



City of
Los Banos
At the Crossroads of California

**REQUEST FOR PROPOSALS
FOR
ORGANIZATIONAL ASSESSMENT OF MUNICIPAL
OPERATIONS**

Proposals must be received
no later than 2:00 p.m.
THURSDAY, FEBRUARY 9, 2017

**Questions in regard to submissions,
process or proposals may be emailed to:**

Alex Terrazas
City Manager
Alex.Terrazas@losbanos.org

**City of Los Banos
520 J Street
Los Banos, CA 93635
(209) 827-7000 ext. 140
www.losbanos.org**

NOTICE
CITY OF LOS BANOS
Request for Proposal for an
Organizational Assessment of Municipal Operations

Notice is hereby given that the City of Los Banos is seeking proposals from qualified consultants to review and assess the City's current organizational structure, operational functions and levels of staffing.

Proposals must be received no later than 2:00 p.m., Thursday, February 9, 2017 at the Los Banos City Hall, City Clerk's Office, 520 J Street, Los Banos, CA 93635. No late submittals will be accepted.

The City may conduct interviews of the top ranking firms in order to make a final selection.

The successful firms will be recommended to the City Council for authorization to enter into a Professional Services Agreement for the project. It is the City's intention to select at least one firm.

Any questions with regard to submissions, process, or proposals can be emailed to Alex Terrazas at alex.terrazas@losbanos.org.

The Request for Proposals (RFP) can be viewed and/or obtained from the City of Los Banos website at www.losbanos.org.

Acceptance of any proposal submitted pursuant to this RFP shall not constitute any implied intent to enter into an agreement for consulting services. The City reserves the right to reject any and all proposals prior to execution of the agreement.

REQUEST FOR PROPOSALS FOR AN ORGANIZATIONAL ASSESSMENT OF MUNICIPAL OPERATIONS

Introduction

The City of Los Banos (herein referred to as “City”) is located on the Westside of Merced County, approximately seven miles east of the Interstate 5 and State Highway 152 interchange and approximately six miles north of the Interstate 5 and State Highway 165 interchange.

The City is currently seeking proposals from qualified firms with experience in the preparation of organizational assessments of municipal operations. The City is seeking proposals from firms to review and assess the current organizational structure, operational functions and levels of staffing. The firm and final report will make recommendations that will enhance the organizational operations for current and future needs. The results should be in alignment with the City’s strategic goals.

Background information on the City including the current and past budgets can be found on the City’s website at www.losbanos.org

Work Scope

Services to be performed by the consultant shall include the following:

- Conduct a detailed examination of the City of Los Banos organizational structure and functions.
- Assess the functional assignments and staffing levels required to perform current duties.
- Evaluate the City’s initiatives, goals and objectives and ensure alignment.
- Review operational functions and workflow process for the City.

Deliverables

At the conclusion of the assessment, the consultant shall provide a summary of findings that effectively summarizes and communicates the information reviewed and will:

- Identify best practices and performance measures that should be adopted.
- Provide recommendations for streamlining procedures and processes for current and required functions.
- Provide training recommendations to improve operations and support succession planning.
- Identify staffing requirements, both current and future.

A draft report with an executive summary shall be issued to the City Manager and other staff as determined by the City Manager. The document shall include the summary of findings and recommendations as identified in the Scope of Services. Any other documentation prepared by the consultant shall be provided to the City in electronic format.

A final report shall be issued following staff comments on the draft. In addition, City staff may require a presentation to the City Manager and/or City Council or other City representatives. The report should provide sufficient information for policy decisions regarding operational and service options. Four (4) copies of the final report will be required along with an electronic copy.

Assumptions

With City Council approval, a successful consultant shall be awarded a Professional Services Agreement. At the discretion of the City, deliverables shall be provided to the City in the form of hard copies as well as electronic copies for all specifications, reports, and all documents, including but not limited to plans, maps, analyses and specifications, and any necessary technical data.

The City Manager, or his designee, will be the main point of contact to facilitate the various services requested.

The City will screen and evaluate proposals primarily on the basis of demonstrated professional expertise. The consultant shall be chosen on the basis of the firm's demonstrated competence, abilities, overall professional qualifications, cost competitiveness, and time to perform.

