

Request for Proposal

Strategic Plan Development

RFP NO.: 2022-01



East Central Dispatch Center
7447 Dale Ave.
Richmond Heights, MO 63117

PURPOSE

East Central Dispatch Center (ECDC) is soliciting consultant proposals for professional services associated with assisting and facilitating development of a Strategic Plan for ECDC. The major objectives of the planning effort include a broad assessment and analysis of the current state of the organization, developing and defining the future state of the organization, and determining objectives and strategies to help achieve the long-term goals and overall mission of the organization. This request invites qualified consultants to submit proposals for accomplishments of the items of work described below under Scope of Services. Proposals shall be prepared and submitted in accordance with the requirements described in this Request for Proposals (RFP). Once the firm is selected, a contract will be negotiated based on a mutually agreed upon scope of services.

ECDC BACKGROUND AND PROJECT DESCRIPTION

ECDC is a comprehensive consolidated effort to serve the public safety communication needs of seven municipalities within St. Louis County. This agreement serves to designate ECDC as the multi-jurisdictional center for all emergency communications with regards to fire, police, and emergency medical services for the participating cities. ECDC serves a population of just over 82,000 residents, covering 19.5 square miles.

The participating cities share a percentage of ECDC's expenses based on their calls for service numbers. The staff consists of the Executive Director, Deputy Director, four Supervisors, and twenty Public Safety Dispatchers. ECDC is managed by a Board of Directors that consists of the City Manager from each member city (Brentwood, Clayton, Maplewood, Olivette, Richmond Heights, Rock Hill, and Webster Groves).

The ECDC Strategic Planning Assistance will include the following major **Plan Objectives**:

- Recommend ECDC's Guiding Principles for the future
- Recommend ECDC's most important issues for which policies should be developed (if not already developed)
- Utilize a SWOT (strengths, weaknesses, opportunities and threats) analysis for developing the strategic planning framework.
- Development of ECDC's Strategic Plan will involve input from all levels of the organization and will incorporate goals and actions for all levels of the organization.
- Gather input from all stakeholders including the Executive and Deputy Director of ECDC, the ECDC staff, the Board of Directors, Police and Fire Operations Committees and member agencies by using a combination of items such as surveys, meetings, workshops, one on one meetings, etc. The desired Strategic Plan should be concise, inspirational, and

on target with identifying and representing the partner and contract user expectations, ECDC's responsibilities, strategies, and long-term objectives and assist ECDC toward continued improvement.

Experience developing strategic plans for local government and public safety entities is strongly preferred. Familiarity with the concepts of public safety communication center operations is desired.

PROPOSAL CONTENT

To standardize responses and simplify the comparison and evaluation of responses, proposals must be organized in the manner set forth below, separated into sections, and appropriately labeled. All information and materials requested shall be provided in the proposal under a single cover.

1. Business Organization. Proposer's full name and address of the main office and that of any branch office that will perform the services. The Principal-in-Charge is to be identified. Proposer shall include a signed statement that, to the best of its knowledge, there are no circumstances that shall cause a conflict of interest in performing services for ECDC.
2. Approach and Scope of Work. Proposers shall state their understanding of the services as outlined in the Scope of Services. Proposer's must describe their approach in rendering the services required in a proposed more detailed Scope of Services which builds on the Scope of Services in Section 5 below.
3. Related Experience and References. Descriptions of a minimum of two (2) and a maximum of five (5) strategic plans of similar size and nature must be submitted. The project description must contain the scope of services performed, location and reference information (contact person and contact information, including email address).
4. Project Staffing and Organization. Qualifications of the proposer and any other personnel involved as part of the proposer's team shall be highlighted and a synopsis of their experience, training or other qualities that reflect the individual's related experience and expected contribution to the project shall be provided.
5. Timely Completion of the Project. Discuss the proposer's current workload and its ability to complete the project in a timely manner.
6. Work Elements. Provide a matrix of work elements that would be included and the number of hours you feel would be appropriate for the work requested. Provide a range of total estimated fees for the professional services requested.
7. Additional Information. Provide any additional information regarding your firm's experience and capabilities that you feel would be important to the success of the project.

8. Copies: One (1) original, four (4) printed copies, and one (1) electronic copy on CD/Memory Stick of your proposal must be received by the bid due date/time.

TIMELINE

Timetable for RFP and Proposals (all times based on Central Daylight Time):

- Request for Proposal issued: by 5:00pm, March 16, 2022.
- Request for Clarifications/Questions: by 5:00pm, April 11, 2022.
- Proposals Due: by 5:00pm, May 6, 2022.
- In person, phone, and/or video interviews: June 15, 2022.
- Award of Contract: Estimated: by 5:00pm, July 1, 2022.

