

Addendum #1



Project Information

Project Name:	CPRD Organizational and Operational Assessment RFP
Bid Number:	RFP #FD20-06-104
Date:	November 20, 2020
Project Manager:	Paul Fetherston

Addendum Items

Item 1	Due to the corona-virus, the City is requiring the following for submitting proposals: see attached instructions for submittal of RFP responses
Item 2	What is the budget for this project? That information is not available at this stage in the solicitation process
Item 3	question concerning RFP section IV an V - see Clarification below.
Item 4	CLARIFICATION: Section iV: change in wording from "The following forms are included" to The following information should be included:"
Item 5	Would the City allow Proposers to include a cover page and table of contents that do not count towards the 25-page limit? Yes
Item 6	Do documents such as resumes count towards the 25-page limit? Yes
Item 7	Can the City confirm if "Attachments" included in the page limit only refers to Template 1 in Section V, and not required forms such as the Debarment/Suspension Certification Statement? Template 1 and the Debarment/ Suspension Certificate Statement (is required) do not count as part of the 25-pages limit.
Item 8	Has the City and County of Greeley moved through an effort such as this before? No, an organizational and operational assessment of the City's Culture Parks and Recreation Department has not been completed before.
	If so, what was successful and what was lacking? Was an outside partner hired to assist in the design and/or execution? N/A
Item 9	What is driving the April 26, 2021 completion date? It is the City's desire and intention to complete the organizational and operational assessment in a timeframe which allows the results to influence budget requests within the Fiscal Year 2022 budget process.
Item 10	What is the driver/initiating factor for soliciting this RFP? It is a best practice within local government to complete third party organizational and operational assessments of Departments every 3-5 years. The City of Greeley is working to complete one to two such assessments each fiscal year and funding permits.
Item 11	For the survey, have the questions and a distribution platform already been established? No.
	If not, is it assumed that the selected firm is expected to provide the questions and platform to facilitate the survey? Yes.
Item 12	Will proposals be shortlisted for interviews? It is an options depending on the quality and quantity of responses.
	If so, how many do you anticipate to be shortlisted? Dependent upon the quality and quantity of responses.

Item 13	Who is a part of the decision making committee for the City and County of Greeley? A team of City staff will participate in the rating of proposals and vendor presentations.
Item 14	Will bidder names be made public prior to submission? No
Item 15	Are you able to provide a current organizational chart? There is a high level organization chart of the Culture Parks and Recreation department within the City's 2020 recommended budget document which is available through the following link: https://greeleygov.com/docs/default-source/finance/budget/budget/proposed-2021-budget-book.pdf - also reference attached chart.
Item 16	Are you able to provide any discussion on what is working well and what is not working well within the organization today? The subject of the question is most appropriately part of the actual assessment process.
Item 17	How does the selection committee define success of this activity? This can be discussed with selected consultant
Item 18	Is there another city and county that is doing something well that you would like to consider or model? The subject of this question is most appropriately part of the actual assessment process and benchmarking completed by the successful vendor.
Item 19	Is there a budget that has been set for this assessment study? If so, what is the amount, even if it is in a range? That information is not available at this point in the solicitation process
Item 20	The timeline for completing the tasks that have been identified in the RFP is aggressive, is there any latitude in the schedule? It is the City's desire and intention to complete the organizational and operational assessment in a timeframe which allows the results to influence budget requests within the Fiscal Year 2022 budget process.
Item 21	Is there any expectation for input from the general public on this assessment study? There is an expectation of public input pertaining to the current operations and how it impacts future operations. It is not an expectation to provide the general public with input on the organizational assessment component.
Item 22	Considering the situation with COVID-19, will the City be willing to work with technology to hold virtual meetings with staff to complete this work? The City's priority is safety of the public and staff. It is expected that the City and vendor will be nimble in doing what is appropriate and safe at the time – including virtual meetings.
Item 23	The RFP indicates that the Culture, Parks and Recreation Department is comprised of 134.5 Full Time staff plus hundreds of part-time and seasonal staff and volunteers. Does the assessment include the effectiveness of staffing levels of these part-time and seasonal staff and volunteers? If so, how many align with your Divisions? The assessment should consider how operations are staffed and organized and identify findings, options and recommendations to maximize effectiveness and service. It is expected that the vendor will utilize their expertise, experience and benchmarking to identify any adjustments.
Item 24	Are there any restrictions and/or limitations on survey platforms to be used? No. It is anticipated that the appropriate and most accessible platforms would be a discussion between the City and vendor.
Item 25	Given the wide range of requirements in the scope of work, is there a budget range for this project that can be shared so that we can optimize our level of effort for each task? No. That information is not available at this point in the solicitation process.
Item 26	Given the timeline for the project and the uncertainty around the safety and practicality of meeting in person, are you comfortable with a virtual approach? The City's priority is safety of the public and staff. It is expected that the City and vendor will be nimble in doing what is appropriate and safe at the time – including virtual meetings.

