

Request for Proposals
Strategic Plan Update Consultant Services
RFP CA 20-026

A Non-Mandatory pre-submittal conference was held for this Request for Proposals on May 7, 2020, via Zoom meetings. City staff in attendance included Assistant City Manager Tracy Stevens, Management Assistant Marshall Pimentel and Senior Buyer, Loretta Browning. Inquiries regarding this solicitation were due in writing no later than May 14, 2020.

Questions Received by the Last Date of Inquiries include the following:

1. In Section F. Pricing, it outlines hourly costs to be defined per the spreadsheet included titled Fee Proposal. Is there an option to include flat-rate pricing as well or in lieu of this?

Answer: For cost comparative purposes, at a minimum all proposers are required to submit pricing using the format provided in Exhibit C. (The job categories may be changed as applicable to your organization.) Alternative pricing structure may be added as a separate attachment and will not be counted toward the page limit.

2.
 - a) In the Scope of Work, Item 1.7.5 on page B-20, it states "Provide the dashboard option for reporting information. Ensure the City's Strategic Planning Team can support the implementation of the updated plan." It is also referenced in Item 1.5.5 under Project Requirements on page B-19, "Provide the dashboard option for reporting information." Under Scope of Services Item 1.1.4, it references, "Structure to allow for a public facing dashboard." Is the desire for the applicants to provide options (i.e. not actually build out the actual dashboard) and ensure that the plan is structured in a way that could integrate into a dashboard, or are you asking that we actually provide the online dashboard itself? Most quotes we've seen from vendors who do this are in the \$15,000-\$25,000 annual cost range. That seems to be outside the stated budget of \$40,000 total for the project as it would be an ongoing annual cost.

Answer: The budget for the Consultant Services update is \$30,000. Separate from the Consultant Services, the City anticipates an ongoing annual expense for the dashboard at a rate of \$15,000. per year.

- b) Can the dashboard be separated from the proposal (as a recommendation for a company) that Avondale will separately solicit for to do the actual dashboard management and creation?

Answer: Yes, it can be a separate recommendation.

3. In the Scope of Work, Item 1.8.11 on page B-21, it states "Create and provide to City an online platform to receive feedback from the public." Can you please clarify the intent of this

item? Is this an online platform to receive feedback from the public to inform the drafting of the strategic plan and get input along the way? Or is it an online platform for feedback on the plan once the plan is already complete and posted?

Answer: The online platform would be used during the strategic plan update to allow the public to provide feedback during the drafting of the plan only.

4. Under 1.7.1 "Consultant shall deliver a clear and concise (strategic) plan..." Please clarify what you are seeking in the Project Management Plan listed on page B-20, item 1.8 Project Deliverables, 1.8.1. Project Management Plan.

Answer: The City is expecting a strategic plan delivered that is easy to understand from the public and stakeholders. A Plan that has clear objectives and goals for the City to work towards and accomplish. *Additional Clarification: The Consultant shall develop a written Project Management Plan that will guide the project and include a timeline, due dates and documents planning and decisions. The Plan shall articulate the Consultant's approach to carrying out the project; how it will facilitate communication among the City and stakeholders; and an overall description of the steps taken to effectively manage the project.*

5. Our consulting firm is registered with the AZ Corp Commission. We are considering partnering for this proposal with a software company to provide the dashboard component who is not registered with AZ Corp Commission. Is this acceptable?

Answer: Yes, so long as there is **not** a separate license or end user agreement that Avondale would be required to sign with your subcontractor this is acceptable. All contractual obligations and adherence to laws and regulations are the responsibility of the primary contractor. *Additional Clarification: If the City procures the dashboard separately there would be a separate contract, we would engage in with the software vendor. The city requires that any firm with whom we enter into agreement, is registered with the ACC. If the Consultant vendor is partnering with the software vendor and software vendor is not requiring a contractual agreement directly with Avondale, this is considered a subcontractor and therefore the Consultant/Prime Contractor assumes all contractual responsibilities.*

6. Has the City of Avondale established a budget for this engagement?

Answer: This information is included in Section F. Pricing of the RFP document. F. Pricing - 10 pts. "The budgeted amount for this project is not to exceed \$40,000." (Also see response 2. above.)

