

City of Bismarck

Request for Proposals

Strategic Planning Services

September 15, 2010

Please Submit 10 Copies by:
October 18, 2010
5:00PM

City Administration Office
PO Box 5503
221 N. 5th Street
Bismarck, ND 58506

CITY OF BISMARCK
REQUEST FOR PROPOSAL
Strategic Planning Services

The City of Bismarck is soliciting a Proposal from experienced professional consulting firms to provide strategic planning services. Services provided will address these general areas as they relate to creating a sustainable strategic plan:

- Situational Analysis
- Vision
- Values
- Mission
- Goals
- Objectives
- Performance Metrics
- Strategic Initiatives
- Other components identified by the consultant

Proposal packages for this submittal are available from the City Administration Office, PO Box 5503, 221 N. 5th Street, Bismarck, ND 58506, telephone 701-355-1300.

Questions regarding this RFP must be submitted in writing to Keith J. Hunke, Assistant City Administrator, PO Box 5503, 221 N. 5th Street, Bismarck, ND 58506, Fax 701-222-6470, email khunke@nd.gov, by October 8, 2010.

Ten (10) copies of the proposal documents shall be submitted in a sealed envelope (or envelopes) to the City Administration Office, PO Box 5503, 221 N. 5th Street, Bismarck, ND 58506. The envelopes shall be clearly marked on the exterior to denote both the names of the submitting firm and the particular professional services contract for which the proposals are offered "Strategic Planning Services".

Final date for submission of proposal documents will be no later than 5pm on October 18, 2010. Proposals received after that time will not be considered. Late proposals will be returned unopened.

PURPOSE OF REQUEST

This document constitutes a Request for Proposal issued by the City of Bismarck. The purpose of the City of Bismarck Strategic Planning Services RFP is to solicit professional consulting services that will help the City develop an organizational strategy that outlines goals and objectives for the City of Bismarck, as well as outlines how the City of Bismarck can successfully reach these goals. Like many other public agencies, the City of Bismarck understands the importance of having an effective strategic plan. The last comprehensive strategic planning effort was conducted in 1999. The City of Bismarck desires to develop a current, comprehensive strategic plan. The City of Bismarck strategic planning initiative will create and implement a comprehensive strategic plan that will incorporate major organizational initiatives into one document that captures the big picture, all under the umbrella of one shared, strategic vision. The successful firm must have extensive organizational strategic planning experience, as well as the capability to facilitate planning meetings, conduct research and surveys and public input sessions. The City of Bismarck is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm should be able to discern which model or model(s) will best enable the City of Bismarck to complete its organizational and programmatic goals. The successful firm will be required to demonstrate its ability to meet these requirements.

SCHEDULE

September 15, 2010	Release of Request for Proposal
October 18, 2010	Submission of Proposals due by 5:00PM.
November 4, 2010*	Presentation given by top applicants
November 9, 2010*	Make Final Recommendation-Develop Scope of Work
November 24, 2010*	Contract awarded – Project starts

***Exact dates are subject to change at the City's discretion.**

BACKGROUND

Bismarck, the second largest city in North Dakota, has a growing population of over 62,000 and an MSA of approximately 107,000 persons. The general trade area has a population of approximately 173,000. Bismarck is the capital city of North Dakota. The majority of Bismarck's workforce is employed in agriculture/agribusiness, retail, energy development and production, health services and government services.

The City of Bismarck operates under the commission form of government with four (4) Commissioners and a President (Mayor).

The City has sixteen departments that employ approximately 539 full-time authorized positions and 315 part-time positions. Organizational charts for the following departments are attached: Administration, Airport, Attorney, Civic Center, Combined Communications, Engineering, Finance, Fire, Human Resources, Library, Municipal Court, Community Development, Public Health, Police, Public Works-Service Operations, and Public Works-Utility Operations.

CITY MISSION STATEMENT AND GOALS

The mission of the City of Bismarck is to deliver government services in an efficient, timely, cost effective and professional manner, while sustaining responsible growth and promoting Bismarck's quality of life and pride in our community. (Initially adopted January 1999)

GOALS

1. Complete and implement a realistic reorganization plan.
2. Develop a plan for increasing citizen participation in planning and implementing community programs.
3. Effectively use technology to deliver services.
4. Provide for the health, safety and welfare of our citizens and enhance the community's quality of life.

5. Maintain the City's excellent financial condition and bond rating.
6. Enhance employee performance through staff development, empowerment and team building.
7. Continue the timely planning, construction and rehabilitation of the City's infrastructure, land use and services.
8. Encourage and promote economic development.
9. Cooperate with other entities to accomplish community goals and objectives.

PROJECT OBJECTIVES

The City of Bismarck expects the following services to be performed in creating a comprehensive strategic plan.

1. In anticipation of this project, the City of Bismarck formed a project team to guide project direction and oversee project activities. The Consultant will work with this team to explain the strategic planning process, validate the City of Bismarck's project objectives for this effort as well as outline management, staff, and consultant roles and responsibilities for this effort. The Consultant will develop a work plan to guide project activities and communications. The Consultant will conduct orientation and briefing sessions for the City Commission and employees at all levels to educate them on the goals of the project and the potential outcomes. The consultant must also be available for any necessary presentations to the City Commission and/or project team to include but not limited to a final strategic plan presentation to the City Commission and/or project team. These meetings should be priced separately so the City may utilize these services at its discretion.
2. Review current City of Bismarck organizational information available on the City's website www.bismarck.org including department home pages, budget information, Mayor's Economic Development Advisory Group Overview, city ordinances, and other related documents and information found at <http://www.bismarck.org/index.aspx?NID=56>.
3. Conduct a situational analysis of the City of Bismarck organization.

4. Identify and assess the strengths, weaknesses, opportunities, and threats of the City of Bismarck organization.
5. Based on the assessment data, facilitate the development of a Vision, Values, and Mission for the City of Bismarck organization.
6. Facilitate the development of goals and objectives that support the Vision, Values, and Mission of the City of Bismarck organization.
7. Facilitate the development of performance metrics – key indicators and outcomes that can serve as the basis for performance measures of the City of Bismarck organization.
8. Identify potential strategic initiatives with outcomes that support community commerce, community collaboration, community condition and community character.
9. Facilitate the development of a process to keep the City Commission involved and engaged in a continual strategic planning process including use of City Commission meeting agenda to handle strategic discussions, feedback loops, newsletters, and regularly scheduled reviews and reports.
10. Facilitate the development of a process to keep employees involved and engaged in a continual strategic planning process including focus groups, feedback loops, newsletters, and regularly scheduled reviews and reports.
11. Submit recommendations for appropriate implementation measures that City staff will need to take. Include proposed policies and administrative guidelines that will need to be in place to administer the comprehensive strategic plan. These policies and administrative guidelines should be very specific in nature. Develop a system to measure the effectiveness of City activities in meeting the objectives of the comprehensive strategic plan. Ensure the measures are linked to the overall vision, mission and goals of the City as a whole.

RFP GUIDELINES

The RFP Guidelines section defines the Selection Process, Evaluation Criteria, and the RFP Format to be submitted.

SELECTION PROCESS

The City of Bismarck's project team will review and evaluate all properly submitted proposals that are received on or before the deadline. The project team will first review each proposal for compliance with the minimum qualifications and mandatory requirements of the RFP. Failure to comply with any mandatory requirements may disqualify a proposal. The project team shall participate in the analysis of RFP'S, the interview process and the final recommendation of the selected consultant for the project. Upon successful negotiations with the selected consultant, the contract will be recommended for approval by the project team to the Board of City Commissioners for final approval.

Designated selection committee members shall be:

Josh Askvig	City Commissioner
Sheila Hillman	Finance Director
Connie Griffin	Public Health Supervisor
Carl Hokenstad	Director of Community Development
Mike Dannenfelzer	Communications Manager
Mel Bullinger	City Engineer
Keith Demke	Director Utility Operations
Jerry Henke	Employee Representative

The City reserves the right to substitute and/or add members to the selection committee as required.

THE CITY OF BISMARCK RESERVES THE RIGHT TO:

1. Conduct pre-award discussion and/or pre-award/contract negotiations with any or all responsive and responsible Proposers who submit proposals determined to be reasonably acceptable of being selected for award.

2. Conduct personal interviews or require presentations of any or all Proposers prior to selection; and make investigations of the qualifications of Proposers as it deems appropriate.
3. Request that a Proposer(s) modify its proposal to more fully meet the needs of the City of Bismarck or to furnish information the City of Bismarck may reasonably require.
4. Accord fair and equal treatment with respect to any opportunity for discussions and revisions of proposals. Such revisions may be permitted after submission of proposals and prior to award.
5. Negotiate any modifications to a proposal that it deems acceptable, waive minor irregularities in the procedures, and reject any and all proposals.
6. Process the selection of the Successful Proposer without further discussion.
7. Waive any irregularity in any proposal, or reject any and all proposals, should it be deemed in its best interest to do so. The City of Bismarck shall be the sole judge of Proposers' qualifications and reserves the right to verify all information submitted by the Proposers.
8. The proposal selected will be that proposal which is judged to be the most beneficial to the City of Bismarck.

The City of Bismarck shall not be responsible for any costs incurred in relation to preparation of the proposal, the presentation, or in relation to any opportunities for an interview.

EVALUATION CRITERIA

Proposals will not be evaluated on cost alone but will use a combination of factors. Specifically:

1. Responsiveness of the Proposal to the project objectives.
2. Responding firm's experience in completing work of a similar size and scope.
3. Specific qualifications of the primary staff who will manage, supervise, and provide services, including past experience on projects of similar size and scope.
4. Public sector experience and qualifications of the firm. This includes past project experience and/or research projects conducted for recognized industry associations.
5. Proposer's project management methodology and experience.
6. Proposer's familiarity with the strategic planning needs of the City of Bismarck.
7. Responses of the client references.
8. Project approach and methodology.
9. Cost of services and payment policies.
10. Such other information that may be required or secured.