Item 27	The RFP indicates that the effort should create impartial insight into: “staff effectiveness as it relates to individual and collective competencies and capacity.” Can you please elaborate on the level of detail that would be required for this area of the assessment? It is anticipated that the vendor will conduct and assessment of the department's individual and collective effectiveness as a staff relative to current competencies, capacity and any gaps.
Item 28	The RFP indicates that the effort should create impartial insight into: “internal controls.” Can you please elaborate on the level of detail that would be required for this area of the assessment? It is expected that the vendor will have experience and knowledge to make a proposal that addresses the internal controls existing and any gaps. The purpose of the language is to ensure the area is appropriately examined.
Item 29	The RFP indicates that the effort should create impartial insight into: “existing technology, available technology, technology gaps, and technology needs.” Can you please elaborate on the level of detail that would be required for this area of the assessment? It is expected that the vendor will have the experience and knowledge to make a proposal that adequately addresses an assessment pertaining to the technology as outlined.
Item 30	The RFP indicates that the effort should create impartial insight into: “availability and use of resources including but not limited to staffing, equipment, facilities and funding.” Can you please elaborate on the level of detail that would be required for the funding area of the assessment? It is expected that the vendor will have the experience and knowledge to make a proposal that adequately addresses an assessment pertaining to the area as outlined. The purpose of the language is to ensure the area is appropriately examined.
Item 31	In light of COVID-19, what are the City's expectations regarding conducting in-person interviews, project status meetings, and final presentations to the City Council? Can the work be performed remotely through video conference? The City's priority is safety of the public and staff. It is expected that the City and vendor will be nimble in doing what is appropriate and safe at the time – including virtual meetings.
Item 32	Has the City previously performed a citizen survey regarding the community's preferences and satisfaction level for Culture, Parks and Recreation services and, if so, will the survey results be available to the consultants prior to the proposal deadline? A 2016 Parks, Trails and Open Lands Master Plan did include a community Needs Assessment. Although not completely inclusive of all of the Department's services, results of the Assessment within the plan can be found at www.playgreeley.com.
Item 33	The anticipated timeline for the project is highly accelerated for the level of analysis requested and the desired comprehensive, fact-based citizen survey preparation, execution, and analysis. What is the driving factor behind this three-month timeline? In addition, is there an opportunity to deliver priority deliverables within three months to meet any time-sensitive needs, and then deliver the Final Report at a mutually acceptable date after the proposed deadline of April 26th? It is the City's desire and intention to complete the organizational and operational assessment in a timeframe which allows the results to influence budget requests within the Fiscal Year 2022 budget process.
Item 34	Has the City had other organization assessments performed for other departments, and will the report(s) be available to consultants prior to the proposal deadline? The City has conducted organizational and operational assessments for other Departments. Each Department assessment is its individual effort and should be based on best practice, not on formats previously used by other vendors.
Item 35	The RFP references a comparison of best management practices and identifies the American Parks and Recreation Association as a reference comparator. Is the City referring to the American Academy of Parks and Recreation Administration, or the National Parks and Recreation Association, or both? Both.

