

REQUEST FOR PROPOSALS FOR

**Independent Operational and
Organizational Assessment of the
Finance Department**

February 14, 2020

Proposals due by March 12, 2020 12:00 PM PST
(POSTMARKS WILL NOT BE ACCEPTED)

City of Goleta
Request for Proposals
Independent Operational and Organizational Assessment of the
Finance Department

INTRODUCTION

The City of Goleta is requesting proposals from qualified firms or individuals interested in conducting an Operational and Organizational Assessment of the Finance Department, recommending operational efficiencies, organizational structures, and performance measures to ensure the department functions 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 four members elected at-large to four-year terms, and a Mayor elected to a two-year term. The City is comprised of the following departments: General Government (which includes the offices of City Manager, City Attorney, and City Clerk), Finance, Public Works, Planning and Environmental Review, Neighborhood Services and Public Safety, and Library. The City's most recent Organizational Chart is included as Exhibit 1.

The Finance Department is responsible for ensuring the financial integrity of the City of Goleta by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability. The department is responsible for the maintenance of an effective financial accounting system, which accurately reflects the financial operations of the City and offers a framework for financial planning and analysis. The Finance Department also oversees and handles the investment program for the City and is now functioning as the City's purchasing department. The primary goal is providing accurate, reliable, and timely financial information to the City Council, City Manager, City Departments, and outside requests using professional standards.

The department includes seven full-time positions including: Finance Director, Accounting Manager, Accountant (2), Budget Analyst, Accounting Specialist, and Senior Office Specialist. A more detailed work program for the Finance Department

can be found here: <https://www.cityofgoleta.org/city-hall/finance/annual-work-program-finance>.

Other relevant documents include the City's current Two Year Budget Plan (<https://www.cityofgoleta.org/home/showdocument?id=22781>) and the most recent Comprehensive Annual Financial Report (CAFR) (<https://www.cityofgoleta.org/city-hall/finance/finance-administration-budget/comprehensive-annual-financial-report-archives>).

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 the Finance Department.

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 Finance Department's 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 department's 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 department.
- Assess the efficiency, and any impacts to other departments, of procedures pertaining to budgeting, invoicing, and purchasing

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 department.
- Recommend an optimal organizational model based on available budget.
- Provide recommendations for streamlining procedures and processes for department functions.
- Provide recommendations for streamlining procedures and processes to be user-friendly and efficient for the organization
- 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 the department.

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	February 28, 2020
Clarification Responses Provided	March 5, 2020
Proposals Submittal Deadline	March 12, 2020, 12:00 PM PST
City Staff Evaluation of Proposals	Week of March 16, 2020
Interview Top Candidates	Week of March 23, 2020
Award Contract	April 7, 2020
Kick-off Meeting	Week of April 13, 2020
Draft Report Due	May 28, 2020
City Comments to Consultant	June 8, 2020
Final Report Due	June 22, 2020
Presentation to City Council	July 21, 2020

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, with specific experience having performed assessments for a municipal Finance Department. Examples of the criteria that may be used to determine the most qualified firms, in no particular order and with no particular weighting, include: the methodology proposed; experience with similar projects; qualifications of assigned staff; understanding of the project and its objectives; the ability to meet project timelines; completeness of response to the RFP; reference feedback; oral communication skills; writing and formatting skills; cost, etc.

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. The firm must have prior experience conducting operational and organizational assessments specific to a Finance Department.
- *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 methodology and approach, Scope of Work, and projected timeline to conduct and complete the steps 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 Dana Grossi, Management Analyst at dgrossi@cityofgoleta.org.

DEADLINE FOR PROPOSAL SUBMITTALS

Submittals are due by 12:00 PM PST on Thursday, March 12, 2020.

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 "FINANCE DEPARTMENT ASSESSMENT PROPOSAL" and enclosed in a sealed envelope. Proposals may be hand delivered or mailed to:

Deborah Lopez, City Clerk
Attn: Organizational Assessment Proposal (Finance Dept)
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.