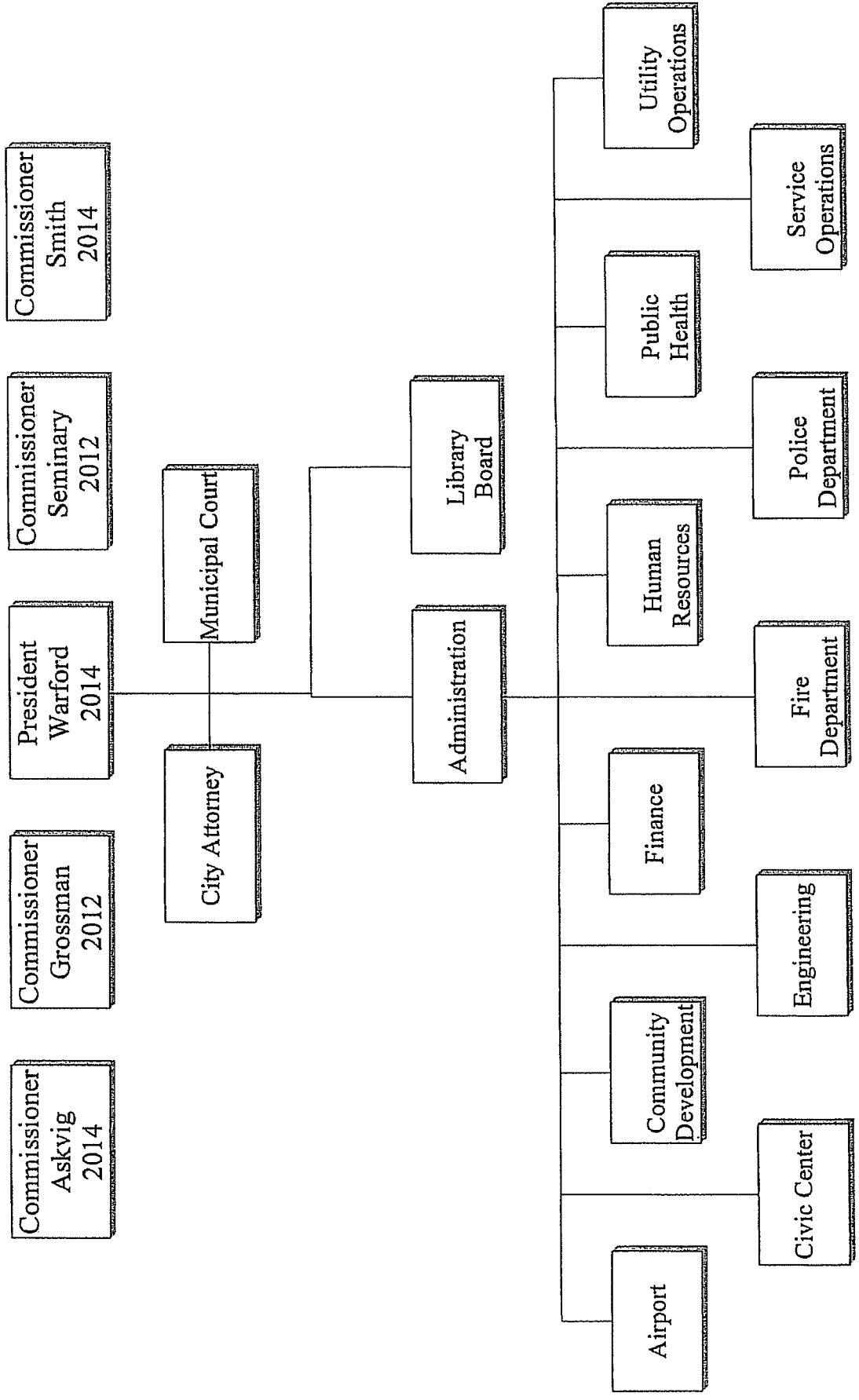
RFP FORMAT

The primary Proposer shall develop a written response to this Request for Proposal, structured to show a clear understanding of the project objectives. The following sections will provide the format in which the RFP responses must follow to be considered in the evaluation process.

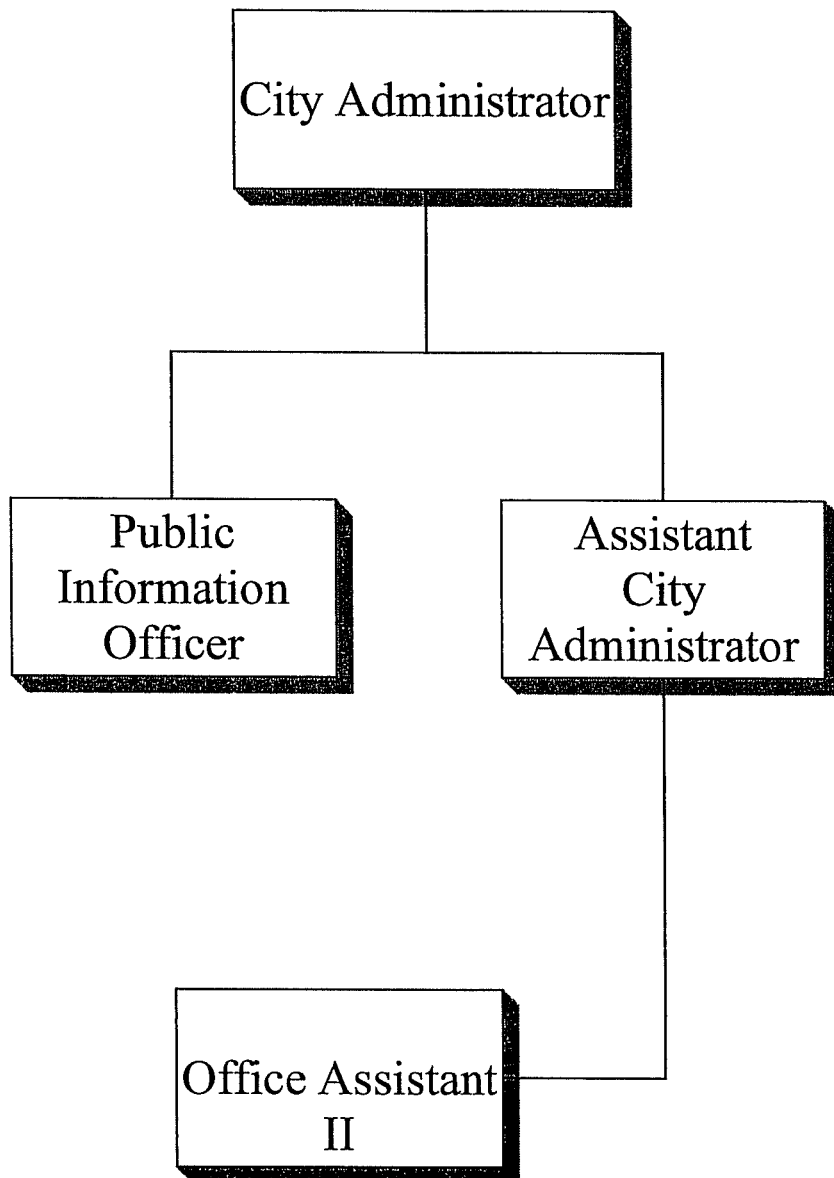
1. **Management Letter.** An authorized representative of the firm shall sign the cover letter to validate the contents of the response. All information contained within the response may be part of the final contract.
2. **Firm Background.** Clearly state the name of the primary firm that will have overall responsibility for the project. Also clearly state all the sub-consultants that will be included in the proposal.
3. **Specify the firm name, address, telephone number and contact person.** Provide the addresses of national and regional offices. Designate which office will serve the City of Bismarck.
4. **Specify the year the firm was established and any former firm names.**
5. **Client References - Each Firm shall submit:**
 - a. A list of three (3) references for public sector agencies where they have provided a similar service within the last three years. This list shall include a point of contact (POC) and a telephone number where the POC can be contacted. This list shall also include the dates for which the primary proposer provided the service and a short description of the project.
 - b. Augment client references with POC and project descriptions for industry wide or national programs that may have been conducted by the primary proposer.
 - c. State whether your firm was the primary proposer on each project referenced and the specific role your firm played.

6. Team Qualifications. Submit resumes of staff proposed for the project and a description of their roles and responsibilities for this project.
7. Project Approach. Describe in detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a comprehensive strategic plan. Key elements include:
 - a. Project Understanding
 - b. Project Methodology and Deliverables
 - c. Roles & Responsibilities
 - d. Project Management
 - e. Costs – provide price proposal and payment schedule for all phases of work to be accomplished to meet project objectives
 - f. Schedule Control – submit outline of proposed schedule for the City of Bismarck Strategic Planning Services project. It is expected that the project will be completed in a timely manner and no later than the proposed schedule. Mutually acceptable time extensions may be considered to address unanticipated events.
 - g. Contract Terms and Conditions – provide a complete contract that identifies all terms and conditions of the proposal.

