



REQUEST FOR PROPOSAL

STRATEGIC PLANNING PROFESSIONAL SERVICES: VISISON 2026

ISSUED: JUNE 22, 2021

DUE: JULY 16, 2021

SECTION 1: INSTRUCTIONS FOR RESPONDENTS

OBJECTIVE

The City of Port Washington invites proposals to provide professional services by facilitating, coordinating, and supporting City elected officials and staff in the development of the City's first five-year strategic plan. This Plan is going to be a guide for the City of Port Washington to embrace a vision for the future. The City desires a collaborative and comprehensive process that results in an actionable plan with near- and long-term goals, as well as pre-defined measures of success.

PRE-PROPOSAL MEETING

A pre-proposal meeting for this RFP will not be held. All questions regarding the proposal process or the technical content of the RFP shall be directed to the referenced individuals below.

QUESTIONS OR CLARIFICATIONS OF RFP REQUIREMENTS

All questions regarding this RFP shall be submitted via email. Emailed questions and inquiries will be accepted from any and all prospective Respondents in accordance with the terms and conditions of this RFP.

All questions and requests for clarification shall be submitted on, or before Friday, July 2, 2021 by 4:30 p.m. and should be addressed as follows:

Scope of Work/Proposal Content and RFP Process questions emailed to Anthony Brown, the City Administrator at abrown@cpwwi.org.

Should any prospective Respondent be in doubt as to the true meaning of any portion of this Request for Proposal, or should a prospective Respondent find any ambiguity, inconsistency or omission, the Respondent shall make a written request for an official interpretation or correction. Such requests must be submitted via email to abrown@cpwwi.org.

All requests for clarification are due on or before July 2, 2021 at 4:30 p.m.

ADDENDA

All interpretation or correction, as well as any additional RFP provisions that the City may decide to include, will be made only as an official addendum that will be posted to <https://cityofportwashington.com/>.

It shall be the Respondent's responsibility to ensure they have received all addendums before submitting a proposal. Any addendum issued by the City shall become part of the RFP and will be incorporated in the proposal.

Each Respondent must in its proposal, to avoid any miscommunications, acknowledge all addenda which it has received, but the failure of a Respondent to receive, or acknowledge receipt of any addenda shall not relieve the Respondent of the responsibility for complying with the terms thereof.

The City will not be bound by oral responses to inquiries or written responses other than written addenda.

PROPOSAL TERMS AND REQUIREMENTS

To be considered, each respondent must submit a response to this RFP using the format provided in Section 3. No other distribution of proposals is to be made by the respondent. Respondents must submit four (4) copies of the Proposal including the Fee Proposal in the manner specified in Proposal Submission section below. Fees other than those stated in the Fee Proposal will not be allowed



unless authorized by contract. The proposal must be signed in ink by an official authorized to bind the respondent to its provisions for at least a period of one hundred twenty (120) days from the due date of this RFP. All envelopes for the Proposal and separate fee proposals must be clearly marked "City of Port Washington - Strategic Planning Professional Services: Vision 2026." Failure of the successful respondent to accept the obligation of the contract may result in the cancellation of the award.

Proposals should be prepared simply and economically providing a straightforward, concise description of the respondent's ability to meet the requirements of the RFP. No erasures are permitted. Mistakes may be crossed out and corrected and must be initialed in ink by the person signing the proposal. The total submittal shall not be more than 10 pages, with material on two sides of each page. Proposals should not include any plastic covers, binders, or other non-recyclable materials. Each person signing the Proposal certifies that he/she is the person in the Contractor's firm/organization responsible for the decision as to the fees being offered in the Proposal and has not and will not participated in any action contrary to the terms of this provision.

The City reserves the right to reject any and all proposals, to waive or not waive informalities or irregularities in the response procedures, and to accept or further negotiate cost, terms, or conditions of any proposal determined by the City to be in the best interest of the City. All

agreements resulting from negotiations that differ from what is represented within the RFP or in the Respondent's response shall be documented and included as part of the final contract.

The selected respondent will be required to provide the City of Port Washington an IRS form W-9 before a payment order can be issued.

PROPOSAL SUBMISSION

All Proposals are due and must be delivered to the City Administrator's Office on or before July 16 at 10 a.m. (local time). Proposals submitted late or via oral, telephonic, telegraphic, electronic mail or facsimile will not be considered or accepted.

Each Respondent must submit one (1) original Proposal, and (3) three additional Proposal copies in a sealed envelope, two (2) copies of the Fee Proposal in a separate sealed envelope marked fee proposal, and an electronic Proposal contained within the Respondent's sealed proposal.

