

CITY OF CARBONDALE

REQUEST FOR PROPOSAL
CONSULTING SERVICES FOR AN
ORGANIZATIONAL & MANAGEMENT REVIEW





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SECTION I

General Information to Consultants



GENERAL INFORMATION TO CONSULTANTS

1.1 INTRODUCTION

The City of Carbondale is a diverse city with the population of more than 25,902. The community is comprised of 66.08% Caucasian, 23.14% African American, 0.22% Native American, 6.67% Asian, 3.05% Hispanic as well as other races. It is the home to a thriving business community strongly boosted by Southern Illinois University-Carbondale, with an enrollment of 17,292 students, recognized nationally for outstanding education, research, and athletics. Located in the heart of beautiful Southern Illinois, Carbondale and the surrounding region offer scenic lakes, a national forest, and abundant recreational opportunities. The City of Carbondale operates under a Council-Manager form of Government. The Mayor and six City Council members are elected at-large for four-year staggered terms. The City Council acts as the policy making body for City Government and hires a City Manager to serve as the Chief Administrative Officer. The Mayor is the official head of the City and with the City Council consent is responsible for appointing members to the various boards, commissions, and committees of the City.

The City of Carbondale employs approximately 260 full-time employees, 9 part-time employees and 4 temporary employees. Services provided by the City include police and fire protection, development services, public works, and a public library. The City also operates, on an enterprise basis, water and sanitary sewer operations, parking system maintenance and operations, solid waste collection and recycling operations, and City-owned rental properties maintenance and operations. There are twenty-five (25) divisions under eight (8) departments supported by the general fund and a collection of other consolidated funds.

This Request for Proposal (RFP) provides interested vendors with information to prepare and submit a Proposal for consideration by the City of Carbondale (City) to satisfy its requirements for an Organizational and Management Review. This RFP process is intended to identify potential Contractors with which the City of Carbondale may, in its sole discretion, choose to enter into a Contract for the proposed consulting services. It is expressly understood and agreed that the submission of a Proposal does not require or obligate the City to pursue a contract with any Consultant. All negotiations are subject to the consideration and approval of the City of Carbondale, which may, at its sole discretion, accept or reject any proposed contract.



1.2 DEFINITIONS

For the purposes of this RFP, the following terms have the following meanings:

- (a) “City” shall mean the City of Carbondale, Illinois.
- (b) “Contract” shall mean the agreement between the city and vendor chosen as a result of this RFP, which addresses the requested goods and services.
- (c) “Contractor” shall mean the vendor or its assignee chosen by the City to supply the requested goods and perform the requested services.
- (d) “Proposal” shall mean the written document submitted to the City of Carbondale Strategic Planning Department in response to this RFP.
- (e) “Consultant” shall mean an individual or business entity submitting a Proposal in response to this RFP.

1.3 ISSUING OFFICER

City of Carbondale, City Manager’s Office, issues this RFP on behalf of the City.

1.4 RFP DOCUMENT

Information provided herein is intended solely to assist Consultants in the preparation of their Proposals. To the best of the City’s knowledge, the information provided is accurate. However, the City does not warrant such accuracy, and any errors or omissions subsequently determined will not be construed as a basis for invalidating this RFP.

1.5 PRIMARY CONTACT

The primary contact for this RFP is:

Alicia Burtley, Assistant to the City Manager
200 South Illinois Avenue
Carbondale, IL 62901
Phone: (618) 457-3226
Fax: (618) 457-3283
Email: aburtley@explorecarbondale.com

1.6 ADDENDUM INTERPRETATIONS

If it becomes necessary to revise any part of this RFP, a written addendum will be provided. The City is not bound by any oral clarifications changing the scope of the work for this project. All addendums issued by the City will become part of the official RFP and will be mailed to all registered Consultants based upon the contact information at the time of registration.

1.7 LABELING OF PROPOSALS

All proposals must be submitted in a sealed envelope plainly marked, “Organizational and Management Review RFP” and include the address of the Consultant firm in the upper left hand corner. No responsibility will be attached to the City, any official or employee thereof, for the pre-opening, post-opening, or failure to open a proposal not properly addressed and identified.