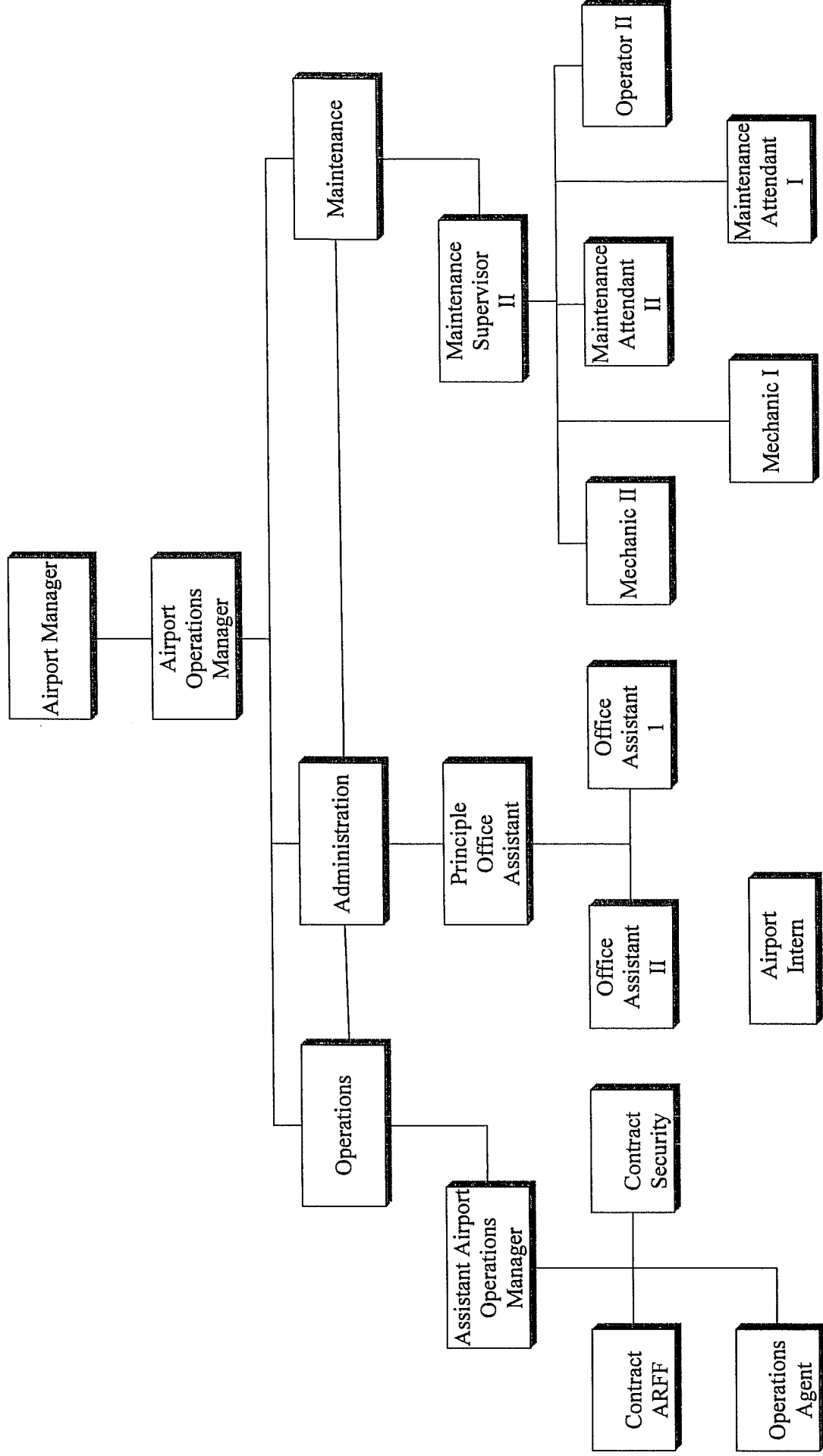
City of Bismarck



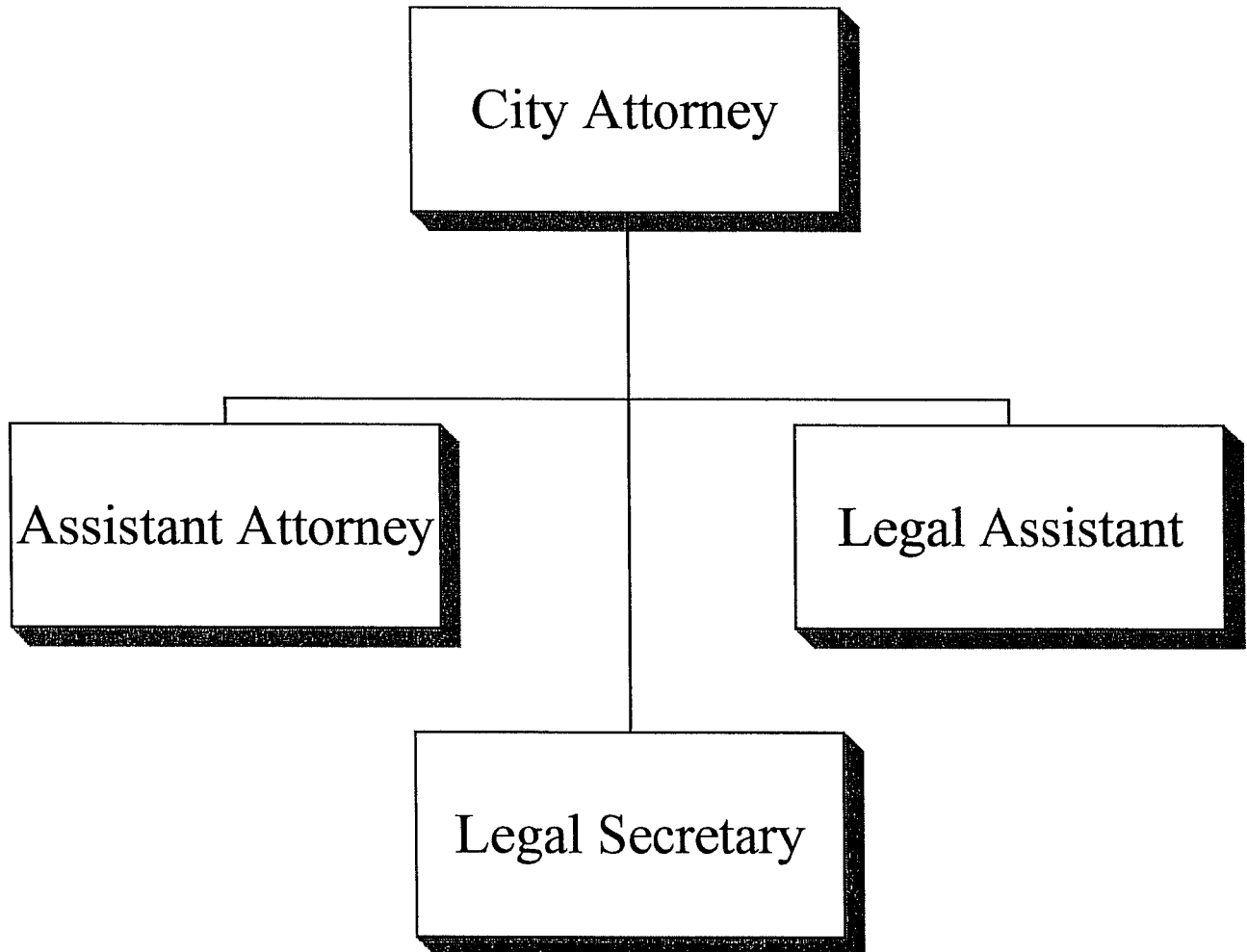
City of Bismarck Administration



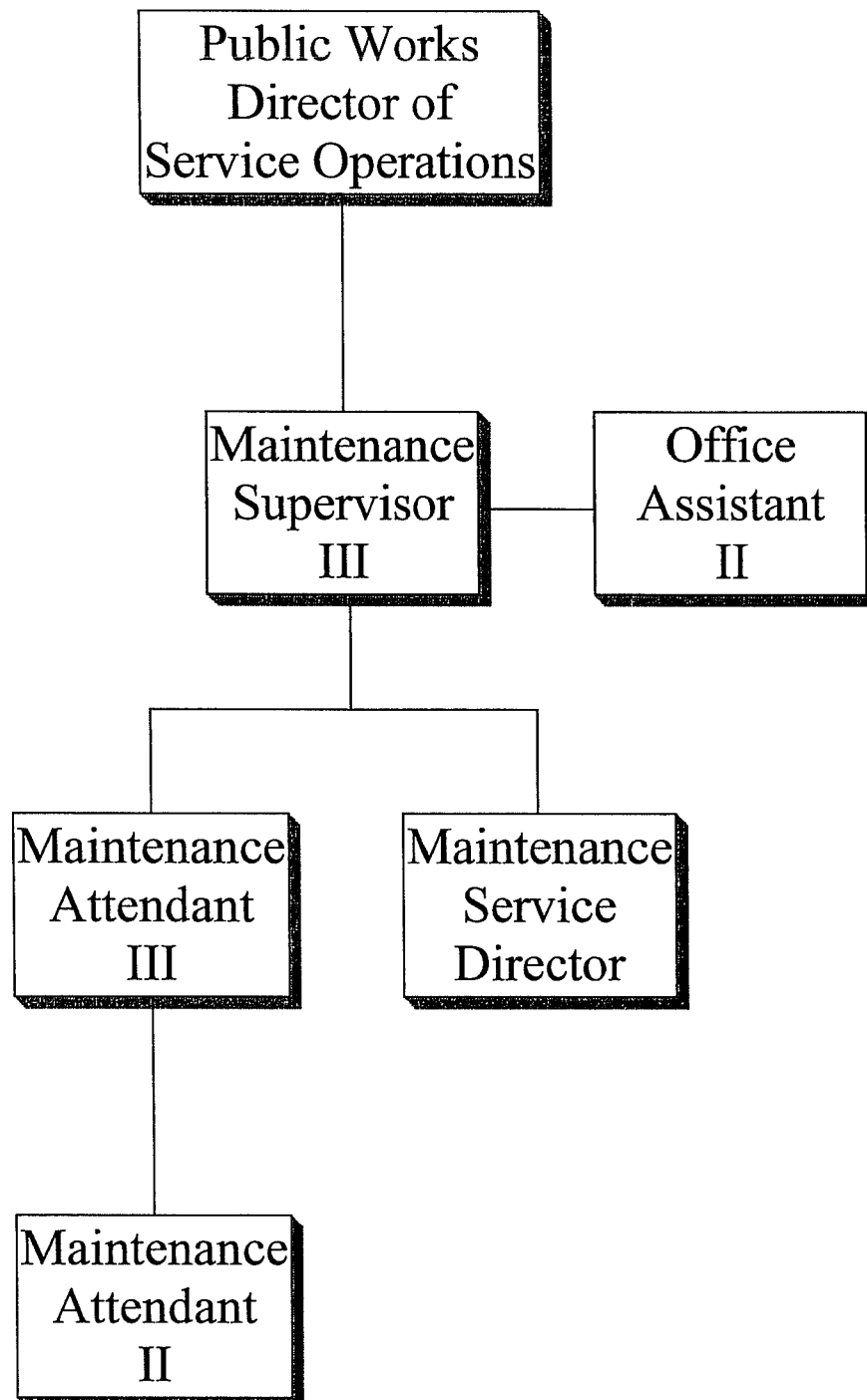
City of Bismarck Airport Operations



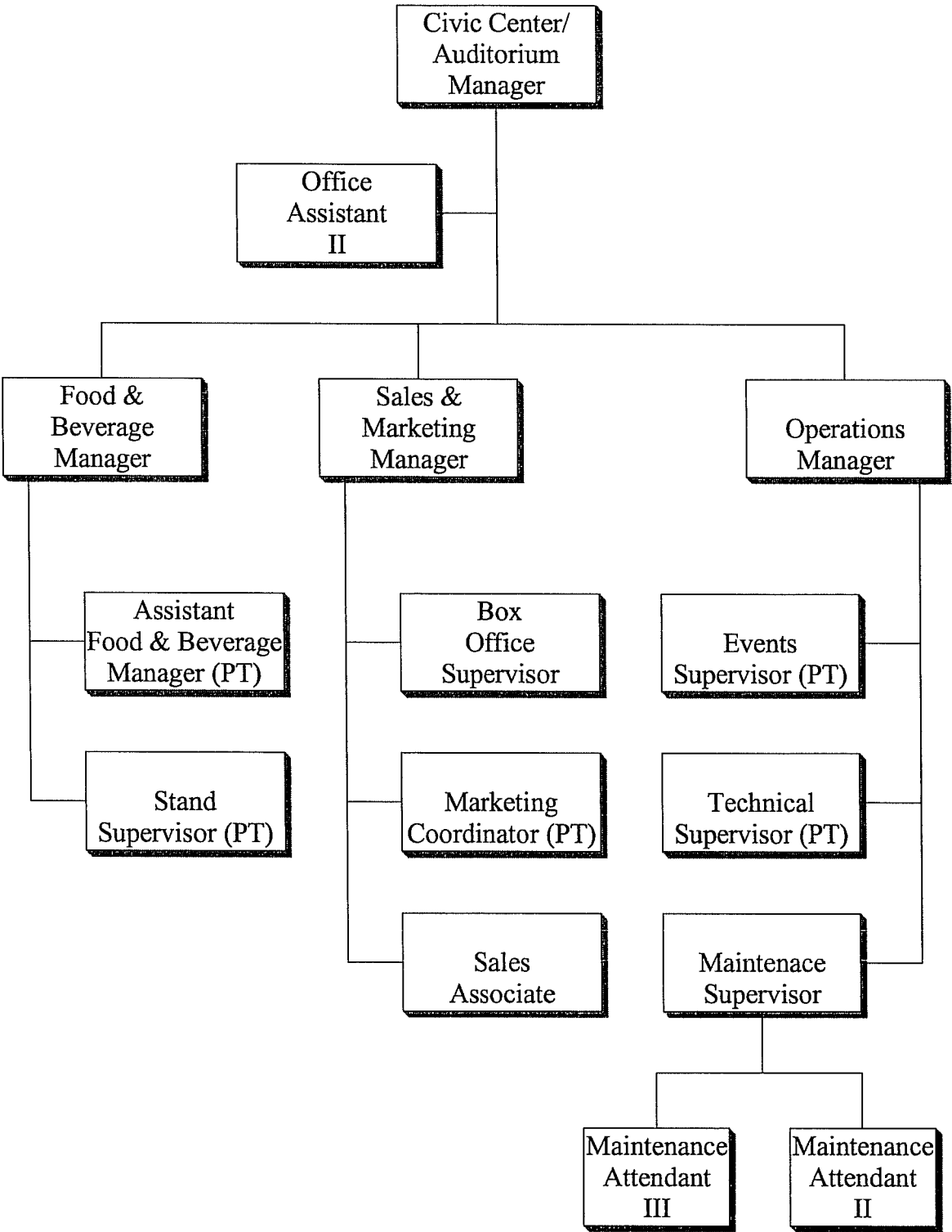
City of Bismarck
Attorney