7. We are seeking clarification about the reports described in sections 1.8.6, 1.8.7, and 1.8.8 of the Scope of Work. Given the timeline and schedule of the proposed update process, can the City add specificity to what it means by "In-depth" reports which outline critical issues facing the City (1.8.6), "In-depth" report compiling existing responsibilities of local, state, and federal

agencies (1.8.7) and "Report" outlined in 1.8.8. Such clarity will allow us to structure our proposal in the most responsive way.

- Answer: These should be all included in the strategic plan update. *Additional Clarification: We are asking for the entire strategic plan and the executive summary. It shall address; what are some of the issues today and how to work through the process. The report is all encompassing and should be provided as a part of the plan*

8. Section 1.6.1 of the scope of work states the "Consultant must remain flexible to conduct in-person meetings or teleconference in either format as determined by the City. If this determination has yet to be made, when the format of the meetings be determined?

Answer: We would prefer in-person meetings, but due to the COVID-19 precautions we would make that determination accordingly. We would work with the awarded vendor to provide ample time for preparation and travel.

9. Would the City consider any modifications, noted as exceptions in our proposal, to its General Terms and Conditions?

Answer: This is a broad question. Typically, we don't allow for exceptions, but I would take any concerns before our legal counsel for a determination.

10. In Part II, 2.2 F. (3) on page A-10, the City requests that vendors identify the number of management, engineering, and support personnel hours proposed for the project. The Fee Proposal template includes categories for management, support staff, clerical, and other. Can the City please confirm which categories are intended?

Answer: For cost comparative purposes, at a minimum all proposers are required to submit pricing using the format provided in Exhibit C. (The job categories may be changed as applicable to your organization.) Alternative pricing structure may be added as a separate attachment and will not be counted toward the page limit.

11. Is the public meeting to be held as part of the planning process intended to gather input from the community to inform the strategic plan or is it to present the draft of the updated plan? If the intention is to present the draft plan, would the City be open to considering additional public meetings to gather community input?

Answer: We are requiring a minimum of one public meeting to gather input/to receive feedback from the public (if needed) prior to the Public Council meeting and/or council work session. Additional Clarification: See Scope of Work 1.6 and 1.6.1.3. Facilitation of (1) public meeting as requested by City.

12. What type of reporting does the City currently have in place for tracking projects and initiatives? What is the frequency of that reporting?

Answer: We have previously had departments track their progress quarterly reporting or during the annual council retreats - Also a section in each city council report is provided for any particular project to explain how the project/initiative meets the strategic initiative.

13. Does the City have a well-documented and understood process and criteria for examining and deciding upon addition or removal of items from the strategic plan? If so, is the process used effectively and consistently?

Answer: No, not at this time.

14. Is the City using a particular methodology for developing performance measures? If so, can the City please elaborate?

Answer: Council sets the priorities during the budget preparation and during the annual council retreat.

15. Does the City have existing key performance indicators (KPIs) in place for each of the five strategic initiatives in the 2016 plan? If so, may we obtain a copy of those?

Answer: Yes, each department has completed their own KPI's for each of the strategic initiatives internally.

16. What system does the City have in place to report dashboard data on the value to residents for each of the five strategic initiatives?

Answer: We do not have a system in place.

17. We have more than one person who wants to call in to the Pre-Bid Meeting on May 7. Can everyone share the call-in telephone number and password that will be issued?

Answer: This information was posted on the Solicitation details page.

18. Is there a budget or budget range for this project?

Answer: We are estimating \$30,000 for the consultant services and \$15,000. for the Dashboard. (Also see response 2. and 6. above.)

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