



**Local Agency  
Formation Commission  
of Santa Clara County**

777 North First Street  
Suite 410  
San Jose, CA 95112  
SantaClaraLAFCO.org

**Commissioners**

Susan Ellenberg  
Sequoia Hall  
Sergio Jimenez  
Linda J. LeZotte  
Rob Rennie  
Mike Wasserman  
Susan Vicklund Wilson

**Alternate Commissioners**

Cindy Chavez  
Maya Esparza  
Yoriko Kishimoto  
Russ Melton  
Terry Trumbull

**Executive Officer**  
Neelima Palacherla

**FINANCE COMMITTEE MEETING AGENDA  
SPECIAL MEETING**

**August 14, 2019 • 3:00 PM**

**LAFCO Conference Room, 777 North First Street, Suite 410, San Jose CA 95112**

**Finance Committee Members: Russ Melton, Sequoia Hall, Linda J. LeZotte**

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**NOTICE TO THE PUBLIC**

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1. Pursuant to Government Code §84308, no LAFCO commissioner shall accept, solicit, or direct a contribution of more than \$250 from any party, or his/her agent; or any participant or his /or her agent, while a LAFCO proceeding is pending, and for three months following the date a final decision is rendered by LAFCO. Prior to rendering a decision on a LAFCO proceeding, any LAFCO commissioner who received a contribution of more than \$250 within the preceding 12 months from a party or participant shall disclose that fact on the record of the proceeding. If a commissioner receives a contribution which would otherwise require disqualification returns the contribution within 30 days of knowing about the contribution and the proceeding, the commissioner shall be permitted to participate in the proceeding. A party to a LAFCO proceeding shall disclose on the record of the proceeding any contribution of more than \$250 within the preceding 12 months by the party, or his or her agent, to a LAFCO commissioner. For forms, visit the LAFCO website at [www.santaclaralafco.org](http://www.santaclaralafco.org). No party, or his or her agent and no participant, or his or her agent, shall make a contribution of more than \$250 to any LAFCO commissioner during the proceeding or for 3 months following the date a final decision is rendered by LAFCO.
2. Pursuant to Government Code Sections 56100.1, 56300, 56700.1, 57009 and 81000 et seq., any person or combination of persons who directly or indirectly contribute(s) a total of \$1,000 or more or expend(s) a total of \$1,000 or more in support of or in opposition to specified LAFCO proposals or proceedings, which generally include proposed reorganizations or changes of organization, may be required to comply with the disclosure requirements of the Political Reform Act (See also, Section 84250 et seq.). These requirements contain provisions for making disclosures of contributions and expenditures at specified intervals. More information on the scope of the required disclosures is available at the web site of the FPPC: [www.fppc.ca.gov](http://www.fppc.ca.gov). Questions regarding FPPC material, including FPPC forms, should be directed to the FPPC's advice line at 1-866-ASK-FPPC (1-866-275-3772).
3. Pursuant to Government Code §56300(c), LAFCO adopted lobbying disclosure requirements which require that any person or entity lobbying the Commission or Executive Officer in regard to an application before LAFCO must file a declaration prior to the hearing on the LAFCO application or at the time of the hearing if that is the initial contact. In addition to submitting a declaration, any lobbyist speaking at the LAFCO hearing must so identify themselves as lobbyists and identify on the record the name of the person or entity making payment to them. Additionally, every applicant shall file a declaration under penalty of perjury listing all lobbyists that they have hired to influence the action taken by LAFCO on their application. For forms, visit the LAFCO website at [www.santaclaralafco.org](http://www.santaclaralafco.org).
4. Any disclosable public records related to an open session item on the agenda and distributed to all or a majority of the Commissioners less than 72 hours prior to that meeting are available for public inspection at the LAFCO Office, 777 North First Street, Suite 410, San Jose, California, during normal business hours. (Government Code §54957.5.)
5. In compliance with the Americans with Disabilities Act, those requiring accommodation for this meeting should notify the LAFCO Clerk 24 hours prior to the meeting at (408) 993-4705.