City of Bismarck
Building Maintenance Department

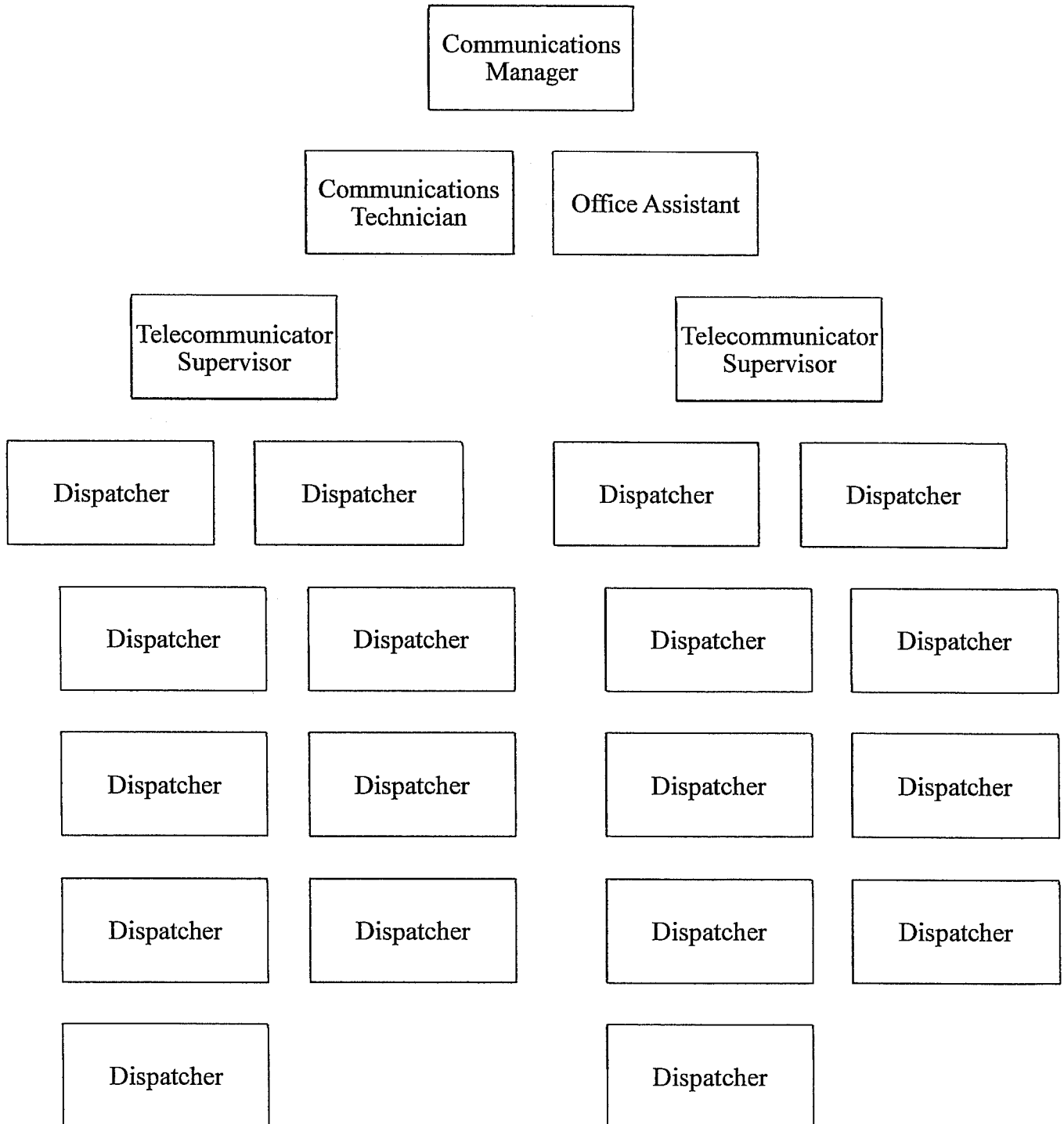


City of Bismarck Civic Center

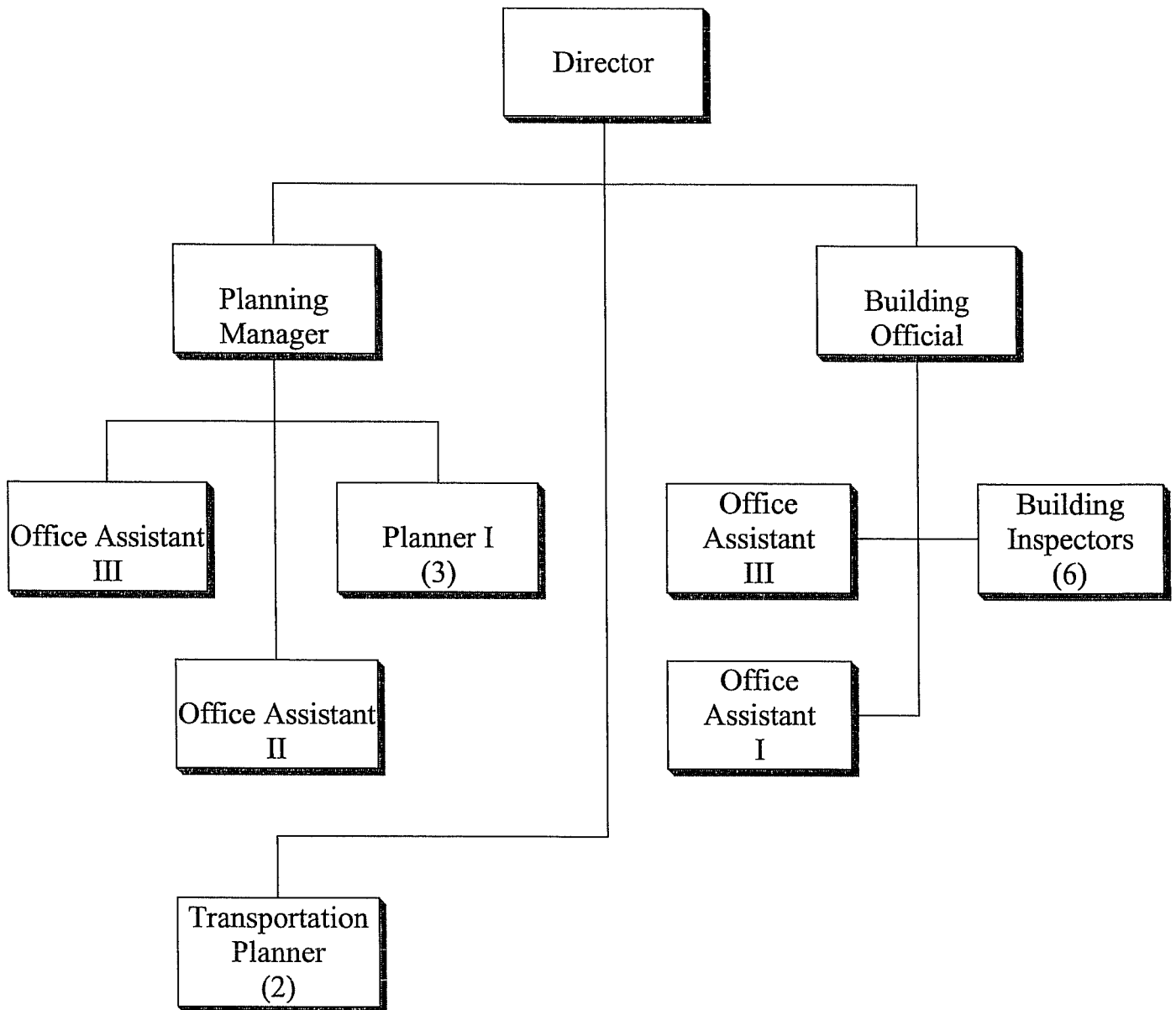


Bismarck / Burleigh Combined Communications Center

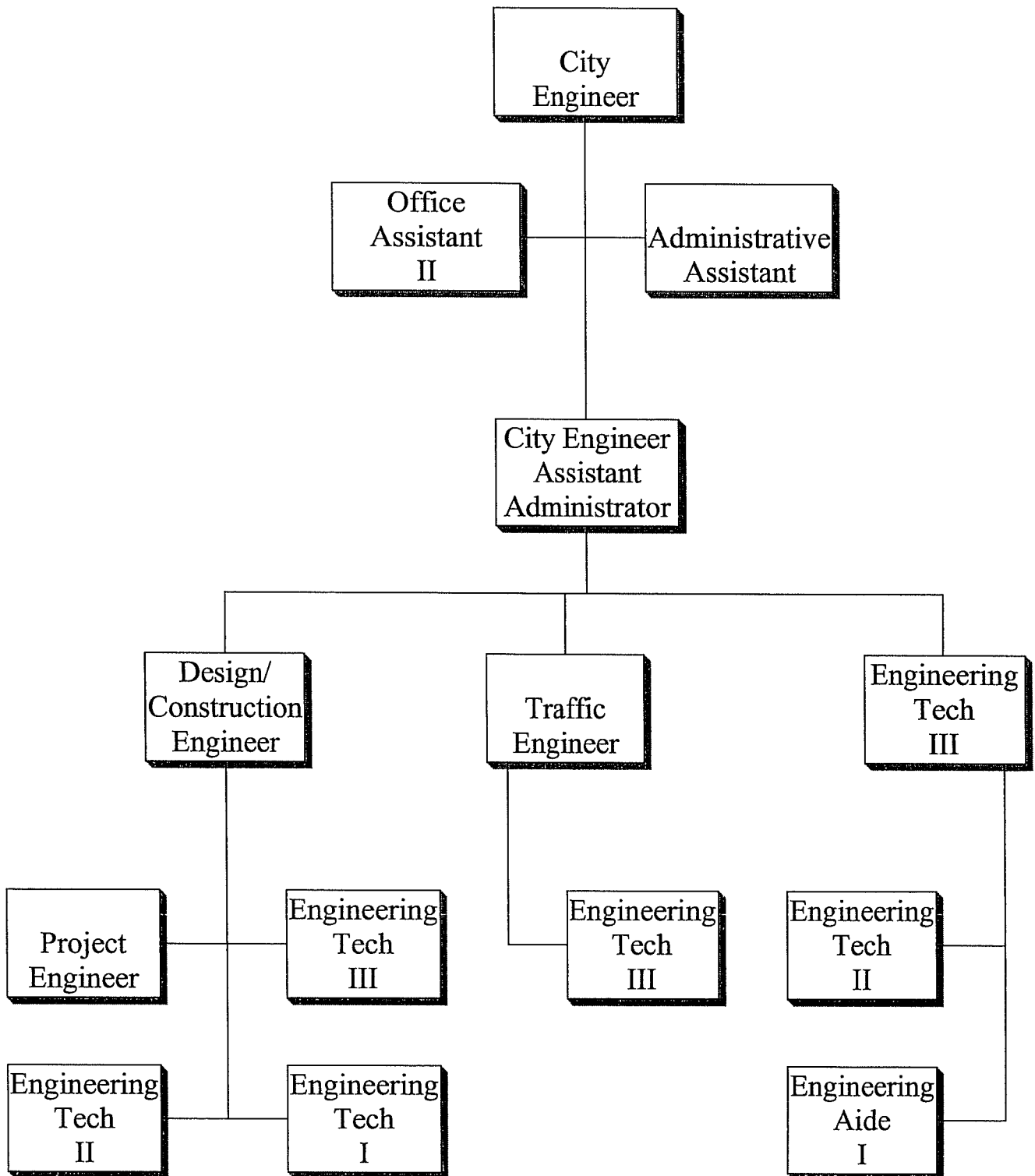
(Operated Under a User Advisory Board)