Submittal Format

The consultant shall submit four (4) bound copies and one reproducible copy of the proposal. Faxed and emailed submittals will not be accepted. The following information shall be included:

- Cover Letter – This letter should briefly describe the individual or firm’s name, address and phone number of the person authorized to negotiate agreement terms and make binding agreements.
- Background – Provide history of the individual or firm’s experience which specifically addresses the individual or firm’s experience at producing an organizational assessment.
- References – The proposal shall include a list of recently completed projects that are similar in scope and function to this RFP. Provide a description of the project, client name, and the name, title, and telephone number of the primary contact person.
- Consultants shall submit an acknowledgement that, if selected, they will enter into the attached agreement and future Service Requests without prejudice.
- Sample Plans – A maximum of three samples of prior work completed by Consultant similar to the project requested by this RFP may be included as representative samples of the Consultant’s past work.
- Management and Staff – The proposal shall include an organizational chart and describe the organizational structure that is proposed to handle City requests. Include resumes of all key personnel describing their qualifications, education, and professional licensing.
- Response Time – The proposal shall include a description of the individual or firm’s resources that allow for a timely delivery of services.
- Work Plan and Schedule – Consultant shall provide a work plan identifying the major tasks and subtasks anticipated by the Consultant associated with the completion of the guidance package.
- Schedule of Fees – Submit a Schedule of Fees and a not-to-exceed amount in a separately sealed envelope included in the submittal package. Provide the hourly rates of individual or firm’s staff. This information will not be used as a determining factor as to which firm the City will enter into an agreement with. The schedule of fees shall include a task list with a breakdown of the anticipated fee per task.

Proposal Submission

Complete proposals must be submitted in sealed envelopes and received by the City no later than 2:00 p.m. on February 9, 2017. Late, faxed or emailed proposals will not be accepted. All proposals and documents submitted become the property of the City. Information considered proprietary shall be identified as such in the proposal.

Proposal shall be submitted by mail or in person to the following address:

**City of Los Banos
520 J Street
Los Banos, CA 93635
Attn: Lucy Mallonee, City Clerk**

RE: Organizational Assessment of Municipal Operations

Selection Schedule

The City intends to follow, but will not be bound by, the following selection timeline:

Advertisement of RFP	January 27, 2017
Deadline for Proposal Submittal	February 9, 2017
Interviews, if necessary	February 13-18, 2017
City Council Approval	March 1, 2017

Questions about the RFP

All inquiries and questions regarding this RFP shall be emailed to Alex Terrazas, City Manager at alex.terrazas@losbanos.org

Insurance Requirements

Before the City executes a contract for services, the consultant shall provide a certificate of insurance evidencing the following:

- General liability insurance of \$1,000,000 and automobile insurance coverage of \$1,000,000 indicating the City as an additional insured.
- Professional Liability (errors and omissions) insurance providing a minimum coverage of \$1,000,000.
- Workers' Compensation Coverage and Employer's Liability Insurance.
- Each liability insurance certificate shall state that coverage afforded therein is primary and shall bear endorsements that provide the City be given at least 30 days written notice before any material change or cancellation of such policy, for any reason.

Proposal Selection/Evaluation

Proposals will be reviewed by City staff and evaluated to determine which proposals best meet the criteria of the RFP. The final selection will be based on completeness, experience with agencies, technical merit, and time to perform.

The City reserves the right, without qualification, to:

1. Reject all proposals.
2. Exercise discretion and apply its judgment with respect to any proposal submitted.
3. Select a proposal which qualifies based on the following factors:
 - a. Experience of the consultant and staff selected to provide the specified services;
 - b. Record of the consultant in accomplishing work within a required time, and within an established budget;
 - c. Record of the consultant responsive to client requests;
 - d. Ability to work with City staff;
 - e. Financial responsibility (years in business, number of projects completed, annual volume of work in dollars, etc.);
 - f. Extent of consultant organization;
 - g. Present permanent staff availability;
 - h. References.

All interested parties are encouraged to submit proposals to the RFP, as the award is not based solely on lowest cost proposal submitted. Total cost will be taken into consideration, but the consultant's capabilities, competence and capacity will be considered as well. The City reserves the right to choose the overall best consultant according to the City's criteria. The City, and its designated representatives, shall be the sole judge of its own best interest, the proposal, and the resulting negotiated agreement. The City's decisions will be final. The City reserves the right to award a contract/select a service provider without discussion based upon the initial proposals.

The above factors, along with other factors that the City may deem appropriate, will be used to identify the proposal that represents the best value, which will be the basis for the contract award.

