

BDS Organizational Assessment Contract Overview

April 15, 2014

Background Information

The Bureau of Development Services (BDS) promotes safety, livability and economic vitality through efficient and collaborative application of building and development codes. BDS is committed to being the best development services agency in the country by providing the best service possible and providing programs and services that are effective, efficient and relevant to customers and the community.

In 2009 and 2010, BDS experienced an unprecedented reduction in staff resources due to rapid, deep declines in permit revenues. Throughout the bureau, low-priority services were eliminated and most remaining services were significantly reduced. Over 160 out of 315 employees were laid off during this time. BDS is now experiencing rapid growth in its workload as the economy and the development industry are recovering and is quickly adding staff to respond to the growth.

These events led to changes in BDS's organizational structure, programs and services, and service delivery methods, and have had significant impacts on BDS employees and customers. The bureau has worked hard to provide support and resources to help employees transition through the changes, particularly during the staff reductions in 2009 and 2010. Given the rapid growth in staffing since 2011 due to improved revenues and increased workload, BDS desires assistance in conducting an assessment of current organizational structure, methods and prioritization of service delivery, internal and external customer service, and a determination of short and long term actions/strategies needed to provide effective delivery of services in the future.

Scope of Work

BDS is seeking proposals from individuals, firms, teams or consultants with demonstrated experience in assessing organizational structure and culture, developing organizational models, and reporting. BDS proposes to engage the successful Proposer for the following services:

- a. Conduct a comprehensive organizational assessment of BDS in order to enhance operational effectiveness, strengthen morale and teamwork, and align the bureau's structure with staffing and service delivery goals. The assessment shall include:
 1. The effectiveness and relevance of BDS's current organizational structure, relative to the bureau's published Strategic Plan and mission, vision, and goals.
 2. The bureau's organizational health and culture.
- b. Prepare an assessment report with recommendations for the BDS Director and Portland City Commissioner Amanda Fritz's Office that:
 1. Details the findings of the assessments of the bureau's organizational structure and organizational health and climate;
 2. Identifies areas of strength as well as steps needed to address areas of weakness.
 3. Recommends action steps to be taken and areas for further research.
- c. Meet with the BDS Director and Commissioner Fritz's Office to review and discuss the report and assessment findings.

Detailed Work Description

- a. Attend a kick-off meeting with the BDS Director and staff from Commissioner Fritz's Office to confirm the process and timelines of the project.
- b. Within five (5) working days after the kick-off meeting, submit a detailed work plan for this project including project milestones and estimated timelines.
- c. Perform a broad organizational assessment of the bureau, looking at both the effectiveness and relevance of BDS's current organizational structure and the state of the bureau's organizational health and culture. The assessment shall include (but not be limited to) the following elements:
 1. The relevance of BDS's published mission, vision, values, and goals.
 2. The efficacy of bureau management in providing strategic leadership and direction to employees, including the bureau's Strategic Plan.
 3. The level of integration of the bureau's mission, vision, goals, and Strategic Plan into the daily work of bureau employees;
 4. BDS's process management functions, including problem solving, decision making, communications, monitoring, and evaluation.
 5. The bureau's workforce planning, hiring, and development efforts.
 6. The existence of a culture that encourages and rewards high-performing employees;
 7. Employee morale and job satisfaction.
 8. Financial management functions, accountability, and monitoring.
 9. The allocation of resources and tools to support core functions.
- d. The process of conducting the assessment shall include:
 1. A detailed examination and analysis of BDS's organization structure.
 2. An evaluation of BDS functions, programs, and services in terms of necessity, effectiveness, oversight and accountability, and staffing levels.
 3. A review of the organizational structure of development review agencies in comparable US cities, to identify best practices most suitable for adoption or adaptation at BDS.
 4. Interviews with the BDS Director, BDS division and section managers, and small groups of BDS staff to identify, capture, and incorporate all issues to be addressed.
 5. Interviews with designated managers and staff from other City bureaus engaged in development review.
 6. Interviews with key BDS stakeholder representatives, including some members of the Development Review Advisory Committee.
- e. As the assessment is conducted, meet with the BDS Director and BDS staff as needed for clarification and direction.
- f. Perform an analysis of data collected through the assessments, to include:
 1. Identify the strengths and weaknesses of BDS's current organizational structure, culture, and health.
 2. Develop options, including changes to organizational structures, processes, or other best practices that will help BDS achieve its mission, vision, and goals.
 3. Integrate recommended options with BDS's Strategic Plan.

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- g. Prepare an assessment report with recommendations for the BDS Director and Commissioner Fritz's Office that:
 - 1. Details the findings of the assessments of the bureau's organizational structure and organizational health and climate;
 - 2. Identifies areas of strength as well as steps needed to address areas of weakness.
 - 3. Recommends action steps to be taken and includes possible timelines, required resources, and anticipated impediments.

- h. Meet with the BDS Director and Commissioner's Office to review and discuss the report and assessment findings.