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## Organizational Assessment – Office of the Mayor and Boards and Commissions

PROPOSAL / October 13, 2020

# City of Bloomington





## **Diversity and inclusion are an integral part of Raftelis' core values.**

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.



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October 13, 2020

Caroline Shaw  
Director of Human Resources  
City of Bloomington  
401 N. Morton Street  
Bloomington, IN 47404

**Subject: Proposal for Organizational Assessment**

Dear Ms. Shaw:

On behalf of The Novak Consulting Group, now a part of Raftelis, I am pleased to submit this proposal for Organizational Assessment for the Office of the Mayor (OOTM) and the City's Boards and Commissions. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We are dedicated to providing management consulting services to local governments and utilities. We appreciate the opportunity to submit our proposal, which has been developed to provide the City with concise yet thorough information that introduces our approach to organizational assessments and staffing analyses.

Raftelis was established in 1993 to provide financial and management consulting services of the highest quality to the public sector. The Raftelis brand strengthened with the 2020 acquisition of The Novak Consulting Group (TNCG), which deepens our management consulting expertise specific to local governments. Our mission is to strengthen organizations, for those they serve and those who work in them.

We believe our firm offers the City several distinct advantages:

- **A workable and insightful approach:** Our team's approach specifically addresses the City's needs and will help develop a best practice-level plan to align staffing and organizational structure with the vision and mission of the Bloomington community.
- **An experienced team who knows challenges and opportunities faced by local governments:** We are skilled professionals with direct experience in all facets of local government and utility operations. We work solely for local governments and utilities, and many of our team members were local government leaders in some of the best organizations across the country. Our team members understand what is required to deliver effective public services.
- **Personal service from senior-level consultants:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.



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We are proud of the resources that we can offer and welcome the opportunity to assist the City in this engagement. I am authorized to represent the firm. If you have any questions, please do not hesitate to contact me using the following contact information:

Julia Novak, Executive Vice President  
Phone: 513.221.0500 / Email: jnovak@raftelis.com

Sincerely,

**Julia Novak**  
*Executive Vice President*

City of Bloomington accepts the terms of this engagement letter and proposal:

Approved: _____	Date: _____
Name of Signatory: _____	Title: _____

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# Who We Are

**RAFTELIS AND THE  
NOVAK CONSULTING  
GROUP,  
STRENGTHENING  
ORGANIZATIONS FOR  
THE COMMUNITIES THEY  
SERVE AND THE PEOPLE**

Raftelis/TNCG provides public-sector organizations with insights and expertise to help them operate as high-performing, sustainable entities providing essential services to their residents. We help our clients solve their financial, organizational, technology, and communication challenges, achieve their objectives, and, ultimately, make their communities better places to live, work, and play.



## **TNCG is Now Part of Raftelis**

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for public-sector agencies. In January 2020, The Novak Consulting Group joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 120 of the country's leading public sector consultants, who have decades of local government experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

+ VISIT [RAFTELIS.COM](https://raftelis.com) OR [THE NOVAK CONSULTING GROUP.COM](https://thenovakconsultinggroup.com) TO LEARN MORE

# The Right Fit



## RESOURCES & EXPERTISE

**We have the necessary resources to staff the project effectively and the skillsets to complete all required components.**

With over 120 consultants, Raftelis/TNCG has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



## DECADES OF COLLECTIVE EXPERIENCE

**Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations.**

They've served in a wide range of positions, from city manager to public works director to police chief.



## PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

**You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking.**

While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.



