

POSSIBLE MOTION

I MOVE TO authorize advertising for a Request for Qualifications (RFQ) by the City and Borough of Sitka for a General Fund Comprehensive Management Plan

REQUEST FOR QUALIFICATIONS (RFQ)
by
THE CITY AND BOROUGH OF SITKA, ALASKA
for
GENERAL FUND COMPREHENSIVE MANAGEMENT PLAN

A. Overview

The City and Borough of Sitka (CBS) wishes to hire a qualified consultant to develop a General Government Comprehensive Management Plan (CMP). This CMP will be used as a guideline to help prioritize and budget the operations and capital expenditures in the general governmental operations for the Municipality. The CMP will include a comprehensive assessment of all functions of the general governmental operations including funding and support services for external funds. The CMP will also include budgetary cost estimates for capital improvements and recommend a sustainable financial plan to provide the necessary maintenance and capital funding. The CMP will be used as a basis for securing local, state, and federal funding. Furthermore, the CMP will explore the fiscal capability of our community's financial demographic as it relates to a sustainable level of fees and taxation.

B. Background

CBS operates under an assembly/manager form of government. A total annual general governmental budget of approximately \$25 million. The City provides general governmental functions including police, fire, EMT, public works, library, parks and recreation, and a variety of buildings (hospital, convention center, school district, etc.). In addition, the CBS operates eight utilities and services, including electric, water, wastewater, and solid waste utilities; an airport terminal; a cold storage facility; 5 municipal harbors; and, an industrial park. These utilities and services are operated separately from general governmental operations but share common management and administrative services with general government. Approximately 150 full-time equivalents are employed by the City and the General Fund supports funding to the School and Hospital bring the total employment above 500 total governmental employees. The CBS is maintaining a consistent population that has hovered around 9,000 over the last 30 plus years.

Like most local governments, CBS continues to experience demands for services despite significant financial constraints and a declining economy. Citizen demands for the expansion of services that already exist and requests for new services is a growing challenge for elected officials and CBS staff. There is additional financial pressure resulting from significant increases to address deferred maintenance and capital investment. Accordingly, there is an imperative to develop and implement a comprehensive plan that can provide CBS strategic direction.

The CBS wishes to conduct a high-level examination of infrastructure, policies, practices, and procedures. Specifically, the CBS is looking for a consultant team with the qualification to perform analysis on the following elements:

- Providing a high level report identifying the greatest needs and areas of greatest potential with emphasis on addressing sustainability, personnel, organizational structure, procurement, support services, privatization, and customer service.
- Determining departmental operation efficiencies, analysis of expenditures, and revenue generation.

- Evaluating of organizational structure to determine whether it is optimal towards fulfilling departmental and city goals, objectives, and priorities including determining whether the current resources are being used efficiently.
- Determining the most effective means for reducing the cost of operations while improving quality service.
- Establishing the basis for internal assessments, controls, monitoring, and reporting.
- Prioritizing future maintenance requirements for general governmental infrastructure (i.e., roads, parking lots, parks, and general government buildings) in order to determine what infrastructure can be maintained and whether any infrastructure should be abandoned due to funding constraints.
- Determining specific general governmental functions which are good candidates for privatization through contracting to the private sector.

The CBS does not have a General Fund CMP to address the current or future needs and sustainability. The CBS has completed master plans for the utility and enterprise funds such as Harbors, Water, Wastewater, Electric, Storm Water, and currently working on Solid Waste. The timing is ideal to incorporate the existing master plans into an overall CMP given that much of the staffing and support services are all tied together. The utility and enterprise funds simply cannot be sustainable without the General Fund's success, as general governmental operations provide management and administrative services to all of the utilities and ancillary services.

D. Requirements for Statement of Qualifications

RFQ submissions will need to demonstrate an understanding of the organizational structure, budget, and overall operations of the CBS as a whole, and, its general governmental operations. Submissions will need to demonstrate how their qualifications meet the objectives of analyzing and advising the CBS on a fiscally responsible and sustainable path. CBS will look for independent thinking and research and will not engage in dialogue with, or provide additional information to applicants. Applicant Qualification and performance history will be an important element of the evaluation.. Submissions must include:

1. A letter of interest signed by an authorized representative of the Firm.
2. Narrative Statement of Qualifications for the Firm. Provide address of Firm where the actual work will be performed.
3. List of municipal comprehensive plans previously completed with date completed.
4. A description of the Firm's successful experience with similar Master Plans. Include references that can be used by the Selection Committee. Highlight relevant experience with evaluation of municipal master planning.
5. An example Master Plan including scope, contract, and budget from another comparable project.
6. Organizational chart showing a designated project manager and staff.
7. Resume of proposed project staff to include: name, expertise, availability, education, experience, certifications, and registrations of each team member.
8. A proposed project schedule. Include a list of the Firm's major commitments to include current project schedules. List proposed project staff commitments on other projects in relation to their availability for this project.

Responses to this request for qualifications will be evaluated and ranked based on the following criteria (100 points total):

1. Firm's overall qualifications and experience (30 points)
2. Firm's past experience with municipal master planning (similar projects) (15 points)
3. Team key personnel experience: education, years of experience, certifications, registrations (25 points)
4. Demonstrate ability to present material well and work with various groups and stakeholders (25 points)
5. Firm's experience working in Alaska (5 points).

Selection will be made based on the overall qualifications of the candidates. The CBS reserves the right to perform interviews as necessary. A contract scope, schedule, and budget will be developed with the selected contractor.

E. Submissions and Inquiries

Sitka encourages disadvantaged, minority, and women-owned consultant firms to respond.

Submit four (4) copies of your Statement of Qualifications to:

The Municipal Clerk, City Hall, City and Borough of Sitka, 100 Lincoln Street, Sitka, Alaska 99835 until Submittals received after the time fixed receipt will not be considered. Any questions regarding this project should be directed to Colleen Ingman, Municipal Clerk, at colleen@cityofsitka.com , (907) 747-1811.

The City and Borough of Sitka reserves the right to accept or reject any and all proposals that may result from a selected professional service consultant, waive irregularities or information in the submittals, and award the contract to the respondent that best meets the selection criteria. If deemed necessary, the selection process may expand to include interviews.

NOTICE GIVEN by the Municipal Administrator, City and Borough of Sitka, the 25th February 2014.

CITY AND BOROUGH OF SITKA

Mark Gorman
Municipal Administrator

Dates of Publication:

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