

Cover Letter

Department of Public Works
3rd Floor
Office of the Director
500 Lakeside Avenue
Cleveland, Ohio 44114

05/13/2013

Dear Invited Proposer:

The City of Cleveland (“City”), through its Director of Public Works (“Director”), is soliciting proposals from qualified firms interested in providing professional services.

These services are needed to evaluate the structure of the Department of Public Works to deliver consistently and with quality, the core programs and strategic goals of the administration.

A pre-proposal conference will be held at the Department of Public Works, 500 Lakeside Avenue, Cleveland, Ohio 44114 on May 28, 2013 at 1:00 p.m. Eastern Standard/Daylight Time. At or before the conference interested parties may submit or ask questions pertaining to this Request for Proposals (“RFP”) and the services desired. Proposers are encouraged to attend the conference although attendance is not mandatory.

Each firm shall submit six (6) complete proposals, consisting of an original and five (5) complete duplicates, and an electronic copy on CD-ROM, to the City no later than 4:00 p.m. EST/EDT on July 08, 2013. **No proposals will be accepted after that time unless the City extends the deadline by a written addendum.**

Separate, sealed technical and fee proposals may be mailed or delivered to the address below and must be clearly identified on the outside of the envelope(s) as: Proposal: Department of Public Works Improvement Project, City of Cleveland

Department of Finance
Division of Purchases and Supplies
1st Floor, Room 128
601 Lakeside Avenue
Cleveland, Ohio 44114

If proposals are hand-delivered, proposals should be addressed as above taken to the Commissioner of Purchasing: James Hardy.

The City reserves the right to reject any or all proposals or portions of them, to waive irregularities, informalities, and technicalities, to re-issue or to proceed to obtain the service(s) desired otherwise, at any time or in any manner considered in the City's best interests. The Director may, at his/her sole discretion, modify or amend any provision of this notice or the RFP.

Should you have any questions regarding this solicitation please contact James Hardy at jahrdy@city.cleveland.oh.us.

Sincerely,

Terrell Cole
Project Manager, IT and Operations
Office of the Mayor
City of Cleveland

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Introduction and Background

The City of Cleveland (“City”), is soliciting proposals from qualified firms interested in providing professional services to conduct an organizational review and consultation to create a roadmap to deliver core city services with efficiency, quality and excellent customer service.

Background.

January 2010, the Departments of Public Service and Parks, Recreation and Properties consolidated to reduce costs and maximize efficiencies. The creation of the new Department of Public Works was designed to cluster the core operations functions of the City of Cleveland to streamline decision making, share resources and integrate technology into the operations.

While the divisions responsible for direct service delivery remained largely intact, the administrative functions were consolidated and centralized.

The Department of Public Works directs and controls eight divisions: Motor Vehicle Maintenance, Parking, Park Maintenance, Property Management, Recreation, Streets, Traffic Engineering, and Waste collection and oversees the Public Auditorium, West Side Market, Cleveland Browns stadium, on-street parking, and all City owned off-street parking facilities.

This is the City’s 3rd largest department with over 1,100 dedicated employees serving Cleveland.

Public Works is responsible for core city services: Waste Collection, Street Repair, Recreation, Special Events, Property Maintenance, Fleet Management and many others. Annually, the department picks up approximately 156,000 tons of waste, uses 70,000 tons of salt for snow, paints over 7,000 crosswalks, and provides over 49,000 vacant property service visits.

The department also maintains city parks and parking lots, and provides leisure opportunities to residents.

The department's goals are threefold:

- Provide consistent, quality service; maintain clean neighborhoods and safe streets and sidewalks for pedestrians, motorists, and visitors.
- Use a sustainable and proactive approach to provide services and recreational activities in order to maintain quality of life for Cleveland residents and visitors.

- Operate and maintain clean, accessible, vibrant public space for exploration, relaxation, and exercise, while connecting culturally diverse venues of sports, entertainment, and educational experiences.

