REQUEST FOR PROPOSALS

OPERATIONS AUDIT AND MANAGEMENT STRATEGY CONSULTING SERVICES

City of Beckley, West Virginia
409 S. Kanawha Street
Beckley, WV 25801
(304) 256-1768
https://beckley.org/

RFP Issued .....Saturday, 12/28/24
Saturday, 01/04/24

Deadline for Written Questions .....Monday, 01/06/24
11:00 A.M. (EST)

Answers to Written Questions Published Online ..... Monday, 01/06/24
4:00 P.M. (EST)

Proposals Due ..... Wednesday, 01/08/24
4:00 P.M. (EST)

Public Opening of Proposals.....Thursday, 01/09/24
10:00 A.M. (EST)

ADVERTISEMENT FOR REQUEST FOR PROPOSALS
CITY OF BECKLEY, WEST VIRGINIA
OPERATIONS AUDIT & MANAGEMENT STRATEGY

The City of Beckley, West Virginia invites qualified consulting firms and/or teams to submit Proposals and Qualifications to conduct an Operations Audit of all municipal departments to identify opportunities for greater efficiency in personnel, planning, policies, processes, procedures and paperwork (workflows) and to prepare a Management Strategy which provides the Executive Team guidance on the activities, outputs, impact and outcomes of proposed operational changes.

The specific services requested by the City of Beckley are detailed in the RFP. A copy of the RFP document may be obtained from the office of the Recorder-Treasurer, Angela King, by calling (304) 256-1759 or at aking@beckley.org, or the office of our City Manager, Mr. Michael Resare, by calling (304) 256-1750 or michael.resare@beckley.org from 8:30 a.m. to 4:30 p.m.

To ensure a fair and objective RFP process and evaluation, all questions and inquiries related to this RFP shall be addressed to Angela King at aking@beckley.org or call 304-256-1759.

Printed and bound proposals must be submitted to the City's Recorder-Treasurer in sealed envelopes clearly marked on the front the following:

CITY OF BECKLEY, WEST VIRGINIA
PROPOSAL for:
OPERATIONS AUDIT & MANAGEMENT STRATEGY
SUBMITTED by:
<Company Name & Address>
<Date>
<Name of company representative>
ATTN: Jessica Chandler, Recorder-Treasurer, 409 S. Kanawha Street, Beckley, WV 25801.

Proposals must be received by the City no later than 4 p.m., eastern time, on Wednesday, January 8, 2025. Proposals that arrive after the specified date and time will not be accepted or considered.

Proposals will be publicly opened and acknowledged during a bid opening on Thursday, January 9, 2025, at 10:00 a.m., eastern time at the City of Beckley Fire Department conference room, located at 232 Industrial Drive, Beckley, WV 25801.

The City of Beckley retains the right to overlook minor irregularities and technical issues and to accept the proposal deemed most advantageous to secure the best outcome for the City. The City also reserves the right to reject any or all Proposals and, at its sole discretion, to favor proposals that align best with its interests. The City reserves the right to decline all submissions and initiate a new request for proposals when such a course of action is deemed reasonable and beneficial.

To be Published Saturday, December 28, 2024, and Saturday January 4, 2025.

PART I – ANTICIPATED SCOPE OF WORK

The scope of work for the operations audit is outlined as follows:

1. Project Kickoff and Initial Assessment

- **Stakeholder Meetings:** Conduct initial meetings with key stakeholders, including elected officials, department heads, and municipal employees, to gain an understanding of the municipality's operations, strategic goals, and areas of concern.
- **Document Review:** Review existing policies, procedures, organizational charts, financial reports, performance metrics, and any other relevant documentation related to municipal operations.
- **Establish Audit Objectives:** Define the specific objectives of the audit based on stakeholder feedback, aligning them with the municipality's priorities.

2. Operational Process Evaluation

- **Departmental Reviews:** Perform in-depth evaluations of each department's operations, focusing on processes, workflows, resource allocation, and service delivery. The review should cover but is not limited to:
    - Public works
    - Finance and administration
    - Public safety
    - Parks and Recreation
    - Planning and development
    - Health and social services
    - IT and communications
- **Data Collection and Analysis:** Collect quantitative and qualitative data through interviews, surveys, and departmental reports to assess current operations, identify bottlenecks, inefficiencies, or redundancies, and evaluate overall performance against benchmarks or industry standards.
- **Technology and Systems Assessment:** Evaluate the effectiveness of the municipality's technology infrastructure, including software tools, IT systems, and data management practices, and identify opportunities for digital transformation or process automation.