## NICHE EXPERTISE

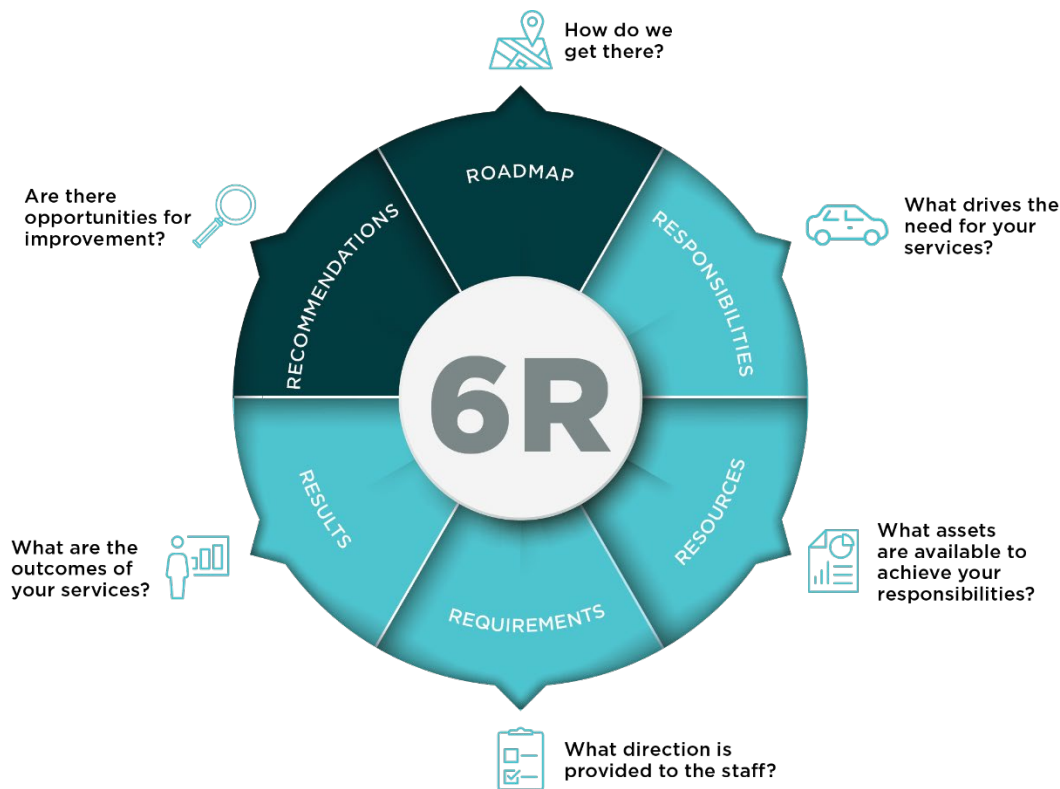
**Our expertise lies in strengthening public-sector organizations.**

We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

# Project Plan

The City of Bloomington is seeking a professional consultant to assist with an organizational assessment of the Office of the Mayor and the City's Boards and Commissions. The goal of this engagement is to identify opportunities for improved efficiency and effectiveness of operations, staffing, structure, technology, processes, and policies.

To complete this work, our team will focus on these specific objectives using our "Six R" approach. This involves soliciting and collecting information on City Responsibilities, Resources, Requirements, and Results in order to identify possible organizational and operational Revisions with an associated Roadmap to implement positive change. This approach is depicted in the following graphic:



**Responsibilities – What drives the need for your services?** It might be the organization's vision or mission, Federal, State, or local regulations, or community service standards or expectations. We review these drivers to better understand service level constraints and opportunities for change.

**Resources – What assets are available to achieve your responsibilities?** These may include time, human resources, staffing, management capacity, financial position, contractual services, technology, equipment, and facilities. We assess the adequacy of these resources based on applicable service level expectations.



**Requirements – What direction is provided to staff?** The method by which staff approach service delivery is often guided by laws, codes, policies and procedures, or informal mechanisms like past practices or on-the-job training. These sources provide staff with direction on how to approach tasks and complete work. We review these business processes to determine opportunities for improvement.

**Results – What are the outcomes of your services?** Our approach connects your responsibilities, resources, and requirements with the outcomes expected of your services. We assess measures of efficiency and effectiveness to assist in data-driven decision-making.

**Recommendations – Are there opportunities for improvement?** Based on our qualitative and quantitative analysis of your programs and services, we develop recommendations for improving organizational performance. These changes can range from high-level considerations (i.e., should we be in this business) to strategic issues (should we consider alternative service sources) to tactical issues (how can we improve the productivity, efficiency, and effectiveness of the activity or service).

**Roadmap – How do we get there?** We develop a plan that will guide the organization through the implementation of the recommendations for improvement. The Roadmap offers a recommended priority order for implementation, suggestions for phasing, and key milestones for success. The Roadmap also serves as a valuable tool for the organization and the community to promote accountability and communicate progress toward implementation.