The majority of the cost savings generated by the consolidation came by staff reduction. As employees retired, the Department has not backfilled the positions. Over the course of two years, those cost savings plateaued due to unrealized efficiencies and renewed hiring.

The administration requests a qualified firm to evaluate the current model for optimal design for service delivery, staff assessments for appropriate knowledge, skills and abilities (KSA) to deliver results in the current or modified structure, and enhance operations.

Each business unit requires various enhancements to meet the administrations high expectations for service delivery. The scope of work targets the consultants efforts for maximum results. In sum, the consultant must determine methods to work more efficiently and effectively with the current budget and personnel.

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Prospective proposers are encouraged to attend the conference although attendance is not mandatory.

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Scope of Services

General.

The Department of Public Works is seeking professional services for executing a comprehensive review of the operations of the Department of Public Works. These services will be obtained by employing the expertise of a qualified firm to review the core services delivery of each division or business unit of the department to determine the effective structure, processes, labor and tools to deliver superior services to the citizens of the City of Cleveland. Under the "Scope of Work" the bidder will find the description of the core service areas for review and the expected deliverable.

Scope of Work:

1.0 Department of Public Works

The consultant shall evaluate the Department of Public Works' organizational structure, identify gaps and develop recommendations to correct for maximum efficiency and quality service delivery.

2.0 Operations

2.1 Property Management:

Currently Environment:

The Division of Property Management seeks to develop the processes or tools for daily accountability. The Department requires accountability to each skill trade. The consultant shall:

- Improve the current operation, control and oversight of city facilities.
 - Improve the processes required to manage the life cycle of all city facilities;
 - Standardize the method of accepting work orders, prioritizing work orders, assigning work orders, closing work orders and verification of work orders;

- Implement a solution or process to track and monitor all works performed.
- Determine the most efficient and effective use of professional service contracts to maximize facility performance or building standards.

Success on this task will be the ability to report on the use of all resources to perform Property Management tasks and activities, from staff time, productivity and inventory control.

2.2 Waste Collection:

Since 2009, the City of Cleveland has phased automated waste collection and recycling into the waste collection operation. As the city expands the automated program, costs in fuel and personnel have increased. The impact to the cost increases have been minimized by savings in tipping fees and revenue from recycling.

The consultant shall:

- Evaluate the management of the daily waste collection operation inclusive of work rules, staffing and equipment mitigation strategies to execute the waste management programs.
- Develop processes and deliver training for data collection, active monitoring, and oversight of the recycling program.
- Refine and implement the road map, inclusive of policies, to a fully automated waste collection program; establish the Return on Investment year.
- Improve communications to citizens to support changes in policy and improve participation/buy-in.

Success on this task will be the reduction of missed waste, a recycling rate of 40% in the semi-automated areas, and consistent route performance.

2.3 Street Repair and Traffic Engineering:

2.3.1 Street Repair:

Street Repair field activity is organized by zones within districts. A District Unit Leader manages each district. The quality and consistency of street repair and snow removal services rely on the relative management strength of the District Unit Leader.

The consultant shall:

- Assess and improve the management and oversight of the various programs of street repair by the District Unit Leaders
 - Snow Removal

- Pothole Repair
- Resurfacing
- Utility Cut Repair
- Determine the optimal approach to pothole repair which yields the greatest citywide
- Examine and improve the existing snow routes and snow plan
- Develop a strategy to optimize the time and resources to complete utility cut repairs

2.3.2 The Merger of Street Repair and Traffic Engineering

While a part of the reorganization, the two divisions have been operating as separate units with the same Commssioner. The administration believes further efficiencies may be realized with structural changes. The consultant shall:

- Determine the Cost-Benefit of merging Street Repair and Traffic Engineering
 - Review proposed organizational design
 - Review core process for each division.
 - Review and compare the core processes against best in class functions from other cities
 - Inclusive of structure or ownership of key functional areas.
 - Determine cost savings anticipated
 - Determine efficiencies gained
 - Develop a roadmap to merging if found applicable

2.4 Administration:

2.4.1 Executive Management Team:

The executive team expanded under the Director to include two assistant directors and a manager of the administrative unit, which includes information technology, legislation, budget, and personnel. The Assistant Directors exist to assist the Director in the oversight of the Department.

