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REQUEST FOR QUALIFICATIONS AND PROPOSALS TO PROVIDE CONSULTING SERVICES TO THE CITY OF KENT (WASHINGTON) FOR THE DEVELOPMENT OF CITY-WIDE PERFORMANCE MEASURES

NOTICE IS HEREBY GIVEN that the City of Kent, Washington, will receive statements of qualifications and proposals from contractors interested in providing performance measurement consulting services to the City of Kent.

Each proposal to provide these services shall be submitted to the Mayor's Office at the City of Kent, located on the third floor of Kent City Hall, 220 4th Avenue South, Kent, Washington, 98032. All proposals must be received by 5:00 p.m. PDT on February 19, 1999. Tele-facsimilies will not be accepted. The City intends to award the contract in Spring, 1998.

A complete copy of the REQUEST FOR QUALIFICATIONS AND PROPOSALS TO PROVIDE CONSULTING SERVICES TO THE CITY OF KENT may be obtained by contacting the Operations Department at (253) 859-3357.

The City of Kent reserves the right to waive informalities in the Request for Proposal process, to reject any or all contractor proposals, or to determine which contractor's proposal is the most responsible and shall be the sole judge thereof.

Dated this January 30, 1999.

By: Brent McFall, Director of Operations, City of Kent

**REQUEST FOR PROPOSALS TO PROVIDE CONSULTING SERVICES
TO THE CITY OF KENT (WASHINGTON)
FOR THE DEVELOPMENT OF CITY-WIDE PERFORMANCE
MEASURES**

I. GENERAL

Purpose

The City of Kent, Washington (City) is seeking the services of a qualified contractor to provide consulting services on local government performance measures for the City of Kent.

The primary objectives of this project are:

- ✓ To train the organization's managers on performance measurement concepts as a tool for management and decision-making
- ✓ To develop and implement measurement systems to track on an ongoing basis, 1-2 performance measures per division. The measures should look to outcomes rather than inputs or outputs, and should build on those performance management system the City currently utilizes (i.e. police and fire accreditation, GFOA budget development standards, etc.).
- ✓ To develop and implement a customer satisfaction survey, which in addition to other outcome-based performance measures, will assist the City is assessing its performance over time, and
- ✓ To communicate the performance measures to our employees, stakeholders and citizens in a manner that enhances their confidence in the City of Kent.

Background

The city of Kent has nearly doubled its population over the past five years through the creation of new housing stock and through annexations. The current population is approximately 72,000, with population growth and annexations anticipated to take the city to 130,000 in the next ten years.

The City of Kent local government has realized similar significant growth in its service area and employment levels. The City has approximately 700 employees and serves just under 30 square miles. The City of Kent is a full service city, providing all municipal services with the exception of sewer treatment.

In an era of government scrutiny, the City desires to document its management performance through the implementation of a meaningful set of outcome based performance measures. It is our hope that the measures can build on those measures and systems the City already uses for assessing its performance. It is also our hope that the measures will provide meaningful information for both

making management decisions and for enhancing citizen confidence in the quality of their local government services.

City Organization

The City of Kent was incorporated in 1890, and operates as a code city under the Revised Code of Washington. The City operates under the Mayor-Council form of government with seven City Council Members elected at-large for four-year terms. The Mayor appoints a Director of Operations who is responsible for the day-to-day administration of the City and also serves as Chief of Staff.

Following is a list of City Departments, their general function(s), and number of regular staff. An organizational chart is also attached to this RFP, as a visual reference. Also attached is a list of input and output measures currently in use at the City, which are monitored through the city's annual budgeting process.

Administration

Includes the Mayor, Director of Operations, City Clerk, Government Affairs, and Municipal Court staff: 26 regular staff.

Fire

Includes Fire Suppression, Fire Prevention, Emergency Medical Services, and Code Enforcement: 135 uniformed staff and 12 civilian staff. These services are provided to the City of Kent, the City of Covington and King County Fire Protection District 37, for a total of approximately 120,000 residents. In 1998, the Department responded to approximately 10,600 alarms.