SCOPE OF SERVICES

This proposed Scope of Services is not intended to be a detailed scope of work that includes all requirements that will be in the resulting agreement, but is intended to provide general information to proposers wishing to submit proposals. ECDC reserves the right to modify the Scope of Services to be included in the resulting agreement.

The selected proposer will perform tasks including, but not limited to, the following:

- Facilitate and manage input from multidisciplinary teams during the strategic planning development process, which include the Executive and Deputy Director of ECDC, the ECDC staff, Operations Committees, and Board of Directors.
- Facilitate a one to two-day strategic planning session with the Board of Directors, Executive Director and Deputy Director. The session will be held in-person in one of the member city jurisdictions.
- Create a Strategic Plan document for recommendation to ECDC that will include components such as:
 - Strength, weakness, opportunities, threats (SWOT) analysis
 - Organizational objectives
 - Strategies to achieve the Plan Objectives as described on pages 2 and 3.
- Recommend an appropriate time frame and execution strategy for ECDC's Strategic Plan.

SCHEDULE

It is a benefit to ECDC to have this strategic plan completed as expeditiously as possible. The successful proposer will make every effort to complete the plan in a timely manner. As part of the proposal provide ECDC with a complete schedule with major milestones. Final report should be submitted to the Executive Director no later than 90-days after completion of the one to two-day onsite strategic planning session.

RESULTING AGREEMENT

A Professional Services Agreement, that has been approved and executed by ECDC, shall become the document that authorizes the work to begin. This RFP, any addenda and the proposal from the successful proposer shall also be incorporated by reference into the resulting agreement.

EVALUATION AND SELECTION PROCESS

The proposals will be evaluated by an Evaluation and Selection Committee which will consist of the ECDC Executive and Deputy Director, 1 ECDC Supervisor, 1 ECDC Public Safety Dispatcher, 2 members from the Board of Directors, and 1 representative from both the Fire and Police Operations Committees. The Evaluation and Selection Committee reserves the right to request additional information and clarification of any information submitted, including any omission from the original proposal.

The Evaluation and Selection Committee will evaluate the proposals in accordance with the following criteria to identify the firm or firms best qualified to meet ECDC's needs on this project. The firms deemed best qualified by the Evaluation and Selection Committee may be invited for additional presentations and interviews. At its sole discretion, ECDC reserves the right to request interviews of any, all, or none of the proposers. All proposals will be scored based upon the following scoring criteria:

	<u>Rating Ranges</u>
1. Experience, Qualifications and Reference	(0-25)
Firm's experience with similar strategic plans, qualifications and expertise of key personnel and subconsultants.	
2. Capabilities and Resources	(0-15)
Projects currently under contract involving key personnel that would also handle this project along with estimated time of completion. Availability of staff.	
3. Plan overview	(0-25)
Understanding the plan objectives. Identify major issues and opportunities to address. Describe the overall approach you will	

use to address these issues and opportunities, and to efficiently complete the plan.

4. Stakeholder Engagement Process (0-10)

Address how you anticipate facilitating the engagement process with stakeholders and policy makers.

5. Thoroughness and quality of proposed Scope of Services (0-15)

6. Additional unique services that are in addition to the Scope of (0-10)

Services that would be of benefit to ECDC and the Board of Directors or aid in achieving the objectives.

7. Not to exceed Fees*

Must include all costs, including without limitation, travel and reimbursable costs.

* The maximum number of points will be awarded to the proposal with the lowest cost. Points assigned to other proposals will be on a proportional basis according to the following formula:

Example:

Proposal A: \$18,000 = 5 points

Proposal B: \$20,000 = 4.5 points

Low-Cost Proposal A/Proposal B X 5 = points awarded

$\$18,000/\$20,000 \times 5 = 4.5$ points

The Evaluation and Selection Committee shall perform any additional investigation as it considers necessary to obtain full information on the proposers being considered. If reference checks reveal untruthful statements of qualifications, the proposals may be rejected. Following scoring and evaluation, the Executive Director will make a selection and recommendation to the Board of Directors for the awarding of a contract.

PROPOSAL REQUIREMENTS

Proposers are advised to carefully follow the instructions listed below and in this RFP in order to be considered fully responsive to this RFP.

Proposers shall carefully review and address all of the evaluation factors outlined in this request for proposal. In order to be considered, proposers must be able to demonstrate that they meet the minimum qualifications established in this request for proposal and have the ability to provide the required services as listed in Scope of Services found on pages 4 and 5.

ECDC reserves the right to:

1. Reject any or all proposals received in response to this RFP.
2. Waive or modify any irregularities in proposals.
3. Request additional information or modifications to proposals prior to award if in the best interests of ECDC.
4. Use any ideas submitted in proposals, except for those which are protected by an enforceable patent or other proprietary right and such idea is identified as protected by patent or other proprietary right.
5. In the event of unsuccessful contract negotiations or contract termination, ECDC reserves the right to enter into contract negotiations with other qualified proposers that submitted acceptable proposals.
6. Examine the experience and capabilities of the proposer's team members.
7. Modify, remove, or add requirements to the RFP.