1.8 ASSIGNMENT OF CONTRACTUAL RIGHTS

It is agreed that the contract must not be assigned, transferred, conveyed, or otherwise disposed of by either party in any manner, unless approved in writing by the other party. The firm or firms will be an independent service provider for all purposes and no agency, either expressed or implied, exists.

1.9 CONDITIONS OF PROPOSAL SUBMITTAL

1. The proposal must be signed by a duly authorized official for the Consulting firm submitting the proposal.
2. No proposal will be accepted from any persons, firm or corporation that is in arrears for any obligation to the City, or that otherwise may be deemed irresponsible or unresponsive by City Council or City staff.
3. Only one proposal will be accepted from any person, firm, or corporation.
4. All proposals shall be prepared in a comprehensive manner as to content, but no necessity exists for expensive binders or promotional material.

1.10 INSURANCE

The successful bidder shall furnish the City a policy or certificate of protective liability insurance in which the City will be the named insured or be named in such insurance as an additional insured with the Service Provider. In compliance with this provision, the Service Provider may file with the City a satisfactory policy providing a minimum of \$500,000 “blanket coverage” policy or certificate of insurance. The policy shall insure the City and its officers and employees, while acting in the scope of their duties against all claims arising out of or in connection with the work to be performed, and shall remain in full force and effect until the work is accepted by the City. The policy shall provide the following limits:

General Liability:

Bodily Injury.....	\$250,000 each person \$500,000 each accident
Property Damage.....	\$125,000 each accident
Combined Single Limit of \$500,000	

Such insurance shall include specific coverages set out herein and be written for **NOT LESS THAN** the limits of liability and coverages provided herein, or required by law and other governing agencies, whichever is greater.

Such policy shall provide coverage at least as broad as that provided in the Standard Form approved by the National Bureau of Casualty Underwriters together with such endorsements as required to cover the risks involved. In addition, the Service Provider shall furnish evidence of a commitment by the insurance company to notify the City by registered mail of the expiration or cancellation of the insurance policies required not less than 30 days before the expiration or cancellation is effective.

The cost of this insurance shall be deemed included in the prices for the various items of work, and no additional compensation will be made therefore.

Workman's Compensation Insurance:

The Service Provider shall secure, maintain in full force and effect and bear the cost of complete Workmen's Compensation Insurance in accordance with Illinois law—for the duration of the contract and shall furnish the City, prior to the execution of the contract, a Certificate of Insurance which meets the requirements. The City, or its officers or employees will not be responsible for any claims or suits in law or equity occasioned by the failure of Service Provider to comply with the provisions of this paragraph.

1.11 INDEMNITY

The successful bidder agrees to defend, indemnify, and hold the City harmless from any and all causes of action or claims arising out of or related to the bidders performance on this project.



SECTION II

Proposal Conditions



PROPOSAL CONDITIONS

2.1 REJECTION OF PROPOSALS

The City reserves the right to reject, at any time and for any reason, any and all Proposals received as a result of this RFP. The City's intent is to enter into a Contract as a result of this RFP. However, if after reviewing the Proposals received, the City determines that the City should not enter into any Contract, or to enter into a partial or different contract from the Contract contemplated by this RFP, the City will act in accordance with what the City determines at that time to be in its best interest. No Consultant or any other party has any entitlement, interest, or right in this decision by the City, and by submitting a Proposal, acknowledges the City's right to exercise its discretion in this regard without any right of recourse by the Consultant.

2.2 PROPOSAL EVALUATION

Any Proposal may be rejected at the discretion of the City.

2.2.1 REVIEW AND EVALUATION OF PROPOSALS

All proposals will be reviewed and evaluated by the City Manager or his designee who shall recommend for selection the Consultant whose Proposal best meets the needs of the City as provided in this RFP. The City may award with or without further discussions.