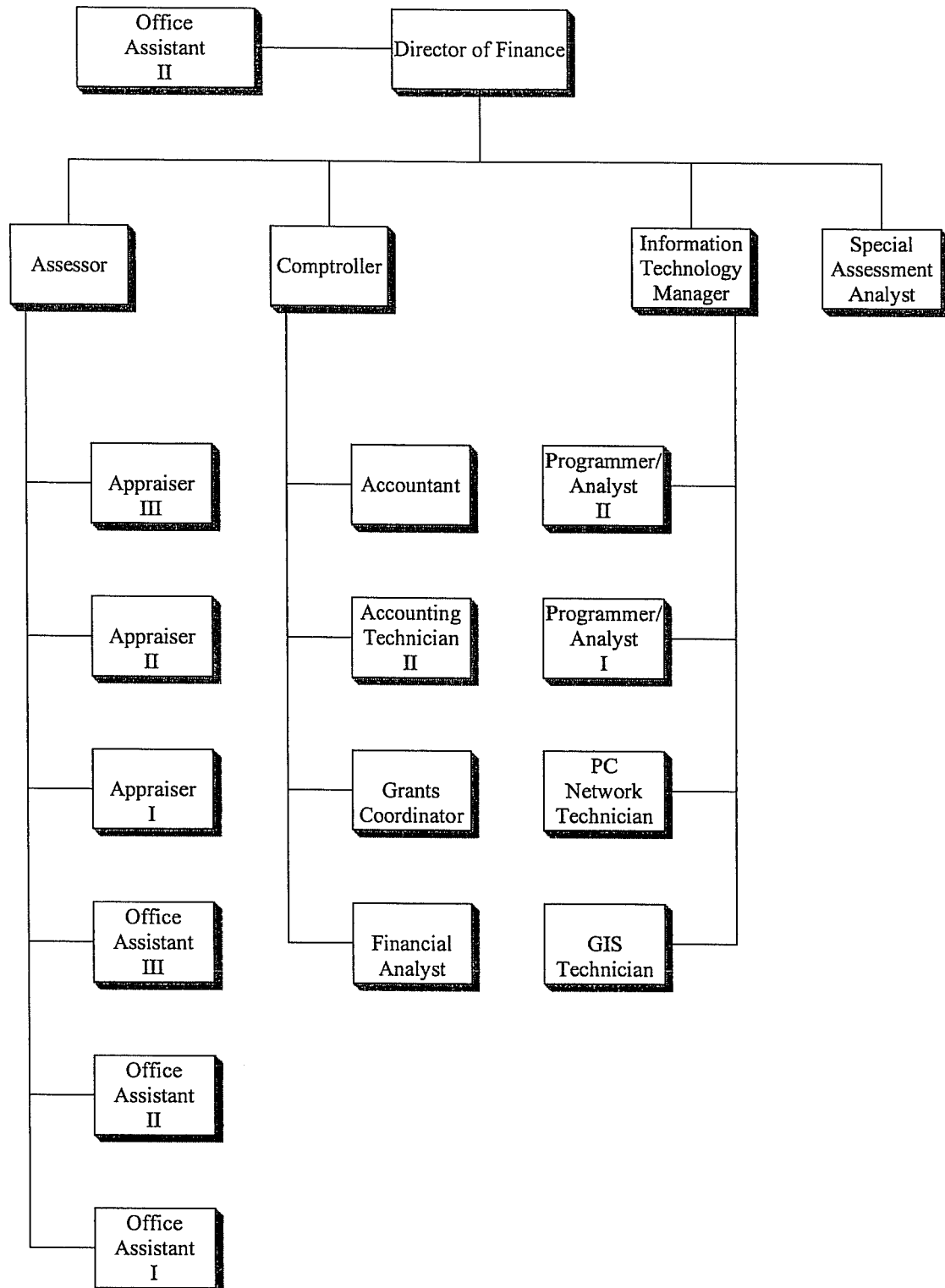
City of Bismarck Community Development



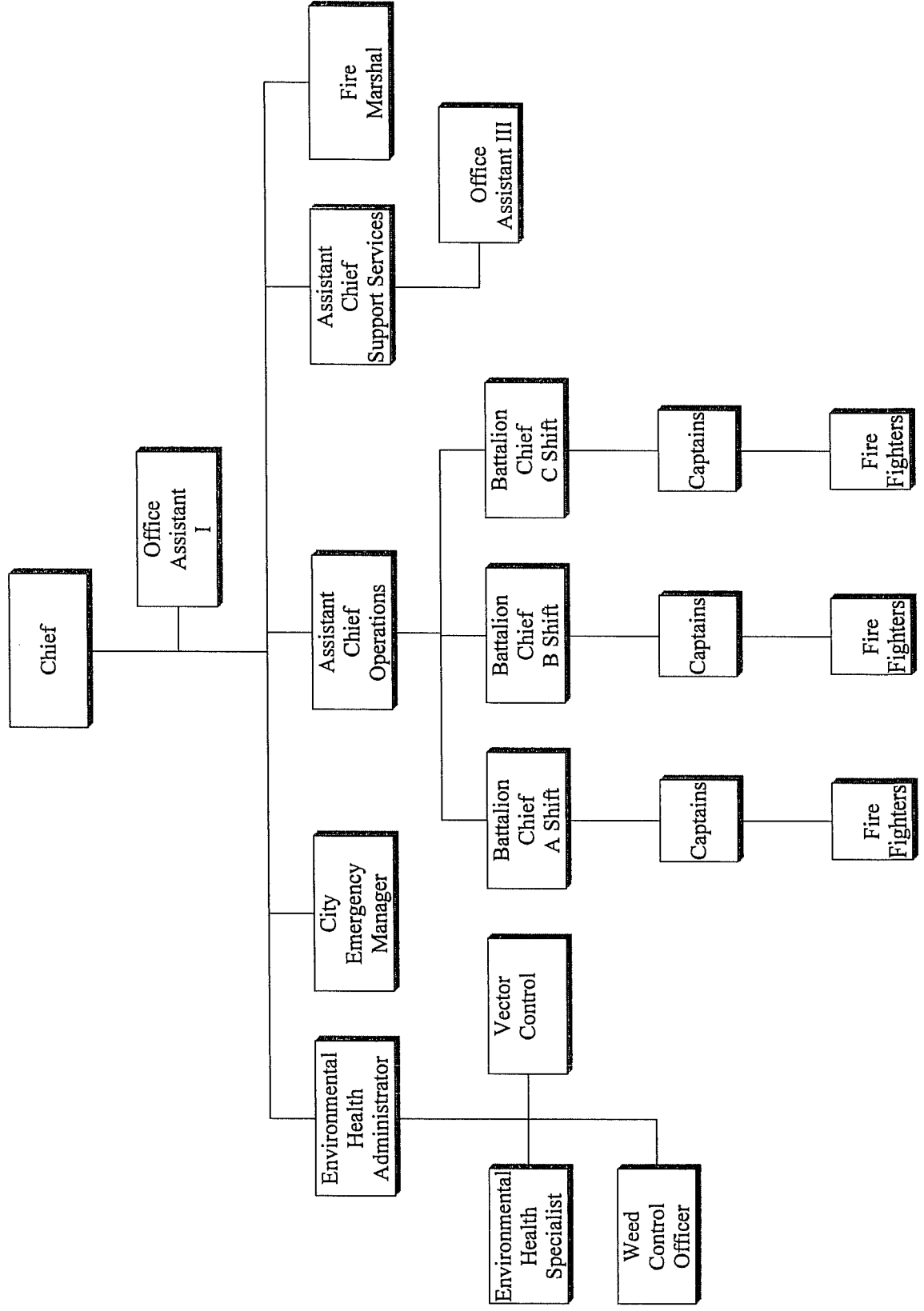
City of Bismarck Engineering



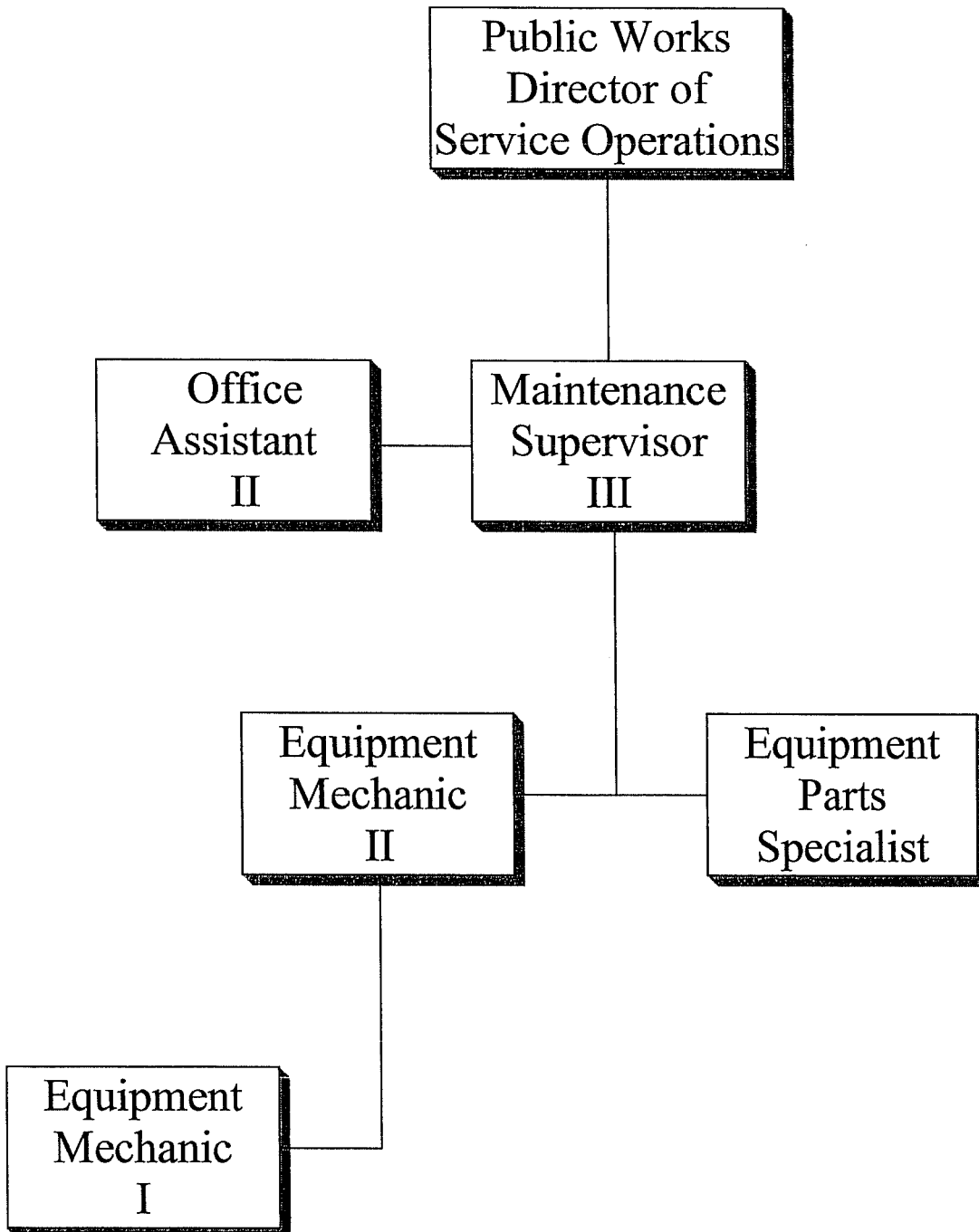