Item 36	In Section IV of the City's RFP, the City states "Vendors must complete all the templates/forms Section V: ATTACHMENTS in this section as well as other requests for information contained herein." Section V contains only (1) Template 1: References. It also appears the City has provided a (2) Debarment/Suspension Certification Statement form. No other forms are present. Are these two forms the only forms required by the City? If not, can the City please provide any other needed forms? Please See Clarification statement in Item 4 above.
Item 37	Is there a budget identified for the project? That information is not available at this point in the solicitation process.
Item 38	Could you elaborate on what is sought from the public input sessions? Do you envision them done in select districts or neighborhoods or in certain facilities? Should we price them per session? It's difficult to decide how many sessions to do and what format is appropriate without more information about the City's aims regarding public input. Public input sessions should enable former, current, and potential users of programs to provide input on operations. Vendors are expected to use their expertise and experience to determine its best proposal.
Item 39	Has the City or the department done any type of resident satisfaction survey? The City conducts a statistically valid citizen survey approximately every three years which covers many citywide issues.
Item 40	Employee satisfaction survey? The City has conducted employee satisfaction surveys.
Item 41	What technology does the department use and for what purposes? The Department utilizes technology throughout its operations for various purposes.
Item 42	Do you anticipate four separate presentations, to the City administration, the City Executive Team, Culture Parks and Recreation Department and the City Council, or will some of those be combined? It is anticipated that there will be presentations to the City Manager, City Executive Team, and Department. A presentation to the City Council is a potential as are some other presentations to subsets of employees within the Department (managers, line staff, etc).
Item 43	The RFP asks for advice on existing technology. Can the City list existing technologies that the department uses today? Are there existing plans to replace any of these systems? Also, please comment on the availability of reports of workload indicators from the various systems, as the availability will assist respondents in knowing the effort that will be required to recommend staffing requirements. The subject of the question is most appropriately part of the actual assessment process.
Item 44	Is the City looking for advice on functions that could be provided privately through a contractual arrangement? It is expected that the vendor use its expertise, experience, and benchmarking efforts to identify options and recommendations appropriate for the City of Greeley.
Item 45	To what extent can the proposer provide services remotely instead of on-site? The City's priority is safety of the public and staff. It is expected that the City and vendor will be nimble in doing what is appropriate and safe at the time – including virtual meetings.
Item 46	Are there planned expansions or contractions of programs and/ or facilities? If so, can the City share documentation that addresses these issues as an addendum? While there are not any current plans or major plans to alter services to the community, that should not be considered a predisposition or driver influencing the assessments findings and recommendations. The Department is currently completing a Cost Recovery Model that will assist staff in making future decisions regarding services and program offerings. The Model will not be complete until the end of the year. In addition, there are real possibilities of expanded park lands and natural areas acreage that will require additional staffing resources. Most of the acreage is predicated on new development and dedicated lands although there is a 900 acre natural area parcel being pursued within the next year. There is no additional documentation to address these issues other than the 2016 PTOL available at www.playgreeley.com.
Item 47	What is your allocated budget range for this project? That information is not available at this stage in the solicitation process

Item 48	<p>Is the staffing count representative of the current or pre-COVID staffing levels, and how many full time staff are currently active vs. layoff vs. temporary furlough? The RFP identifies 134.5 full-time/benefitted staff – that is the authorized Full-time staff count for 2021/post-COVID and in the 2021 budget. Out of this, seven (7) of those full-time staff are on lay-off status and which positions will be refilled at various times throughout 2021. So current active count is 127.5 full-time staff. There are no current furloughs. Pre-COVID count (February, 2020) was 140.5 full-time staff. Eight (8) full-time positions of that count were eliminated.</p>
Item 49	<p>Do any considerations in the final recommendations need to be made in a return to work model as COVID restrictions eventually allow operations to return to their normal levels or should recommendations be made based on pre-COVID operational levels? It is expected that the vendor will use its expertise and experience in ensuring the assessment anticipates the future organization and operations – impacted by forces such as a global pandemic.</p>

**ONLY ELECTRONIC RFP RESPONSES WILL BE ACCEPTED DURING THE
COVID-19 EVENT**

Instructions for electronic submittal.

Email your RFP Response to purchasing@greeleygov.com. Submit your RFP response to this email only – please do not email to multiple people. Only email's sent to purchasing@greeleygov.com will be considered as responsive to the request for proposals. Emails sent to other City emails may be considered as non-responsive and may not be reviewed.

Proposals shall be submitted in a single Microsoft Word or PDF file under 20MB

The RFP number and Project name **must be noted** in the subject line, otherwise the proposal may be considered as non-responsive to the RFP.

Electronic submittals will be held, un-opened, until the time and date noted in the RFP documents or posted addenda.

CULTURE, PARKS, AND RECREATION DEPARTMENT - 2021