3. Financial and Resource Management Assessment

- **Budget Analysis:** Assess the municipality's budgetary processes, including resource allocation, expenditure tracking, and forecasting. Identify opportunities for cost savings or reallocation of funds.
- **Human Resources and Staffing:** Evaluate staffing levels, roles, responsibilities, and performance management systems. Identify any gaps or opportunities for workforce optimization.
- **Procurement and Contract Management:** Review procurement policies and processes to ensure transparency, efficiency, and cost-effectiveness in purchasing and contract management.
- **Risk Management and Compliance:** Examine the municipality's risk management strategies, including compliance with applicable regulations, safety protocols, and audit requirements.

4. Performance Metrics and Reporting

- **Performance Measurement:** Review existing performance metrics and key performance indicators (KPIs) used to monitor and assess the effectiveness of municipal operations.
- **Benchmarking:** Compare the municipality's performance to that of similar municipalities or industry standards to gauge efficiency and effectiveness.

- **Recommendations for Improvement:** Provide recommendations for establishing new or improved performance metrics, enhancing accountability, and ensuring better service outcomes.

5. Community Engagement and Public Services

- **Public Satisfaction Survey:** Conduct surveys or focus groups with community members to assess their satisfaction with municipal services and identify areas for improvement.
- **Service Delivery Evaluation:** Review the delivery of key public services and determine whether the current structure and processes meet the needs of residents effectively and efficiently.
- **Equity and Accessibility:** Assess the inclusivity and accessibility of municipal services, identifying areas where improvements could be made to serve underserved or vulnerable populations.

6. Strategic and Long-Term Planning

- **Strategic Alignment:** Assess the alignment between the municipality's operational practices and its long-term strategic goals, vision, and mission.
- **Sustainability and Resilience:** Evaluate the municipality's practices regarding sustainability, environmental impact, and disaster resilience, making recommendations for improvement as needed.
- **Long-Term Recommendations:** Provide actionable recommendations for improving municipal operations in the long term, focusing on efficiency, innovation, sustainability, and community well-being.

7. Final Report and Presentation

- **Audit Report:** Prepare a detailed final report summarizing findings, analyses, and recommendations. The report should include:
    - Executive summary
    - Methodology and data sources
    - Detailed findings and conclusions
    - Specific, actionable recommendations for each department and operational area
- **Presentation to Stakeholders:** Present the findings and recommendations to key stakeholders, including elected officials, department heads, and the public as appropriate. Provide an opportunity for feedback and discussion.

8. Timeline and Deliverables

- **Kickoff Meeting:** Within two weeks of contract award
- **Progress Reports:** Monthly updates to key stakeholders
- **Draft Report:** Within 60 days of project initiation
- **Final Report and Presentation:** Within 90 days of project initiation

PART II – PROPOSAL FORMAT & CONTENT REQUIREMENTS

Proposals should include the following information:

1. **Firm Overview:**
    - A brief overview of the firm, including relevant experience with similar operations audits for municipalities or local governments.
    - Names and qualifications of the lead consultant and team members who will work on the project.
2. **Approach and Methodology:**

- A detailed description of the proposed audit approach, including methodologies for data collection, analysis, and reporting.
- A timeline outlining key project milestones and deliverables.

3. **Experience and References:**
   - Examples of similar projects conducted for other municipalities, including outcomes and improvements resulting from the audit.
   - Contact information for at least three (3) references who can speak to the firm's work on similar projects.

4. **Cost Proposal:**
   - A detailed cost breakdown, including hourly rates for consultants, estimated total hours, and any other associated costs (e.g., travel, materials).
   - Payment terms and proposed schedule.

5. **Audit Team Qualifications:**
   - Resumes of key team members, highlighting relevant skills and experience in operations auditing, local government operations, and any other pertinent areas.

6. **Insurance and Certifications:**
   - Proof of professional liability insurance.
   - Any relevant certifications or qualifications (e.g., CPA, CIA, PMP).

