



Request for Proposals  
Instructions and Conditions

for the Preparation of a  
a phased Organizational Development  
program.

**CITY OF LA CROSSE  
C/O Mayor Tim Kabat  
CONSULTANT AD HOC COMMITTEE  
400 LA CROSSE STREET  
LA CROSSE, WISCONSIN, 54601**

All proposals must be received **no later than 5:00 p.m. Friday, July 12, 2013**

## **BACKGROUND INFORMATION**

**Project Description:** The City of La Crosse is soliciting proposals for the purpose of engaging a firm experienced in organizational improvement. The City is looking for a consultant with considerable experience in providing services to municipalities of similar size to La Crosse. The City has a 2012 population of 51,130 and is approximately 23 square miles. The City has a weak Mayor form of Government with 17 Council members. The Mayor and Council are elected to four year terms. The Mayor serves as the CEO and day-to-day manager of the City's activities. The Council has two standing Committees (Finance and Personnel and the Judiciary and Administration Committee) which make recommendations to the Committee of the Whole prior to the Council taking final action.

There are 16 City Executives/Department Heads and an elected City Clerk. City departments include Airport, Assessor, Legal, Engineering, Finance, Fire Department, Human Resources, Information Services, La Crosse Convention Center, Library, Municipal Court, Parks, Recreation, and Forestry, Planning and Development, Police, Transit Utility and Public Works. The City has a Water Utility, Wastewater Utility, a Stormwater Utility and a Parking Utility.

Over the last six years, the City has heard from many constituencies that there is a need for "City Hall Improvement." This topic was first heard during the City's Economic Development Strategic Planning Process under the guidance of a Blue Ribbon Committee. In focus group sessions at UW-La Crosse in their tailored focus group meeting rooms, there was a theme regarding the functioning of City Hall. Following this effort, the City began a series of Business Roundtables (which were recommended in the Economic Development Strategic Plan) and hosted these for several years. In 2007, the topic of "City Hall Improvement" garnered the most votes in a sticky note/dot exercise.

City Hall Improvement was generally thought to include the streamlining of the Council Committee process, reducing the number of city committees, eliminating flip flop votes between the Committee of the Whole and the Common Council Meeting, improving the decorum at Council Meetings between the Council, the public and staff. Many members of the public complained about the sheer number of committees that an applicant/opponent has to attend to obtain a final action by the Council. A common complaint is the number of referrals a piece of legislation can receive. This forces the public to sometimes 12 or more meetings until their legislation is acted on. Another complaint was the treatment that some members of the public received at Public Hearings which to them felt at times like more of a cross-examination by some Council members. Some efforts were made to streamline the legislation referral process, reduce the number of committees and commissions from approximately 100 to approximately 60. Recently the Council eliminated the Highways, Properties and Utilities Committee and several ad hoc committees and boards.

Since more can and should be done, the Common Council appointed an ad hoc consultant committee to prepare this RFP and solicit and review proposals for professional services.

The committee spent considerable time researching this subject and conversed with several firms and municipalities in the interest of developing a thoughtful RFP.

The ad hoc committee has developed this RFP as a means to be proactive in improving the efficiency and effectiveness of the La Crosse City government. The committee is suggesting a phased approach that will set the City on a course of continual improvement. This phased approach includes project buy-in (the Why?), data gathering, a formal strategic planning process, and an implementation/monitoring program. The project/process is intended to result in:

- A. An organizational assessment through citizen/staff/elected official input (how we do business)
- B. A report on what was heard during this phase
- C. A plan to improve City Government in La Crosse

## **SCOPE OF SERVICES**

### Phase 1 - ("the why?") Project Buy-in through a facilitated discussion:

- Develop Leadership/Commitment/Design/Initiation
- Agree upon project Goals/outcomes
- Agree upon strategy to communicate the project/process

### Deliverables from Phase 1:

- MOU or signed "Charter" of commitment to the project/process by participants

### Phase 2 - (Organizational Assessment/Report) Data Gathering:

- An Organizational Assessment and review of existing City functions including Council committee structure, all boards, committees, commissions, and typical agendas
- Review existing departmental functions/reports
- Review existing funding sources
- Interview Mayor/Council Members/City Executives/Department Heads
- Review various documents including the Operating Budget, Audit Reports, Comprehensive Plan, Neighborhood Plans, Facility Plans, Business Roundtable minutes, focus group results from the Economic Development Strategic Plan process
- Assist City in the review of a Citizen and Employee Survey (City and UW-Extension Agent will prepare, administer, tabulate)
- Review La Crosse's functions and operations as compared to national benchmarks

### Deliverables from Phase 2:

- Report containing an assessment/analysis/synthesis of existing city operations, a summary of the citizen survey and interviews, benchmarks and revenue streams as they relate to the City, and a summary of the process.

- Assist the City communicate the results from Phase 2.

