

**Request for Proposals
Staffing Model Analysis
City of Belle Isle, FL
March 24, 2023**

PROJECT OVERVIEW - The City of Belle Isle is seeking proposals from qualified consultants to help determine the appropriate level of staffing for the respective departments/divisions within the City organization to meet its operational requirements and help develop strategies that utilized staff resources in the most effective manner.

ABOUT THE CITY – The City of Belle Isle is a Florida Home Rule City incorporated in 1924. The City Council consists of the Mayor and seven commissioners elected from the city by Districts. The City operates under a Council-Manager form of government. The city provides services to its citizens in the areas of general administration; public safety (police); planning and development; storm water, and sanitation (solid waste and recycling). Other services are contracted through Orange County.

The City of Belle Isle, approximate population 7,100, is located in Orange County, approximately 3 miles south of Orlando and 1 mile northwest of Orlando International Airport.

The City Manager serves as the Chief Executive Officer and is responsible for the proper administration of city government. The seven-member City Council establishes local laws, provides government policy and oversight, and approves the city budget.

The primary government provides a full range of services including general government administration, public safety, and public works. Additional information about the City is available at the City’s website: www.cityofbelleisle.org.

Current staffing of the City consists of a total of 40 full-time employees in the following areas:

- a. City Administration – 5 FTE
City Manager, Finance Director and Finance Technician, City Clerk, City Planner, Administrative Specialist
- b. Police Department – 29 FTE
Chief, Deputy Chief, Administrative Specialist, 2 Code Enforcement Officers; 24 uniform officers
- c. Public Works Department – 6 FTE
Director of Public Works, Foreman, 4 public works technicians

PURPOSE OF STUDY - The City of Belle Isle seeks to enter into an agreement with one or more qualified individuals, firms, or corporations, “Consultant,” to provide professional consulting services and conduct a Staffing Model Analysis. The objective of this study is to analyze and advise regarding appropriate staffing levels and structure while maintaining sufficient staff to service citizens of the City.

PROJECT DESCRIPTION – The Consultant will conduct Staffing Model Analysis to include a review of the current conditions, evaluation of future service demands, and an analysis of opportunities for operational changes and process improvements that may further enhance customer services and achieve efficiencies within the departments while maintaining sufficient staffing to service citizens of Belle Isle.

The Consultant will review the operational components of the organization and management, resource management, policies and procedures, and service delivery. The operational components not only drive the service model, in accordance with best practice organizations, the City desires the outcomes below:

1. Efficiency – how well resources are being used;
2. Effectiveness – how well a process produces the desired outcome; and
3. Productivity – how much is produced based on the capacity to produce.

The study should provide a recommendation for by August 15, 2023, or earlier so changes may be programmed in the City’s annual budget for the FY 2023-2024. by August 15, 2023.

SCOPE OF SERVICES- The City of Belle Isle is seeking proposals from interested, qualified, and experienced consultants to conduct an in-depth assessment of the City’s current operations and provide a detailed Staffing Model Analysis and organizational and workflow/business processes optimization plan, which should incorporate the following components at a minimum:

1. Review job descriptions to be fully familiar with all positions, to include managers and supervisors; propose any recommendations for workflow and assignment efficiencies and deficiencies;
2. Assess staffing needs and optimized staffing levels based on current job operations. Identify any redundancies and opportunities for efficiencies in workflow processes, staffing and classification options, and other options;
3. Conduct an assessment of the City’s organizational mission, vision, goals and objectives, including performance-based outcome measures;
4. Review staffing and overtime history within the departments provided by the City;
5. Analyze processes and structures supporting the major department functions;
6. Review workload levels by department and classification for the City;
7. Assess the organizational effectiveness and operational performance levels of each department;
8. Identify any other possible organizational and operational process improvements;
9. Assess the gap between needs/standards and current performance;
10. Assist the City in identifying the external and internal factors that impact the City’s commitment to providing efficient and effective support operations;
11. Identify optimal staffing necessary to meet needs and formulate a staffing matrix for the future needs based on key growth and management components; and
12. Develop recommendations and a methodology for annual review and evaluation of the ongoing staffing and compensation needs of the City.

PROPOSAL CONTENTS – All proposals should include the following information:

1. Letter of submission with name, address, telephone number, and email address of person authorized to represent the firm.
2. Background information on the firm and outline of experience in the public sector staffing model analysis, including the names and contacts of other cities for which the firm has previously worked for reference purposes.