Police

Includes Patrol, Traffic, Investigations, Corrections, Crime Prevention, Records, and the Drinking Driver Task Force: 121 sworn officers and 58 civilian staff.

Parks

Includes Recreation, Maintenance, Facilities Management, Youth and Teen Programs, Cultural and Arts Programs, Senior Center, Special Populations, and Golf Maintenance: 100 regular staff.

Public Works

Includes Engineering, Streets, Water, Sewer, Drainage, Property Management, and Fleet Maintenance: 130 regular staff.

Planning

Includes Land Use Planning, Housing and Community Development, Human Services, and Development Services: 38 regular staff.

City Attorney

Includes Legal Counsel, Prosecution, Public Defense, and Domestic Violence Advocacy: 16 regular staff.

Employee Services

Includes Personnel, Labor Relations, Benefits, Civil Service, Training, and Risk Management: 12 regular staff.

Information Services

Includes Information Systems Planning and Support, Telecommunications, Computer Operations and Training, Graphics, and City Cable Productions: 26 regular staff.

Finance

Includes Financial Services, Budget, Capital Improvement Projects, Debt and Investments, Business Licenses, Billing and Receipting, Utility Billing and Meter Reading, and Public Information: 32 regular staff.

Project Management

The City of Kent Director of Operations will designate a Project Lead and Resource Team for the execution of this project. Activities specified in this Request for Proposal shall begin in March, 1999, after notice to proceed has been issued, and will be completed by July 31, 1999.

Roles and Responsibilities

<i>Key Project Activities & Responsibilities</i>	<i>Party Responsible</i>
Contract Administration (including evaluation of contractor performance)	Brent McFall, Director of Operations City of Kent
Contract Coordination (including development of schedule, coordination of activities, evaluation data collection & reporting)	Dena Laurent, Government Affairs Manager and Project Lead City of Kent
Collaboration on Project Design	McFall, Lead and Team
Design & Delivery of Training	Contractor, Lead and Team
Provision of industry standard Performance Measures, recommended survey questions and recommended methods of communicating project results	Contractor
Development of Kent's Performance Measures including design and implementation of measurement systems	Contractor, McFall, Lead and Team

The Performance Measures Resource Team will:

- include representatives of all City of Kent departments,
- play an advisory role in training design,
- will provide information on all performance measurements currently used in the departments as well as information on other performance programs in place (i.e. accreditation, certifications, etc.), and
- provide assistance in the design and implementation of measurement systems necessary to track the new outcome-based performance measures.

The Operations Department will:

- administer the consulting contract,
- provide the Project Lead,
- convene the Resource Team, and
- provide support services to the Team and the Consultant.

Meetings

The selected contractor shall meet initially with the Director of Operations, the Project Lead and key staff for their input on the design and delivery of the Project's deliverables. Following this initial meeting, the contractor will meet and work closely with the City's Project Lead and Resource Team. The Project Lead and Resource Team will work cooperatively with the selected contractor over the duration of this contract.

The following will be the minimum number of meetings to be scheduled by the contractor:

- Planning session with the Director of Operations, Project Lead and Key Staff.
- Planning and data gathering sessions with the Project Lead and Resource team.
- Follow-up design and development meetings with the Lead and Team, as needed.
- Regular progress meetings with the Director of Operations, Lead, and others as appropriate.
- Review of draft recommended measures, measurement methods, survey questions and communication strategies with the Director of Operations, Lead, Team and others as appropriate.
- Review and presentation of Final Report with the Director of Operations and Project Lead.

II. DELIVERABLES

The contractor will be responsible for the following deliverables, in keeping with the schedule described in Section III below.