The consultant shall:

- Review the structure and evaluate the executive management team to lead the existing structure
- Develop detailed job descriptions for each Assistant Director with key deliverables to best support the Director

2.4.2 The Administration Unit:

The Manager of the Administrative Unit manages the newest organization in the Department.

The administration unit was created to reduce redundant functions duplicated in every division, but not operating with common practices and outcomes. The critical operational units are contract management and personnel units.

The Budget and Contract group provides strict budgetary and contract monitoring controls to ensure resource availability to deliver city services.

The Personnel unit facilitates employee hiring, onboarding, payroll, risk management and discipline. Hiring is a key aspect of the group's duties. The Department of Public Works' staffing needs are critical to the operations of the various divisions.

The consultant shall:

- Review and improve the current structure and processes for maximum efficiencies utilizing management best practices (Executive Team)
- Develop recommendations to optimize contract monitoring and staff availability for operations through hiring.

Success for this task will result in a predictable process to manage the contract lifecycle of all contracts in the Department; and a transparent and predictable process for personnel onboarding.

The City reserves the right to modify the scope of services at any time before execution of a contract to add, delete, or otherwise amend any item(s), as it deems necessary, in its sole judgment, and in the best interest of the City.

Project Schedule

May 13, 2013:	Distribute Request for Proposals
May 20, 2013:	Last Day to Submit Questions Prior to Pre-proposal Meeting
May 28, 2013:	Pre-proposal Meeting
May 29, 2013:	Addendum Posted
May 31, 2013:	Last Day to Submit Questions
June 3, 2013:	Final Addendum Posted
July 08, 2013:	Deadline for Receipt of Proposals
July 15, 2013:	Selection by Committee
July 24, 2013:	Board Approval
August 07, 2013:	Complete Contract Negotiations

Proposal Requirements

A. Submission of Proposal

Each proposer shall submit its proposal(s) in the number, form, and manner, and by the date and time and at the location required in the section, **Introduction and Background** above.

- i. Each Proposer shall provide all information requested in this Request for Proposal. The proposer must organize its proposal package to address each of the elements in this RFP in the order listed in the Scope of Work. The proposer should carefully read all instructions and requirements and furnish all information requested. If a Proposal does not comply with all terms, conditions, and requirements for submittal, the City may consider it unacceptable and may reject it without further consideration.
- ii. The City wishes to promote the greatest feasible use of recycled and environmentally sustainable products and to minimize waste in its operations. To that end, all proposals should comply with the following guidelines: Unless absolutely necessary, copies should minimize or eliminate use of non-recyclable or non re-usable materials. Materials should be in a format permitting easy removal and recycling of paper. A proposer should, to the extent possible, use products consisting of or containing recycled content in its proposal including, but not limited to, folders, binders, paper clips, diskettes, envelopes, boxes, etc. Do not submit any or a greater number of samples, attachments or documents not specifically requested.
- iii. If you find discrepancies or omissions in this RFP or if the intended meaning of any part of this RFP is unclear or in doubt, send a written request for clarification or interpretation to the Division of Purchasing.
 1. jhardy@city.cleveland.oh.us
 2. 601 Lakeside Ave., Room 128
Cleveland, Ohio 44114

B. The City's Rights and Requirements

- i. The Director, at his/her sole discretion, may require any Proposer to augment or supplement its proposal or to meet with the City's designated representatives for interview or presentation to further describe the Proposer's qualifications and capabilities. The requested information,

interview, meeting, or presentation shall be submitted or conducted, as appropriate, at a time and place the Director specifies.