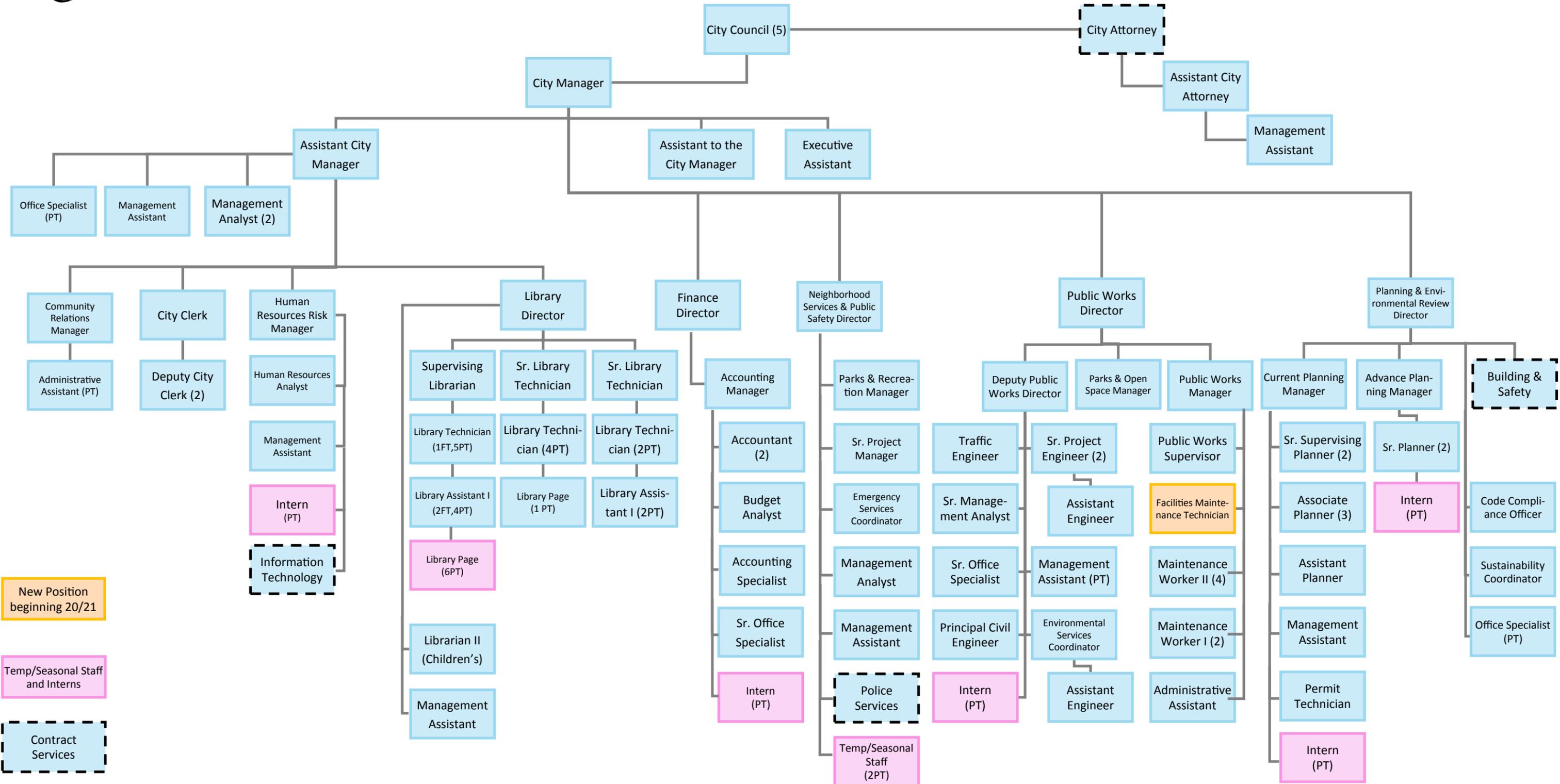
NOTE: FAXED, E-MAILED, LATE OR "BY-POSTMARK DATE" PROPOSALS WILL NOT BE ACCEPTED.

Exhibit:

City of Goleta Organizational Chart



FISCAL YEAR 2019/20 and 2020/21 AMENDED* ORGANIZATIONAL CHART By Position



New Position beginning 20/21

Temp/Seasonal Staff and Interns

Contract Services

*As Amended on 9/17/2019
Per Resolution # 19-57