Proposal submitted must be clearly marked: City of Port Washington - Organizational Strategic Planning Professional Services: Vision 2026 and then list Respondent's name and address. Proposals must be addressed and delivered to:

City of Port Washington
ATTN: City Administrator
100 W. Grand Avenue
Port Washington, WI 53074

All Proposals received on or before the due date will be publicly opened and recorded immediately. No immediate decisions are rendered.

Hand delivered proposals will be date/time stamped/signed by the City Administrator's Office at the address above in order to be considered. Normal business hours are 7:30 a.m. to 4:30 p.m. Monday through Friday, excluding Holidays.

The City will not be liable to any Respondent for any unforeseen circumstances, delivery or postal delays. Postmarking on the Due Date will not substitute for receipt of the Proposal. Each Respondent is responsible for submission of their Proposal.

Additional time will not be granted to a single Respondent; however, additional time may be granted to all Respondents when the City determines that circumstances warrant it.

A Proposal will be disqualified if the Fee Proposal is not contained within a separate sealed envelope.

SELECTION CRITERIA

Responses to this RFP will be evaluated using a point system, as shown in Section 3. The evaluation will be completed by a selection committee of staff/elected officials from the City of Port Washington.

At the initial evaluation, the fee proposals will not be reviewed. After initial evaluation the City will determine top respondents, and open only those fee proposals.

The City may request interviews with selected Respondents. If the City elects to interview Respondents, the selected respondent will be given the opportunity to discuss their proposal, qualifications, past experience, and their fee proposal in more detail. If an interview is conducted, it is essential that the respondent's personnel to be assigned to the work, as well as key representatives, be present at and participate in the interview. Presentations at public meetings may be required.

If held, interviews will be the week of July 26, 2021 or August 2, 2021. Respondents are required to be available for interviews if requested. All Proposals submitted may be subject to clarifications and further negotiation.

All agreements resulting from negotiations that differ from what is represented within the RFP or in the Respondent's response shall be documented and included as part of the final contract.



AWARD

The contract period for the successful respondent will be an estimated 3-6 month project from date of award. The contract may be renewed for additional terms upon satisfactory performance by the selected respondent and at a negotiated rate agreed to in writing by both the agent/firm and the City of Port Washington. Alternate contract periods may be considered.

Issuance of this RFP and receipt of proposals does not commit the City to award a contract. The City reserves the right to postpone receipt date, accepting or rejecting any or all proposals received in response to this RFP, or to negotiate with any of the firms/broker submitting an RFP, or to cancel all or part of this RFP.

TYPE OF CONTRACT

The City intends to enter into a professional services agreement (PSA) with the selected respondent. Those who wish to submit a proposal to the City may submit a sample PSA for review.

COST LIABILITY

The City of Port Washington assumes no responsibility or liability for costs incurred by the consultant prior to the execution of a Professional Services Agreement (PSA). The liability of the City is limited to the terms and conditions outlined in a PSA. By submitting a Proposal, Respondent agrees to bear all costs incurred or related to the preparation, submission, and selection process for the proposal.

SCHEDULE

The City has defined the following schedule in regards to this procurement.

Activity/Event	Anticipated Date
Questions/Clarifications Deadline	July 2
Proposal Due Date	July 16
Tentative Award	Week of August 2
Contract Execution	August 16

Note: The above schedule is for information purposes only and is subject to change at the City's discretion.

AWARD PROTESTS

All Proposal protests must be in writing and filed with the City Administrator within five (5) business days of the award action email. The Respondent must clearly state the reasons for the protest. If a Respondent contacts a City Service Area/Unit and indicates a desire to protest an award, the Service Area/Unit shall refer the Respondent to the City Administrator. The City Administrator will provide the Respondent with the appropriate instructions for filing the protest. The protest shall be reviewed by the City Administrator or designee whose decision shall be final.

RESERVATION OF RIGHTS

The City of Port Washington reserves the right to accept any Proposal or alternative Proposal proposed in whole or in part, to reject any or all Proposals or alternatives Proposals in whole or in part and to waive irregularity and/or informalities in any Proposal and to make the award in any manner deemed in the best interest of the City.

The City reserves the right not to consider any Proposal which it determines to be unresponsive and deficient in any of the information requested within the RFP.

The City reserves the right to determine whether the scope of the project will be entirely as described in the RFP, a portion of the scope, or that a revised scope be implemented.

