



CITY OF HASTINGS, NEBRASKA

Request for Proposal (RFP) to
Conduct an Organizational Assessment of the City of
Hastings' Municipal Operations and Departments

RFP Issue Date: December 8, 2014

Due Date: January 30, 2015

RFP Contact: Joe Patterson, City Administrator

City of Hastings, 220 North Hastings Avenue, Hastings, NE 68901

1.0 Introduction

1.1 Proposed Solicitation

The City of Hastings, hereinafter referred to as the "City", is soliciting proposals from qualified consulting firms to perform an organizational assessment of the City's municipal departments. The objective of this organizational assessment is to evaluate the current organizational structure, and make recommendations regarding best practices to reorganize the City's municipal departments to improve efficiencies and enhance both internal and external customer service in a manner consistent with the changing and evolving long term goals and mission of the City.

Qualified firms, hereafter referred to as "consultant", which meet the requirements set forth in this Request for Proposal are encouraged to participate.

1.2 General Information about the City

The City of Hastings is a first class city under Nebraska's classification of cities located in south central Nebraska and has a population of approximately 25,000 residents. Hastings is one of only three first class cities in Nebraska which generates (coal fired generation) and distributes its own electricity and operates its own gas distribution system in addition to the more typical municipal services of sewer/waste water, water, and solid waste/landfill operations. The utility function is organized pursuant to the Nebraska Municipal Proprietary Function Act (Neb. Rev. Stat. §18-2801 to 2808) and is governed by a 5-member Board of Public Works. The utility function is supported by utility rates and not the City general fund supported by property taxes. The Board of Public Works was created by ordinance pursuant to Neb. Rev. Stat. §16-691 and has the active direction and supervision of the utility operation. The utility operations are on a different fiscal year (January 1 – December 31) than the City itself (October 1 – September 30). Hastings Utilities is also the host and administrative entity for a public power generation agency (PPGA) located in Hastings. This involves a coal-fired generation facility operated under a separate agreement with other public power providers located in Nebraska, Iowa and South Dakota.

The City of Hastings also funds the operations of the Hastings Museum and Hastings Public Library which are also operated under separate Boards of Directors appointed by the Mayor and City Council. Both the Museum and Library have private nonprofit foundations whose purpose is to help provide funding for the Museum and Library. The Museum and Library do operate on the same fiscal year (October 1 – September 30) as the rest of the City departments as their funding is primarily through property taxes.

Other city departments supported by the general fund include:

- Administration
- Development Services (Planning and Zoning, Building Codes)

- Parks and Recreation
- Engineering and Public Works
- Streets – funded by State Gas Tax, local share of motor vehicle taxes, and local wheel tax
- Solid Waste/Landfill – funded by fees paid by users
- Fire and Rescue
- Police
- Finance

More information about the City can be found on the City's website at:

<http://www.cityofhastings.org/>

The Consultant's principal contact with the City will be the City Administrator, who will coordinate assistance to be provided by the City to the Consultant. City Hall is located at 220 North Hastings Avenue, Hastings, NE 68901. The City Administrator's telephone number is (402) 461-2309.

2.0 Instructions

2.1 Purpose

The purpose of this Request for Proposal (RFP) is to invite interested vendors to conduct a comprehensive organizational, management and operations study of the City of Hastings' operations and departments. Consulting services are sought to examine specific department operations; to evaluate management structure; and to identify methods to improve service levels, potential areas for consolidation or reorganization, increase efficiency and effectiveness, and achieve cost savings.

2.2 Proposed Submission

Each proposal shall be delivered via US Mail, in person, or express courier to the attention of the City Clerk. Three (3) copies of the quote shall be submitted for use by the RFP Team. The City Clerk shall receive quotes no later than Friday, January 30, 2015, by 5:00 p.m. CST. Each quote shall include a letter of transmittal, signed by an authorized representative of the consultant. This letter of transmittal must state the names of the individual(s) authorized to negotiate with the City and sign contracts on behalf of the vendor.

Submissions shall be submitted and labeled as follows:

City of Hastings, Nebraska
Attn: City Clerk
220 North Hastings Avenue
Hastings, NE 68901

3.0 Conditions and Requirements

3.1 Hard Prices

Prices quoted by consultants will be firm prices, not subject to increases during the term of the contractual agreement arising with the City as a result of this proposal. Consultant quoted prices shall include any applicable state and federal tax. Vendors are to stipulate the expiration date of their quoted proposal.

1.2 Evaluation Criteria

The various significant factors that will be considered in the evaluation of proposals are summarized below. At the discretion of the City Administrator, consultants submitting proposals may be requested to make oral presentations as part of the evaluation process. The City's final selection will not be dictated on any single factor including price. A consultant may be eliminated from consideration for failure to comply with any of the requirements, depending upon the critical nature of such requirements.

3.2.1 Proper Submission and Completeness of RFP: Receipt of complete proposal by the due date as outlined in the quote schedule. Late submissions will not be considered.

3.2.2 Comprehensiveness of Services Provided: The consultant must have the capability to meet the required service levels described in this RFP under "6.0 Scope of Services".