City of Bismarck Finance Department



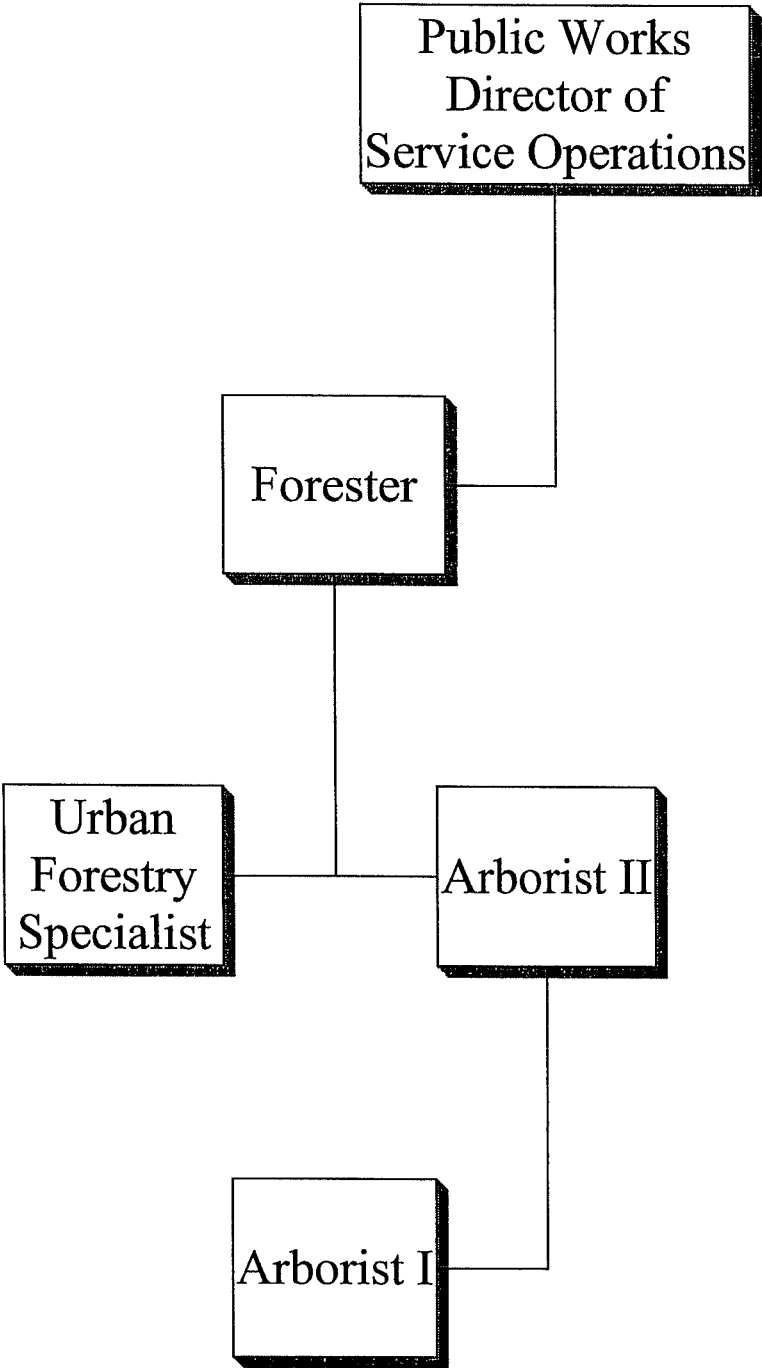
City of Bismarck Fire Department



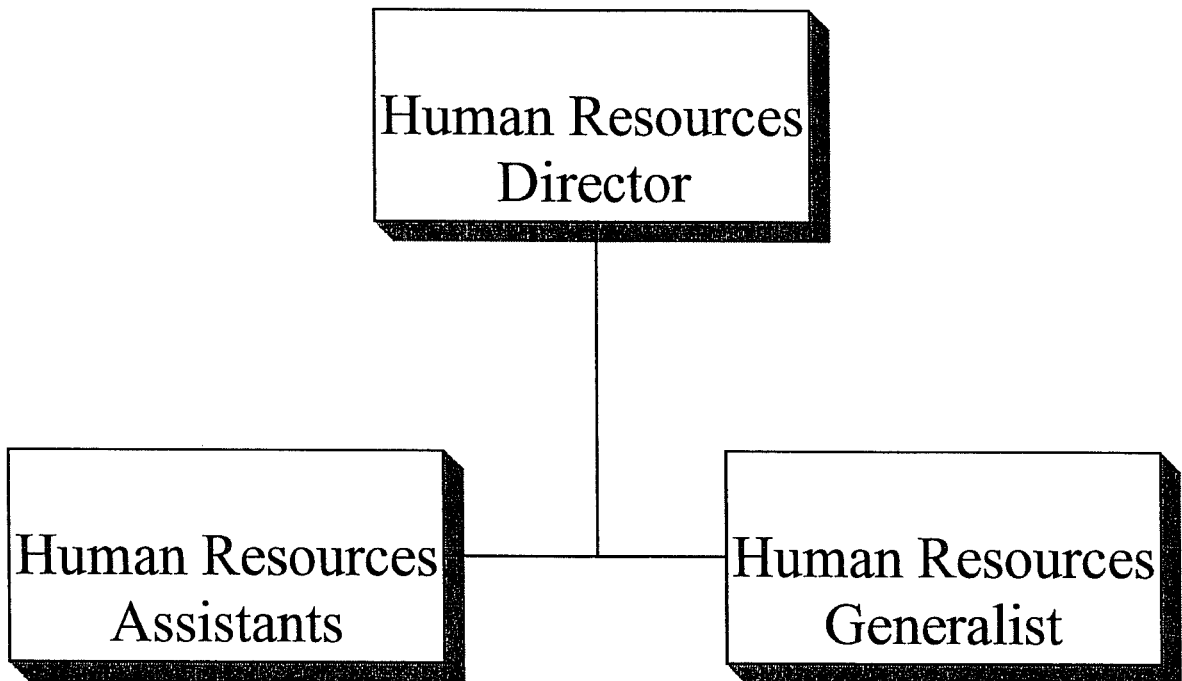
City of Bismarck
Fleet Services Department