NON-DISCRIMINATION STATEMENT

The City of Port Washington does not discriminate on the basis of race, color, religion, age, marital or veterans' status, sex, national origin, disability, or any other legally protected status in the admission or access to, or treatment or employment in, its services, programs or activities.

SECTION 2: BACKGROUND AND SCOPE OF SERVICES

BACKGROUND

The City of Port Washington has 11,954 residents, spans 5.86 square miles, and is frequently recognized as having a touch of New England charm combined with Midwestern friendliness. The city's mission statement reads:

While respecting our heritage, we embrace the future as a government team that is:

- *Committed to excellence*
- *Respectful of each individual*
- *Providing superior service*
- *Fiscally responsible*

We accomplish our goals in an open environment with dedicated, empowered employees and volunteers.



The City Common Council consists of a Mayor and seven Alderpersons. The City elects each Alder to their position on a district, part-time basis with two-year staggered terms. The Council sets policies that guide the City operation. The Administrator serves as the Chief Administrative Officer, managing day-to-day operations of the City. The City provides a full range of services including police and fire protection; the construction and maintenance of streets, highways, and other infrastructure; park and recreational activities; and planning, engineering, assessment, inspection, and related development services; and water and wastewater services.

The City of Port Washington municipal organization experienced several leadership changes during the last 18 months. New staff in key leadership positions include the Mayor and City Administrator. The City's elected and administrative leadership recognizes that a clear vision and mission are key elements in developing a unified organization that can provide top quality services to the community. The City wishes for elected officials and staff to collaborate in developing a strategic plan with the goals of (1) providing a shared organizational vision and mission; (2) identifying core competencies; (3) Identified key indicators of success; and (4) fostering a strong and cohesive organizational culture.

SCOPE OF SERVICES

The City is seeking the services of a consultant with expertise in group facilitation and training. The consultant will be required to provide professional consulting services to assist in defining the scope and reach of the City's Strategic Plan through group facilitation and consensus building. The City desires an inclusive process involving input from the Mayor, Alders, Staff, Citizens and Stakeholders.

The City anticipates the following activities to be a part of this assignment:

- Interviews with Mayor and Common Council
- Interviews with the City Administrator and Department Heads
- Facilitation of Strategic Planning workshops with the Mayor, Common Council, City Administrator and Department Heads, and key Community Stakeholders.
- Community Visioning Process, which may include surveys, public workshops, and input from citizens.
- Preparation of a draft report and draft findings.
- Preparation of a final report and presentation to City Common Council.

DELIVERABLES

The City desires the following deliverables in the strategic planning process and document:

- Mission Statement:** Affirmation of the existing or development of a new mission statement that is relevant to the community it serves.
- Vision Statement:** Development of a vision of what the Mayor and Common Council and other community stakeholders perceive the City will look like in the future.
- Statement of Values:** A statement of the values that are important for the fulfillment of the City's mission.
- Environmental Scan:** A review of the City's external environment including an assessment of local, state and national trends that may impact the City; local, state and national best practices, innovations of similar cities, as well as, opportunities for collaboration.
- SWOT Analysis:** A review of the City's strengths, weaknesses, opportunities, and threats.
- Legislative and Organizational Restructure:** Provide a recommendation on committee structure and an organization structure for the staff to include a redrawn organization chart.
- Goals, Objectives & Strategies:** An outline of what the City hopes to achieve over the next 3-5 years. This would include a cascading goal setting process that ties the intended achievements to departmental and employee performance goals.
- Timeline, Responsible Parties & Costs:** An overview of when the City's strategies are to be started and completed; a listing of individuals who take responsibility for making sure each strategy is addressed and estimated financial costs of implementation.
- Monitoring Success and Key Performance Indicators:** A strategy for identifying key performance indicators used regularly to monitor progress on the strategic plan.
- Considerations for the Next Strategic Planning Process:** An overview of the successes and challenges of the strategic planning process. This section may include advice on linking strategic plans to budget priorities and capital/operational plans.

SECTION 3: EVALUATION CRITERIA, MINIMUM REQUIREMENTS

A selection committee will evaluate proposals received. During the evaluation process, the Committee and the City of Port Washington has the right to request additional information or clarification from those responding to this RFP.

EVALUATION CRITERIA

All proposals deemed responsive by the Committee will be evaluated using the following criteria (listed in no particular order of importance or value of rating).

	Points
Professional Qualifications	25
Past Involvement with Similar Projects and References	20
Project Specific Approach & Work Plan	40
Fees	15

The Selection Committee will evaluate each proposal by the above-described criteria and point system to select a short list of firms for further consideration. Fee proposals will be opened only for short-listed firms.