The City will consider the Consultant's experience and proposed approach to performing the work, and will make the award decision based on the likelihood of successful, comprehensive completion of the work coupled with a reasonable price for the services. This criterion will be evaluated by examining the entire proposal, with particular emphasis on "Work Plan," "Personnel Resources," and "Experience." The City is under no obligation to award to the Consultant submitting the lowest prices, but significant consideration will be given to the prices proposed.

The City reserves the right to consider other factors when evaluating proposals, when such consideration serves the goals and interests of the City.



2.2 DISCLOSURE, OWNERSHIP OF PROPOSAL CONTENTS, AND CONFIDENTIALITY

Technical and price information provided in Proposals will be held in confidence and will not be disclosed, revealed, or discussed with competitors. The Proposal of the selected Consultant will become the basis for any contract entered into and will become subject to the City's provision on public access to records and information.

To the extent a Consultant includes any uniquely proprietary or confidential information in the Proposal, the Consultant must clearly and unequivocally mark such information. The City will not reveal any such information to any third party, unless required to do so by law.

Consultants must agree to make no other distribution of their Proposal beyond that made to the Issuing Office.

2.3 RFP COSTS

The City is not liable for any costs or expenses incurred by any Consultant in the preparation of the Proposal, attendance at any conference, or meeting related to this RFP. The City is not liable for payment of any amount to the selected Consultant until a Contract has been awarded and executed by the City of Carbondale and the Contractor has performed services pursuant to the Contract that entitle the Contractor to receive payment under the terms of the Contract.


2.4 CONSULTANT

The decision to award a contract will be made on the basis of the Consultant's overall ability to perform and respond to the RFP's requirements, to prove a high level of competence. Special emphasis will be placed upon capabilities of the Consultant's experience with completing organizational and management reviews and organizational restructuring.

The Consultant must be able to legally conduct business in the State of Illinois.

2.6 SUB-CONTRACTORS

It is intended that a single contractor have total responsibility for the Proposed Solution so as to assure a fully operational system. Therefore, any Consultant desiring to use sub-contractor(s) must identify each on a document supplied as an



attachment to the Transmittal Letter and titled “Sub-Contractors” included with your Proposal. Include for each sub-contractor, their company’s name, the company’s principal owners, description of their involvement in the project, and qualifications for each aspect of the Proposed Solution they will be involved. The sub-contractor(s) cannot be changed after submission of the Proposal except with the written approval of the City.

The Contractor is responsible for all actions, workmanship, performance, and payment for their sub-contractor(s).

2.7 RFP PROCESS

2.7.1 RFP RELEASE

The RFP will be publicly advertised and released in accordance with the applicable laws of the State of Illinois and shall include the notification of the time and place when and where the RFP is due. The RFP may be obtained from:

Alicia Burtley, Assistant to the City Manager
200 South Illinois Avenue
Carbondale, IL 62901
Phone: (618) 457-3226
Fax: (618) 457-3283
Email: aburtley@explorecarbondale.com

An electronic copy may be obtained via email from the City Manager’s Office at aburtley@explorecarbondale.com. Additionally, the RFP may be mailed to those businesses that are included on the City’s list that are known to be a potential provider of goods and services of the type required by this RFP. Those who the City has mailed the RFP to and those who have requested a copy of the RFP will receive all information regarding the RFP. The information includes, but is not limited to, any amendments to the RFP, answers to inquiries received regarding the RFP, or changes in the RFP Schedule.

2.7.2 RFP INQUIRIES/QUESTIONS

All questions/inquiries must be submitted in writing via mail or email to the primary contact. The City will review all inquiries received prior to the RFP submittal deadline and will email written answers to all recipients of the RFP. Direct contact with any of the City’s departments or personnel may only be scheduled by the primary contact. During the review or preparation of the RFP Proposal, if a Consultant discovers any errors, omissions or ambiguities, within the RFP, they should identify them in writing to the City prior to the RFP submission deadline.



2.7.3 PRE-PROPOSAL CONFERENCE

SEE RFP SCHEDULE.