PART III – PROPOSAL SUBMISSION

Sealed proposals shall include the following:

1. **Proposal:** The sealed proposal envelope shall contain one (1) bound hard copy and one (1) unbound hard copy of the Proposal, for a total number of two (2) hard copies. The sealed proposal envelope shall also contain one (1) flash drive containing one (1) editable version of the Proposal hard copy (MS Word), one (1) Portable Document Format (.pdf) version, and two (2) work samples from other similar Operations Audits / Management Strategies.

2. **Proposal Contents:**
   - **Executive Summary:** This section must include a brief overview of the entire proposal in summary form.
   - **Scope of Service/Technical Approach:** This section must include a detailed explanation of the project purposes, objectives and goals, a detailed work plan including the technical approach, methodology, phases and audit areas proposed including divisions functions and offices to be examined, the level of engagements, and depth of analysis.
   - **Qualifications of the FIRM:** This section must include bios of the principal consultants and analysts, their technical expertise and roles on this assignment. This section must also include the work history of the firm on similar projects and client references.
   - **Deliverables and Timing Schedule**
   - **Client References for Similar Projects**
   - **Other:** List of documents, details and data which might be needed by the City during this assignment. Sample, Executable Engagement Letter

3. **Cost Proposal & Warranty:**
   - One itemized Cost Proposal for the work described for the Technical Proposal of this RFP, and
   - Proof of Commercial Insurance with a minimum coverage outlined below
   - Statement of Warranty

4. **Submission Deadline:** No later than **4 p.m., eastern time, on Wednesday, January 8, 2025**. Proposals submitted via facsimile or email will not be accepted.

5. **Submission Instructions**: Offerors must submit proposals in *sealed* envelope clearly addressed and marked on the outside as follows:

City of Beckley, WV 409 S. Kanawha Street Beckley, WV 25801 *ATTN: Jessica Chandler, Recorder-Treasurer* **OPERATIONS AUDIT & MANAGEMENT STRAGTEGY** <Company Name & Address> <Date> <Name of company representative>

6. **Clarification and Inquiries**: To ensure a fair and objective RFP process and evaluation, all questions and inquiries related to this RFP shall be addressed to Angela King by email at aking@beckley.org. The deadline for questions and inquiries is by 11 a.m., eastern time, on Monday, 01/06/24.

   Contact with any City of Beckley employee or official is prohibited once this RFP is published without prior written consent from the City Manager. Offerors contacting any other employee(s) or official(s) once this RFP has been published without prior written consent risk elimination of their Proposals from further consideration.

7. **Public Opening and Acknowledgement:** Proposals will be publicly opened and acknowledged at a bid opening at 10:00 a.m., eastern time, on January 9, 2025. The City will certify complete proposals and make available a listing of same by the end of business on January 9, 2025.

8. **Tentative Schedule:** The tentative schedule for this RFP is as follows:

Release, Publication, and Web Posting of RFP	Saturday, December 28, 2024
Deadline for Written Questions	Monday, January 6, 2025, 11:00 A.M. (EST)
Proposal Submission Deadline	Wednesday, January 8, 2025, 4:00 P.M. (EST)
Public Opening of Proposals	Tuesday, January 9, 2025, 10:00 A.M. (EST)
Earliest Award of Contract *Common Council Meeting*	Tuesday, January 14, 2025, 6:30 P.M. (EST)
Contract Execution and Notice to Proceed	One or before January 31, 2025
Assignment Completion Deadline	June 30, 2025

PART IV – TERMS AND CONDITIONS

1. Terms and Conditions

- **Proposals**
  - The submitted Proposal must be received by the Office of the Recorder-Treasurer by the time and date specified. The mere fact that the Proposal was dispatched will not be considered. The Offeror must ensure that the Proposal is delivered and received on time.
  - Proposals cannot be altered or amended after the closing date. Offerors understand and agree upon submittal of their Proposal that proposals may not be withdrawn after the submission deadline.
  - Offerors, their representative(s), and interested persons may be present at the proposal opening. The proposals received will be publicly acknowledged but not read aloud. Proposals shall remain valid for a period of six (6) months from the date and time of 01/14/25.
  - By submitting a Proposal, the vendor certifies that he/she has fully read and understands this RFP and has full knowledge of the scope, quantity, and quality of the services to be furnished and intends to adhere to the provisions described herein.
  - Any Proposal which does not contain all the information requested in this RFP will be considered incomplete and may be rejected by the City of Beckley.
  - The Offeror shall furnish any additional information as the City of Beckley may require. The City of Beckley reserves the right to make an investigation of the qualifications of the Offeror(s) as they deem appropriate.
  - This RFP does not commit the City of Beckley to award a contract, to pay any cost incurred in the preparation of a Proposal, or to procure or contract for services.
  - Elected Offeror(s) shall be responsible for all taxes and licenses of the City, State, and Federal authorities.

