

Request for Proposals Government Modernization Consulting Services

CenterState CEO, Syracuse 20/20 and other interested parties have undertaken the formation of a Commission on Local Government Modernization for Syracuse and Onondaga County (the "Commission"). Funded in part by appropriations from the New York State Legislature, the Commission is seeking proposals from qualified firms, individuals or consortiums to support a defined scope of work from inception through final deliverables.

Background

In the 12-county CenterState New York region, there are 4.15 units of local government for every 10,000 residents, compared to a national average of approximately .47/10,000. In the Syracuse MSA alone, that number is 1.52, still triple the national average. It is a complex structure that has been built up over centuries. Every resident and every business in our region pays for it, with five of the top-25 highest-tax counties (measured as a percentage of assessed value) in the nation located in the CenterState region.

Over the past several years, noteworthy steps have been taken to streamline and modernize government within Onondaga County. These actions have been welcomed and have demonstrated political leadership. Moreover, they have produced real and tangible benefits to the residents of Onondaga County in the form of improved services and cost savings. However, given the scale of the problem, and the pending fiscal challenges facing municipalities across the State and around the country, many national experts believe that the area of government modernization represents fertile ground for new policy innovation as fiscal necessity and increasing competition will force a re-rationalization of governance at the local level.

Scope of Consulting Services

The consultant will be hired by the Commission and act as staff to the Commission, where necessary. The Commission will require the consultant to collect data, prepare reports, advise and guide the Commission on process and procedure as required. The Consultant will assist the Commission in meeting goals and deadlines as described in the project. (See attached background).

Services required by the Commission include, but are not limited to:

- a) Collaborate on Final Project Design: The Consultant will document the project scope, milestones, communication standards, deliverables, timeline and resource requirements in conjunction with recommendations made by the Commission.
- b) Management of Communications & Engagement: The Consultant will provide support to the Commission regarding the development and

implementation of a public communications strategy throughout the project. In addition, the Consultant will design and support robust, ongoing public outreach to identify specific issues, challenges and concerns from residents throughout the City and County and ultimately share the Commission's findings and recommendations in a highly visible and transparent format. Consultants may provide recommended levels of strategy for public education, public opinion and messaging.

- c) Commission Meetings: The Consultant will staff the Commission's monthly meetings and any subcommittee meetings. Staffing support includes providing agenda advice, actively participating in discussions and documenting issues and actions. In addition to the Consultant, the Commission will have local staff support. The Consultant will be responsible for maintaining an ongoing summary status of the project including open issues, decisions made, potential obstacles and resource gaps.
- d) Data Based Decision Tools: The consultant will complete a review of the current state of local government in Onondaga County (19 Towns, 15 Villages, One City and One County) including a comparative analysis of the costs of service delivery within each municipal jurisdiction. We envision a database and tools that allows 'what if' scenarios to be constructed which will answer the questions from impacted regions and help lay out the results of certain decisions that the Commission could advocate. This tool(s) should include a comprehensive listing of all municipal jurisdictions including school districts, special taxing districts, and all other government and quasi-governmental units in Onondaga County and provide a summary overview of the services that each jurisdiction provides. In particular, the data should closely examine:
- i. Areas of governmental inefficiency
 - ii. Areas of pending fiscal instability
 - iii. Inefficiencies of process
 - iv. Areas of duplication
 - v. Sub-optimal land-use and zoning caused by unnecessary fragmentation
 - vi. High costs of regulatory compliance driven by unnecessary fragmentation
 - vii. Regional disparities in service delivery, costs of services and community outcomes

The outcomes of the data will support the recommendations to be made to the public. The data should be collected in a model to allow maximum input from the Commission, and the public and reflect where we are today, where changes may be made, and what outcomes result.

- e) Survey of Best Practices: The Consultant will provide a review of government modernization efforts around the country and a summary of best practices with emphasis on initiatives that most closely align with the challenges and opportunities identified in Syracuse and Onondaga County and the relationship between New York State and the municipalities.

- f) Review of Options: Based on the data analysis and public input, the Consultant will develop a series of recommendations for improving service delivery and cost-effectiveness across jurisdictions in Onondaga County. These recommendations should be data-driven and include reasonable estimations of potential efficiency savings and / or service impacts that may result. The Consultant will examine a full range of options including, but not limited to:
- i. Shared services agreements
 - ii. Administrative collaborations
 - iii. Opportunities for application of technology
 - iv. Local and regional incentives for inter-municipal cooperation
 - v. Functional consolidation of service categories (e.g. procurement)
- g) Delivery of Plan: Once the Commission endorses a preferred plan, the consultant will provide assistance in finalizing a concise draft of the proposal for consideration by elected officials and members of the public.

