

Q 1. Do you have a current contract for these services?

**Yes, we currently have contracts in place for these types of services. The City of San Rafael is looking to expand our existing list of qualified consultants to encompass a broader range of expertise and service provision.**

Q 2. If so, how many vendors are on contract (trying to get an idea of how many you anticipate placing on the list of qualified on-call consultants)?

**At present, we work with several vendors under contract for various coaching services. The number of consultants we intend to include on the expanded list will depend on the qualifications of the applicants and the specific needs of our City departments. We aim to create a robust pool of consultants to ensure comprehensive coverage and flexibility in service provision.**

Q 3. Under the past contract, what was your annual spend? (Or another way to perhaps ask this: Do you have an annual budget you can share? Just trying to get an idea of the contractual value and/or range which I understand will likely be shared amongst qualified vendors.)

**The City has established budgets based on the specific needs and scopes of previous projects, which are adjusted annually. At this point, we prefer not to disclose specific budget figures to avoid influencing the pricing strategies of potential vendors. We seek competitive and fair proposals that reflect the value and quality of the services offered.**

Q 4. Numbers (even appx) are helpful:

- How many Executives do you have? **13 Execs**
- How many Middle Managers? **33 mid managers**
- How many total employees? **620 including Part Time**

Q 5. Is there a preference for an in-state/local vendor?

**While the City of San Rafael has a preference for local vendors to facilitate in-person coaching sessions, we are open to considering virtual coaching options provided that the quality of the proposals meets our high standards. This flexibility allows us to ensure the best possible resources are available to our staff.**

Q 6. What are the main challenges currently faced by middle management that the coaching aims to address?

**Our relatively newer middle management workforce, although enthusiastic and motivated, holds key roles and is new to their positions. The coaching is intended to enhance leadership competencies, improve decision-making skills, and better manage team dynamics. This additional training and support are crucial for their professional development and the overall performance of their departments,**

**enabling them to effectively navigate their responsibilities and contribute to the overall goals and objectives of the City.**

Q 7. How many middle managers are anticipated to benefit from this coaching service?

**All middle managers within the City are eligible and encouraged to participate in the coaching services. We strive to provide equitable opportunities for development to all our staff, ensuring that each middle manager has the resources they need to succeed.**

Q 8. What is the estimate amount of employees that will need support for coaching, mid-manager coaching, teambuilding, change management and conflict resolution?

**The estimated number of employees requiring these services will be determined based on departmental needs and individual assessments. However, we anticipate a significant portion of our staff across various levels will engage in these development opportunities to enhance their professional skills and interpersonal relationships.**

Q 9. Is there a preferred methodology or previous framework used for mid-manager coaching in the past?

**The City of San Rafael is flexible regarding the methodologies or frameworks used for mid-manager coaching. We have historically utilized both small and large group trainings delivered through virtual and in-person formats. We welcome proposals that suggest innovative or proven frameworks suited to the diverse needs of our departments.**

Q 10. Are there existing conflict resolution policies or strategies in place that we need to align with or build upon?

**In the City of San Rafael, we want to establish conflict resolution policies that embody our [Together San Rafael guiding principles](#) of community engagement, transparency, and collaboration. As we seek proposals for these services, we emphasize the importance of building upon our core principals and values.**

Q 11. How many employees or managers are expected to undergo conflict resolution training?

**Conflict resolution training will be provided based on the identified needs within the organization. This training is crucial and will be made available to employees and managers as required to foster a cooperative and productive workplace environment.**

Q 12. Can training be delivered virtually?

**While our preference is for in-person training to maximize engagement and effectiveness, we are open to virtual training options, especially if they align with high-quality standards. Proposals for virtual training should detail how interactive elements and participant engagement will be managed effectively online.**