The following details the proposed work plan. Due to local health guidelines, we anticipate that this work will be conducted virtually.

## **Activity 1: Begin Engagement**

We will begin this engagement by meeting with the City's project team, including the Mayor and Deputy Mayor, to review the details and expectations of this effort and to finalize the project schedule. We will also discuss the City's interest in this study, the strengths and weaknesses of current processes, structure, and operations, and other issues that may be relevant to our work.

We will request and review all relevant background information, such as budgets, previous studies, departmental work plans, organizational charts, job descriptions, and other similar data to inform our work.

Throughout the project, we will provide the City with regular project status reports designed to maintain planned project progress and budget, identify and resolve issues, and review work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and team leaders. We welcome this informal dialogue and firmly believe it will contribute to a more successful project.

## **Activity 2: Interview Key Stakeholders**

Next, we collect detailed data and information regarding department operations. This is a significant effort that serves as the basis for all the analytical components of the project, including issue identification and recommendation development. We employ several different techniques to collect sufficient data to understand department operations. These data collection techniques include the following activities:

- We will schedule and conduct confidential individual interviews with staff in the OOTM. The interviews will cover the organization, structure, and volume of work; the business processes used to accomplish work; supervisory relationships; performance management; and perceived strengths and weaknesses.

- We will meet with department directors to learn about their interactions with and needs from the OOTM. We will also discuss, as relevant, their department's interactions with and support of the City's various boards and commissions to inform Activity 3.
- Thorough data collection relates particularly to budgeting and financing, work volumes, work cycle times, demands for service, and other detailed data necessary for a complete analysis. We will tailor the collection of data to the needs and issues of the departments and their operations. As an example, we typically collect the following data to better understand operations:
  - Work volume relative to staff resources
  - Customer service performance standards and compliance reports
  - Department budgets, including revenues and expenditures
  - Job descriptions and wage and compensation plans
  - Records reflecting training and certifications
  - Organization charts and staffing tables, including changes over the preceding three to five years
  - Strategic organizational plans
  - Management reports, including any applicable performance measurement and reporting
  - Information technology infrastructure, including hardware and application inventories, use of field technologies, and system strategic plans

At this point in the project, our team will have conducted interviews, observations, and related data collection in order to identify potential issues in the department. These issues will be ranked in order of importance and documented in a summarized issue identification format. This document will summarize our reasoning behind the identification of each issue and how it may impact operational and structural planning.

The project team will employ our Six R approach, as introduced previously. The approach guides our efforts through data development, issue identification, operational analysis, and creation of recommendations tailored to improve the departmental operations of the OOTM.

As part of our analysis, we will evaluate the structure and operations of the department as it compares to industry standards of performance. We have developed industry best management practices in many areas of local government service based on our previous work with professional associations, industry groups, and other sources, which we will apply to this engagement. We will compare and contrast management practices, structures, staffing, and services in the OOTM with the best practices of other successful organizations. We will identify best practices and determine where gaps may exist in the City's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the City.

### **Activity 3: Assess Boards and Commissions**

In order to learn more about the roles and responsibilities of the City's Boards and Commissions, we will begin by meeting with each member of the City Council. We will discuss how the Council interacts with and relies on these bodies. Next, we will conduct small group sessions with the Chairs/Vice Chairs of the Boards and Commissions to hear their perspective on their role and efficacy.

Based on our conversations and a review of the City's current legislation and background information about its advisory body structure, we will assess opportunities for refinement. This will be based on the City's needs as well as comparative best practice research regarding other similar organizations.

The results of our research and analysis will be reviewed with the City.

### **Activity 4: Prepare Project Report**

We will review our preliminary recommendations for the OOTM and the Boards and Commissions with the City. Additional follow-up on issues or analysis will be conducted as needed. Once recommendations are finalized, we will prepare a draft report. The report will include an executive summary, our methodology and approach, and a thorough description of all recommendations for the City. The draft report will be provided to the City for review and discussion. We will prepare the final report based on feedback from the City.

# Cost

The total fixed fee for completion of the scope of work is \$38,900. This includes all professional fees and expenses.

The City will be invoiced monthly as tasks are completed.

