

# **CITY OF WINDSOR HEIGHTS REQUEST FOR PROPOSALS**

## **Strategic Visioning Services**



**Please Submit 10 (10) Paper  
Copies and One (1) Electronic  
PDF by: January 10, 2022  
2:00PM**

**City of Windsor Heights  
1145 66<sup>th</sup> Street, Suite 1  
Windsor Heights, IA 50324**

# **REQUEST FOR PROPOSALS (RFP): STRATEGIC VISIONING SERVICES**

## **Tentative RFP Schedule**

RFP Issued:	December 17, 2021
Final Date for Questions Related to RFP:	January 3, 2022
Proposal Deadline:	January 10, 2022
Applicant Interviews:	January 18-21, 2022
Selection of Consultant by City Council:	February 7, 2022

*\*Exact dates are subject to change at the CITY's discretion*

Any interested individual may request to be on an email list to receive updates on the RFP process, including addenda to the RFP if any are issued. The City of Windsor Heights may alter the RFP at any time.

## **Submittal Instructions**

Written proposals and an electronic PDF must be received by the City of Windsor Heights no later than 2PM CDT on January 10, 2022. Proposals received after this deadline will not be accepted or considered.

### Send proposals to:

Travis Cooke  
City Clerk  
City of Windsor Heights  
1145 66<sup>th</sup> Street. Suite 1  
Windsor Heights, IA 50324  
[tcooke@windsorheights.org](mailto:tcooke@windsorheights.org)

### Direct questions regarding the RFP to:

Dennis Durham  
City Administrator  
(515) 645-6808  
[ddurham@windsorheights.org](mailto:ddurham@windsorheights.org)

## **Introduction**

The City of Windsor Heights (CITY) is seeking proposals from consultants/firms to guide the CITY with the development of a Strategic Vision for the City going forward. The CITY anticipates that the process will take several months to provide adequate time for participation by the City Council (COUNCIL) and community. The outcome of the process will be a written document that presents the planning process, the research, the analysis, opportunities, and strategies along with an implementation plan that will guide the CITY for the next three to five years. Please note that this RFP requests the services of a consultant to facilitate the strategic planning process. The CITY is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm should be able to discern which model or model(s) will best enable the City of Windsor Heights to complete its organizational and programmatic goals. The successful firm will be required to demonstrate its ability to meet these requirements. The CITY encourages any inquiries with respect to the expectations and/or scope of work sought through this proposal by email to the CITY – Attention: Dennis Durham, [ddurham@windsorheights.org](mailto:ddurham@windsorheights.org). All inquiries will receive a response.

A consultant/firm will be selected for this project based on criteria stated in “Evaluation of Proposals.” All proposals received by 2PM CDT on January 10, 2022 will receive full consideration.

## **RFP Process**

It is expected that one (1) consultant will be selected as a result of the RFP, although the CITY is under no obligation to award a contract as a result of the selection process. Based on the proposals received, the City Council will select individuals/firms to be interviewed. As a result of those interviews the top-rated consultant will be selected for contract negotiations.

## **Background**

Windsor Heights is a unique city in the Des Moines Metro Area. It is located in the heart of the region. The City has a population of 5,252 and prides itself on being “In the Heart of It All.”

The City of Windsor Heights operates under a charter Mayor-Council form of government with five (5) councilmembers elected at large. The Mayor is elected separately by the voters of Windsor Heights. The COUNCIL hires the City Administrator, who oversees the operations of the CITY.

The CITY has five departments that employ more than 30 full-time authorized positions and about 10 part-time positions. The current City Org Chart is provided as Appendix 1. The CITY recently completed a Parks Plan and Flood Resiliency Analysis which can be found on the City’s website. These can be reviewed by potential firms/consultants.

## **Scope of Services**

As envisioned, the scope of services for this proposal will include the following components.