- **Reservations**
  - The City of Beckley reserves the right to accept or reject any or all Proposals because of this RFP, to negotiate with all qualified sources, or to cancel, in part or in its entirety, this RFP if found in the best interest of the City of Beckley. All Proposals become the property of the City of Beckley.

  - The City of Beckley reserves the right to waive any informalities and technicalities and to accept the Proposal considered most advantageous in to obtain the best value for the City. Causes for rejection of a Proposal may include but shall not be limited to the Offeror's current violation of any City ordinance, the Offeror's current inability to satisfactorily perform the work or service, or the Offeror's previous failure to properly and timely perform its obligations under a contract with the City. Offerors may be disqualified, and rejection of Proposal may be recommended for any (but not limited to) of the following causes:

    1) Failure to use the RFP form(s) furnished by the City.
    2) Lack of signature by an authorized representative on the Certification Form.
    3) Failure to properly complete the Proposal.
    4) Evidence of collusion among Offerors; or
    5) Any alteration of the language contained within the RFP form(s).

- **Negotiations:** During the evaluation process, the City of Beckley reserves the right, where it may serve the City's best interest, to request additional information or clarifications from Offeror(s). At the

discretion of the City, all firm(s) subject to being selected based on criteria set forth in this RFP may be requested to make oral presentations. Each Proposal must designate the person(s) who will be responsible for answering technical and contractual questions. Preliminary negotiations may be conducted with responsible Offeror(s) who submit proposals that are reasonably susceptible of being selected. At the discretion of the City, all Offeror(s) reasonably susceptible of being selected based on criteria set forth in this RFP may be given an opportunity to make a presentation and/or interview with the Evaluation Committee.

- **Disclosure**: At the public opening, there will be no disclosure of contents to competing Offerors, and all Proposals will be kept confidential during the negotiation process. The City will certify complete Proposals and make available a listing of same by the end of business on 01/09/25. Except for trade secrets and confidential information which the Offeror identifies as proprietary, all Proposals will be open for public inspection and subject to the Freedom of Information Act (FOIA).

- **If proposal results in a contract(s), the following terms and conditions will apply**:
  - Offerors should be aware that the RFP and the contents of the successful proposal will become a part of any subsequent contractual document that may arise from this RFP. In case of discrepancy between the RFP and the Offeror's proposal, the RFP will rule.
  - The City of Beckley will not accept any contract terms that require pre-payment for services, supplies, or equipment.
  - No oral statement of any person shall modify or otherwise change, or affect the terms, conditions, or specifications stated in the resulting contract. All Change Orders to a contract awarded under this RFP will be made in writing by the City of Beckley City Manager.
  - Should there be a change in ownership or management of the Offeror, a Contract awarded in relation to this RFP shall be canceled unless a mutual agreement is reached with the new owner or manager to continue the contract with its present provisions and prices. A Contract awarded in relation to this RFP is nontransferable by either party.
  - Offerors are advised that all contracts are subject to all legal requirements provided in applicable City ordinances and State and Federal Statutes.
  - The Certification / Authorization / Acknowledgement Affidavit of this RFP must be properly executed and provided with the sealed proposal. Proposals that do not include an executed affidavit will be considered incomplete and may be rejected by the City of Beckley.
  - The City of Beckley operates and is funded on a fiscal year basis; accordingly, the City of Beckley reserves the right to terminate, without liability, any contract for which funding is not available.