**1. PUBLIC COMMENTS**

This portion of the meeting is reserved for persons desiring to address the Committee on any matter not on this agenda. Speakers are limited to THREE minutes. All statements that require a response will be referred to staff for reply in writing.

**2. DRAFT REQUEST FOR PROPOSALS (RFP) FOR THE COMPREHENSIVE ORGANIZATIONAL ASSESSMENT**

**Recommended Action:** Consider the Draft RFP and provide direction to staff, as necessary.

**3. ADJOURN**

**Recommended Action:** Set date and time for the next Finance Committee meeting, as necessary.



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## **REQUEST FOR PROPOSALS**

### **COMPREHENSIVE ORGANIZATIONAL ASSESSMENT**

#### **I. Objective**

The Local Agency Formation Commission (LAFCO) of Santa Clara County is seeking proposals from professional service firms to perform a comprehensive organizational review and assessment of LAFCO including its organizational structure, staffing levels, job specifications, compensation, and operational structure. The assessment and its recommendations will support performance management, employee development and succession planning efforts in order to ensure consistency, continuity and reliability in the services that LAFCO provides to affected agencies and the community; and in order to enhance operations to meet LAFCO's current and future needs that are in alignment with its goals.

#### **II. Background**

Santa Clara LAFCO is an independent local agency created by the State Legislature to encourage orderly growth and development of local agencies. LAFCO's mission is to promote sustainable growth and good governance in Santa Clara County by preserving agricultural and open space lands, preventing urban sprawl, encouraging efficient delivery of services, promoting accountability and transparency of local agencies, and exploring and facilitating regional opportunities for fiscal sustainability.

Santa Clara LAFCO has a professional staff currently composed of four employees. The current team includes an Executive Officer, two Analysts and a Clerk. Santa Clara LAFCO contracts with the County of Santa Clara for staffing and services. LAFCO staff are County employees and are represented by County bargaining units - County Employees' Management Association (CEMA) and Service Employees International Union (SEIU) Local 521. The County currently has three job classifications for LAFCO: LAFCO Executive Officer, LAFCO Analyst, and LAFCO Office Specialist.

At its June 5, 2019 meeting, the Commission reviewed various concerns regarding LAFCO's organizational structure, and authorized staff to work with the Finance Committee in order to issue a Request for Proposals for an independent professional services firm to conduct a comprehensive organizational assessment.

The June 2019 LAFCO staff report provides more detailed background on the need for the comprehensive organizational assessment of LAFCO. A link to the June 2019 LAFCO staff report is available under the "Reference Information" section of this RFP.

### **III. Scope of Services**

The consultant shall perform a comprehensive organizational review and assessment of LAFCO including its organizational structure, staffing levels, job specifications, compensation, and operational structure. The assessment and its recommendations will support performance management, employee development and succession planning efforts – to ensure consistency, continuity and reliability in the services that LAFCO provides to affected agencies and the community; and help enhance operations to meet LAFCO’s current and future needs that are in alignment with its goals.

The consultant will collect the necessary data through research, surveys, interviews, benchmarking, and other best practices; analyze that data using appropriate methods, tools, and techniques; and issue a report with findings and recommendations for the Finance Committee’s review and consideration and for the Commission’s final consideration, including any organizational and structural vulnerabilities and recommendations on how LAFCO and the County can better address those vulnerabilities.

### **IV. Key Steps**

Key steps in the study will include the following:

- Consultant will participate in a kick-off meeting to review Scope of Services and schedule.
- Consultant will collect the necessary data through research, surveys, interviews, benchmarking, and other best practices; analyze that data using appropriate methods, tools, and techniques.
- Consultant will prepare a Draft Report of their analysis and findings and present to the Finance Committee for their review and consideration.
- Consultant will prepare a Final Report and present it to the Commission at the February 5, 2020 LAFCO meeting.

### **V. Budget**

A final budget amount for this project will be negotiated with the firm selected for the work prior to reaching agreement. The anticipated project cost of the proposal should not exceed \$25,000.

