



**REQUEST FOR QUALIFICATIONS
for
Organizational Assessment
in Fiscal Year 2025-2026**

Responses must be received by

**Friday, August 1, 2025
5:00 p.m., PST**

I. GENERAL INFORMATION

Purpose

City of Pleasanton ("City") is soliciting vendor qualifications for an organizational assessment to begin in early Fall of 2025.

Vendors should demonstrate expertise, resources, and use of current technology to conduct an organizational assessment.

II. ANTICIPATED RFQ SCHEDULE

Issuance of RFQ documents	July 11, 2025
Deadline for RFQ questions and comments, submitted by e-mail to City Clerks Office pleasantoncityclerk@cityofpleasantonca.gov	July 18, 2025, 5:00 p.m., PST
Deadline for Proposal Submission	August 1, 2025 5:00 p.m., PST
Finalist Interviews/Presentations, Demonstration of Capabilities (if needed)	Beginning August 11, 2025
Notification of selection and intent to award contract	August 25, 2025
Award of contract approval by City Council, if needed	September 16, 2025

III. SUBMITTAL OF RESPONSE

1. Responses will be **submitted electronically** to pleasantoncityclerk@cityofpleasantonca.gov and received by **5:00 p.m. on August 1, 2025**. Subject Line: RFQ Organizational Assessment [Vendor's Name]
2. Responses shall be signed by an individual or individuals authorized to execute legal documents on behalf of the Vendor and shall contain a declaration that the proposed project team will remain in effect for a minimum of ninety (90) days after the submittal date.

IV. REQUIRED INFORMATION

Responses are to be provided with the following sections

Section A: Vendor business information

- The physical address, phone number, email address
- Primary contact: name, title, email address, phone number
- Vendor experience
- 3 California municipality references and description of work performed for each. Include references' names, email addresses, and phone numbers.

Section B: Work Plan

- A detailed work plan describing your approach to accomplishing the tasks identified in this RFQ and Scope of Work. Include any steps/tasks not included in the Scope of Work that you think would materially affect the quality of this work.
- Vendor name, business address, and phone number for all subcontractors for this work.

Section C: Proposed Cost

- Include breakdown of costs for Organizational Assessment, described in Section 4. Prioritization of Departments: Phase 1.
- Do not include cost information for Phase 2 in your written submission. Cost proposals for Phase 2 will be requested separately at a later stage. However, be prepared to discuss your general approach and considerations for Phase 2 should you be invited to an interview.

V. SCOPE OF WORK

1. Evaluation Areas

The consultant will assess the following dimensions using a combination of document review, interviews, surveys, value stream mapping, financial analysis, peer benchmarking, comparative analysis, and other appropriate methodologies:

A. Departmental Structure

- Evaluate core departmental functions and processes for alignment with City Council goals and City priorities.
- Review reporting structures, roles, and responsibilities to identify redundancies, gaps, or inefficiencies.
- Analyze staffing levels, vacancies, and workload distribution to assess resource allocation and balance.

B. Process and Efficiency

- Assess the effectiveness of current human, financial, and technological resources in meeting departmental objectives.
- Identify inefficiencies or bottlenecks in key processes and recommend opportunities for improvement or cost savings.

C. Reporting and Accountability

- Recommend systems and tools to enhance accountability and maintain service quality across departments.
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2. Organizational Participation

- Departments may be assessed individually to provide focused insights or concurrently to evaluate cross-functional workflows and systemic challenges.
 - Department Directors and key personnel will be made available for interviews, surveys, and feedback within a defined schedule.
 - A comprehensive employee survey will be developed and administered to gather insights on departmental performance, culture, and internal processes.
 - Input from City Council members may be solicited to ensure alignment with strategic goals.
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3. Access to Data

The consultant will be granted access to all relevant materials, including:

- Organizational and departmental charts
 - Budget and financial data
 - Staffing data, including vacancy and workload reports
 - Existing performance metrics and KPIs
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4. Prioritization of Departments

Phase 1 – High Priority Departments:

