

CITY OF PORTSMOUTH, NH

**RFP #28-06
Request for Proposals
Professional Services
City-Wide Overtime Audit**

Sealed Proposals, plainly marked RFP #28-06, "PROFESSIONAL SERVICES, CITY-WIDE OVERTIME AUDIT" on the outside of the mailing envelope, addressed to the Finance/Purchasing Department, City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 will be accepted until 2:00pm, Friday January 6, 2006.

SCOPE OF WORK: The City of Portsmouth is requesting proposals from interested and qualified firms to conduct an operational audit of overtime usage in all Municipal Departments in the City. The Portsmouth City Council has authorized the City Manager to issue this RFP for the purpose of determining if the use of overtime in the Municipal, School, Police, Fire, Water and Sewer Departments is appropriate according to contractual obligations and duly established City policies. In addition, the City Council seeks recommendations, based on empirical reasoning and with attention to service level demands, to reduce overtime expenditures and use appropriated overtime funds effectively and efficiently.

Contract work, with the exception of presentations to Council and the public, shall be completed by April 17th. The notice to proceed is anticipated to be issued the week of January 16, 2006.

Please continue below for the complete Request for Proposal document. If you have any questions regarding this document please call the Purchasing Clerk at 603-610-7227.

The City of Portsmouth reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the City.

**City of Portsmouth
RFP #28-06
Request for Proposals**

PROFESSIONAL SERVICES

City-wide Overtime Audit

I. INTRODUCTION:

The City of Portsmouth is requesting proposals from interested and qualified firms to conduct an operational audit of overtime usage in all Municipal Departments in the City of Portsmouth. Proposals shall be addressed to the Finance/Purchasing Department, City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 and will be accepted until **2:00 p.m. on Friday, January 6, 2006**. Proposals will be evaluated and finalists selected to be interviewed.

Faxed proposals are *not acceptable* and will not be considered. Proposals received after the opening time will be returned to the consultant, unopened. The City reserves the right to reject any or all RFPs, to waive technical or legal deficiencies, and to accept any RFP that it may deem to be in the City's best interest. The names of all Consultants submitting Proposals will be read aloud publicly at the Finance Department at Portsmouth City Hall on the date and time specified and the public is welcome to attend.

Contract work, with the exception of presentations to Council and the public, shall be completed by April 17th. The notice to proceed is anticipated to be issued the week of January 16, 2006.

II. BACKGROUND:

The City of Portsmouth has a year round population of 21,784 people and is situated on the New Hampshire coast, 50 miles north of Boston. The City has operated under the Council Manager form of Government since 1948. A complete charter revision was adopted in 1987. The City Manager is responsible for all departments with the exception of the School, Police and Fire Departments. A Board of Education oversees the schools and separate three-member boards of commissioners govern the Police and Fire Departments. Under the Charter, the City Council is responsible for all appropriations for the Municipal, School, Fire and Police Departments. The City has a total of 838 employees and 15 bargaining units.

Rules governing overtime policies and practices are largely established in labor contracts negotiated with the Portsmouth City Council.

In FY 2005, the City of Portsmouth expended approximately \$1.8 million in overtime dollars and a total of \$500,000 in billable overtime.

Department	Total Employees	Number of Bargaining Units
Municipal	213	3
Fire	56	2
Police	83	3
Schools	486	7
Totals	838	15

III. PURPOSE:

The Portsmouth City Council has authorized the City Manager to issue this RFP for the purpose of determining if the use of overtime in the Municipal, School, Police, Fire, Water and Sewer Departments is appropriate according to contractual obligations and duly established City policies. In addition, the City Council seeks recommendations, based on empirical reasoning and with attention to service level demands, to reduce overtime expenditures and use appropriated overtime funds effectively and efficiently.

IV. MINIMUM SCOPE:

The successful firm shall review, analyze and report on existing overtime usage in all City departments with the goals of identifying areas of good practice, identifying specific areas for improvement and making recommendations for the improvements including an implementation strategy.