3. A narrative that presents the services the firm would provide detailing the approach, methodology and understanding of the project.
4. Identification of project lead and key personnel assigned to the project with resumes outlining related experience.
5. Total project cost with a breakdown detailing project tasks, associate hours and individual costs, recognizing the City may wish to add or delete services.
6. A comprehensive project timetable generally conforming to the City's proposed timeline.
7. A statement that the consultant carries appropriate insurance for a firm conducting staffing studies. The City reserves the right to request additional insurance prior to any contract award.
8. The signature of an authorized individual to represent and sign on behalf of the firm. The proposal must be a firm offer for a ninety-day period.
9. Completion of the following City forms Attachments A-E:
10. Submit one signed original and one copy and an electronic copy on flash drive of this proposal to:

Yolanda Quiceno, City Clerk
1600 Nela Ave,
Belle Isle, FL 32809

Proposals due by 3:00 p.m. on May 4, 2023

PROJECT TIMELINE – The study should provide a recommendation for by August 15, 2023, or earlier so changes may be programmed in the City's annual budget for the FY 2023-2024.

BUDGET – Proposed budget should provide the highest level of service at a reasonable cost. The budget should clearly identify City staff support assumptions.

SELECTION PROCESS – Each of the proposals received will be evaluated and determine if it meets the stated requirements. Failure to meet these requirements will be a cause for eliminating the consultant from further consideration.

The City shall not be liable in any way for any cost incurred by any consultant, or in the preparation of its proposal, in response to the RFP, nor for obtaining any required insurance.

The City reserves the right to reject any and all proposals, to waive any technicalities, informalities, and irregularities, to accept or reject all or part of any proposal, and to be the sole judge of the suitability and appropriateness of any proposals offered.

Initial evaluation of the proposals will made by the City Manager and Finance Director, who also is responsible for Human Resources. In addition to evaluating written proposals, oral interviews may be requested. Final selection will be made by the City Council at a regularly scheduled meeting, tentatively scheduled for August 22, 2023.

Proposals will be evaluated generally on the following criteria, which is neither weighted nor prioritized:

1. Demonstrate understanding of the service requested.
2. Prior experience in performing similar work.
3. Qualifications of the firm and assigned individuals.
4. Methodology and scope of the proposed service.
5. Fees charged and cost effectiveness of the proposed service.
6. Reference check.

MATERIALS, DOCUMENTS AND DATA – It shall be understood that all proposals, responses, inquiries, or correspondence relating to or in reference to this request of proposals, all reports, charts, and proposals or referencing information submitted, shall become the property of the City, and will not be returned.

SELECTION TIMELINE - Interested firms shall submit a Proposal to the City of Belle Isle, no later than 3:00 p.m. on May 4, 2023. Proposals shall be valid for 90 days. The anticipated timeline is as follows:

<u>Activity</u>	<u>Date</u>
RFP Issue	March 23, 2023
Proposals Due	3:00 p.m. on May 4, 2023
Review By City Staff	May 5-8, 2023
Contractor Interviews (if needed)	May 10, 2023 – City Manager and Staff
Council Approval/Contract Award	May 16, 2023
Contract Executed/Work begins	May 18, 2023
Contract Completion	August 15, 2023

SUPPLEMENTAL INFORMATION – Questions concerning this request for proposals should be in writing (email preferred) and directed to:

Tracey Richardson, Director of Finance
1600 Nela Ave.
Belle Isle, FL 32809
trichardson@belleislefl.gov
(407) 851-7730

ATTACHMENT A

NON-DISCRIMINATION AFFIDAVIT

I, the undersigned, hereby duly sworn, depose and say that the organization or business entity represented herein shall not discriminate against any person in its operations, activities or delivery of services under any agreement it enters into with the City of Belle Isle. The same shall affirmatively comply with all applicable provisions of federal, state and local equal employment laws and shall not engage in or commit any discriminatory practice against any person based on race, age, religion, color, gender, sexual orientation, national origin, marital status, physical or mental disability, political affiliation or any other factor which cannot be lawfully used as a basis for service delivery.

It is the policy of the City of Belle Isle that Minority/Women- Owned Business Enterprises (MWBE) shall have the maximum opportunity to participate in all contracts. The City of Belle Isle will accept MWBE certifications from Orange County and any State of Florida certification.

Further, City Purchasing Police Section 1.8 requires that all contracting agencies of the City, or any department thereof, acting for or on behalf of the City, shall include in all contracts and property contracts hereinafter executed or amended in any manner or as to any portion thereof, a provision obligating the contractor not to unlawfully discriminate (as proscribed by federal, state, county, or other local law) on the basis of the fact or perception of a person’s race, color, creed, religion, national origin, ancestry, sexual orientation, gender identity or expression, marital status, pregnancy, familial status, veterans status, political affiliation, or physical or mental disability and such person’s association with members of classes protected under this chapter or in retaliation for or opposition to any practices forbidden under this chapter against any employee of, any City employee working with, or applicant for employment with such contractor and shall require such contractor to include a similar provision in all subcontracts executed or amended there under.