The most qualified and responsive proposer will be selected for contract negotiations. The consultant's proposed lead customer contact or account representative for this engagement will be required to be present at an interview and presentation. If agreement cannot be reached with the first choice proposer, the second choice proposer (and then third and so on) will be contacted with the first choice proposer (or other proposers, in order) dismissed from further consideration on this project. A contract award may be made to the responsible proposer whose proposal will be best for the City considering evaluation factors outlined above. All proposers participating in the process shall be notified in writing of the successful award.

Special Conditions

A. Contract and Insurance Requirements. The selected proposer shall be required to enter into a City-prepared Professional Services Agreement approved by the City Attorney. Proposers shall be prepared to accept the terms and conditions of the City's Standard Professional Services Agreement including all insurance requirements. The successful consultant's bid and the terms and conditions stated in this RFP will be made part of the contract between the City of Los Banos and the consultant. This RFP outlines the specifications and requirements, but not necessarily all of the terms and conditions that will be incorporated into the final agreement between the City of Los Banos and the successful proposer.

B. Reservations. This RFP does not commit the City to award a contract, to defray any costs incurred in the preparation of a proposal pursuant to this RFP, or to procure or contract for work. No payment of any kind will be provided to the consultant responding to this RFP, or parties they represent, for obtaining any of the information solicited.

C. Public Records. All proposals submitted in response to this RFP become the property of the City. Information in the proposal, unless specified as trade protected, may be subject to public review. Any information contained in the proposal that is proprietary must be clearly designated. Marking the entire proposal as proprietary will be neither accepted nor honored. Proprietary information submitted in response to this RFP will be handled in accordance with the California Public Records Act.

D. Right to Cancel and Amend. The City reserves the right to cancel, for any or no reason, in part or in its entirety, this RFP, including but not limited to: selection schedule, submittal date, and submittal requirements. If the City cancels or revises the RFP, all consultants will be notified in writing.

E. Proposer's Questions. The City will not give verbal answers to inquiries regarding information in this RFP nor verbal instructions prior to the submission deadline.

F. Additional Information. The City reserves the right to request additional information and/or clarification from any or all consultants.

G. Conflict of Interest. Consultant covenants that the company, its officers, employees and/or agents presently have no interest, and shall not acquire any interest, direct or indirect, financial or otherwise, which would conflict in any manner or degree with the performance of the services requested herein by the City. Consultant further covenants that, in the performance of any contract or agreement resulting from this RFP, no subcontractor or person having such an interest shall be employed. Consultant certifies that to the best of consultant's knowledge, no one who has or will have any financial interest under any contract or agreement resulting from this RFP is an officer or employee of the City.

H. Release of Public Information. Consultants who respond to this RFP who wish to release information to the public regarding selection, contract award or data provided by the City must receive prior written approval from the City before disclosing such information to the public.

I. Non-Assignment. If a contract is awarded, the selected consultant shall neither assign, nor delegate, in part or in whole, any duties without the prior written consent of the City which shall not be unreasonably withheld.

J. Equal Employment Opportunity Compliance. The selected consultant shall not discriminate against any employee or applicant for employment because of race, creed, color, or national origin. The consultant shall take affirmative action to ensure that all employees and applicants for employment shall be treated with equality in all aspects of employment processes including, but not limited to, hiring, transfer, promotion, training, compensation and termination, regardless of their race, creed, color, sex, national origin, age, or physical handicap.

K. Right to Audit. The selected consultant shall maintain such financial records and other records as may be prescribed by the City or by applicable federal and state laws, rules, and regulations. The selected consultant shall retain these records for a period of three years after final payment, or until they are audited by the City, whichever event occurs first. These records shall be made available during the term of the contract or service agreement and the subsequent three-year period for examination, transcription, and audit by the City or its designees.

Selection Interviews

The City reserves the right to hold selection interviews with any consultant submitting a proposal under this RFP. These interviews will be held solely at the discretion of the City and after the proposal scoring process. The intent of the City is to hold interviews only with top-scoring consultants based on the proposal selection process. The interviews would be attended by representatives of the City, as well as the consultant in responsible charge of any project under this agreement. The selection interview will be used to gain further insight into the consultant capabilities for the purpose of making a selection recommendation.

Anticipated Schedule of Award

Staff anticipates providing recommendations to the City Council for consideration at the Regular City Council meeting being held on March 1, 2017