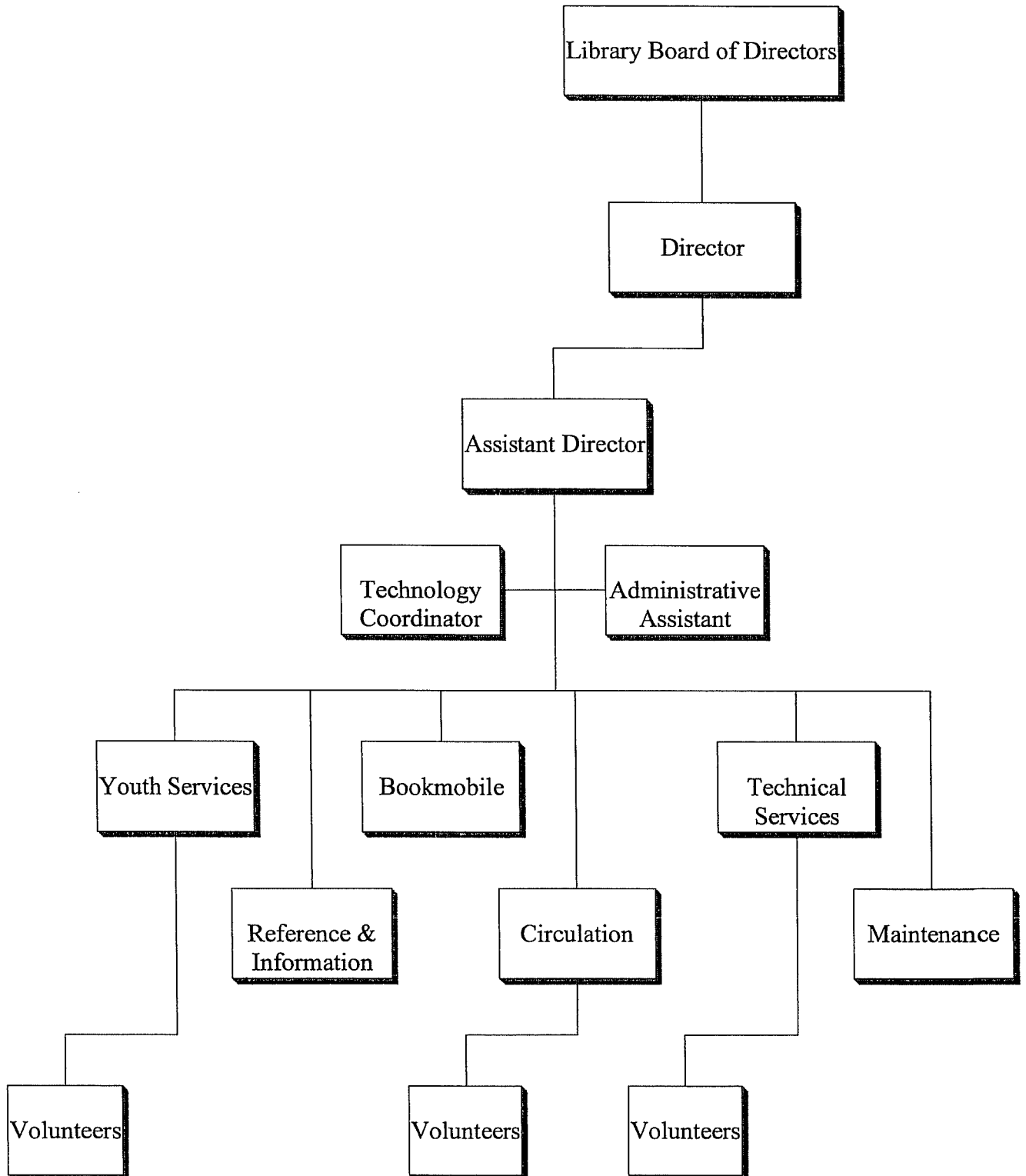
City of Bismarck
Forestry



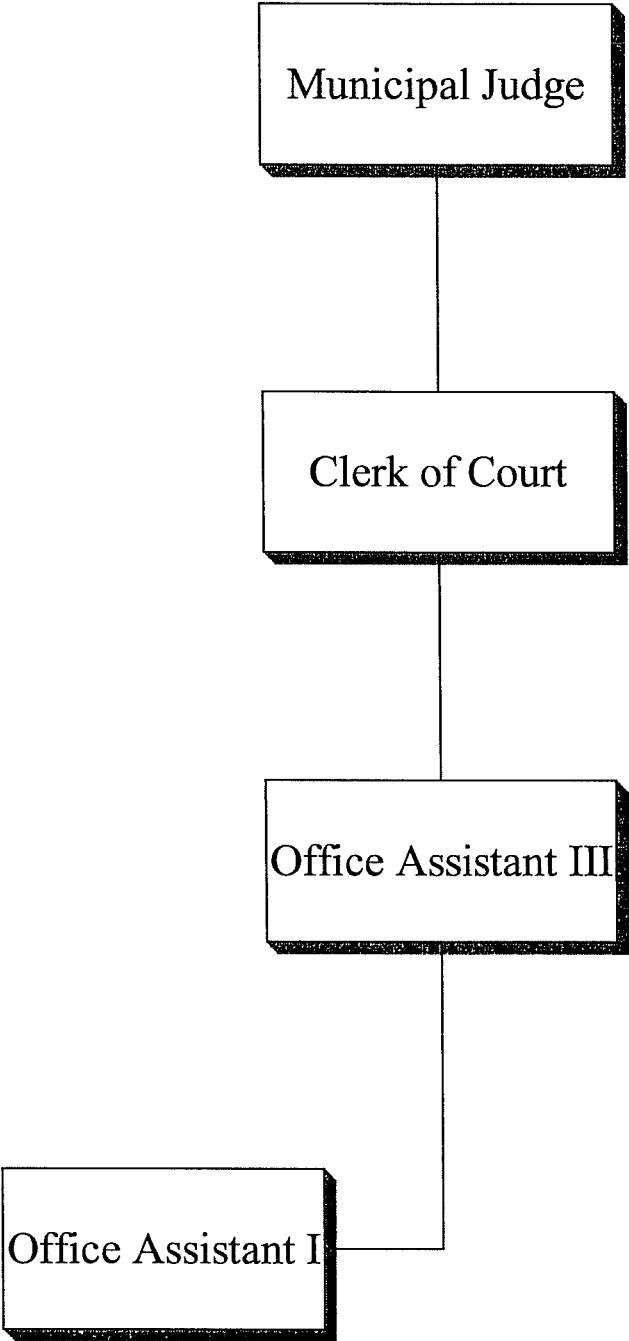
City of Bismarck
Human Resources



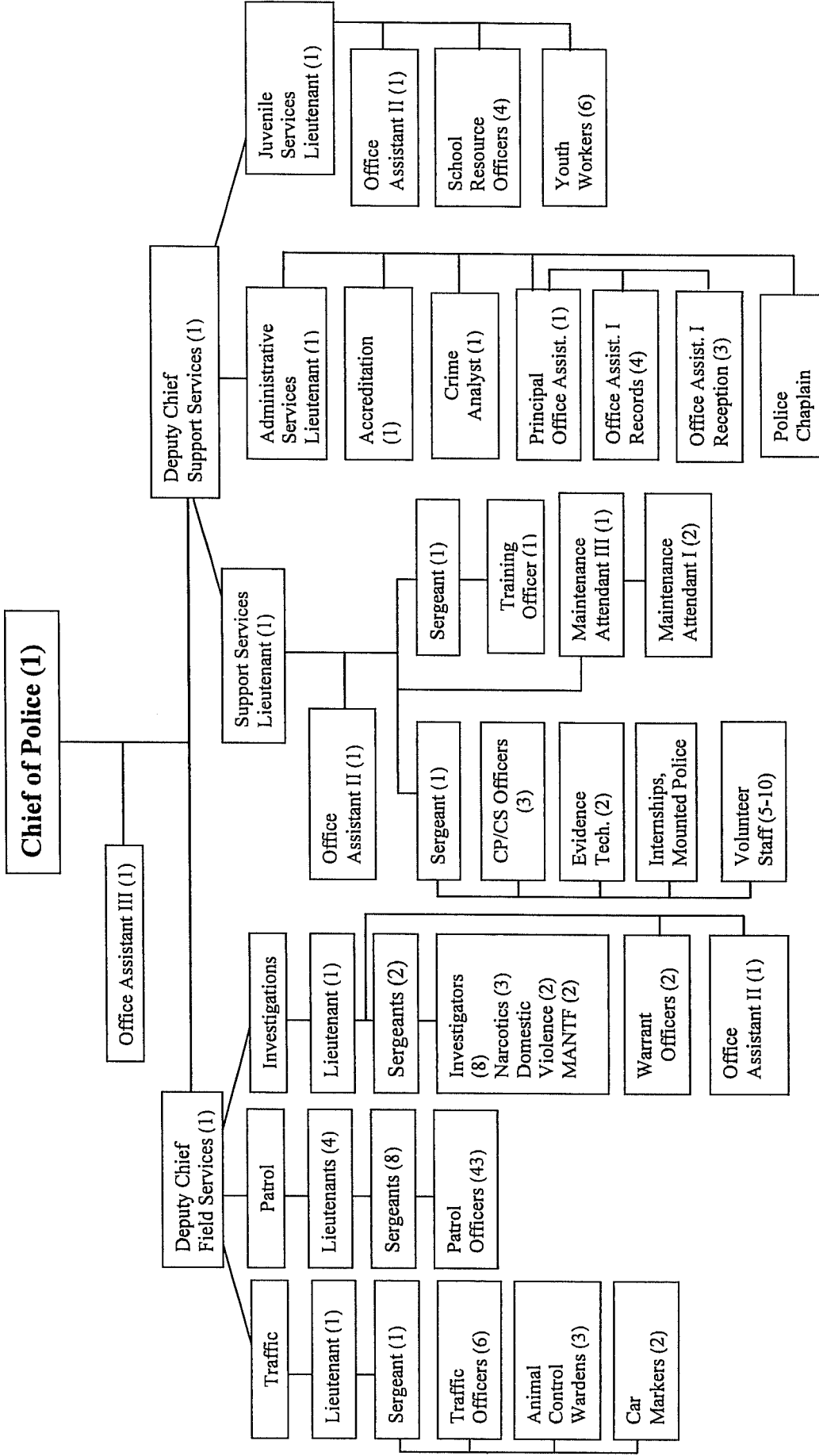
City of Bismarck Library



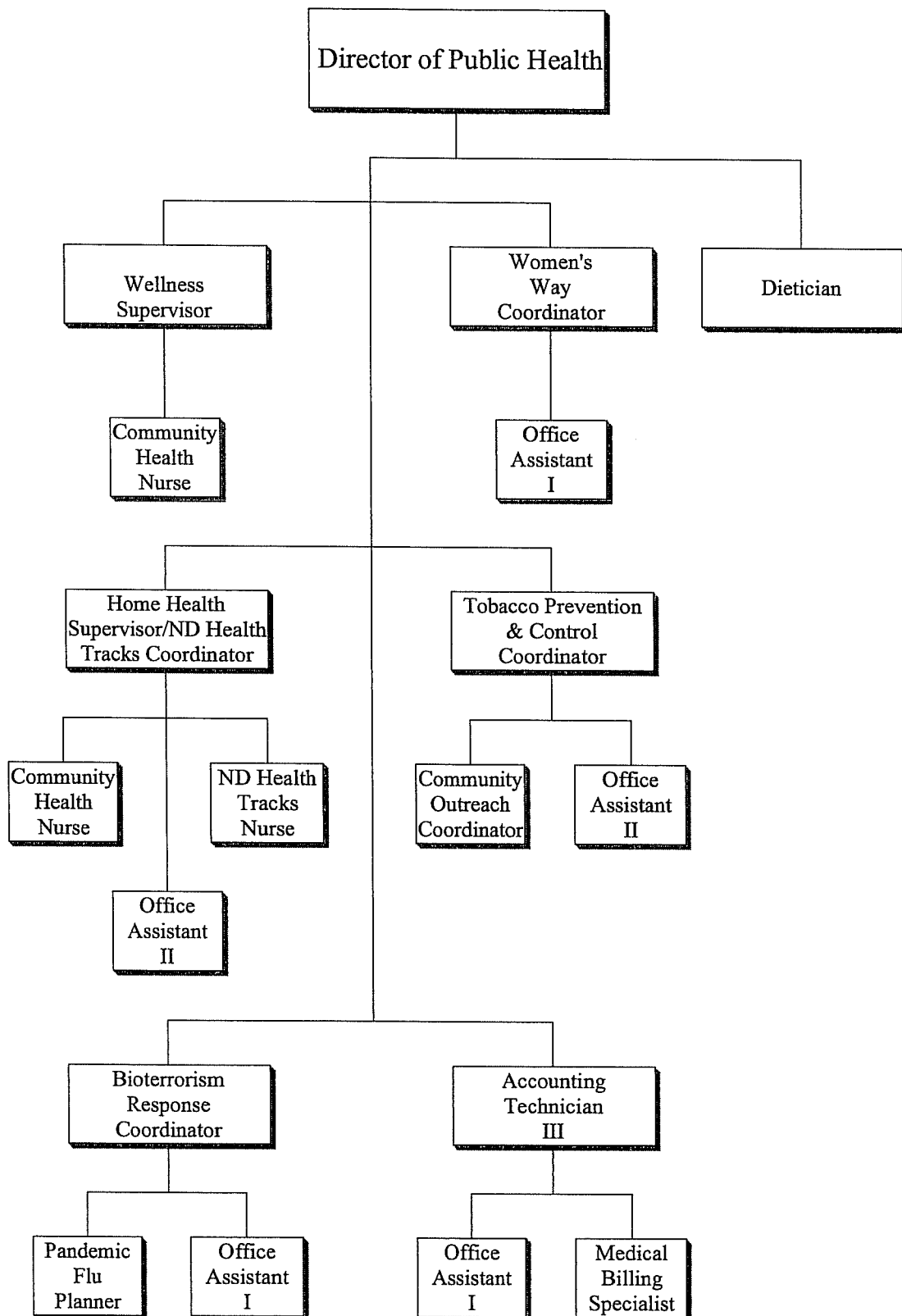
City of Bismarck
Municipal Court



CITY OF BISMARCK POLICE DEPARTMENT

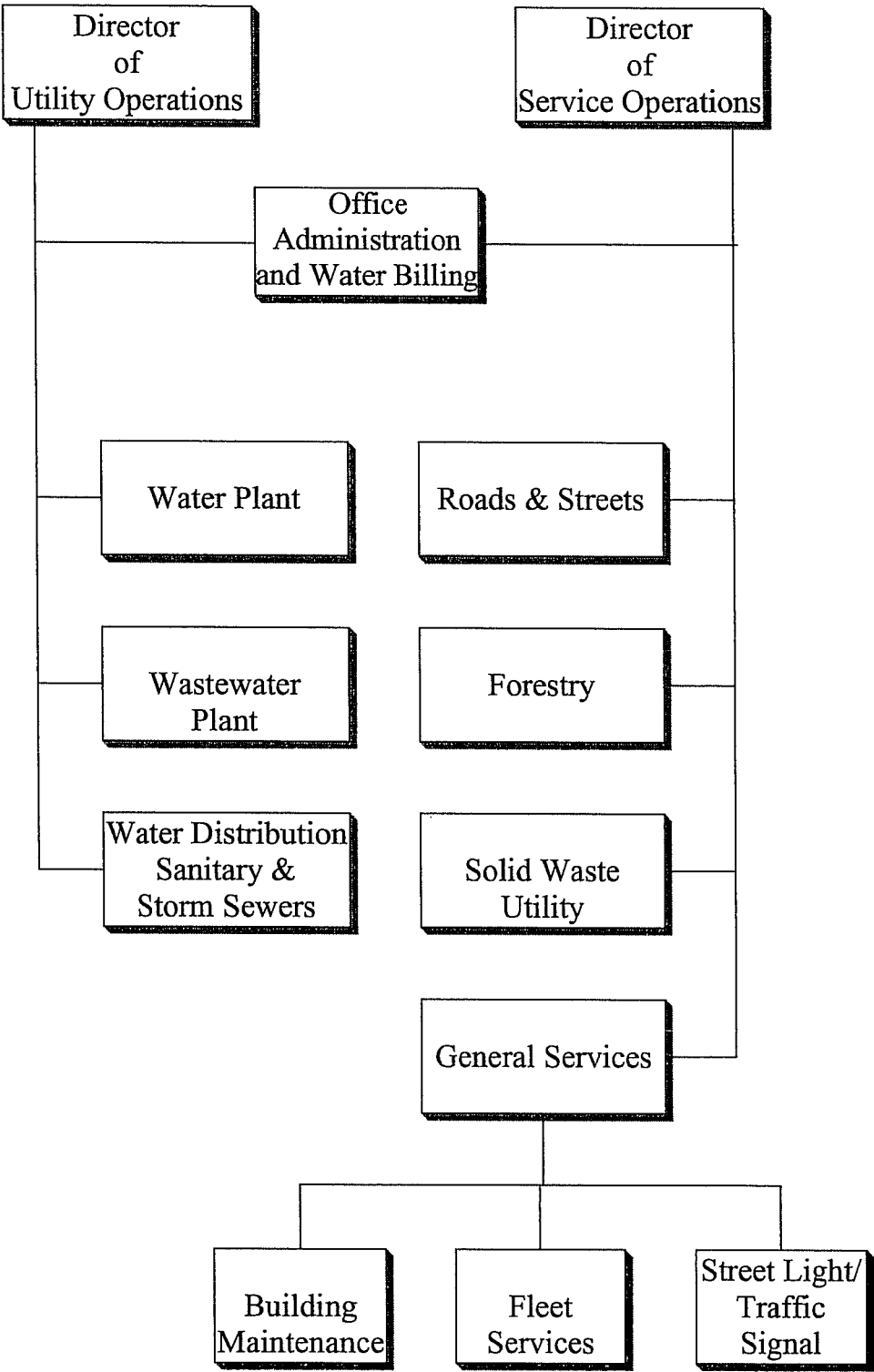