2.7.4 RFP REVISIONS

Proposal Interpretations and Addenda Clarification may be issued to correct mistakes, answer questions, or resolve ambiguities during the proposal solicitation process. The City shall send any change to or interpretation of this RFP to each firm or individual to whom an RFP has been distributed. Any such changes or interpretations shall become a part of this RFP and may be incorporated into any contract awarded pursuant thereto.

2.7.5 ECONOMY OF PREPARATION

Proposals should be prepared simply and economically, thereby providing a straightforward, concise description of the Consultant's ability to meet the requirements of the RFP.

2.7.6 PROPOSAL WITHDRAWAL

The Consultant at any time up to the RFP Submission Deadline date and time identified in the Required RFP Schedule may withdraw their Proposal. If the Consultant desires to re-submit their Proposal, it must be re-submitted by the Proposal Submission Deadline as identified in the Required RFP Schedule.

2.7.7 CONSULTANT PRESENTATIONS

A presentation may be needed if there are a number of equally qualified and priced proposals that warrant further review. City Staff will notify Consultants in a timely manner.

2.7.8 REQUIRED RFP SCHEDULE

Consultants interested in responding to this RFP should submit three hard copies (one unbound) of their proposal no later than 4:00 p.m. CST, Friday, March 4, 2016 to:

City of Carbondale
Attn: Alicia Burtley
200 South Illinois Avenue
Carbondale, IL 62901

A recap of important dates relating to this Request for Proposal are listed below:

- Release of RFP: January 13, 2016
- Pre-submittal Conference: February 10, 2016
- Submission of Proposal: March 4, 2016
- Award of Contract: Expected by April 29, 2016

2.8 RFP PROPOSAL CONTENT AND FORMAT

2.8.1 PROPOSAL SUBMISSION


1. The City Manager's Office must receive all Proposals no later than the Proposal Submission date and time identified in the RFP Schedule. Proposals may be mailed or hand-delivered, but in either case must be received and stamped by the specified date and time. **Late proposals will not be considered.**
2. Proposals must contain all Required Documentation, Guides and Certifications as requested by this RFP, otherwise the Proposal will be considered non-conforming and will be disqualified. The Consultant must supply three (3) hard copies (8.5 X 11.0) of the Proposal and one electronic media in the form of a CD. Consultants may use Microsoft Word (minimum version 6.0) or Corel WordPerfect (minimum version 6.1) for their Proposal, and Microsoft Excel (minimum version 5.0) to submit spreadsheet data. The Proposal must bear the inscription, as well as the name and address of the Consultant. The Proposal shall be addressed to the attention of:

Alicia Burtley, Assistant to the City Manager
200 South Illinois Avenue
Carbondale, IL 62901
Phone: (618) 549-5302
Fax: (618) 457-3283
Email: aburtley@explorecarbondale.com

The City reserves the right to request additional information from any, all, or no Consultants after Proposal Submission.

Consultants shall distribute their RFP Proposals only to the Purchasing/Risk Management Specialist. One (1) RFP Proposal must contain the original signature(s) of an official or officials authorized to bind the Consultant to its provisions. Additionally, the authorized signature(s) must appear on company letterhead.

Sections of the Proposal must be clearly labeled and pages numbered consecutively for ease of review. Responses must be provided in the same sequence as the statement,



In case of a difference between written words and figures in a Proposal, the amount stated in written words shall govern. Alterations or erasures are discouraged, but if present, must be crossed out and the corrections printed in ink or typewritten adjacent thereto. Each person signing the Proposal must initial each such correction.

2.9 PROPOSAL ORGANIZATION

Proposals must be organized in the following order of sections:

Section I Transmittal Letter

The Proposal must include the name, title, address, telephone number, fax number, and email address of one (1) or more individuals who will serve as Consultant's contact for purposes of this RFP. The Consultant shall fully disclose details regarding its legal identity, i.e., corporation, partnership, etc. If the Consultant is a partnership, all partners must be named regardless of status, activeness, or percentage of ownership.

