



REQUEST FOR PROPOSALS FOR

**Independent Operational and
Organizational Assessment for City
Manager and Neighborhood Services and
Public Safety Departments**

June 20, 2018

Proposals due by July 19, 2018, 12:00 PM PST
(POSTMARKS WILL NOT BE ACCEPTED)

City of Goleta
Request for Proposal
Operational and Organizational Assessment for the
City Manager and Neighborhood Services and Public Safety Departments

INTRODUCTION

The City of Goleta is requesting proposals from qualified firms or individuals interested in conducting an Operational and Organizational Assessment of the City Manager (CM) and Neighborhood Services and Public Safety (NSPS) Departments, recommending operational efficiencies, organizational structures, and performance measures to ensure the Departments function at a high level of efficiency and effectiveness.

BACKGROUND

The City of Goleta is located on the Central Coast of California just north of Santa Barbara. Incorporated in 2002, the City has the warmth and charm of a small town. Beaches and well-maintained parks and open spaces add to its attraction. Contributing to this young community's outstanding quality of life are the City's low crime rate, mild coastal climate, and desirable location.

The current population is just over 30,000. Residents enjoy several distinct neighborhoods, each with its own character. Goleta elementary and secondary schools have a reputation for high academic achievement and excellent instruction. The University of California at Santa Barbara, located to the south of the City, is a world class public university.

The City Council consists of five members elected at-large to four-year terms. In the past, the City Council selects one of its members to serve as Mayor and another as Mayor Pro Tempore. However, in November 2018, for the first time, the citizens will vote for a Mayor who will serve a two-year term.

The City is comprised of the following departments: Finance, Public Works, Planning and Environmental Review, Neighborhood Services and Public Safety, in addition to the offices of the City Clerk, City Attorney, and City Manager.

The City Manager's Department is responsible for providing direct support to the City Council in developing and executing policy by directing and coordinating the operations of the City and providing leadership and direction to all City Departments.

The City Manager is responsible for managing day-to-day operations of the City and is supported by the Deputy City Manager, one Management Analyst and one Executive Assistant. Besides general management and oversight of the organization, the City Manager's Department is comprised of three divisions – the City Clerk (Clerk + 2 Deputy City Clerks), Community Outreach (Manager + 1 part-time support staff) and Support Services (Manager + 1 full-time HR Analyst, 2 full-

time Management Assistants (one partially shared with Finance), and 1 part-time Receptionist. A more detailed work program for the City Manager's Department can be found here: <http://www.cityofgoleta.org/city-hall/city-manager-s-office/annual-work-program-city-manager-s-office>.

The Neighborhood Services & Public Safety Department (NSPS) is responsible for operating the Successor Agency of the former Redevelopment Agency for the City of Goleta, providing services such as General Business and Specialty Business Licensing, Fair Housing Services, Parking Enforcement, Emergency Preparedness, the Monarch Butterfly Docent Program and Volunteer Network, as well as overseeing Public Safety service continuity to our residents. NSPS is composed of and/or oversees the following divisions: Economic Development, Community Development Block Grant (CDBG), Parks and Recreation, and Police Services. NSPS also serves as Project Manager for 16 Capital Improvement Projects (CIPs), including but not limited to, development and construction of Fire Station 10, Hollister/Kellogg Park and the future Amtrak Train Depot. NSPS provides staff support to the City's Public Safety & Emergency Preparedness Committee, Fire Station Development Committee, Grant Funding Review Standing Committee and City Hall Facilities Committee.

NSPS has 5.0 FTE allocated positions for FY 2018-19 (Department Director, Senior Project Manager, Parks & Recreation Manager, Management Analyst, Emergency Services Coordinator), one FTE contract equivalent (Parking Enforcement Officer) and two part-time positions (Monarch Docent Coordinator and CERT Coordinator).

PURPOSE OF THE REQUEST

The City is seeking an independent consultant to review and assess organizational structure, operational functions, and levels of staffing and make recommendations that will enhance the organizational operations for current and future needs of these two departments.

SCOPE OF SERVICES

The information being sought by the City will require the accomplishment of the following tasks: (In responding, please identify the order for completing these tasks and any other objectives and tasks that may be necessary to complete the scope of work.)

Organizational Review:

- Conduct an examination of the CM and NSPS Departments' organizational structure and functions.
- Assess the functional assignments and human resources required to perform current duties.

- Identify current supervisory ratio.
- Evaluate staff scheduling and process for managing overtime.
- Assess administrative strengths, i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology.

Operational Review:

- Review the Departments operational functions and workflow process for each area.
- Analyze reporting relationships to ensure adequate span of control.
- Analyze staffing levels based on current and projected workloads.
- Review staff retention and experience.
- Review adequacy of staff training and experience related to the management of functions and services provided by the Departments.
- Review selection process for consultant services and service contracts.
- Assess financial impacts of decisions.

