



City of
Los Banos
At the Crossroads of California

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

**Response to Questions
February 2, 2017**

1. Is there any possibility of a week extension or is the date firm?
 - The comprehensive nature of the review as requested in the RFP and the time required for production to meet shipping deadlines makes next Thursday a challenging deadline.

The deadline is a firm deadline.

2. Do you envision a “deep dive” for all departments?
 - The Work Scope and Deliverables sections suggest a desire for detailed citywide analysis, including workflow analysis, training/succession planning assessment, and staffing projections citywide. This differs from a citywide organization scan, which takes a higher-level view to identify more generally what’s working well and where potential issues reside (with recommendations on how to address the identified issues, including, as appropriated, staffing changes, process improvements, and application of best practices).

The purpose of the project is to provide a high level “scan” of the organization.

3. Are there specific workflow processes that you want mapped or is that envisioned as a potential follow up engagement if issues for some work flow processes are surfaced through the initial review?

If the project identifies potential work flow improvements a follow up engagement could be pursued by the City.

4. What is intended by “provide training recommendations to improve operations and support succession planning”? Are you seeking a gap analysis related to training opportunities and if yes, are there specific functional areas or positions that should be prioritized?

- Training and succession planning engagements are typically conducted separate from an organization assessment; although identification of issues or concerns in this area would be addressed through an org review.

If there are issues identified as a result of the organizational assessment that could be addressed through training or succession planning they should be identified and addressed. A gap analysis is not being requested.

Does the City currently track performance measures and is reliable workload data generally available?

Currently the City tracks performance measures for the Public Works and Fire Departments and the Building Division. Data is available.

5. Is the City seeking recommended performance measures at the department or program level?

Department level

6. Do you have a budget amount for this engagement?
- That can help clarify the level of detail and analysis that is desired.

There is currently not a budget for the project. For planning purposes \$50,000 has been estimated for the project.

7. Los Banos is recovering from the recession, and appears poised for future growth, particularly residential construction. Is this assessment related to restoring City positions lost during the recession that remain unfilled, or looking forward to positions needed to meet anticipated future growth, or some of both?

Some of both.

8. There is a line item in the 2016/17 Administrative budget for professional services of \$150,000. Is this study to be funded from that item, and if so, can you provide the range allocated for this study out of this amount?

There is currently not a budget for the project. For planning purposes \$50,000 has been estimated for the project.

9. Is there a staff report, or minutes, available regarding a strategic plan, other than information contained within the City 2016/17 budget?

Please refer to the City's Fiscal Year 2016-2017 budget.

http://www.losbanos.org/wp-content/uploads/2013/09/fin_budget_2016_2017.pdf

10. Can you please identify the City departments/functions included in this review and the number of staff in each department/function?

The assessment should include all City departments and functions. Information regarding staffing and departments is available online in the City's Fiscal Year 2016-2017 budget located at:

http://www.losbanos.org/wp-content/uploads/2013/09/fin_budget_2016_2017.pdf

11. Does the City wish to include police, fire and airport operations in the review?

Yes, the review should include police, fire and airport operations.