Section II Consultant Qualifications

1. The Consultant must describe its qualifications and experience in providing the work described in this RFP. Experience should include examples of performing similar or related studies. This should also include details as to the type of studies completed and approximate time frames to complete service delivery.
2. The consultant shall provide a team organization chart, which lists the names of key personnel that will be assigned to this project along with a brief resume for each individual that describes their education and relevant professional work experience. A description of the work expected to be performed by each individual including an estimate of the amount of time each will be assigned to work on the project should also be provided. Any subcontractors anticipated to be utilized to perform work on this project should be identified and brief resumes submitted.
3. The City reserves the right to approve all persons assigned to the project. No contract awarded pursuant to a proposal submitted in response to this RFP may be assigned, either in whole or in part, without first receiving written consent from the City.
4. The Consultant must submit three (3) references of similar projects during the last three (3) years. The references must have had experience with the Consultant similar in scope to those described in the RFP. The Consultant must name a contact person and contact information for whomever is responsible for the review at each provided reference.

Section III Preliminary Work Plan and Schedule of Performance

A. Work Plan

The proposal should contain a detailed statement of the consultant's understanding of the scope of services required under this RFP. The proposal should also contain an explanation of the project approach including proposed methodology, consultant's ability to meet the anticipated timeline, proposed interaction with staff, and any other features of the consultant's ability to execute the work plan requirements and achieve the objectives of this RFP. The proposal should also include a Preliminary Work Plan containing a description and timeline of the phases or segments into which the proposed project can logically be divided and performed.

B. Schedule of Performance

The proposal shall address separately each of the major tasks, activities, or significant milestones to be achieved, and a schedule of performance.

Section IV Costs to The City of Carbondale


1. The Consultant will fully describe all costs for the Organizational and Management review the City will incur as a result of accepting your Proposal.
2. Describe in detail any other costs the City will incur as a result of selecting your Proposal.
3. By participating in this RFP, and if your Proposal is selected, the Consultant agrees and indemnifies that the City is not responsible for any costs related to the requirements of this RFP, other than the City's staff expense, that are not identified in this section.

Section V Required Information

A. Fee Analysis

Proposals must include fee information that delineates the costs associated with providing consulting services being requested under this RFP. The schedule should include the following:

1. A Schedule of Fees that itemizes costs of providing all services required under this RFP broken down by (a) salaries, including work hours required and hourly rates for each employee; and (b) other reimbursable expenses, such as travel, supplies, etc.
2. A Schedule of Payments that corresponds to completion of major tasks, milestones, or deliverables.



Should the City enter into negotiations with a successful consultant that results in a revision to the scope of services in this RFP, the fees may correspondingly be negotiated to reflect the changes.

Section VI Response to General Conditions

A. Proposal Conditions or Limitations

Proposals that set forth conditions or limitations to those set forth in the RFP may be considered non-responsive and, therefore, may be rejected. Notwithstanding any other provision of this RFP, the City reserves the right to reject any or all proposals, to waive any defects or informalities, to negotiate with consultants, and to accept the proposal deemed to be in the best interest of the City.

B. Proposal Interpretations and Addenda

Clarification may be issued to correct mistakes, answer questions, or resolve ambiguities during the proposal solicitation process. The City shall send any change to or interpretation of this RFP to each firm or individual to whom an RFP has been distributed. Any such changes or interpretations shall become a part of this RFP and may be incorporated into any contract awarded pursuant thereto.

C. Ownership of Records

The City will retain ownership of all interim and final strategic plan documents, surveys, analyses, and related reports either produced or developed in conjunction with the Consultant's contract. The Consultant is prohibited from copying or distributing any of these documents or other reports developed in conjunction with the City of Carbondale without written permission from the City.

2.10 NEWS RELEASES

By participating in this RFP, Consultants agree that the City will review and approve all news releases pertaining to this RFP and/or subsequent Contract. All news releases will be submitted in writing to the City Manager. The City Manager will review and submit the news release for final review and approval.