ii. The City reserves the right, at its sole discretion, to reject any proposal that is incomplete or unresponsive to the requests or requirements of this RFP. The City reserves the right to reject any or all proposals and to waive and accept any informality or discrepancy in the proposal or the process as may be in the City's best interest.

iii. **Proposal as a Public Record.**

Under the laws of the State of Ohio, all parts of a proposal, other than trade secret or proprietary information and the fee proposal, may be considered a public record which, if properly requested, the City must make available to the requester for inspection and copying. Therefore, to protect trade secret or proprietary information, the Proposer should clearly mark each page - but only that page - of its proposal that contains that information. The City will notify the proposer if such information in its proposal is requested, but cannot, however, guarantee the confidentiality of any proprietary or otherwise sensitive information in or with the proposal. Blanket marking of the entire proposal as "proprietary" or "trade secret" will not protect an entire proposal and is not acceptable.

iv. **CLEVELAND AREA BUSINESS CODE**

Requirements. During performance of this Agreement, Contractor shall comply with all applicable requirements of the *Cleveland Area Business Code*, Chapter 187 of the Codified Ordinances of Cleveland, Ohio, 1976 ("C.O."), and any *Regulations* promulgated under the *Code*, which *Code* and *Regulations* are incorporated into and made part of this RFP by this reference as fully as if rewritten in it or attached. Specifically, compliance under any resulting agreement shall include, but not be limited to, the Contractor's:

- Compliance with its proposal representations regarding CSB, MBE, and/or FBE participation in performance of the Agreement;
- Compliance and cooperation with Project Monitors, whether from the Mayor's Office of Equal Opportunity (the "OEO") or the contracting department;

- Accurate, complete, and on-time submission of all reports, forms, and documents including, but not limited to, employment reports, certified payrolls, monitoring forms, and other information the Director of the OEO may require, whether in printed or electronic form, to ascertain and verify Contractor's compliance; and
- Attendance at and participation in all required project meetings, including OEO compliance meetings, and progress meetings called by the contracting department director(s) at key intervals during performance of the contract services (e.g. 25% completion, 50% completion, 75% completion).

Failure to Comply. When determining the contractor's future eligibility for a City contract, the City shall consider a contractor's failure to comply with the representations of its proposal and the requirements under the *Code* as a failure to faithfully perform a contract.

- a. Under the *Cleveland Area Business Code*, the City of Cleveland is firmly committed to assisting Minority Business Enterprises (MBEs), Female Business Enterprises (FBEs), and Cleveland- area small businesses (CSBs) by providing and enhancing economic opportunities to participate in City contracts. The successful proposer for a contract will be a firm that shares that commitment. Accordingly, a proposer is strongly encouraged to utilize the services of qualified MBE/FBE/CSB sub-consultants that are certified by the Mayor's Office of Equal Opportunity (the "OEO") in its proposal.
- b. The standard subcontracting goal for professional services contracts is 10% Cleveland Area Small Business ("CSB") subcontractor participation. Please review the attached Office of Equal Opportunity documents to ascertain the goal for the proposed contract. Proposers are required to make a good-faith effort to subcontract portions of the work to certified Minority Business Enterprise ("MBE"), Female Business Enterprise ("FBE"), and CSB firms, consistent with the subcontracting goal(s) applicable to this RFP.
- c. To document its good-faith effort to utilize certified MBE, FBE and CSB sub-consultants, each proposer must complete Schedules 1 through 4 found in the *Cleveland Area Business Code - Notice to Bidders and Schedules*. These schedules identify the Proposer's proposed use of MBE, FBE and CSB sub-consultants on the project, which

evidences the proposer's good-faith effort to obtain the participation of certified sub-consultants. The Proposer shall submit the completed forms with its proposal and they will be forwarded to the City's Office of Equal Opportunity for evaluation. Failure to submit complete schedules may result in the rejection of a proposal

Proposers may obtain a listing of firms certified by the OEO as CSBs, MBEs and FBEs by checking the City's website at <http://www.city.cleveland.oh.us>. On the home page, select "Office of Equal Opportunity" from the drop-down menu of City departments. On the Office of Equal Opportunity page, you will find a selection in the left-hand column for "CSB/MBE/FBE Registry".