PROPOSAL MUST BE SIGNED

A proposal submitted in response to the ECDC's Request for Proposals shall be signed by the proposer if an individual, or by an officer of the proposing firm, or by a designated agent empowered to bind the firm in a contract.

QUESTIONS, OBJECTIONS OR REQUESTS FOR INFORMATION

In order to ensure an open process and the provision of equal knowledge and opportunity to all potential proposers, the ECDC Executive Director or his/her designee will serve as the sole point of contact for questions, objections, informational requests and requests for clarification or interpretation during the RFP process. ECDC's intention is to avoid such questions, objections, or requests for information or clarification being posed by an individual proposer and then being answered only for that proposer. Instead, ECDC's goal is to allow such questions, objections and requests to be posed by all potential proposers, and to communicate those questions, objections and requests, and the ECDC's responses, to all potential proposers.

Consequently, only written questions, objections or requests for clarification or interpretation, submitted by e-mail, will be accepted from potential proposers, and e-mail responses will be issued to all known potential proposers. Oral questions, objections or requests will not be accepted.

The ECDC Executive Director will respond by e-mail to all questions, objections, or requests for information, clarification or interpretation presented to the ECDC Executive Director as provided in paragraph above. The ECDC Executive Director's e-mail response will be directed to all known potential proposers. Only the ECDC Executive Director's e-mail responses shall be considered ECDC's official response binding upon ECDC. In addition to making an e-mail response, ECDC may issue addenda amending the RFP by changing or deleting the provisions of, or adding provisions to the RFP.

CONSIDERATION OF RECOMMENDATION AS TO BEST PROPOSAL

When the recommendation comes before the ECDC Board of Directors for consideration, the Executive Director may request that the proposer whose proposal is recommended for selection appear before the Executive Board to give a presentation or to answer questions regarding its proposal. Competing proposers will not be allowed to speak at that time unless a prior request has been made by such a proposer and permission to speak granted by the Executive Board Chairperson.

REJECTION OF PROPOSALS

ECDC reserves the right to reject any or all proposals in whole or in part received in response to the RFP. ECDC will not pay for any information requested in the RFP, nor is it liable for any cost incurred by a proposer in responding to the RFP.

Selection of Best Proposal and Authorization to Execute Contract with Successful Proposer - Notification of Successful Proposer.

ECDC, will by resolution of the Board of Directors approve the proposal which it selects as the best proposal and authorize execution of a contract by the Executive Director. Upon the approval of the proposal, the ECDC Executive Director will give notice advising the proposer whose proposal was selected (hereafter the "successful proposer") and what actions must be taken to complete the formation of the contract.

Insurance and Indemnity Requirements (See Attachment)

The successful proposer will, in its contract with ECDC, be required to agree to defend, pay on behalf of, indemnify, and hold harmless ECDC, employees and volunteers, others working on behalf of ECDC, and/or the Board of Directors, as more particularly provided in Attachment 1 hereto. The successful proposer will also be required to obtain and maintain in continuous effect during the term of its contract, and while any of its obligations under said contract remain unsatisfied, the insurance coverages set forth in Attachment 1 hereto, with amounts, coverages, limits, exclusions, and endorsements as therein provided.

Disposition of Proposals.

All proposals submitted in response to the RFP become the property of ECDC and will not be returned to unsuccessful proposers.

Proposals are Not Confidential.

All proposals submitted in response to the RFP may be subject to examination as applicable under Missouri Law.

Assignment of Contract Prohibited Unless Approved in Writing by ECDC.

No contract awarded pursuant to the RFP shall be assignable by the successful proposer without the written consent of the ECDC Executive Director.

Subcontractors

Successful proposers shall be responsible for all acts and performance of any subcontractor or secondary supplier that the successful proposer may engage for the completion of the contract with ECDC. A delay that results from a subcontractor's conduct, negligence or failure to perform shall not exempt the proposer from default remedies. The successful proposer shall be responsible for payment to all subcontractors or secondary suppliers.

MISCELLANEOUS

This contract shall be interpreted in accordance with the laws of the State of Missouri, and any action relating to the contract shall only be commenced in St. Louis County. If any provision of this contract is held to be invalid or unenforceable, the remainder shall be valid and enforceable.

NON-DISCRIMINATION

Proposer acknowledges and agrees not to discriminate against any employees or applicants for employment on the basis of age, race, religion, creed, color, sex, sexual orientation, gender identity, national origin, religion, disability, gender identity or ancestry and to include this provision in all agreements associated with this procurement.