SECTION III

Requirements of Goods & Services




REQUIREMENTS OF GOODS AND SERVICES

3.1 SCOPE OF SERVICES – GENERAL

The scope of work shall include, but is not limited, to the following:

1. Evaluate the effectiveness of the current organizational and management structure; to include general government, police and fire, and determine whether functions can be consolidated; determine the basic requirements for personnel and determine whether the span of control and management staffing levels throughout the organization are appropriate to support the timely effective, and efficient delivery of service to the public as well as to ensure proper internal operations.
2. Determine the existence and/ or adherence to documented policies, procedures and management practices throughout the organization.
3. Determine sound personnel assignment and assignment of function throughout the organization. Create a staffing plan and organizational charts along with projected staffing models.
4. Benchmark the departments' organizational and management structure against peer organizations throughout the country and "best practices" throughout the industry (including the ICMA Performance Measurements standards).
5. Determine how technology supports Department management and operations and how technology might be leveraged to improve management and operations.
6. Identify improvement opportunities in the Departments' organizational structure, management processes, procedures, operational practices and technology related to current service delivery.
7. Develop practical recommendations for improving the quality of the management processes and the overall efficiency and deployment of resources related to department operations, taking into account department constraints and potentially available resources.
8. Assess the functional assignments and human resources required to perform current duties
9. Assess administrative strengths, i.e. financial, supervision and development of staff, risk management coordination and practices, and use of technology.

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10. An assessment of the workplace culture. This assessment must involve soliciting feedback from employees.
 11. Assess the City's customer service processes. This assessment should involve soliciting feedback from a range of community partners.

The consultant will have the opportunity to review and analyze a variety of reports and information produced by staff or others to assist it in the formulation of an organizational and management review. The consultant will have the ability to interact with City Staff, participate in ride-alongs, and engage departments as needed to develop a full understanding of available human resources and their respective workloads.

3.2 SPECIAL CLAUSES

Pre-submittal Conference and Inquiries

There will be a pre-submittal conference held for this Request for Proposal at the City of Carbondale prior to the due date for submission as outlined below:

Date: Wednesday, February 10, 2016
Time: 2:00 P.M. Central Standard Time
Location: City Hall Conference Room A

The pre-submittal conference will be designed to accommodate out-of-area consultants, however, all interested parties are urged to participate. Those wishing to participate by conference call must contact us to make prior arrangements several days in advance.

Project Manager

The City will designate a Project Manager for this contract within ten (10) days of the Award Date. The City will provide written notice of this appointment to the Contractor and will provide notice of any subsequent changes. The Project Manager will be the Contractor's principal point of contact at the City regarding any matters pertaining to this Contract. The Project Manager is not authorized to waive or change any material terms of the Contract.

City Responsibilities

A user representative from each affected department will coordinate the participation of staff in the assessment process. The user representative will assist the Contractor in carrying out the observation/analysis of system workflow, interviews, and documentation reviews necessary to fulfill the requirements of the Statement of Work.



Key Personnel

1. The Contractor's key personnel will be identified with specific roles and responsibilities included as required for the fulfillment of this Contract. Key personnel shall include one or more individuals who have extensive experience with organizational reviews in the public sector. Key personnel include the Project Manager, employees with specialized expertise, and any subcontracted consultants designated to perform work on this study. The assignment of key personnel shall remain unchanged during the term of this Contract.
2. The Contractor's Project Manager shall oversee the performance of services and shall be the primary point of contact for services performed under this Contract. The Contractor's Project Manager shall be available to meet with the City's Manager to discuss progress or problems as the need arises.

Progress Reports

The Contractor shall submit a progress report to the City's Project Manager as specified in the approved Work Plan. Each progress report shall describe the status of the Contractor's performance since the preceding report, including the products delivered, and the expected progress to be made in the next succeeding period. Each report shall describe the Contractor's activities by reference to the schedule of phases and tasks in the Work Plan.



SECTION IV

Attachments



ATTACHMENTS

4.1 LIST OF ATTACHMENTS

Attachment A - Organizational Chart

*The FY2016 Budget is available on the City website at:
<http://www.explorecarbondale.com>