Proposers are responsible for obtaining the most current list and for contacting potential CSB/MBE/FBE sub-consultants. The City assumes no responsibility for matching prime consultants with qualified, certified MBE, FBE, and/or CSB sub-consultants.

The City Office of Equal Opportunity will monitor participation of MBE, FBE, and/or CSB sub-consultants throughout the duration of the engagement or project. The successful proposer, as contractor, will be responsible for providing the OEO with all information necessary to facilitate this monitoring.

The *Cleveland Area Business Code*, any *Regulations* promulgated under the *Code*, and the *OEO Notice to Bidders & Schedules* are, by this reference, incorporated in and made part of this solicitation and any resulting contract as fully as if written in it or attached.

- d. The successful proposer, as contractor, will be required to comply with all terms, conditions, and requirements imposed on a "contractor" in the following *Equal Opportunity Clause*, Section 187.22(b) of the Cleveland Codified Ordinances, and shall make the Clause part of every subcontract or agreement entered into for services or goods and binding on all persons and firms with which the proposer may deal, as follows: No Contractor shall discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, national origin, age, disability, ethnic group or Vietnam-era or disabled veteran status. Contractors shall take affirmative action to ensure that applicants are

employed and that employees are treated during employment without regard to race, religion, color, sex, sexual orientation, national origin, age, disability, ethnic group or Vietnam-era or disabled veteran status. As used in this chapter, “treated” means and includes without limitation the following: recruited whether by advertising or other means; compensated, whether in the form of rates of pay or other forms of compensation; selected for training, including apprenticeship, promoted, upgraded, demoted, transferred, laid off and terminated. Contractors shall post in conspicuous places available to employees and applicants for employment, notices to be provided by the hiring representative of contractors setting forth the provisions of this nondiscrimination clause.

- e. Within 60 calendar days after entering into a contract, the successful Proposer, as Contractor, shall file a written affirmative action program with the OEO containing standards and procedures and representations assuring that the Contractor affords all qualified employees and applicants for employment equal opportunities in the Contractor’s recruitment, selection, and advancement processes.

v. **Term of Proposal’s Effectiveness.**

By submission of a proposal, the Proposer agrees that its proposal will remain effective and eligible for acceptance by the City until the earlier of the execution of a final contract or 180 calendar days after the proposal submission deadline (the “Proposal Expiration Date”).

vi **Execution of a Contract.**

The Successful Proposer shall, within ten (10) business days after receipt of a contract prepared by the City Director of Law, exclusive of Saturdays, Sundays and holidays, execute and return the contract to the City together with evidence of proper insurance and intent to conform to all requirements of the contract. attached hereto or which are a part hereof and all applicable federal, state and local laws and ordinances prior to or at the time of execution of the contract.

vii. **“Short-listing”.**

The City reserves the right to select a limited number (a “short list”) of Proposers to make an oral presentation of their qualifications, proposed services, and capabilities. The City will notify the Proposers selected for oral presentations in writing.

viii. **Proposer’s Familiarity with RFP; Responsibility for Proposal**

By submission of a proposal, the Proposer acknowledges that it is aware of and understands all requirements, provisions, and conditions in and of this RFP and that its failure to become familiar with all the requirements, provisions, conditions, and information either in this RFP or disseminated either at a pre-proposal conference or by addendum issued prior to the proposal submission deadline, and all circumstances and conditions affecting performance of the services to be rendered by the successful proposer will not relieve it from responsibility for all parts of its Proposal and, if selected for contract, its complete performance of the contract in compliance with its terms. Proposer acknowledges that the City has no responsibility for any conclusions or interpretations made by Proposer on the basis of information made available by the City. The City does not guarantee the accuracy of any information provided and Proposer expressly waives any right to a claim against the City arising from or based upon any incorrect, inaccurate, or incomplete information or information not otherwise conforming to represented or actual conditions.