City of Bismarck Public Health

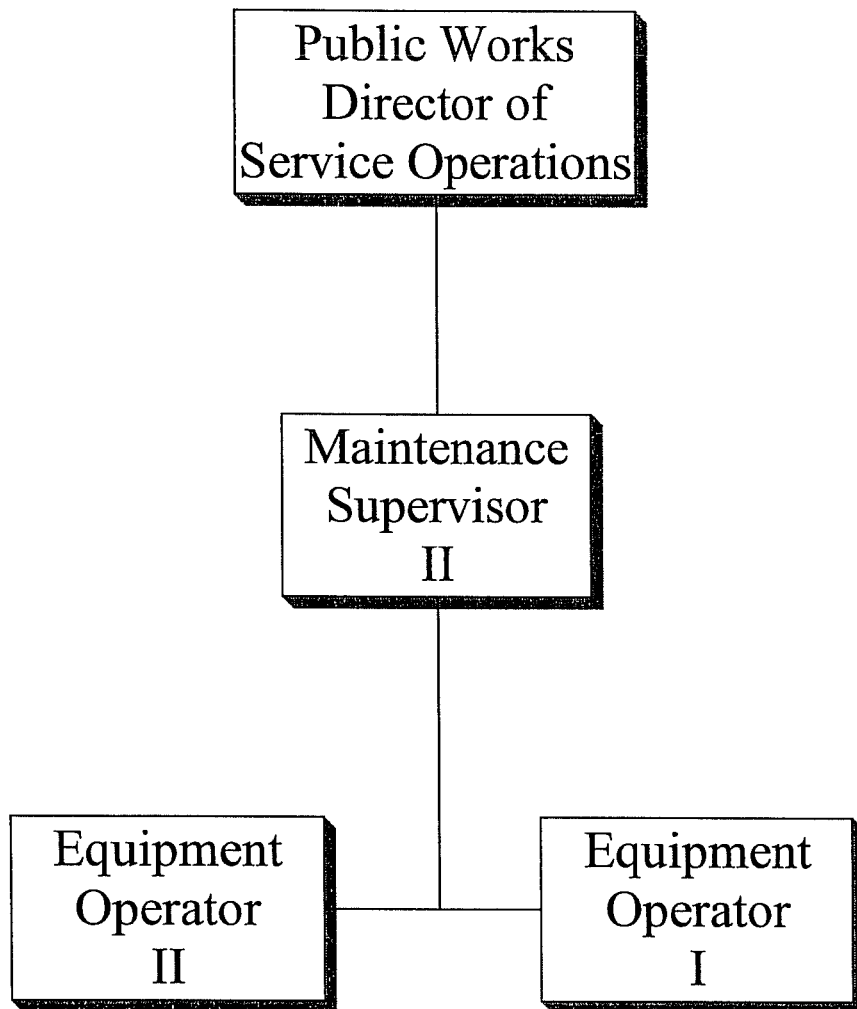


City of Bismarck

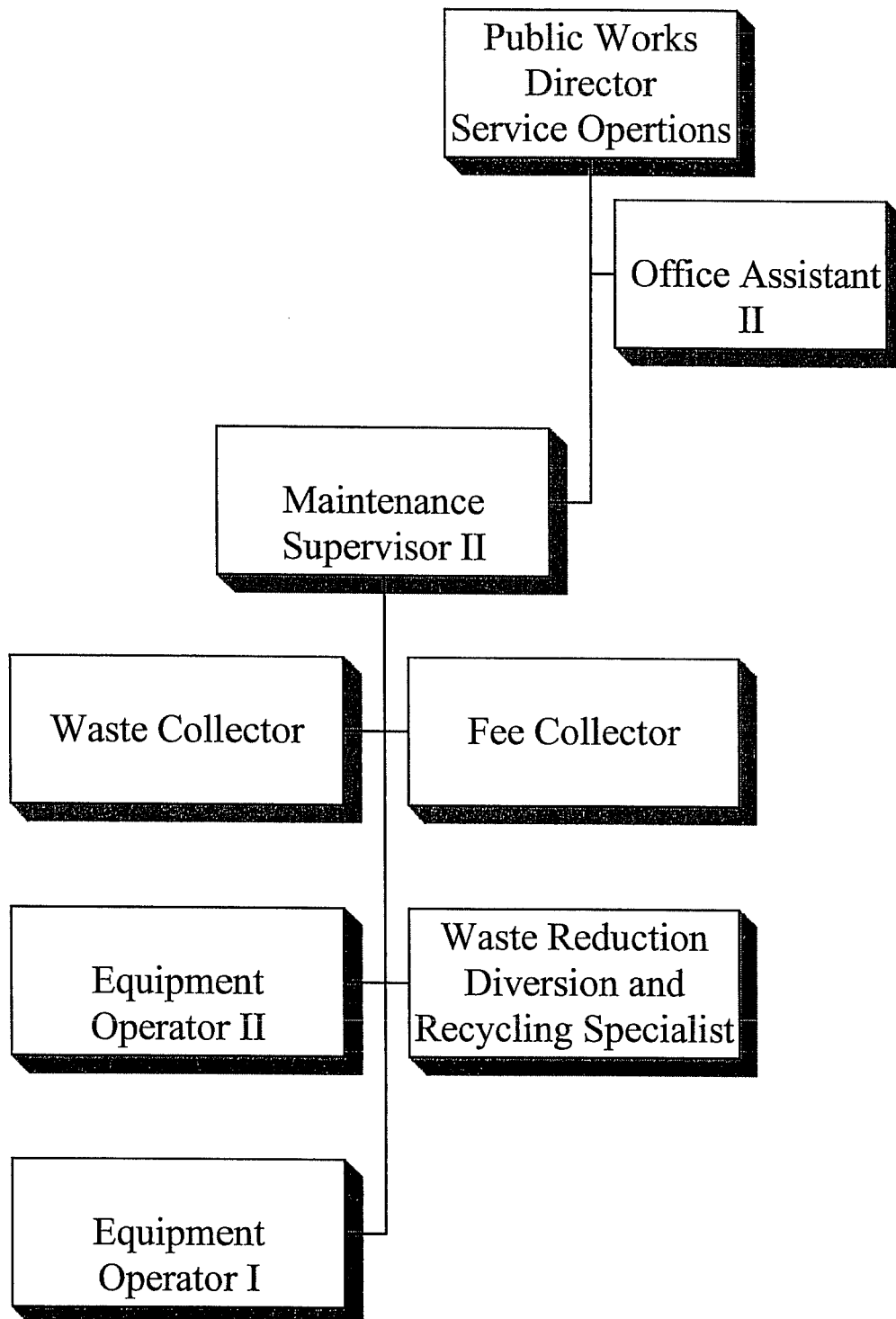
Public Works Department



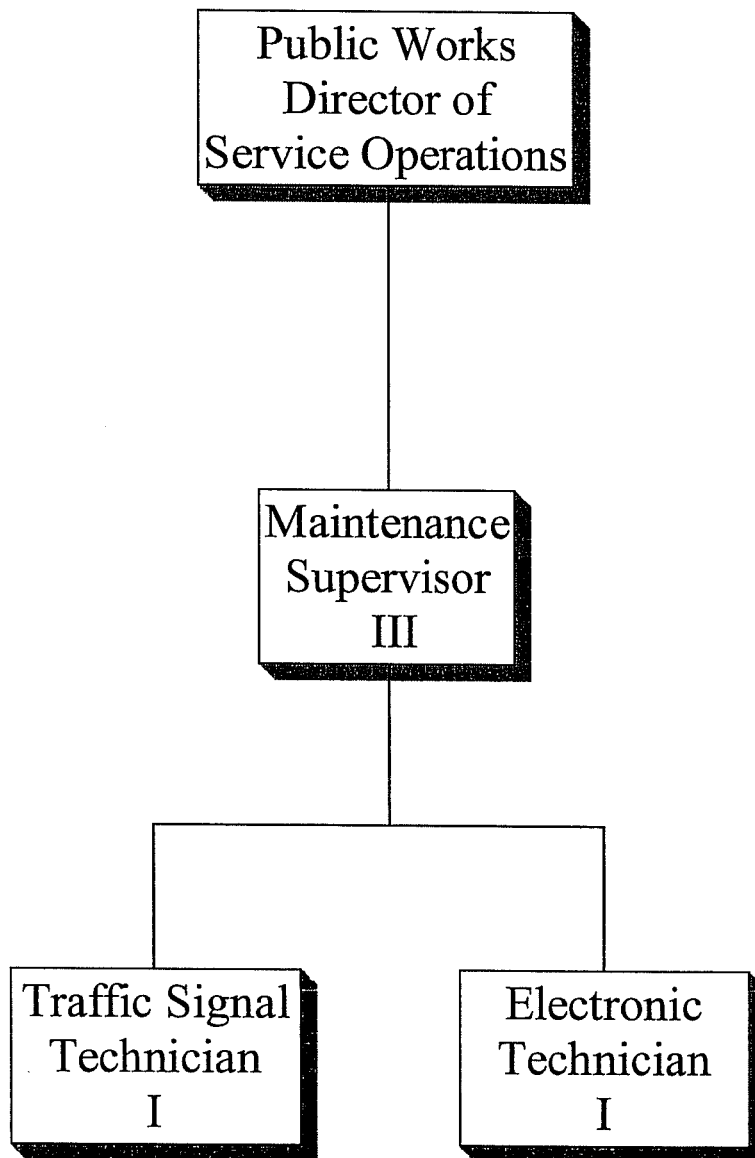
City of Bismarck
Roads and Streets Department



City of Bismarck Solid Waste Utility



City of Bismarck
Street Light/Traffic Signal Department



City of Bismarck Wastewater & Water Treatment Plant