### **Visioning**

1. The consultant(s) will facilitate a Council visioning process. This process will consist of public meetings, an online survey, social media, discussions with CITY staff and other forums appropriate for outreach and public input. The desired outcome is a vision for the community which will include specific visioning goals that will serve as a framework for the strategic planning process. The Consultant will develop a work plan to guide project activities and communications. The Consultant will conduct orientation and briefing sessions for the COUNCIL and employees at all levels to educate them on the goals of the project and the potential outcomes. The consultant must also be available for any necessary presentations to the COUNCIL to include but not limited to a final strategic plan presentation to the COUNCIL and/or project team.
2. Review current City of Windsor Heights organizational information available on the CITY's website [www.windsorheights.org](http://www.windsorheights.org) including department home pages, budget information, CITY ordinances, and other related documents and information.
3. Conduct a situational analysis of the City of Windsor Heights organization.
4. Identify and assess the strengths, weaknesses, opportunities, and threats of the City of Windsor Heights organization.
5. Based on the assessment data, facilitate the creation of Vision, Values, and Mission for the City of Windsor Heights organization.
6. Facilitate the development of goals and objectives that support the Vision, Values, and Mission of the City of Windsor Heights organization.
7. Facilitate the development of performance metrics – key indicators and outcomes that can serve as the basis for performance measures of the City of Windsor Heights organization..
8. Identify potential strategic initiatives with outcomes that support community commerce, community collaboration, community condition and community character.
9. Facilitate the development of a process to keep the COUNCIL involved and engaged in a continual strategic planning process.
10. Facilitate the development of a process to keep employees involved and engaged in a continual strategic planning process.

11. Submit recommendations for appropriate implementation measures that CITY staff will need to take. Include proposed policies and administrative guidelines that will need to be in place to administer the comprehensive strategic visioning plan. These policies and administrative guidelines should be specific in nature. Develop a system to measure the effectiveness of CITY activities in meeting the objectives of the comprehensive strategic plan. Ensure the measures are linked to the overall vision, mission, and goals of the CITY as a whole.

### **City Council Session Preparation**

As necessary, the CITY envisions holding retreats dedicated to this effort. We seek input from Consultant/Firm to help structure and facilitate the event to maximize impact. Among topics that may be addressed at the retreats are:

*Baseline Collaboration Expectations* – Assess and develop the basic rules and expectations for navigating this process.

*Needs Assessment* - Assessment of the values, strengths, weaknesses, and competencies of the CITY.

*Program Inventory and Analysis* - Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different delivery options, partnerships and collaborations.

*Identification of Opportunities, Strategies and Vision* - Creating a vision for the CITY which identifies its priorities, opportunities, and strategies, and clarifies the CITY's role and confirms its mission and values.

*Citizen Services* – How can the CITY be structured and operate to maximize citizen services and sustain these services at a high level? How should these services be prioritized?

### **Information Gathering**

During this phase, the Consultant will collect data and information to become more familiar with the City of Windsor Heights.

- The Consultant shall perform a SWOT analysis to identify the CITY's strengths, weaknesses, opportunities and threats involving and relating to the organization. This effort should include determining the community's strengths, weaknesses, threats and assets, its resources, and other valuable insight in light of current trends and topics influencing and impacting the community. Such information may include, but should not be limited to, an inventory of CITY resources including its finances, infrastructure, staff, opportunities, a community inventory of people, education, health care, business development, job opportunities, housing, arts, culture, heritage, history, recreation, natural features, entertainment, geography,

demographics, socioeconomics, and technology.

- The Consultant shall conduct a community wide survey of residents to determine perspectives on the City's future needs, desire for municipal services going forward and a prioritization of key services.

The consultant will describe the methodology used to identify vital challenges and opportunities identified. In addition, an Action Plan will be developed to define implementation steps and techniques along with a schedule of target dates to further define the goals. Benchmarks or milestones will be identified to help measure the CITY's success in implementing the Strategic Plan. Development of initiatives to promote public involvement designed to engage the community, stakeholders and CITY leadership throughout the process is critical.

### **Report Review**

At the end of this exercise, the consultant and the project team will draft a final plan document for review and presentation of the plan to the City Council. The consultant will be participating in review and refinement of this document. The CITY and the consultant will work collectively to develop a series of implementation techniques designed to keep community members, stakeholders, business leaders, CITY staff and CITY leadership engaged in the implementation of the identified goals, objectives, and initiatives of the Strategic Plan. This process could be coordinated with an oversight or implementation committee tasked with meeting regularly to ensure the Strategic Vision remains a viable "living" project for the next three to five years. At a minimum, the consultant will provide the following deliverables:

1. A complete Community Survey.
2. A recommended package of material suitable for public distribution and outreach.
3. A final Strategic Vision document that includes an implementation plan with defined milestones and benchmarks intended to measure the CITY's progress.
4. An executive summary of the Strategic Vision.

### **Proposal Submission Requirements**

1. Cover letter of interest and transmittal not to exceed two pages in length.
2. Legal name of the consultant firm, address, phone, fax, and email address, year the firm was established, and type of business.
3. An organization chart indicating roles of all individuals and firms involved in this project, as appropriate. Include brief resumes for all individuals identifying their

qualifications and experience. The name of the person intended to be the project coordinator for this Strategic Plan and a list of recently completed projects relevant to the scope of this project.

