



333 West Michigan Avenue • Three Rivers, Michigan 49093
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**Request for Proposal
City of Three Rivers
Operational and Organizational Assessment for the
Department of Public Services and Wastewater Department**

The City of Three Rivers is requesting proposals from qualified firms or individuals interested in conducting an Operational and Organizational Assessment of the City's Department of Public Services and Wastewater Department recommending operational efficiencies, organizational structures and performance measures to ensure the City departments are operating at a high level of efficiency and effectiveness.

This document outlines the scope of work for consulting services. Sealed bids should be marked as "RFP Operational-Organizational Assessment". An original and three (3) copies of the **sealed proposal** shall be submitted to **Melissa Bliss, City Clerk, City of Three Rivers, 333 W. Michigan Avenue, Three Rivers, MI 49093, no later than 2 p.m. on Tuesday, March 26, 2019 by mail or hand delivery.** Proposals will be opened at that time.

Bids received after the required deadline will not be accepted. It is anticipated that bids will be discussed at a subsequent City Commission meeting and will be awarded to the most qualified and responsible bidder. The completed report is due by June 30, 2019.

All contact, questions, and correspondence regarding the project and proposal shall be directed to the following:

Cathy Lawson, Director of Finance & Administration
City of Three Rivers, 333 W. Michigan Avenue, Three Rivers, MI 49093
269-273-1075 ext. 109
clawson@threeriversmi.org

Note – All written correspondence and e-mails are considered public documents in the State of Michigan and subject to the Freedom of Information Act.

The City reserves the right to approve the proposal, reject the proposal, negotiate the proposal or solicit additional proposals for the project if deemed necessary by the City Commission.

INTRODUCTION

The City of Three Rivers was founded in the early 1830's and acquired the name of Three Rivers because of the confluence of the St. Joseph, Portage and Rocky rivers. The City was incorporated in 1917 as a Home Rule City. It encompasses an area of about 3.8 square miles in west central St. Joseph County, in Southwest Michigan, bordering the State of Indiana. The City is located approximately 30 miles south of Kalamazoo, 90 miles southwest of Lansing, the state capital and 150 miles west of Detroit. The current population of the City of Three Rivers is approximately 7,811. As a municipality of the State of Michigan, the City of Three Rivers is empowered to levy a property tax on both real and personal property located within its boundaries.

The government has operated under the commission-manager form of government since 1917. In accordance with its charter, policy making and legislative authority are vested in the City Commission consisting of the mayor and six other members, all elected on a non-partisan basis. The Mayor is elected for a 2-year term. Two Commissioners are elected at-large for 2-year terms and four Commissioners are elected from the four districts in the City, also serving 2-year terms.

The City Manager is the chief administrative officer of the City and is appointed by and serves at the pleasure of the City Commission. The City Manager is responsible for administering the policies and ordinances of the City Commission, for overseeing the day-to-day operations of the government and recommending the government's various department heads for appointment by the City Commission.

The Department of Public Services is responsible for the management of the parks and general landscape, cemetery, municipal airport, street maintenance (patching and snow removal), street paving/construction, storm sewers, street sweeping, bridge maintenance, sidewalks, compost and recycling, fleet management, drinking water distribution system and sewer collection system. The Wastewater department is responsible for the operation and maintenance of the City's treatment plant and all required oversight requirements of the system.

The Department of Public Services currently consists of the following staff: a Public Services Director, a Water Systems Superintendent/Airport Manager, a Water System Operator, two Crew Leaders, a Geographic Information Systems Specialist, an office assistant, a Maintenance Mechanic, a part-time zookeeper, Eight Equipment Operators and two general maintenance workers. The Department is also supported by consultants and temporary help. The Wastewater Department's staff currently consists of a Wastewater Superintendent, a Mechanic, a part-time office assistant and four Operators.

SCOPE OF SERVICES

The information being sought by the City will require the accomplishment of at least the following tasks:

- Review current and past organizational structures and staffing levels of each department.
- Review and summarize current services provided and staff workloads during all seasons of the City's calendar year (July – June) and staffing levels required to perform current duties.
- Identify current supervisory ratios and based on the industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
- Review current and future workloads to determine the most effective and efficient management and organizational structure to meet the demands and expectations of elected officials, city residents, business owners and visitors.
- Compare and contrast the organizational structure, service, staffing levels with other similar sized cities in the Midwest and other industry staffing standards, if available.
- Identify performance measures that may result in assessing the effectiveness of recommendations that may be implemented.
- Depending on the extent of organizational changes that are being recommended, provide cost estimates for a salary study that would include revisions to current job descriptions.
- An analysis of the pros and cons of combining the two departments under one management umbrella.

DELIVERABLES

At the conclusion of the operational and organizational reviews, the consultant shall, as described in the Scope of Work: 1) provide a summary of findings that effectively summarizes and communicates the information reviewed 2) identify key issues and opportunities, 3) formulate recommendations in a priority order, and 4) provide updated job descriptions for current and any recommended positions.

A Draft Report with an Executive Summary shall be issued to City staff. The document shall include the summary of findings and recommendations as identified in the Scope of Work. Any spreadsheets or other documentation prepared by the Consultant shall be provided to the City in electronic format.

A Final Report shall be issued following staff comments on the draft. In addition, City staff will require a PowerPoint presentation to the City Staff and the City Commission as appropriate. The report should provide sufficient information for policy decisions regarding operational and service options. Fifteen (15) copies of the Final Report will be required along with an electronic copy.

TIMELINE

This project should be completed within 90 days of contract award.

ASSISTANCE TO BE PROVIDED BY THE CITY OF THREE RIVERS

The assistance to be provided by the City of Three Rivers may include, but are not necessarily limited to, the following:

1. Furnish all reasonable requests for information or public records.
2. Provide staff support and assistance as required and agreed to in advance of study.
3. Make available, with reason, any and all staff or elected officials for interviews or proposed actions by the firm that will result the desired outcome of the project.

PROPOSAL SUBMISSIONS

Please submit your firm's qualifications, identify key staff to be assigned to this project, provide resume's for each key staff member; provide at least five (5) professional references for work that was performed similar to that requested in this RFP, and provided a detailed description of your approach to the project, deliverables, time schedule, and not to exceed total fee amount, including miscellaneous expenses.

If you have any comments, questions, or concerns; please feel free to contact Cathy Lawson, Director of Finance & Administration at 269-273-1075, ext. 109.

PROPOSAL AND CONTRACT MODIFICATIONS

Once the proposal has been submitted, no changes to the proposal can occur after the time and date dedicated for receipt of the submittal. The final scope of work for the contract and the final cost of the study will be developed and agreed upon during a negotiation process. If no modifications to the contract are noted, the city will assume that the firm is capable of performing all required tasks and services without reservation or any qualifications. In the event that negotiations fail, the city may choose to enter negotiations with the next highest-ranking firm.