- The contractor will be expected to provide a comprehensive set of training materials, including a description of the training design and curriculum, a master schedule, training manuals, and training materials (such as handouts, audio and video recordings, and visual aids). The City reserves the right to use training materials that are developed under this contract.
- The City reserves the right to video tape one or more training sessions, for such purposes as providing “make-up” training to late hires or informing its elected officials and administrators.
- The Contractor shall provide a comprehensive set of outcome-based performance measures tailored to the municipal services delivered by the City of Kent. The contractor should indicate those measures being used by other cities comparable to the City of Kent, should the City choose to track those measures in comparison with other cities.
- The Contractor shall indicate from the set of reported measures, those which he or she feels would work well for the City of Kent given its size, operation, management issues and current measurement systems.
- The Contractor shall assist the City in development of measurement systems to ensure the successful tracking of the new performance measures. The City bears the responsibility for final implementation and ongoing management of these measurement systems.
- The Contractor shall provide the City with a draft workplan for ongoing maintenance of the new performance measures, their measurement systems and communication of the results to our employees, stakeholders and citizens.
- The Contractor shall provide recommended customer satisfaction survey questions tailored to the municipal services delivered by the City of Kent. The contractor should indicate those questions being used by other cities comparable to the City of Kent, should the City choose to track those questions in comparison with other cities.
- The Contractor shall provide a recommended communication plan for communicating the results of the performance measurement project with our employees, stakeholders and citizens on an annual basis.

III. TARGET SCHEDULE

The following are approximate key dates for the design and delivery of the Performance Measurement program.

RFP Issued: January 29, 1999

Proposals Due: February 19, 1999
Award of Contract: March 1999

Project Progress Reports: To be agreed upon, based on project schedule.
Meetings: As specified above, and upon request.
Training Sessions: April, 1999
Final Report: July 31, 1999

IV. GENERAL COMMENTS

The immediate goal for this Project is to establish a few key outcome-based performance measures. The measures should build on our current measurement systems and should allow the City to add to and benchmark from these measures. It is anticipated that measures would be reported annually and evaluated for any needed adjustments.

V. SCOPE OF SERVICES

Under direction of the Director of Operations, the selected contractor will be expected to provide the City with all services specified in this proposal.

Scope of Work

The primary objectives of this Project are:

- ✓ To train the organization's managers on performance measurement concepts as a tool for management and decision-making,
- ✓ To develop and implement measurement systems to track on an ongoing basis, 1-2 performance measures per division. The measures should look to outcomes rather than inputs or outputs, and should build on those performance management system the City currently utilizes (i.e. police and fire accreditation, GFOA budget development standards, etc.),
- ✓ To develop and implement a customer satisfaction survey, which in addition to other outcome-based performance measures, will assist the City in assessing its performance over time, and
- ✓ To communicate the performance measures to our employees, stakeholders and citizens in a manner that enhances their confidence in the City of Kent.

RFP Response Requirements

The proposal shall be as brief as possible and bound in a single volume. The original and five copies (one in loose-leaf form) shall be submitted. Supplemental information, brochures, and so on, may be submitted if desired, but should be provided in a separate package. The following format and proposal content shall be adhered to by each firm and presented in the following order:

A. Executive Summary

An executive summary (letter) not to exceed two pages in length should include key elements of the respondent's proposal. The letter must be signed by the individual authorized to bind the respondent. The letter must stipulate that the proposed price will be valid for a period of 90 days. Indicate the address and telephone number of the respondent's office located nearest to Kent, Washington, and the office from which the project will be managed.

B. Background and Understanding of Review

The Background and Understanding of Review Section should describe your understanding of the City, municipalities in general, the work to be done, and the objectives to be accomplished in the Performance Measurement Project.

C. Approach

1) Methodology(ies)

This section should clearly describe the methodology or methodologies you plan to use to carry out the specific tasks described in the Work Plan.

2) Work Plan

Describe the sequential tasks you plan to carry out in accomplishing this project. Indicate all key deliverables and their contents. Identify how much of the work will be done on site.

3) Project Organization and Staffing

Describe your approach and methods for managing the project. Provide an organization chart showing all proposed team members. Describe the responsibilities of each person on the project team. Identify the Project Director and/or Manager and the person who will be the key contact with the Director and/or Manager and the person who will be the key contact with the City. Indicate how many hours each team member will devote to the project by task, along with a statement indicating the availability of the members of the project team for the duration of the project. Include resumes of each member of the project team. List the portion of the work to be subcontracted and information describing the qualification and relative experience of any proposed subcontractors. Include information that contractors would require from City staff.

