bids could be utilized, their use may not be in the best interest of the city. Instead the price and scope of services have been negotiated. Soliciting competitive bids for these Organizational Development services is not advantageous to the City given that FAU has successfully supported several projects for the City that serve as a precursor for the upcoming initiative and has consistently met stringent expectations set by the City.

Resource Impact

There will be a current fiscal impact to the City in the amount of \$53,360. Future

expenditures are contingent upon approval and appropriation of the annual budget. Future year expenditures will be \$68,080 in FY 2018, and \$80,500 in FY 2019.

<i>Funds available as of February 22, 2017</i>					
ACCOUNT NUMBER	INDEX NAME (Program)	OBJECT CODE/ SUB-OBJECT NAME	AMENDED BUDGET (Object Code)	AVAILABLE BALANCE (Object Code)	PURCHASE AMOUNT
001-HRD010102-3299	Citywide Training	Services/ Materials/ Other Services	\$380,000	\$222,883	\$53,360
TOTAL ►					\$53,360

Strategic Connections

This item is a *Press Play Fort Lauderdale Strategic Plan 2018* initiative, included within the Internal Support Cylinder of Excellence, specifically advancing:

- Goal 11: Be a well-trained, innovative, and neighbor-centric workforce that builds community.
- Objective 1: Foster professional and rewarding careers.
- Initiative 1: Establish a comprehensive “We Build Talent” employee training and development program.

This item advances the *Fast Forward Fort Lauderdale 2035 Vision Plan: We Are United*.

Attachments

Exhibit 1 – FAU Agreement

Exhibit 2 – FAU/Trainnovations Business Partnership

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