C. Interpretation

The City is not responsible for any explanation, clarification, interpretation, representation or approval made concerning this RFP or a Proposal or given in any manner, except by written addendum. The City will mail, e-mail, or otherwise deliver one copy of each addendum issued, if any, to each individual or firm that requested and received a RFP. Any addendum is a part of and incorporated in this RFP as fully as if originally written herein.

Qualification for Proposal

- A. Each Proposer, regardless of the form of its business entity, must meet the following requirements. Failure to meet all requirements may be cause for rejection of a proposal. If Proposer is a partnership or a joint

venture, at least one general partner or constituent member must meet the requirements. Each Proposer must:

- i. Provide evidence that it has a minimum of 10 years continuous years of experience within the last 20 years of providing and implementing organizational improvements relating to the required services and deliverables described in this RFP.
- ii. Provide evidence that it has a minimum of 10 years continuous years of experience within the last 20 years of providing and implementing municipal recycling programs described in this RFP.
- iii. Provide evidence that it has a minimum of 10 years continuous years of experience within the last 20 years of providing and implementing marketing plans for large special events as described in this RFP.
- iv. Provide evidence that it has a minimum of 10 years continuous years of experience within the last 20 years of providing and implementing portfolio and project management strategies for building maintenance programs.
- v. Be authorized to conduct business in the State of Ohio, County of Cuyahoga and the City of Cleveland.
- vi. Possess or demonstrate it qualifies for all applicable licenses, certificates, permits, or other authorizations required by any governmental authority, including the City, having jurisdiction over the operations of the Successful Proposer and the proposed services.
- vii. Submit with its proposal at least three (3) written, verifiable, references dated within the last three months from clients for which the Proposer has rendered services substantially similar to those sought by this RFP, and recommending Proposer for selection for such services.

B. Insurance: The Successful Proposer, at its expense, shall at all times during the term of the contract resulting from this RFP, maintain the following insurance coverage. The insurance company(ies) providing the required insurance shall be authorized by the Ohio Department of Insurance to do business in Ohio and rated "A" or above by A. M. Best Company or equivalent. The Successful Proposer, as contractor, shall provide a copy of the policy or policies and any necessary endorsements, or a substitute for them satisfactory to and approved by the Director of Law, evidencing the required insurances upon execution of the contract.

- i. Professional liability insurance with limits of not less than \$100,000.00 for each occurrence and subject to a deductible for each occurrence of not more than \$25,000.00 per occurrence and in the aggregate, and if not written on an occurrence basis, shall be maintained for not less than two (2) years after satisfactory completion and written acceptance of the services under the contract.
- ii. Workers' compensation and employer's liability insurance as provided under the laws of the State of Ohio.
- iii. Statutory unemployment insurance protection for all of its employees.
- iv. Such other insurance coverage(s) as the City may reasonably require.

Proposal Contents

Each proposal shall include the following parts in the below order. Please separate and identify each part by tabs for quick reference. Each proposal should be organized so as to facilitate its evaluation.

- A. **Cover Letter:** The cover letter shall identify and introduce the Proposer and provide other general information about Proposer's business organization including, at least, in one or more attachments or in the Proposal, Proposer's name, principal address, federal ID number, telephone and facsimile numbers, and e-mail address.

If a corporation, provide the state of incorporation, and the full name, title, and experience of each high level corporate officer . If the Proposer is not an Ohio corporation, please state whether or not the Proposer is qualified to do business in the State of Ohio as a foreign corporation. A foreign corporation must provide evidence, prior to execution of a contract, that is qualified to do business in the State of Ohio or it must register with the Ohio Secretary of State.