By: _____

Title: _____

STATE OF FLORIDA
COUNTY OF _____

Sworn to and subscribed before me this _____ day of _____, 2023, by

_____.

Signature of Notary Public

_____ Personally known, or
_____ Produced Identification

Type of ID Produced: _____

NON-DEBARMENT AFFIDAVIT

_____ Being first duly sworn, deposes and says that:

He/She is _____ of _____ the Proposer (“Respondent”) that has submitted the attached Proposal. By offering a submission to this RFP, the Respondent certifies and affirms that to the best of his/her knowledge and belief, that:

1. The Respondent is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in any transaction of any Federal, state or local agency; and
2. The Respondent has not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records; making false statements; or receiving stolen property; and
3. The Respondent is not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph 2 of this affidavit; and
4. The Respondent has not within a three-year period preceding this proposal had one or more public transactions (Federal, State or local) terminated for cause or default; and
5. The Respondent will submit a revised Debarment Affidavit immediately if the status changes.

If the Respondent cannot certify that he/she is not debarred, he/she shall provide an explanation with this submittal. An explanation will not necessarily result in denial of participation in a contract. Failure to submit a debarment affidavit will disqualify the contractor from the award of any contract.

_____ Check here if an explanation is attached to this affidavit.

By: _____

Print Name: _____

Title: _____

Date: _____

STATE OF FLORIDA)
COUNTY OF _____)

The foregoing Agreement was acknowledged before me this _____ day of _____, 2023, by _____, who has affirmed that he/she has been duly authorized to execute the above document. He/she is personally known to me or has produced _____ as identification.

NOTARY'S SEAL:

NOTARY PUBLIC, STATE OF FLORIDA

Name of Acknowledger, typed, printed, or Stamped

ATTACHMENT C

DRUG-FREE WORKPLACE CERTIFICATION

Preference must be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program, a business shall:

- 1) Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
- 2) Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
- 3) Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
- 4) In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
- 5) Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
- 6) Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

COMPANY NAME

VENDOR'S SIGNATURE

Must be executed and returned with attached proposal to be considered.

ATTACHMENT D

NON-COLLUSIVE AFFIDAVIT

State of _____)

County of _____)

_____ being first duly sworn deposes and says that:

(1) He/she is the _____, (Owner, Partner, Officer, Representative or Agent) of _____ the Proposer that has submitted the attached Proposal;

(2) He/she is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal;

(3) Such Proposal is genuine and is not a collusive or sham Proposal;

(4) Neither the said Proposer nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant, have in any way colluded, conspired, connived or agreed, directly or indirectly, with any other Proposer, firm, or person to submit a collusive or sham Proposal in connection with the Work for which the attached Proposal has been submitted; or to refrain from proposing in connection with such Work; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm, or person to fix the price or prices in the attached proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage against (Recipient), or any person interested in the proposed Work;

(5) The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

By: _____

Title: _____

Company: _____

STATE OF FLORIDA

COUNTY OF _____

Sworn, to and subscribed before me this _____ day of _____, _____,

by _____.

Signature of Notary Public

_____ Personally known, or
_____ Produced Identification

_____ Type of ID Produced

ATTACHMENT E

CERTIFICATION PURSUANT TO FLORIDA STATUTE § 287.135

I, _____, on behalf of _____
Print Name and Title Company Name

certify that _____ does

not:

Company Name

- 1. Participate in a boycott of Israel; and
- 2. Is not on the Scrutinized Companies that Boycott Israel List; and
- 3. Is not on the Scrutinized Companies with Activities in Sudan List; and
- 4. Is not on the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List; and
- 5. Has not engaged in business operations in Syria.

Submitting a false certification shall be deemed a material breach of contract. The City shall provide notice, in writing, to the Contractor of the City's determination concerning the false certification. The Contractor shall have ninety (90) days following receipt of the notice to respond in writing and demonstrate that the determination of false certification was made in error. If the Contractor does not demonstrate that the City's determination of false certification was made in error then the City shall have the right to terminate the contract and seek civil remedies pursuant to Florida Statute § 287.135.

Section 287.135, Florida Statutes, prohibits the City from: 1) Contracting with companies for goods or services in any amount if at the time of bidding on, submitting a proposal for, or entering into or renewing a contract if the company is on the Scrutinized Companies that Boycott Israel List, created pursuant to Section

215.4725, F.S. or is engaged in a boycott of Israel; and

2) Contracting with companies, for goods or services over \$1,000,000.00 that are on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, created pursuant to s. 215.473, or are engaged in business operations in Syria.

As the person authorized to sign on behalf of the Contractor, I hereby certify that the company identified above in the section entitled "Contractor Name" does not participate in any boycott of Israel, is not listed on the Scrutinized Companies that Boycott Israel List, is not listed on either the Scrutinized Companies with activities in the Iran Petroleum Energy Sector List, and is not engaged in business operations in Syria. I understand that pursuant to section 287.135, Florida Statutes, the submission of a false certification may subject the company to civil penalties, attorney's fees, and/or costs. I further understand that any contract with the City for goods or services may be terminated at the option of the City if the company is found to have submitted a false certification or has been placed on the Scrutinized Companies with Activities in Sudan list or the Scrutinized Companies with Activities in the Iran Petroleum Energy Sector List.

COMPANY NAME

PRINT NAME

TITLE

SIGNATURE

Must be executed and returned with attached proposal to be considered