



P.O. Box 46  
Kotzebue, Alaska 99752

City Hall  
(907) 442-3401

Police Dept.  
(907) 442-3351

Fire Dept.  
(907) 442-3404

Public Works  
(907) 442-3401

February 5<sup>th</sup>, 2024

Subject: Request for Proposal – Strategic Planning Services

Dear [Consulting Firm's Name],

I am writing on behalf of the City of Kotzebue, a local government entity dedicated to serving the needs of our community. We are currently seeking proposals from reputable and experienced consulting firms to assist us in developing a comprehensive strategic plan that aligns with our vision of fostering growth and enhancing the quality of life for our residents.

Organizational Overview: City of Kotzebue has a population of approximately 3,200 residents and operates with an average of 90-100 employees across various departments. Our municipal structure comprises the following key departments:

1. Public Works Department
2. Planning Department
3. Parks and Recreation Department
4. City Hall
5. Police Department
6. Fire and Emergency Medical Services
7. Human Resources Department
8. Public Relations Department

Scope of Services: We are seeking a qualified consulting firm to guide us in formulating a strategic plan that addresses our unique challenges and opportunities. The selected firm should possess expertise in municipal governance and strategic planning, demonstrating the ability to tailor their approach to meet the specific needs of our community.

The strategic plan should encompass, but not be limited to, the following key components:

1. Mission and Vision Statements: Define clear and concise statements that articulate our purpose and future aspirations.
2. SWOT Analysis: Conduct a thorough analysis of our internal strengths and weaknesses, as well as external opportunities and threats.
3. Goal Setting: Establish measurable and achievable goals aligned with our mission and vision.

4. Departmental Assessments: Evaluate the efficiency and effectiveness of each department, with a focus on improving service delivery.
5. Community Engagement: Develop strategies for fostering transparent communication and collaboration with our residents.

Proposal Submission: Interested consulting firms are invited to submit their proposals by March 29, 2024 at 5PM. The proposals should include the following elements:

1. Executive Summary
2. Approach and Methodology
3. Relevant Experience
4. Project Timeline
5. Detailed Budget

Evaluation Criteria: Proposals will be evaluated based on the following criteria:

1. Experience and Expertise
2. Methodology and Approach
3. Understanding of Local Government Dynamics
4. Cost-effectiveness

Please submit your proposal to Tessa Baldwin, City Manager at [tbaldwin@kotzebue.org](mailto:tbaldwin@kotzebue.org) no later than March 29, 2024 at 5PM.

We look forward to reviewing your proposal and selecting a consulting firm that will contribute to the growth and development of City of Kotzebue. If you have any questions or require additional information, please contact City Manager Baldwin at 907-442-5101.

Thank you for your consideration.

Sincerely,

Tessa Baldwin  
City Manager  
City of Kotzebue