Recommendations: As necessary, based on findings in other tasks:

- Identify and recommend best practices, supervisory to staffing ratios, organizational needs, and performance measures for the Departments.
- Recommend an optimal organizational model based on available budget.
- Provide recommendations for streamlining procedures and processes for department functions.
- Identify cost saving technologies to support current and future programs and operations.
- Provide training recommendations to improve operations and support succession planning.
- Identify staffing requirements, both current and future.
- Make recommendations for establishing best management practices for functions and processes that complement the City's codes and ordinances.

DELIVERABLES

At the conclusion of the operational and organizational reviews, the consultant shall, as described in the Scope of Work:

1. Provide a summary of findings that effectively summarizes and communicates the information reviewed;
2. Identify key issues and opportunities; and,
3. Formulate recommendations for each Department (2).

A Draft Report with an Executive Summary shall be issued to City staff. The document shall include the summary of findings and recommendations as identified in the Scope of Work. Any documentation prepared by the Consultant shall be provided to the City in both paper copies and electronic format. A Final Report shall be issued following staff comments on the draft. In addition, City staff may require the Consultant to conduct a PowerPoint presentation to City officials. The report should provide sufficient information for policy decisions regarding operational and service options. Five (5) copies of the Final Report will be required along with an electronic copy.

PROJECT SCHEDULE

This project is a priority for the City. Below is a desired schedule for initiating this project; however dates may be subject to change and adjusted as necessary.

Request for Clarifications Due	June 29, 2018
Clarification Responses Provided	July 6, 2018
Proposals Submittal Deadline	July 19, 2018, 12:00 PM PST
City Staff Evaluation of Proposals	Week of July 23, 2018
Interview Top Candidates	August 6-9, 2018
Award Contract	August 21, 2018
Kick-off Meeting	Week of September 3, 2018
Draft Report Due	November 5, 2018
City Comments to Consultant	November 12, 2018
Final Report Due	November 16, 2018
Presentation to City Council	December 4, 2018

SUBMISSIONS

Please submit your firm's qualifications, identify key staff to be assigned to this project, provide resumes for each key staff member; provide at least three (3) professional references for work that was performed similar to that requested in this RFP, and provided a detailed description of your approach to the project, time schedule, and not to exceed total fee amount.

SELECTION CRITERIA

The successful applicant must have operational and organizational assessment experience. The successful firm will have demonstrated their ability to meet these requirements.

Other criteria include:

- Completeness of response to the RFP
- Experience with similar projects and reference feedback
- Oral communication skills
- Writing and formatting skills
- Cost

REQUIREMENTS OF PROPOSAL

The following materials should be submitted with the proposal:

- Cover Letter

The cover letter should briefly state the consultant's understanding of the work to be performed, the commitment to perform the work in the required timelines, and why the consultant believes it is best qualified to perform the duties and tasks outlined and described in scope of work contained in this request.

Qualifications

The proposal should include the following information and materials:

- *Qualifications and Related Experience of Personnel Who Will Perform Work.* Résumés of all personnel who are proposed to provide professional services to the City of Goleta within the Scope of Work outlined and described in this request should be included. Résumés should include all relevant experience, education, and other qualifications over the past 3 years.
- *Prior Relevant Experience.* A description of prior work experience and projects relevant to the Scope of Work outlined and described in this request should be included.
- *References of local government clients.* Please include a list of at least three (3) current and/or previous local government clients located in California for which the consultant has rendered professional services relevant to the

scope of work outlined and described in this request.

Approach, Scope, and Timelines

Provide a proposed approach and projected timeline to conduct and complete the step in the Scope of Work.

Cost

- Cost Estimate with justification
- Justification of hours and costs may be required prior to final selection and will be required prior to execution of a contract.
- Proposal shall include hourly rates for all personnel on the project.
- Proposal should include options for reducing or adding services.

General Information

1. The City reserves the right to cancel or reissue the RFP or extend the timeline at any time.
2. The City reserves the right to reject any and all proposals. The City may accept any proposal if such action is determined to be in the best interest of the City in the sole and exclusive discretion of the City Council.
3. The City is not liable for any costs incurred by the proposer prior to issuance of a written notice to proceed to the successful consultant.
4. The project team is subject to the approval of the City of Goleta. The City will have the right to review and approve any changes in the project team.

Questions During Proposal Period

All questions should be directed in writing to Carmen Nichols, Deputy City Manager cnichols@cityofgoleta.org.

DEADLINE FOR PROPOSAL SUBMITTALS

Submittals are due by 12:00 PM PST on Thursday, July 19, 2018.

One (1) original proposal with three (3) double-sided copies must be submitted along with an electronic copy on a CD or USB of the proposal in PDF format. Proposals shall be clearly marked "CM, NSPS ASSESSMENT PROPOSAL" and enclosed in a sealed envelope. Proposals may be hand delivered or mailed to:

Deborah Lopez, City Clerk
Attn: CM, NSPS Organizational Assessment Proposal
City of Goleta
130 Cremona Drive, Suite B
Goleta, CA 93117

Proposals not received by the due date and time requested in the Project Schedule herein may be rejected without consideration.

NOTE: FAXED, E-MAILED, LATE OR “BY-POSTMARK DATE” PROPOSALS WILL NOT BE ACCEPTED.