

South Bay Cities Council of Governments

Strategic Plan Development

August 26, 2012

Deadline for submittal is close of business September 20, 2013 by 5:00 p.m.

Questions must be submitted in writing by e-mail to natalie@southbaycities.org
by Thursday, **September 5, 2013 PST**

Responses to all questions to be posted by Monday, September 9, 2013 PST

The South Bay Cities Council of Governments (SBCCOG) is seeking proposals for the Strategic Plan Development.

The South Bay Cities Council of Governments (SBCCOG) wishes to clearly define its priorities and value to its members and to establish goals and objectives consistent with its vision, mission, and guiding principles adopted June 2012, in a defined time frame and within the organization's capacity for implementation. It also would like to review the roles and responsibilities of its leadership.

The SBCCOG wishes to utilize the services of a professional facilitator to conduct its goal setting process and develop its strategic plan, which will establish the foundation for the next five years by prioritizing programs and services based on their ability to achieve set goals and to create a document to memorialize this effort.

The SBCCOG invites consultant firms or individuals experienced in strategic plan development and goal setting facilitation with elected officials to submit proposals. The SBCCOG is looking for an objective voice, someone who is not likely to have strong predispositions about the organization's strategic issues and ideas, in order for the entire membership to benefit. The SBCCOG is ultimately seeking consensus among its elected officials and providing clarity of direction to SBCCOG staff and city managers or senior management within our member jurisdictions.

BACKGROUND

The SBCCOG is a joint powers authority of 16 cities and the County of Los Angeles that share the goal of maximizing the quality of life and productivity of our area. Within this structure, the cities and the County maintain the qualities and characteristics that make them unique and independent, while collectively addressing issues of common interest for a greater good. Information on the SBCCOG can be found at: www.southbaycities.org. This collective vision of what the SBCCOG can do for our communities is what motivates our members and can best be described in four ways: *Partnership, Planning, Persuasion, and Performance*.

Vision, Mission & Guiding Principles - Adopted by the Board June 2012

Vision

The SBCCOG will be a force in the South Bay to achieve sustainable communities through education, collaboration and cooperation of local government focused on improving the environment, transportation alternatives, and the well being of residents, business and the local economy.

Mission

Provide a forum for local government efforts to work collaboratively in the pursuit of programs and studies directed at:

- Improving the environment and preserving natural resources
- Supporting and advocating for regional efforts to expand transportation alternatives, and
- Increasing the awareness of residents, local business and jurisdictions for effective policies for a sustainable community and economic development

Guiding Principles

The South Bay Cities Council of Governments shall:

- Promote cooperation among the cities and county unincorporated areas of the South Bay region of Los Angeles County in the discussion of area-wide issues of mutual interest
- Support member proposals that further the objectives of South Bay Cities' Council of Governments
- Seek solutions to issues of common concern through joint studies and cost-effective, multi-jurisdictional programs
- Provide a forum for communication and representation on behalf of the South Bay sub-region with other governing bodies and organizations in the South Bay, as well as facilitate the exchange of ideas and information
- Increase visibility and awareness of the South Bay as an outstanding place to live, work and play
- Adopt an annual work program which advances the Vision and Mission

Overseen by a Board of Directors, the SBCCOG conducts business through committees and working groups made up of city and county elected officials and staff, city and county staff, government partners, and members of the community. These groups focus on issues such as public transportation, energy, sustainability, livable communities, geographic information systems (GIS), legislation, economic development, regional planning, carbon emission reductions, and city infrastructure.

The major programs of the SBCCOG are:

- Operating the South Bay Environmental Services Center,
- Facilitating the implementation of the \$906 million South Bay Measure R Highway Program,
- Bringing to the members programs and projects addressing sustainability of the region, including developing sustainability strategies for transportation and land use, and alternative transportation programs such as electric vehicle readiness and climate action planning, and
- Monitoring the work of and representing South Bay interests at regional and state agencies.

SCOPE OF WORK

Task 1. Facilitation of Strategic Planning/Goal Setting and Workshop Process.

1. Preparatory meetings with city managers (at least 3) and SBCCOG senior staff
2. Workshop with the Board of Directors and SBCCOG senior staff
3. Follow-up meetings with the City Managers Committee and Board of Director to review the results
4. Preparation of final report

Task 2. Full-day Workshop with Board and City Managers (at least 3 not necessarily the same as the interviewees) and SBCCOG senior staff.

1. Assessment of the SBCCOG's strengths, weaknesses, opportunities, and threats
2. Identify and develop specific short-term and long-term goals and priorities for the SBCCOG and how they add value for the members
3. Review roles and responsibilities of the membership
4. Identify potential fiscal constraints and opportunities in order to achieve strategic goals and objectives
5. Review budget process for potential modifications

Task 3. Based on the results of the workshop and pre-meetings, the Facilitator must develop a strategic plan document that summarizes the consensus reached regarding the SBCCOG's strategic goals and objectives for the next 5 years and lists the priorities and rank of the SBCCOG's programs and services based on their programmatic and financial ability to achieve these goals.

