Request for Proposal City of Albany Operational and Organizational Assessment for Public Works Department

Release Date: July 2, 2013
Response Due By: July 23, 2013
Request for Proposal
City of Albany Operational and Organizational Assessment for Public Works Department

The City of Albany is requesting proposals from qualified firms or individuals interested in conducting an Operational and Organizational Assessment of the Public Works Department, recommending operational efficiencies, organizational structures, and performance measures to ensure the Department functions at a high level of efficiency and effectiveness. This document outlines the scope of work for consulting services. Three copies of the proposal shall be submitted in writing by 2 p.m. on Tuesday, July 23, 2013 to:

Nicole Almaguer, City Clerk
City of Albany
1000 San Pablo Avenue
Albany, CA 94706
Attention: RFP Public Works Department Organizational Assessment

I. INTRODUCTION

The City of Albany lies on the northwestern corner of Alameda County, California, bordered by the cities of El Cerrito and Richmond on the north, the City of Berkeley on the east and south side, and by unincorporated Kensington in Contra Costa County on the north and east. The City of Albany was incorporated in 1908, and at the time of the 2010 census had a population of 18,500 residents. Albany is known for the excellent quality of its K-12 school district, highly educated populace, and small town ambience in an urban setting.

The City Council consists of five members elected at-large to four year terms. Annually the City Council selects one of its members to serve as Mayor and another as Vice Mayor. Council Members may not serve more than two consecutive terms without a break in service of at least two years.

The City is comprised of the following departments: Fire, Police, Finance & Administrative Services, Public Works, Community Development, Recreation & Community Services, in addition to the offices of the City Clerk, City Treasurer, City Attorney, and City Manager. Public Works was separated from Community Development Department in November 2012.
The Public Works Department currently consists of a Public Works Director/City Engineer, an Associate Engineer/Project Manager, a Transportation Planner, an Urban Forester, an office assistant, and six maintenance crew members. The Department is also supported by consultants and interns.

Public Works is responsible for the management of City building facilities, parks and general landscape maintenance, pavement management, traffic planning, storm drain system, wastewater collection, and capital improvement projects. Public Works must comply with law and regulations for infrastructure management, environmental protection and citizen and employee safety. Public Works operates under National Pollutant Discharge Elimination System (NPDES) permits for its storm and sewer system.

The City owns and maintains 35 miles of sewer main and the associated lower lateral pipe. Sewer mains not already replaced are predominantly near the end of their life cycle. The aging sewer pipes contribute to elevated wet weather sanitary flows that surcharge the treatment capacity at the main wastewater treatment plant. Pursuant to Section 309 of the Clean Water Act, the EPA, State and Regional Water Boards entered into a legal settlement with the City and six other satellite collection systems requiring the agencies to establish programs focused on reducing wet weather flows and sanitary sewer overflows in the collection systems. A final Consent Decree to address the Clean Water Act violations is currently under negotiation and will likely include an aggressive sewer cleaning, inspection and replacement schedule.

II. PURPOSE OF THE REQUEST

The City recently restructured its Public Works management and City Engineer responsibilities from a Public Works Manager and contract City Engineer to a Public Works Director/City Engineer position. It is now seeking an independent consultant to review and assess other aspects of the organizational structure, operational functions, and levels of staffing and make recommendations that will enhance the organizational operations for current and future needs.

III. 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 tasks that may be necessary to complete the scope of work.)
Organizational Review
- Conduct an examination of the Public Works Department’s organizational structure and functions.
- Assess the functional assignments and human resources required to perform current duties.
- Identify current supervisory ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
- 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 Department operational functions and workflow process for each area.
- Review the scheduling and routing system.

Recommendations
- Identify best practices 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.
- 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.

IV. 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.
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 hard 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. Ten (10) copies of the Final Report will be required along with an electronic copy.

V. TIMELINE

This project should be completed within 60 days of contract award.

VI. SUBMISSIONS

Please submit your firm’s qualifications, identify key staff to be assigned to this project, provide resume’s 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.

VII. 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
- Creativity
- Cost
- Oral communication skills
- Writing and formatting skills

VIII. 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 Albany 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

IX. **General Information**

1. The City of Albany reserves the exclusive right on its selection of a consultant.
2. All proposals submitted will be subject to public records laws.
3. The City reserves the right to cancel or reissue the RFP or revise the timeline at any time.
4. The City reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. The City may accept any proposal if such action is believed to be in the best interest of the City.
5. The City is not liable for any cost incurred by the proposer prior to execution of a contract.
6. The City reserves the right to negotiate scope and cost with the consultant.
7. The project team shall be approved by the City of Albany. The City must approve any changes in the project team.

X. Questions During Proposal Period

- All questions should be directed to Ray Chan, Public Works Director/City Engineer, rchan@albanyca.org.

XI. PROPOSAL TIME LINE

Deadline for proposals is 2 p.m. on Tuesday, July 23, 2013.

Deliver proposals to:

Nicole Almaguer, City Clerk
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Albany, CA 94706
Attention: RFP Public Works Department
Organizational Assessment