3.2.3 Public Sector Experience & References: The Consultant's experience in providing services to the public sector will be assessed as well as client references.

3.2.4 Charges for Services: The amount of proposed charges that will be assessed.

3.3 Right to Request Additional Information

The evaluation process shall include review of qualifications by a panel of City staff assigned by the City Administrator and any other person(s) designated by the City. The City reserves the right, where it may serve the best interest of the City, to request additional information and clarification from consultants.

3.4 Right to Reject Any or All Quotes

The City reserves the right to reject any or all price quotes, to waive technicalities or formalities, and to accept any price quote deemed in the best interest to the City. When two or more consultants are deemed equal; the City reserves the right to make the award to one of the two vendors.

3.5 Contracts

It is recognized that the formal basis of any agreement between the City and the consultant is a contract rather than a proposal. In submitting price quotes, vendors must indicate that they are prepared to complete a contract containing all the information submitted in their price quote. The price quote will become part of the contract between the City and the successful consultant. If the consultant has a specific contract that they wish to use, the consultant must submit a sample along with the RFP.

3.6 Rights to Submitted Materials

All quotes, inquiries, responses, or correspondence related to or in reference to this RFP, and all reports, charts, displays, schedules, exhibits, and other documentation submitted by the vendor will become property of the City and a matter of public record.

3.7 Proposal Interpretations and Addenda

Any changes to this RFP by the City will be sent to each consultant or individual to whom an RFP has been sent. Such changes become an integral part of the RFP for incorporation into any contract awarded pursuant to the RFP.

3.8 Insurance Requirements

For the duration of the contract, the consultant must procure and maintain insurance against loss of property. The cost of such insurance is the consultant's responsibility.

3.9 Additional Services

The general service requirements describe the minimum work to be accomplished. Upon final selection of the consultant, the scope of service may be modified and refined during negotiations with the City.

3.10 Undue Influence

The consultant declares and warrants that no undue influence or pressure is used against or in concert with any officer or employee of the City in connection with the award or terms of the Agreement that will be executed as a result of this RFP, including any method of coercion, confidential financial arrangement, or financial inducement. No officer or employee of the City will receive compensation, directly or indirectly, from the consultant, or from any officer, employee or agent of the consultant, in connection with the award of the Agreement or any work to be conducted as a result of the RFP. Violation of this Section shall be a material breach of the Agreement/ Contract entitling the City to any and all remedies by law or in equity.

3.11 Non-Discrimination

The City maintains various policies related to contractual service providers. Among these is an ant-discrimination policy, which requires that our contractors not discriminate in hiring on the basis of age, gender, race, religion, sexual orientation, or medical condition. Upon acceptance of a proposal, the City may request that the selected consultant sign a statement affirming their compliance with this policy.

3.12 Sexual Harassment

As a consultant with the City of Commerce, you are expected to comply with the City's Sexual Harassment policy. Should you have any questions regarding this policy please contact the Human Resources Technician at (402) 461-2313.

4.0 Consultant Submittal Format

To assist the City in its evaluation of submitted quotes, it is required that each quote adheres to the following format:

4.1 Letter of Transmittal

In the Letter of Transmittal, the consultant shall describe their understanding of the work to be performed and why the consultant is the best qualified to perform the services requested. This letter of transmittal must provide a profile of experiences that consultant has had on similar projects and state the names of the individual(s) authorized to negotiate with the City and sign contracts on behalf of the consultant.

4.2 Consultant Summary Sheet

Submit a completed Consultant Summary Sheet (see Appendix A).

4.3 Certification of Quotes

Submit a completed Certification of quote (see Appendix B).

4.4 Qualifications of staff

Provide the experience, expertise, and capabilities of staff as requested under section 6.4

4.5 Summary of Charges

The quote must include a summary of all charges for proposed services.

4.6 References

Provide information and references on public sector work relating to similar projects.

5.0 Quote Schedule

RFP Issue Date	December 8, 2015
Final Date for Receipt of Proposals	January 30, 2015
Evaluation and Review of Proposals	January 31, 2015 to February 28, 2015
Award of Contract	March 1, 2015
Draft Report	Within Ninety 90 days of the start date
Final Report and Presentation	Within Ninety 120 days of the start date

5.1 Distribution of RFP:

The RFP will be published on the City's website and mailed to prospective consultants by the City Clerk.

5.2 Pre-Bid Meeting:

The City reserves the right to call for a mandatory pre-bid meeting.

5.3 Final Date for Receipt of Proposals:

Proposals will be accepted at City Hall through January 30, 2015 after which the bid period will be closed.

5.4 Evaluation & Review

The RFP team will evaluate proposals within the time set forth in the Quote Schedule above.

S.S City Administrator Approval:

The recommended proposal will be submitted to the City Administrator for approval and will be submitted to the Mayor and City Council for final determination, tentatively in a March 2015 timeframe.

5.6 Notification to Consultants:

The successful consultant will be notified by the City Administrator.