BUDGET / COST PROPOSAL

The Board of Directors has allocated \$15-25,000 for this planning process. Proposals should be submitted with a line item budget by task and not to exceed costs should be itemized for the following categories:

- Preparatory meetings
- Full day workshop with the Board
- 1 follow-up meeting with the Board and 1 follow up meeting with the City Managers to review the results
- Preparation of the final report

The budget should be in a spreadsheet format and at a minimum include: staff assigned with title, hours per task, and hourly rate along with any additional costs such as travel. Sub-consultants must also be included. Appearance at least one and possibly two meetings with Board members may be required. Proposers are cautioned to develop adequate, but lean budgets to allow sufficient resources to effectively perform the work envisioned.

Disclaimer: The SBCCOG Board of Directors is desirous of conducting a strategic plan exercise, but does not currently have a budget for it and will be funding it by using reserves. Therefore, based on the responses received, the SBCCOG reserves the right to consider the different tasks as options and select all, some or none of them

SCHEDULE

The estimated timeline for this scope of work assumes a November 1, 2013 start date with the total project completed by December 13, 2013. It is understood that SBCCOG staff time will not be devoted 100 percent to this project and that there may be delays in the project schedule due to workload changes and shifting priorities.

PROPOSAL REQUIREMENTS

Proposals shall be no more than 20 pages and submitted via electronic mail in the specified format as follows:

Cover Letter – Provide the name, mailing address, telephone number, email address, title, and signature of the firm's authority and/or contact person for this procurement. Also include the office location if it is different than the mailing address.

Technical Approach – Describe your understanding of the project and recommended project approach. Outline the proposed scope of work/services and provide a proposed project schedule. Proposals should address the scope of work and answer the following questions:

1. How you would facilitate the required pre-meetings?
2. How you would format and handle the full day Board workshop?
3. How would you achieve consensus?
4. The format for your final annual strategic plan/goal setting document.

Management Approach – Describe your proposed project management approach and organization including document management, communication, quality control, scheduling, and financial management.

Project Team Qualifications - Describe the responsibilities of the team members along with their qualifications. Identify the project manager and principal contact person. . Include project team member resumes.

Firms or individuals responding to this RFP must provide:

1. Evidence of substantial knowledge and experience in developing strategic plans/goal-setting efforts for local government organizations at the elected official level
2. References including the name and contact information for 3 similar organizations (councils of governments, local governments) where facilitator worked in goal setting/strategic planning
3. One copy of a similarly scoped strategic plan developed for one of these elected bodies

Proposals shall be submitted in electronic format VIA EMAIL ONLY by 5:00 p.m. PST on Friday, September 20, 2013 to:

Attn: Natalie Champion
2013-SP-1
South Bay Cities Council of Governments
20285 S. Western Avenue, Suite 100, Torrance, CA 90501
natalie@southbaycities.org

Emailed proposals must be print-ready. No fax or mailed proposals will be accepted. All submissions will receive a confirmation email within 1 business day. If you do not receive a confirmation email from your proposal submission, please immediately contact Natalie Champion at (310) 502-5964.

Proposals received after 5:00 pm PST, September 20, 2013 will be rejected. Proposals or unsolicited amendments to proposals received by the SBCCOG after the acceptance date will not be considered.

The SBCCOG reserves the right to reject any or all proposals, or to negotiate separately in any manner necessary to serve the best interests of the SBCCOG. The SBCCOG will select the most qualified contractor and not necessarily the lowest bidder. The SBCCOG also retains the right to waive irregularities in the proposal.

The SBCCOG will not be responsible for any expenses incurred by a firm in preparing and submitting a proposal.

PROCUREMENT SCHEDULE

Monday, August 26, 2013	Release of RFP
Thursday, September 5, 2013	Questions from potential bidders must be received
Monday, September 9, 2013	Response to questions to be posted online
Friday, September 20, 2013	Proposals due
Tuesday, October 1, 2013	Interviews (if desired)
Monday, October 14, 2013	SBCCOG Steering Committee recommendation
Thursday, October 24, 2013	SBCCOG Board approval
Monday, October 28, 2013	Notice To Proceed

Interviews will take place on Tuesday, **October 1, 2013** at:

South Bay Cities Council of Governments
20285 South Western Avenue, Suite 100
Torrance, CA, 90501

The selected consultant/firm will be expected to execute an agreement substantially the same as the attached standard contract (Attachment A).

EVALUATION CRITERIA

Firms will be evaluated based on the criteria below:

Evaluation Criteria	Max. Possible Points	Points Earned	Comments
TECHNICAL APPROACH <ul style="list-style-type: none"> • Tasks & approach clearly described • Approach is creative & innovative • Project intent has been met 	30		
FIRMS: <u>Prime Consultant:</u> <ul style="list-style-type: none"> • Capability to perform the work required • Ability to allocate resources as needed to meet project schedule • Familiarity with public agencies • Experience with similar project of the same size and scope • Ability to facilitate the required meetings • Ability to format and handle the full-day Board workshop • Capability to achieve consensus • The format for the final annual strategic plan/goal setting document <u>Sub-Consultant(s):</u> <ul style="list-style-type: none"> • Each sub provides unique service(s) to the team • Subs are fully capable of performing their tasks 	30		
PROJECT MANAGEMENT <ul style="list-style-type: none"> • Reasonable total number & distribution of hours • Qualifications of key individuals • Time commitment of key individuals 	15		
PROJECT COST <ul style="list-style-type: none"> • Realistic cost for services to be performed • Allocation of cost to tasks & activities 	15		
SCHEDULE <ul style="list-style-type: none"> • Total time allocated for each task is realistic • Sequence of each task is logical & feasible 	10		
TOTAL	100		