The City reserves the right to not consider any proposal which it determines to be unresponsive and/or deficient in any of the information requested for evaluation. A proposal with all the requested information does not guarantee the respondent to be a candidate for an interview. The Selection Committee may contact references to verify material submitted by a respondent.

At its option, the Committee then will schedule the interviews with the selected respondents. The selected respondents will be given the opportunity to discuss in more detail their qualifications, past experience, proposed work plan and fee proposal. The interview must include the project team members expected to complete a majority of work.

The respondents interviewed will then be re-evaluated by the above criteria, and adjustments to scoring will be made as appropriate. After evaluation of the proposals, further negotiation with the selected respondent may be pursued leading to the award of a contract if suitable proposals are received.

The City also reserves the right to waive the interview process and evaluate respondents based on their proposals and fee schedules alone.

The City will determine whether the final scope of the project to be negotiated will be entirely as described in this Request for Proposal, a portion of the scope, or a revised scope.

The objective of the Selection Committee's review is to evaluate and substantiate how the proposal meets the requirements of the City and to rank the proposals from least qualified to the most qualified in meeting the City's needs for the desired services.

MINIMUM REQUIRED INFORMATION

Respondents should organize Proposals into the following Sections:

- A. Professional Qualifications
- B. Past Involvement with Similar Projects & References
- C. Project Specific Approach & Work Plan
- D. Fee Proposal (include in a separate sealed envelope clearly marked "Fee Proposal")
- E. Authorized Negotiator
- F. Appendices

PROFESSIONAL QUALIFICATIONS

Points

25

1. State the full name and address of your organization and, if applicable, the branch office or other subordinate element that will perform, or assist in performing, the work hereunder. Indicate whether it operates as an individual, partnership, or corporation.
2. Include the name of executive and professional personnel by skill and qualification that will be employed in the work. Indicate which of these individuals you consider key to the successful completion of the project. Identify only individuals who will do the work on this project by name and title. Resumes and qualifications are required for all proposed project personnel. Qualifications and capabilities of any subconsultants must also be included.
3. State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details which make the firm uniquely qualified for this work.

PAST INVOLVEMENT WITH SIMILAR PROJECTS & REFERENCES

Points

20

The written proposal must include a list of specific experience in group facilitation and training and indicate proven ability in implementing similar projects by the respondent and the individuals to be involved in the project. A list of three (3) client references must be provided for similar projects recently completed. It shall include the firm/agency name, address, telephone number, project title, and contact person. In addition, one reference should outline the results of the engagement, i.e., the impact of the effort on the organization.

PROJECT SPECIFIC APPROACH & WORK PLAN

Points

40

A detailed work plan is to be presented which lists all tasks determined to be necessary to accomplish the scope of work and deliverables in Section 2. The work plan shall define resources needed for each task (title and individual person-hours) and the respondent's staff person(s) completing the project task. In addition, the work plan shall include a timeline schedule depicting the sequence and duration of tasks showing how the work will be organized and executed.

1. The work plan shall specifically address each of the following areas: (1) group facilitation, (2) municipal strategic planning, (3) change management and (4) leadership coaching.
2. The work plan must identify information the Respondent will need from City staff in order to complete the project. Include estimated time and resource commitment from City staff.

3. The work plan shall include any other information that the Respondent believes to be pertinent but not specifically asked for elsewhere.
4. The work plan should include proposed steps, if any, to expedite completion of the project. This will be given due consideration during evaluation of proposals. In the scoring for this section, respondents shall be evaluated on the clarity, thoroughness, and content of their responses to the above items.

FEE PROPOSAL

Points

15

Fee quotations shall be submitted in a separate, sealed, envelope as part of the proposal. Fee quotations are to include the names, title, hourly rates, and any other details, including hours of effort for each team member by task, and sub-task, by which the overall and project element costs have been derived. The fee quotation is to relate in detail to each item of the proposed work plan. Respondents shall be capable of justifying the details of the fee proposal relative to personnel costs, material, and time.

The fee proposed must include the total estimated cost for the project when it is 100% complete. This total may be adjusted after negotiations with the City and prior to signing a formal contract, if justified.

After initial evaluation, the City will determine the top Respondents, and open only those fee proposals.

AUTHORIZED NEGOTIATOR

Include the name, phone number, and e-mail address of persons(s) in your organization authorized to negotiate the Scope of Services with the City.