4. A clear articulation to the firm's approach to be used in this project including a proposed schedule and description of the proposed methods of public involvement.
5. A summary of qualifications, related experience, and references.
6. Proposed scope of work, project approach, and plan to accomplish the work. Describe in detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a comprehensive strategic vision. Key elements include:
  - a. Project Understanding
  - b. Project Methodology and Deliverables
  - c. Roles and Responsibilities
  - d. Project Management
7. A minimum of two (2) examples of relevant written work related to strategic planning, with no less than one example, prepared on behalf of a local government organization or comparable entity.
8. Fee schedule and proposed fee to accomplish the work (separate, sealed envelope marked Fee Schedule).
9. Proposals must be complete to be considered by the evaluation committee.

Submittals may be mailed or delivered to Travis Cooke, City Clerk, City of Windsor Heights, 1145 66<sup>th</sup> Street, Suite 1, Windsor Heights, IA 50324. Applicants must submit ten (10) hard copies in a sealed envelope(s). The envelopes shall be clearly marked on the exterior to denote both the names of the submitting firm and the particular professional services contract for which the proposals are offered, "Strategic Visioning Services". For items 1-6 under Proposal Submission Requirements must be limited to twenty (20) pages in length. All proposals should also be submitted as computer files in PDF format. Electronic files may be transferred via email to Travis Cooke at [tcooke@windsorheights.org](mailto:tcooke@windsorheights.org) or provided on a portable electronic storage device. The CITY is not responsible for returning portable storage devices. Large files should be uploaded with a link to download files provided via email.

The CITY is not responsible for communication errors. Applicants are advised to call the City Clerk's office at (515) 645-6810 to confirm that a submittal has been received.

## **Evaluation of Proposals**

The City of Windsor Height staff will review and evaluate all properly submitted proposals that are received on or before the deadline. Proposals will first be reviewed for compliance with the minimum qualifications and mandatory requirements of the RFP. Failure to comply with any mandatory requirements may disqualify a proposal. Staff will then conduct an analysis of RFPs, the interview process, and the final recommendation to the City Council for selection of the consultant. Upon successful negotiations with the selected consultant, the contract will be recommended to the City Council for final approval.

Staff will rank proposals based on the criteria stated below:

1. Responsiveness of the Proposal to the project objectives.
2. Responding firm's experience in completing work of a similar size and scope.
3. Specific qualifications of the primary staff who will manage, supervise, and provide services, including past experience on projects of similar size and scope.
4. Public sector experience and qualifications of the firm. This includes past project experience and/or research projects conducted for recognized industry associations.
5. Proposer's project management methodology and experience.
6. Proposer's familiarity with the needs of the City of Windsor Heights.
7. Responses of the client references.
8. Project approach and methodology.
9. Cost of services and payment policies.
10. Such other information that may be required or secured.

### **City of Windsor Heights Rights**

The City of Windsor Heights reserves the right to reject any or all proposals, make counter proposals and/or engage in negotiations with any or all firms or individuals, waive any requirements or otherwise amend this RFP, or cancel the RFP in order to achieve the CITY's goals and objectives for this project. Any changes in the status of the RFP will be brought to the attention of all parties that provide contact information for updates. The information contained in this RFP represent the CITY's best information at the time of the release of the RFP and the CITY reserves the right to modify any term or condition contained herein.

### **Responsibility for Proposal Preparation**

Except as otherwise specifically agreed to in writing by the CITY, each consulting individual or team submitting proposals shall provide and pay for all materials, labor, transportation, charges, levies, taxes, fees or expenses incurred, including all costs to prepare a response to this RFP, travel and presentation costs, and all other services and facilities of every nature whatsoever necessary for the preparation of the RFP.

It is neither the CITY's responsibility nor practice to acknowledge receipt of any proposal as a result of the RFP process. It is the proposer's responsibility to assure that a proposal is delivered and received in a timely manner.

### *No Conflict of Interest*

No member of the City Council, member of the evaluating staff for this RFP, and any other officer, employee or agent of the City of Windsor Heights who exercises any functions or responsibilities in the selection of a proposal, shall have any personal interest, direct or indirect, in the project.

### *Open Records/Proprietary Information*

The City of Windsor Heights recognizes that in responding to this RFP, the proposer may desire to provide proprietary information in order to clarify and enhance their response. To the extent permitted by law, the City of Windsor Heights will keep confidential such information.

Responders should note that the City of Windsor Heights is a municipality, and as such its files are available for public review.