D. Project Schedule

Provide a schedule for completing each task in the work program, including deadlines for preparing all project deliverables.

E. Cost Data

Indicate the total cost for completing the project. Identify by project team member: name, classification, and the number of hours each member will spend on each task. Indicate separately, total cost for fees and expenses, including proposed fee discount.

F. Related Experience

Describe recent, directly related experience. Include the name of the client, description of the work done, address and telephone number, dates of the project, and the name of the Project Director for the project. In addition to the above description, copies of recently completed relevant reports should be provided.

At least five references should be included. Additional references may be requested and contacted. For each reference, indicate the reference's name, organization affiliate, title, complete mailing address and telephone number. The City reserves the right to contact any organizations or individuals listed.

G. Statement of Compliance

Respondents must submit a Statement of Compliance with all parts of the Request for Proposal terms and conditions, or a listing of exceptions and suggested changes, along with a description of any cost implications or schedule changes the exception and/or changes cause. The Statement of Compliance must declare that either:

- 1) this proposal is in strict compliance with the Request for Proposal and no exceptions are proposed; or

- 2) this proposal is in strict compliance with the Request for Proposal **except** for the items listed.

For each exception and/or suggested change, the respondent must include:

- 1) The suggested change in the RFP or rewording of the contractual obligations.
- 2) Reasons for submitting the proposed exception or change.
- 3) Any impact the change or exception may have on project costs, scheduling or other considerations.

H. Insurance

The Contractor shall procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property that may arise from or in connection with the performance of the Contract work by the Contractor, its agents, representatives, employees or subcontractors.

Before beginning work on the project described in this agreement, the Contractor shall provide a Certificate of Insurance evidencing:

1. Automobile Liability insurance with limits no less than \$1,000,000 combined single limit per accident for bodily injury and property damage; and;
2. Commercial General Liability insurance written on an occurrence basis with limits of not less than \$1,000,000 combined single limit per occurrence and \$2,000,000 aggregate for personal injury, bodily injury, and property damage. Coverage shall include but not be limited to: blanket contractual; products/completed operations, broad form property damage and employer's liability.

Any payment of deductible or self-insured retention shall be the sole responsibility of the Contractor.

The City reserves the right to receive a certified copy of all the required insurance policies.

The City shall be named as an Additional Insured on all policies as respects work performed by or on behalf of the Contractor **and a copy of the endorsement naming the City as an Additional Insured shall be attached to the Certificate of Insurance.**

VI. EVALUATION CRITERIA

The Director of Operations, Project Lead and key staff will evaluate proposals, on the basis of their response to all provisions of this RFP. The City may use some or all of the following criteria in its evaluation and comparison of proposals submitted. These are the major criteria and the order in which they appear is not intended to indicate their relative importance.

1. Qualifications and experience of firm, including:
 - Demonstrated ability and experience in designing and delivering performance measurement training and consulting for a large, multifaceted organization.
 - Willingness to be flexible in the delivery of performance measurement training and consulting services, in response to the needs and circumstances of the City and its individual departments (e.g. scheduling, location, etc.).
 - Willingness to collaborate with the Resource Team in the design and evaluation of performance measures.
 - Sensitivity to the different needs and circumstances of City departments.
2. Quality of proposal:
 - Demonstrated understanding of the project's objectives and scope.
 - Responsiveness to the requirements of the project as set forth in the RFP.
3. Quality of the team, presentation, and interview if an interview is requested:
 - Participation of the Project Manager, as well as members of the training team.
4. Value of work per cost:

- Reasonableness of the fee requested to complete this work, within the approved schedule.
5. Soundness of methodology:
 - A logical, proven methodology for carrying out the tasks described in the proposal and developing project deliverables.
 6. The financial stability of the respondent.