If the Proposer is a sole proprietorship, state the name of the proprietor doing business.

If a partnership, state the full name, address and other occupation, if any, of each partner; whether the partner is a general or limited partner, and whether active or passive; state each partner's experience and the proportionate share of the business owned by each partner.

If a joint venture, state the name of each firm participating in the joint venture and each principal officer of each firm; each officer's

experience and the proportionate share of the joint venture owned by each joint venture partner.

- B. Executive Summary:** The Executive Summary should provide a complete and concise summary of Proposer's background, area(s) and level(s) of expertise, relevant experience and ability to meet the requirements of this RFP. The Executive Summary should briefly state why Proposer is the best candidate for the engagement. the Summary should be organized so it can serve as a stand-alone summary apart from the remainder of the proposal.
- C. Exceptions:** Proposer shall itemize any exceptions it has to the RFP. If it has no exceptions to or deviations from any part of this RFP, it shall so state on an "Exceptions" page. If no deviations or exceptions are identified, Proposer understands that if the City accepts the Proposer's proposal, it must comply with and conform to all of the requirements of the RFP.
- D. Qualifications:** In the Qualifications section, each Proposer should state in detail its qualifications, and experience, and how its services and/or products are unique and best suited to meet the requirements and intent of this RFP. Proposer may include as much information as needed to differentiate its services and product(s) from other Proposers. At a minimum, please include, the following:
- i. How Proposer meets or exceeds e qualifications;
 - ii. A description of the nature of the firm's experience in providing the service(s) and/or product(s) sought by this RFP and state the number of persons currently employed for such purpose;
 - iii. The total number of such engagements and the clients comparable to the City for which the firm has provided like or similar services within the last five (5) years;
 - iv. The name, location, and date of all Proposer's agreements for like services that have been terminated, canceled, or suspended prior to completion of the engagement or expiration of the full term within the past five (5) years, and any judgment terminating, or any pending lawsuits or unresolved claims or disputes for damages or termination of such agreements within the past five (5) years; and
 - v. The names and addresses of at least three (3) references for the firm's professional capabilities. Include the name, e-mail address, and telephone number of a contact person.

E. Proposed Services:

- i. Proposer shall describe in detail how Proposer's management and operating plan for delivery of the services

for the engagement or project will achieve the intent and goal(s) of the RFP. In its response to this sub-section, Proposer shall provide or describe:

- a. An organizational chart specific for the proposed engagement or project;
 - b. Resumes of key management personnel;
 - c. An operational plan describing in detail how Proposer will achieve the intent and purpose(s) of the engagement or project;
 - d. If applicable, a detailed description of the professional services/training to be provided;
 - e. Trouble shooting/follow-up protocols;
 - f. Project management tools to be used in implementation;
- ii. **Description of Completed Project:** Proposer shall submit a detailed description of the engagement or project, as completed.
- iii. **Environmental Sustainability:** Describe how the proposed services/project/solution incorporate environmental sustainability

F. Fee Proposal: Proposer should submit its fee proposal for all its services in a separately sealed envelope clearly marked on the outside. Itemize the fee by project phase or other divisible unit completed, in dollars and percentage, or by deliverable. Proposer shall provide its best estimate of expenses including, but not limited to, travel and associated expenses. No qualification of the financial offer will be accepted. The fee proposal shall be a firm and final amount including the costs and expenses for all anticipated services.

G. Financial Information: The Proposer shall include the following financial information:

- i. Balance sheet and income statement for the last two (2) fiscal years, prepared in accordance with generally accepted accounting principals, reflecting the current financial condition of the Proposer. If a publicly held corporation, the Proposer should provide in lieu of the foregoing: consolidated financial statements as submitted to the Securities and Exchange Commission (“SEC”) on Form 10K, the most recent Form 10Q, and any Forms 8K filed with the SEC in the last 12 months. Owners of closely-held corporations must submit a personal financial statement, current to within 12 months of the proposal date;

- ii. Ownership of the Proposer. If the Proposer is a corporation and its outstanding stock is held by fewer than 10 persons, the name and residence address of each shareholder and his/her shares of outstanding stock must be listed.); and
- iii. Three bank and three trade references.