2. RFP Procedure

- a) Form of Proposal. All proposals shall be submitted electronically via email. See Section 4, below, "Respondent's Required Information." Send proposals by email to: Rob Simpson, President, CenterState CEO at RSimpson@CenterStateCEO.com.
- b) Questions. All questions should be received by **March 10, 2014** and directed to: RSimpson@CenterStateCEO.com. Communication via email is preferred in order to maintain a record of correspondence.
- c) Due date. Proposals must be received by 5:00 p.m. Eastern prevailing time on **March 24, 2014**. Proposals received after that date and time will be rejected.
- d) Confidentiality. As a condition of acceptance, all proposals will be made available for review by any member of the Commission and its funders. If a Respondent believes that any information in its proposal is proprietary and should be treated as confidential, prior approval of the Commission will be required.
- e) Discretion This is a request for proposals (RFP) and not a purchase order, contract, or offer. The Commission will consider various factors in making its decision including price, quality of service, terms and conditions of service, client convenience, etc. The Commission is under no obligation as a result of this request for proposals and reserves the right to reject any or all proposals, to negotiate with any or all firms submitting proposals, and to enter into an agreement with any firm for any services mentioned in this RFP.
- f) Contract. The selected Respondent or Respondents will be required to execute a Contract for Services that will include paragraphs regarding:

- i. This RFP and Respondent's Proposal, as applicable
 - ii. Scope of services and deliverables
 - iii. Insurance, including Errors & Omissions
 - iv. Price
 - v. Statement of Non-discrimination
- g) Start Date and Term: Approximately 30 days after contract completion, term to be determined.

3. Respondent Obligations

- a) The Respondent must comply with all applicable laws and regulations governing the provision of services in the State of New York.
- b) All Respondents are responsible for the cost of submitting their proposals, including all activities up to and including any oral presentations and contract execution.

c) 4. Respondent Required Information

- a) Individual/Firm/Consortium Name
- b) Proposal Contact Person
- c) Contact Phone
- d) Contact Email
- e) Statement of Services Proposed: Identify clearly and in detail all areas of service Respondent is offering. Also clearly identify all areas of service for which Respondent does not wish to be considered. Describe in detail the approach and philosophy toward providing services to the Commission.
- f) Qualifications/Experience: Supply a written statement of qualifications for the project and include any experience in similar work or areas.
- g) Resumes: Supply a detailed professional resume, and if the Respondent is a firm, provide such a resume for each Consultant who will be assigned to work on the organization's legal matters.
- h) References: Identify the types of services Respondent has supplied to clients within the last five years and supplies to current clients that are similar to the services you are proposing to the Commission. Include the name and contact number for a person at each reference.
- i) Price: Provide a detailed proposal regarding the charges involved for the provision of services including hourly rates of all personnel providing direct services as well as all support personnel, all required expenses, and all other costs entailed in providing

service for which you will seek compensation. Special attention should be made to suggestions and recommendations for managing and controlling the cost of services, including fixed fee or other expense caps.

j) For Selection

A. General Selection will be based upon the qualification of the respondent, its ability to satisfy the project requirements, project schedule and inter-municipal approach as described in the proposal. The selection committee reserves the right, at their discretion, to reject any and all proposals and to waive minor irregularities. The selection committee also reserves the right to select any proposal as the basis for negotiating a contract; to exercise their discretion and apply their judgment with respect to any aspect of this request for proposal; the evaluation of proposals and the negotiation and award of any contract; and to weigh the evaluation criteria in any manner they deem appropriate.

B. Selection Procedures - Proposals will be evaluated by a selection committee. Respondents may be required to make an oral presentation of their proposal to the selection committee.

C. Proposal Evaluation - Proposals will be evaluated using the following criteria:

- Responsiveness to the Request for Proposal.
- Demonstrated understanding of the Project Objectives and Scope of Work.
- Recent and relevant experience in similar projects.
- Demonstrated reliability to perform and manage projects of the nature described herein.
- Qualifications and relevant experience of the consultant team.
- Cost-effectiveness of the proposal /payment schedule / delineation of the projects fees and pass-through costs.
- Staffing Schedule
- References

Evaluation criteria are not necessarily listed in order of importance. The review team reserves the right to weigh their evaluation criteria in any matter they deem appropriate.