Phase 3 - (the Outcome) Strategic Action Planning Initiative:

- Organize a series of planning retreats for Mayor/Council/Departments
- Review City's adopted Mission, Vision and Values statements
- Assist the City in preparing a strategic action plan including a SWOT analysis, Situation Analysis, specific Action Grid and an implementation/monitoring process

Deliverables from Phase 3:

- A City of La Crosse Strategic Action Plan with a roadmap for implementation/monitoring/milestones. This plan will direct the Mayor, Council and Departments in a unified manner of cooperation and collaboration and will provide recommendations for the future governance, management and policy direction of La Crosse's City Government.

**Audience:** Mayor, Common Council, City Staff, City Executives/Department Heads, City taxpayers.

**Project Schedule**

June 13, 2013	Council approves the RFP
June 21, 2013	RFP posted, emailed, mailed
July 12, 2013	All proposals due at 5:00 p.m., local time, at the office of the Mayor
July 19, 2013	Shortlist of firms selected for interviews
July 30, 2013	Consultant Interviews 1:00 p.m. – 5:00 p.m. (Ad Hoc Committee)
July 31-August 1, 2013	Selection of top firm & reference checks
August 2, 2013	Submit RFP legislation into Legistar by noon
August 8, 2013	RFP Legislation on New Items for Referral
September 12, 2013	Common Council approval of consultant contract
September 18, 2013	Project start
October (TBD)	Present Phase 1 MOU to Mayor/Council/Staff/Community
November (TBD)	Begin Phase 2 Efforts
March 7, 2014	Submit Strategic Plan adoption (Phase 3) legislation into Legistar by noon
March 13, 2014	Strategic Plan Legislation on New Items for Referral
April 8, 2014	Present Plan to Committee of the Whole
April 10, 2014	Council approves Resolution adopting Strategic Action Plan

## **Inquiries And Response Submissions**

All inquiries, eight (8) paper copies of the proposal and an electronic copy, including detailed scope of services and element-by-element itemized budget shall be directed to:

Mayor Tim Kabat  
City of La Crosse  
400 La Crosse Street  
La Crosse, Wisconsin 54601  
Telephone (608) 789-7500; kabatt@cityoflacrosse.org

All proposals must be received **no later than 5:00 p.m., local time, Friday, July 12, 2013.** No amendments to proposals will be accepted after this time. The City of La Crosse reserves the right to accept or reject any or all proposals. The City of La Crosse is not liable for any costs incurred in replying to this RFP.

## **Submission Requirements**

### **Section 1.0 *Qualifications***

Vendors shall prepare and submit their qualifications in the following order:

**1.1 Letter of interest** (not to exceed one page)

**1.2 Table of contents**

**1.3 Company Background**

- A.** Type of organization:
  - a.** Corporation proposing as a single entity for all services
  - b.** Corporation proposing as prime entity for all services with sub-consultants(s)
  - c.** Joint Venture
  - d.** Partnership
  - e.** Other
  
- B.** Provide the length of time that the company has been in business and ownership history of prime and its sub-consultant(s) or joint venture partner(s). (If prime entity is a wholly-owned subsidiary of another corporation, please provide details)
  
- C.** Provide the location of the principal office that will be responsible for implementing this contract.
  
- D.** Provide the location of other offices from which resources may be drawn.
  
- E.** Size, resources and capabilities of responding entity:

- a. Organizational structure of business entity for this project:
    - Partners
    - Associates
    - Consultants
    - Subcontractors
    - Other participant(s) and title(s)
    - Organizational hierarchy
  - b. Services and professional disciplines provided in-house by prime responding entity
- F. Specialized Experience and Qualifications:**
- a. **Specific** experience with Organizational Development/Improvement for local government of municipalities of population > 50,000
  - b. Organization and Key Personnel
    - 1. Identify primary contact and any key personnel/staff contact information and provide their experience, responsibilities, and qualifications. One page resumes of the proposed project team preferred.
    - 2. Names of Staff with the following experience:
      - Public Administration as a City Administrator/Manager
      - Strategic Planning for Local Governments (Cities > 50,000 population)
      - Organizational Assessments of Local Governments (Cities > 50,000 population)
      - Municipal finance, and municipal financing systems
      - Professional Affiliations/Certifications in Finance, Planning, Public Administration, Management, Law
    - 3. Indicate if the proposed project team has completed similar projects for other clients and if so, list the clients and projects. If the proposed team has not worked together previously, briefly state why the proposed team should be selected.
- G. Examples of comparable projects completed in the past 5 years with references for each. (We request at least three total projects):**
- a. Provide the client name
  - b. Contact name and title
  - c. Address and phone number
- H. Consultants shall describe their approach to the project and how they will provide deliverables.**
- a. A description of the consultants understanding and approach to the project, including projected timeline showing milestone dates and anticipated project deliverables.

- b. Description of the type and level of support the consultant will require/expect from the project sponsor—such as staff support, provision of meeting space, materials, meals, etc.

## **Section 2.0 Report Requirements**

Provide information requested below on how the project will proceed.