- Development Services (Community & Economic Development, Business License, Engineering)
 - Timeliness and efficiency of permit processing
 - Technology system evaluation (permit tracking, online portals)
 - Customer service standards and performance metrics
 - Business license renewal and compliance efficiency (contract vs. in-house)
- Public Works
 - Vacant position recruitment strategy
 - Water/sewer operations analysis
 - Contract vs. in-house service delivery
- Police
 - Staffing deployment and patrol coverage analysis
 - Response time evaluation
 - Technology utilization (records management, mobile reporting)

- Performance metrics and accountability systems
- Training program effectiveness review/leadership training

Phase 2 – Subsequent Departments (Quoted Separately):

- Internal Services (City Manager's Office, Finance, IT, Human Resources)
 - Library & Recreation
 - Livermore Pleasanton Fire Department (LPFD)
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5. Operational Review

The consultant will conduct a comprehensive operational review to:

- Evaluate departmental functions and workflow processes for efficiency and effectiveness.
 - Identify areas for improvement and recommend implementation of best practices.
 - Analyze management systems (tools, methods, and practices) and identify gaps.
 - Assess administrative strengths and areas needing development.
 - Recommend strategies to reduce operational costs without compromising service quality.
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6. Recommendations and Deliverables

The consultant will produce a comprehensive written report and a formal presentation to City Council. Deliverables will include:

- Recommendations for organizational chart modifications and potential structural realignments.
 - Proposed optimal organizational models and staffing levels aligned with budgetary constraints.
 - Process improvement strategies and streamlining recommendations.
 - Training and cross-training recommendations to enhance operations and support succession planning.
 - Staffing and supervisory structure assessments, including span of control and service line staffing ratios.
 - A leadership development and management effectiveness enhancement plan.
 - Cost-benefit analysis of all major recommendations (include areas for consolidation and/or specialist vendor contracting options).
 - Technology and systems enhancement recommendations.
 - A prioritized implementation action plan with timelines.
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7. Methodological Flexibility

While the RFQ outlines standard methodologies, the consultant is encouraged to propose innovative or alternative approaches that achieve the desired outcomes and align with the City's goals.

E. Work Plan

September 16, 2025 – Award of contract

September 26, 2025 – Contract execution by all parties

Organizational Assessment Start: Fall 2025 (Exact date TBD)

Analysis needed by: 6-12 month range for Phase 1 (Exact date TBD)

VI. Selection Process

The City reserves the right to select or not select a vendor upon evaluation of responses, whichever is determined to best serve the needs of the City. The City reserves the right to seek clarifications on any responses.

Selection will be based upon, but not limited to, the following considerations and criteria:

- Vendor's demonstrated experience providing similar work involving municipalities
- Vendor's demonstrated ability to provide the services under the Scope of Work
- Quality of product and services proposed
- The thoroughness of the materials submitted included the proposed work plan
- Results of reference checks
- Proposed cost

VII. Miscellaneous

The City is not liable for any cost incurred by Vendors before the contract issuance. The City reserves the right to accept all or part of any response or to cancel, in part or its entirety, this RFQ. The City further reserves the right to accept the response that it considers to be in the City's best interests.

The City may, at its sole discretion, reject any or all responses or waive any irregularities without disqualifying the response. The issuance of this RFQ does not bind the City to award an Agreement for Services described herein.

Responses must be valid for 90 days from the submission deadline.

The City reserves the right to expand or diminish the scope of work subject to negotiation with the successful Vendor.

If it becomes necessary to revise any part of the RFQ before the Vendor's response, an addendum will be provided in writing to all receiving the RFQ from the City.

All responses received in response to this RFQ shall become the property of the City.

All responses shall be a matter of public record and shall be regarded as public records except for those parts of each response that the Vendor defines as business or trade secrets, provided that said elements are marked as "trade secret," "confidential," or "proprietary."

The City may conduct any reasonable inquiries to determine the responsibility of the Vendor. The submission of a response constitutes permission by the Vendor for the City to verify all information contained herein. If the City deems it necessary, additional information may be requested from any Vendor. Failure to comply with any such request may disqualify a Vendor from consideration.