5.7 Service Begins: After a properly executed contract has been returned to the City.

6.0 Scope of Services

6.1 Provide City with professional services and dedicated personnel to perform the following services:

Organizational Review

- Conduct an examination of the City of Hastings' organizational structure and functions.
- Review of the existing organizational structure and identification of gaps and/or duplication of services, as well as efficiencies to be gained.
- Evaluate current organization and management structure including job designs, and staffing levels
- Propose options for a new organizational structure and recommendations on staffing levels, workload and span of control.
- Assess the functional assignments and human resources required to perform current duties
- Identify current supervisory ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios
- Assess administrative strengths, i.e. financial, supervision and development of staff, risk management coordination and practices, and use of technology.

Operational Review

- Review the City of Hastings operational functions and workflow process for each area.
- An assessment of the workplace culture. This assessment must involve soliciting feedback from employees.
- Observations and identification of opportunities for intergovernmental cooperation.
- Succession planning – Understanding and review of the length of service of the current employees, and a succession planning process review to focus on development of a plan for the future.
- An assessment of the City's customer service. This assessment should involve soliciting feedback from a range of community partners.

Upon completion of field work and analysis, the consultant will provide a draft report for review by the City and will be responsible for completion and presentation of a final report. At a minimum, the following items should be performed, although the City is open to other related work.

The final report shall include, for each item and objective, a series of prioritized options and recommendations in measured levels or importance. Each recommendation will be supported by clearly defensible justifications, as well as a cost benefit analysis for any funding required for implementation. The cost benefit analysis should also include both short and long term effect on operations, and anticipated net savings.

The final report should also include a complete assessment of the current organization, a recommended new organization, and a prioritized list of the strategies, tactics, and actions recommended to best implement the new organization.

6.2 Anticipated Deliverables

The Consultant shall be expected to present the following:

Recommendations and Deliverables

- Specifically recommend an organizational structure capable of unifying all departmental functions the City of Hastings or in the alternative recommend an optimal organizational model for the City of Hastings based on available budget
- Review and recommend appropriate levels of supervision/ management to ensure ongoing delivery of the City of Hastings' services.
- Identify staffing requirements, both current and future
- Evaluate the efficiency of all department operations relating to staffing, workload distribution, supervisory structure, allocation of resources, scheduling and productivity.
- Provide assessment of organizational structure and functional area responsibilities with regards to its compatibility for delivering responsive and efficient municipal services.
- Report on the feasibility, both fiscally and practically, to consolidate operations within the City of Hastings or to transfer any operations to other City Departments.
- Provide recommendations on whether a consolidation has merit and should be pursued, or alternative options i.e., a directed consolidation may be appropriate in certain areas, or certain aspects of operations could potentially be outsourced or insourced based upon a cost/benefit analysis, altered staffing levels and hours of operations, etc. Gather sufficient justification and data to support the findings.
- A summary of recommendations regarding improvement opportunities, increased effectiveness of the operation, modifications to processes or changes in job design and structure.
- Presentations to City staff as determined by the City Administrator and the City Council.

The consultant should also recommend other key areas of evaluation that may also be reviewed.

6.3 Term of Contract and Preliminary Schedule

The City is seeking to have the scope of services completed and the delivery of a draft report and recommendations within ninety (90) days of the execution of the contract, and a final report and presentation within 120 days from the date of the award.

6.4 Experience, Expertise and Capabilities

A complete listing of the staff identified in the work plan by job classification, along with their resumes. Each resume shall include the individual's relevant qualifications and experience.

Upon final selection of the consultant, the scope of service may be modified and refined during negotiations with the City.

Attachment:

City of Hastings and Hastings Utilities Organizational Charts

Appendix A

Consultant Summary Sheet

Consultant Name: _____

Consultant Parent Organization or Ownership: _____

Consultant Address: _____

Consultant Telephone Number: _____ Fax Number: _____

Management person responsible for direct contact with the City and the services required for this Request for Proposal (RFP):

Name: _____

Title: _____

Telephone Number: _____

EMAIL Address: _____

Person Responsible for day-to-day servicing of the account:

Name: _____

Title: _____

Telephone Number: _____

EMAIL Address: _____

Appendix B

Certification of Proposal to the City of Hastings, Nebraska

- I. The undersigned hereby submits its proposal and, by doing so, agrees to furnish services to the City in accordance with the Request for Proposal (RFP) and to be bound by the terms and conditions of the RFP.
- II. This consultant has carefully reviewed its quote and understands and agrees that the City is not responsible for any errors or omissions on the part of the consultant and that the consultant is responsible for these.
- III. It is understood and agreed that the City reserves the right to accept or reject any or all proposals and to waive any informality or irregularity in any proposal received by the City.
- IV. The proposal includes all of the commentary, figures and data required by the RFP.
- V. This consultant has carefully read and understands all of the items contained in Section 3, Conditions and Requirements.

Name of Consultant: _____

By (Authorized Signature): _____ Date: _____

Name: _____

Title: _____

Address: _____

Telephone Number: _____ Fax Number: _____

EMAIL Address: _____