### **2.1 Report**

- A. *Meetings:* Document necessary meetings throughout the project and their purpose. One facilitation meeting in Phase 1 and a series of meetings in Phase 2 for a minimum of one week with the Mayor, Council Members, City Executives/Department Heads/Staff/Public in as efficient manner as possible. A meeting/presentation at the end of Phase 2 to review progress and fix any roadblocks and to review results. Phase 3 will be a series of workshops and retreats over a 10 week period along with a final presentation on the plan. A follow-up training session on implementation is also required.
- B. *Data Provided:* The City will gather and provide the following to the selected consultant:
  - Departmental Functions/annual reports
  - City Operating Budgets/Capital Budgets
  - Annual Audits
  - Council Rules
  - Comprehensive Plans/ Neighborhood Plans/Facility Plans/Operation Plans
  - Agendas
  - List of Committees, Commissions, Boards, Ad Hoc Committees
  - Council Calendar
  - Summaries of previous feedback on "City Hall Improvement"
  - Other materials the consultant deems relevant
- C. *Document:* Provide timing and scope of Phase 1 MOU or "Charter".
- D. *Document:* Provide timing and scope of Phase 2 summary report.
- E. *Document Revisions and Presentations:* Complete all necessary final revisions of draft report. Present report to both the Committee of the Whole and public.
- F. *Final Strategic Action Plan:*
  - a. The document should be capable of educating those who did not participate in the process. Provide a Report capable of being adopted by the Common Council.
  - b. Include an Implementation/Monitoring Chapter within the Plan that includes: prioritized actions; strategies; policies; and

recommendations for best practices, and the process for implementing a tracking system.

- c. The consultant shall prepare and submit one (1) camera-ready copy of the FINAL STRATEGIC ACTION PLAN document to the City of La Crosse. All work products shall become property of the City of La Crosse. All documents and exhibits shall also be provided in electronic form - Microsoft Word, Excel, Publisher or In Design compatible. The City will reproduce the draft and final copies in sufficient amounts for meetings and hearings using the camera-ready copies or electronic files.

- G. *Education and Training:* Conduct one training session after adoption with the Mayor, Council and City staff to assure that those who are responsible for the day-to-day administration and implementation of the plan have a clear understanding of their purpose and process.

### **Section 3.0 Contract Terms and Conditions**

The City of La Crosse shall incorporate the City's Standard Contract Terms and Conditions, attached as Appendix A.

- A. The Conflict of Interest provisions that no person who is an employee, agent, consultant, officer, elected official or appointed official of the City, who exercises or has exercised any functions or responsibility with respect to such funds being provided by the City or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, will obtain a personal or financial interest or benefit from the project, or have any interest in a contract, subcontract, or agreement with respect thereto, or the proceeds thereof, either for themselves or those with whom they have family or business ties, during their tenure or for one (1) year thereafter, except for approved eligible administration or personnel costs.

### **Section 4.0 Cost**

Indicate the anticipated expenditures cost **by phase and by task and by personnel in a spreadsheet** appropriate to a not to exceed contract of the project by the categories listed below.

#### **4.1 Cost Categories**

- A. Labor Costs
  - a. By individual (name)
  - b. List estimated hours
  - c. Hourly rate and total cost
- B. Overhead: Show as a percentage of labor costs

- C. Other Direct Cost Itemizations that may include, but are not limited to:
    - a. Transportation
    - b. Lodging and meal per diem
    - c. Printing
    - d. Communication
  - D. General Administrative Costs: Indicate base used and basis therefore, percentage and total.
    - a. Total estimated cost of work
- 4.2 The consultant shall provide time for project scheduling, staffing, coordination, billing, progress reports, etc., necessary for the consultant to expedite the project.
- 4.3 There will be one contract entered into as a result of this RFP in the form of a lump sum contract up to \$\_\_\_\_\_ for Phase 1, 2, and 3 (includes labor, overhead, direct, and administrative costs); to be mutually agreed upon between the consultant and the City of La Crosse.
- 4.4 The consultant shall indicate the timeframe of invoices.

**Section 5.0 Selection Process**

- A. All proposals received in response to this RFP will be subject to an evaluation by the Ad Hoc Consultant Committee.
- B. A limited number of firms will then be invited to interview in person to give a brief presentation of their proposal to the Ad Hoc Consultant Committee, followed by a question and answer session. The interview format will be prescribed by the Ad Hoc Consultant and will be structured less in the form of sales pitch, but rather a true assessment of the consultant team's experience, abilities and readiness to complete this report and financial retainer work.
- C. A recommendation and proposed contract with the City's Terms and Conditions shall be forwarded to the City of La Crosse Common Council for final approval.

**5.1 Evaluation criteria in order of priority:**

- A. Organization, Personnel and Experience (40%)
  - a. Qualifications of personnel
  - b. Specific experience with municipal organizational assessments , strategic planning, municipal operations
  - c. Experience of consultant firm
  - d. Client references from 3 clients
- B. Quality of Proposal/Consultant's Approach (40%)
  - a. Completeness and thoroughness in addressing the scope
  - b. Understanding of project goals

- c. Responsiveness to terms and conditions
  - d. Quality and quantity of services to be performed
  - e. Proposal design and attentiveness to detail
- C.** Cost Proposal (10%)– per Section 4
- D.** Ability to complete study on schedule (10%)– per project deadline as well as responsiveness to the City in communication and project milestones.