- **Insurance and Bonds**
  - The Offeror agrees to maintain, on a primary basis, for the duration of a contract awarded in relation to this RFP, the insurance coverage and limits as described below. The Service Provider must deliver to the City a certificate(s) of insurance evidencing that such policies are in full force and effect with verification within five (5) business days of notification of the City's intent to award a contract. Failure to meet the insurance requirements and provide the required certificate(s) and any necessary endorsements within five (5) business days may cause the award to be rescinded. The City reserves the right to obtain complete, certified copies of all required insurance policies at any time.
  - The Offeror shall maintain and keep in force during the term the contract one or more policies of liability insurance written by one or more responsible insurance carrier(s), which will include protecting and indemnifying the City in the following amounts:

a) Comprehensive General Liability – $1,000,000 combined aggregate.
b) Automobile Liability – $1,000,000 combined single limit.
c) Professional Liability (errors and omissions) - $1,000,000 per claim.
d) Workers Compensation

- Each liability insurance policy shall name the City of Beckley as an additional insured. The Offeror shall furnish an original counterpart of such insurance policy to the City. The Offeror shall furnish to the City appropriate certificates for such insurance which shall include a commitment by each insurance company to notify the City in writing of any material change, expiration or cancellation of the insurance policy required hereunder not less than thirty (30) days prior to such change, expiration or cancellation becoming effective. In addition to the above, the Offeror shall obtain and keep in force during the term of the contract such insurance required by any law or regulation or prudent business practices.

- **Damage and Indemnity.**
  - The Offeror assumes full responsibility for all damages caused by Provider's exercise of its activities as authorized. Offeror agrees that it will at all times protect, defend, and indemnify and hold harmless the City, its officers, agents, employees, tenants, and their successors and assigns from and against all liabilities, losses, claims, demands, actions, and court costs (including reasonable attorneys' fees), arising from or growing out of loss or damage to property or injury to or death to any persons resulting in any manner from the actions or failure to act of the Offeror or any invitees, guests, agents, employees, or subcontractors of the Offeror, whether brought by any of such persons or any other person arising from the Offeror's activities as authorized. The Offeror shall promptly pay to the City, its successors or assigns, the full amount of any such costs, loss or damage which the City, its successors or assigns may sustain or incur, or for which the City, its successors or assigns, may become liable.

- **Addenda.**
  - In the event of a needed change in the published RFP documents, it is understood that all the foregoing terms and conditions and all performance requirements will apply to any published addendum.
  - All published addenda shall be signed and included with the Offeror's proposal package as acknowledgement of the addenda. Offerors are responsible for obtaining all published addenda from the City of Beckley. The City assumes no responsibility for the Offeror's failure to obtain and/or properly submit any addendum. Failure to acknowledge and submit any addenda may be cause for an Offeror's Proposal to be rejected and the City's decision to accept or reject same shall be final.

PART V – EVALUATION CRITERIA AND PROCESS

The evaluation of proposals will be based on key criteria including the firm's experience, team qualifications, and references, particularly in operations audits for municipalities or public sector organizations. The proposed methodology and approach will be assessed for clarity, innovation, and comprehensiveness, while cost proposals will be evaluated for competitiveness and value for money. The project timeline must demonstrate feasibility, with the ability to meet deadlines and deliverables. Community and stakeholder

engagement strategies, including communication plans, will also be considered. Compliance with regulations and risk management plans are essential, ensuring the audit meets legal standards and mitigates risks. The evaluation process includes an initial screening of proposals for completeness, followed by review by an internal committee. Shortlisted firms will undergo interviews or presentations before final selection, with the chosen firm notified and invited for contract negotiations, and all other firms informed of the decision.

PART VI – CERTIFICATION / AUTHORIZATION / ACKNOWLEDGMENT AFFIDAVIT

I certify that I have fully read and understand this "Request for Proposals" and have full knowledge of the scope, quantity, and quality of the services to be furnished and I intend to adhere to the provisions described herein. I affirm that I possess the legal authority to submit this Proposal and make this Affidavit on behalf of myself and the firm/team for which I am acting. I solemnly declare and affirm under the penalties of perjury that this Proposal has not been prepared in collusion with any other Vendor, and that the contents of this Proposal have not been communicated to any other Vendor prior to the official opening of this Proposal, and that this Proposal and affidavit are true and correct to the best of my knowledge, information, and belief, after diligent inquiry.

Signed By: _____ Date: _____

Typed Name: _____ Title: _____

Company Name: _____

Phone No.: _____ Email: _____

RFP Address: _____
P.O. Box or Street City State Zip

Order Address: _____
P.O. Box or Street City State Zip

Remit Address: _____
P.O. Box or Street City State Zip

Federal Tax ID No.: _____