### **VI. Schedule**

It is anticipated that the firm will start work in October 2019; and the Final Report will be ready for presentation to the Commission at its meeting in early February 2020. The final schedule for this project will be negotiated with the firm selected for the work prior to reaching an agreement.

### **VII. Proposal Requirements**

Response to this RFP must include all the following:

1. Cover Letter signed by the individual authorized to negotiate and execute agreement.

2. Expertise and Personnel. Description of the firm's history as well as the competencies and resumes of the principal and all professionals who will be involved in the work. Description of the firm's level of expertise in conducting organizational assessments for public agencies, and in the following areas:
  - a. Operations, structure, staffing, procedures and other issues critical to the effective operation of smaller size public agencies and organizations;
  - b. Personnel and human resource best practices;
  - c. Management and supervisory best practices;
  - d. Application of analytical and quantitative tools and models needed to undertake the work required under this RFP; and
  - e. Helping small size public agencies and organizations successfully implement recommendations that result in organizational improvements.
3. Project Personnel. Identification of the lead professional responsible for the project and identification of the professional(s) who will be performing the day-to-day work.
4. References. A statement of related experience accomplished in the last five years and references for each such project, including the client name, title, and telephone number of the primary contact person.
5. Work Plan and Schedule. A statement regarding the anticipated approach for this project, explicitly identifying the major tasks and subtasks associated with the completion of the guidance provided in the Draft Scope of Services; an overall project schedule, and estimated hours for each task.
6. Information about the availability of all professionals who will be involved in the work, including any associate consultants.
7. The anticipated project cost, including:
  - a. A not-to-exceed total budget amount.
  - b. The cost for each major sub-task identified in the draft Scope of Services.
  - c. The hourly rates for each person who will be involved in the work, including the rates of any associate consultants.
  - d. The cost of any expenses in addition to professional staff hourly rates.
8. Comments about the draft services agreement (Attachment 1) specifically including the ability of the firm to meet the insurance requirements and other provisions.

### **VIII. Submission Requirements**

**DUE DATE AND TIME:** Friday, September 6, 2019 before 5:00 PM. Proposals received after this time and date will not be considered.

DELIVER TO: Proposals should be submitted electronically via email to [LAFCO@CEO.SCCGOV.ORG](mailto:LAFCO@CEO.SCCGOV.ORG) and to [Lakshmi.rajagopalan@ceo.sccgov.org](mailto:Lakshmi.rajagopalan@ceo.sccgov.org)

Please call the LAFCO office at (408) 993-4709 to confirm delivery.

#### **IX. Evaluation Criteria and Selection Process**

Firms will be selected for further consideration and follow-up interviews based on the following criteria:

- Completeness of the submittal and responses
- Relevant work experience
- Overall project approaches identified
- Proposed project budget

The Finance Committee will interview applicants; perform reference checks; select and negotiate a services agreement including a budget, schedule, and Scope of Services statement with the most qualified firm; and forward its recommendation on the most qualified firm to the full commission for its consideration and approval of the services agreement.

**Applicant interviews will be held during the week of September 16, 2019. The Commission will consider and approve the contract at its October 2, 2019 LAFCO Meeting.**

LAFCO reserves the right to reject any or all proposals, to issue addenda to the RFP, to modify the RFP or to cancel the RFP.

#### **X. LAFCO Contact**

Neelima Palacherla, Executive Officer  
LAFCO of Santa Clara County  
Voice: (408) 993-4713  
Email: [neelima.palacherla@ceo.sccgov.org](mailto:neelima.palacherla@ceo.sccgov.org)

#### **XI. Attachment**

1. Draft Professional Service Agreement and Insurance Requirements

#### **XII. Reference Information**

Please refer to the LAFCO website ([www.santaclaralafco.org](http://www.santaclaralafco.org)) for general information about LAFCO of Santa Clara County and the following link for further information on this issue:

1. Relevant LAFCO Staff Report  
[https://www.santaclaralafco.org/images/resumes/agenda\\_packet/06June12019\\_Agenda.pdf.pdf](https://www.santaclaralafco.org/images/resumes/agenda_packet/06June12019_Agenda.pdf.pdf) (see Item #6)