H. **Proposers Affidavit:** Proposer shall submit with its proposal an affidavit stating that neither it nor its agents, nor any other party acting for it has paid or agreed to pay, directly or indirectly, any person, firm or corporation any money or valuable consideration for assistance in procuring or attempting to procure the contract proposed to result from its proposal, and further agreeing that no such money or reward will be paid.

I. **Additional Required Documents:** Proposer shall complete, execute, and return with its proposal the following documents, blank copies of which are attached to this RFP:

- i. The Office of Equal Opportunity *Notice to Bidders and Schedules*;

- ii. Federal *Form W-9* including Taxpayer Identification Number;

- iii. *Non-Competitive Bid Contract Statement for Calendar Year 2013*

Proposal Evaluation; Selection Criteria

A. **Evaluation Methodology.** The City department/division issuing this RFP will evaluate each proposal submitted. The department will present its recommendations to the City Board of Control (“Board”). The Board may, but shall not be obligated to, entertain formal presentations. The Board may approve one or more contracts to one or more firms. The City will only consider proposals that are received on or before the proposal submission deadline, and which meet all the requirements of this RFP. The City reserves the right to request a “best and final offer” from Proposers meeting the minimum requirements.

B. **Scoring of Proposals.** The City will score each Proposal in each of the following categories

- i. Experience and Staff
- ii. Program Management Plan

- iii. Proposed Services
- iv. Sustainability
- v. Schedule/Timeline
- vi. /CSB/MBE/FBE/ACDBE/DBE

The ratings are not intended or to be interpreted as a reflection of a Proposer's professional abilities. Instead, they reflect the City's best attempt to quantify each Proposer's ability to provide the services sought by the City and to meet the specific requirements of this RFP, for comparison purposes.

- C. **Disqualification of a Proposer/Proposal:** The City does not intend by this RFP to prohibit or discourage submission of a proposal that is based upon a Proposer's trade experience in relation to the nature or scope of work, services, or product(s) described in this RFP or to prescribe the manner in which its services are to be performed or rendered.

The City will not be obligated to accept, however, significant deviations from the work or services sought by this RFP, including terms inconsistent with or substantially varying from the services or the financial and operational requirements of the RFP, as determined solely by the City. The City reserves the right to reject any proposal that does not furnish or is unresponsive to the information required or requested herein. The City reserves the right to reject any proposal or to waive or to accept any deviation from this RFP or in any step of the proposal submission or evaluation process so as to approve the award of the contract considered in the City's best interest, as determined in the City's sole discretion.

Although the City prefers that each Proposer submit only one proposal including all alternatives to the proposal that the Proposer desires the City to consider, it will accept proposals from different business entities or combinations having one or more members in interest in common with another Proposer. The City may reject one or more proposals if it has reason to believe that proposers have colluded to conceal the interest of one or more parties in a proposal, and will not consider a future proposal from a participant in the collusion. In addition, the City will not accept a proposal from or approve a contract to any Proposer that is in default as surety or otherwise upon an obligation to the City or has failed to perform faithfully any previous agreement with the City, or is currently in default under any agreement with the City.

The City reserves the right to reject any or all proposals. Failure by a Proposer to respond thoroughly and completely to all information and

document requests in this RFP may result in rejection of its proposal. Further, the City reserves the right to independently investigate the financial status, qualifications, experience, and performance history of a Proposer.

The City reserves the right to cancel the approval or authorization of a contract award , with or without cause, at any time before its execution of a contract and to later enter into a contract that varies from the provisions of this RFP, if agreed to by another Proposer.

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