Items in the scope of work shall include:

1. Report on total overtime usage for Fiscal Year end 2004 and 2005, including schedules of overtime usage (hours) and cost (dollars) by type of over-time (call-out, annual, sick, injury), worker classification, and department.
2. Study adherence by City Departments to duly established policies governing overtime, including labor contract provisions and other City policies. Include a review of policies in departments for authorizing over-time.
3. Make policy and operational recommendations related to billing outside events and organizations for overtime costs for City personnel.
4. Make recommendations for changes in City organizational structures and/or operations in order to ensure budgetary control for overtime.
5. Perform cost benefit analysis and make recommendations for alternative staffing structures to decrease overtime usage and costs.

6. Identify constraints (Labor Contracts, Ordinances, and/or Charter requirements) affecting the ability of administration officials to control overtime usage and costs.
7. Propose a series of performance measures related to overtime which can be utilized to judge the efficient and proper use of overtime spending.
8. Provide a comparative analysis of the City's overtime usage with communities possessing similar characteristics and service level demands. Comparable communities would have identities as regional job centers with seasonal tourist economies, among other characteristics.
9. The bidder may expand upon the minimum scope of work by adding elements aimed at reaching the goals established in Section III. Purpose. Any additional elements proposed shall be marked as such and clearly separated so as to allow for a comparison of bids on the minimum scope elements. Any failure to do so may result in the termination of the bid.

V. METHODOLOGY:

At a minimum, the consultant shall undertake the following investigations and actions in order to carry out the scope of work described above.

1. Become familiar with the City Charter, appropriate Labor contracts and existing City policies.
2. Examine overtime policies and/or labor contracts, which affect the use of overtime for any City of Portsmouth employees.
3. Research and document the methods by which overtime use is approved by supervisors in each department.
4. The consultant shall interview as necessary executive management, supervisory management, and employees who performed overtime duties between July 1, 2003 and June 30, 2005. A list of those employees receiving overtime pay during the period covered by this RFP shall be made available to the consultant.

Additionally, the consultant shall meet with the Finance Department for one kickoff meeting and for the final report presentation. Two Interim project meetings with the Finance Department shall also be included in the proposal. Two meetings shall also be required to present findings and recommendations to the City Council and public. The presentations will include a formal presentation, a discussion of issues, and a question and answer period.

The kickoff meeting shall establish responsibilities, lines of communications and finalize the schedule for project completion. The schedule shall include benchmark dates for tasks.

The Finance Department shall have the right to review all work product documents and to inspect, monitor or otherwise evaluate the progress of the work detailed herein. The Finance Department may require the filing of periodic reports on contract activities and progress at its discretion.

VI. DELIVERABLES:

The consultant will make specific recommendations for strategic directions, improvements, management action, budgetary savings or other initiatives requiring supplemental funding; and identify and affirm all those areas needing no operational, policy or funding changes.

At a minimum, the consultant shall produce:

1. A report on overtime usage encompassing each element in the Scope of Work.
2. A clear summary of specific recommendations for achieving the greatest efficient use of expenditures for overtime dollars, encompassing all areas of investigation in the scope of work.
3. Appropriate presentation materials for use in meetings with City, including televised public presentations in front of City Council.

VII. SELECTION:

It is the responsibility of the Finance Department to rank the candidate firms in order of qualification based on the evaluation of the written responses. Upon review of all responsive proposals the City may select up to (3) firms to interview. Upon completion of the interviews the City will attempt to negotiate a final Scope of Services and Price with the highest scoring firm. If the City is unable to reach agreement with the highest scoring firm, the City reserves the right to negotiate with the next highest firm until an agreement is reached. The City reserves the right to discontinue the selection process at any time prior to the awarding of a contract. There will be no reimbursement to any candidate firm if the selection process is terminated. The contract shall include among other items a requirement that the consulting firm carry certain insurance policies naming the City as an additional insured.

VIII. ADDITIONAL INFORMATION:

In consideration of all respondents, no oral interpretations will be given to any bidders as to the meaning of the RFP. Every request for such a consideration shall be made in writing or by fax either to Judie Belanger, Finance Director, Finance Department at City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 or Fax: 603 427-1575. Based upon such inquiry, the City may choose to issue an Addendum.

IX. PROPOSAL CONTENT:

The following components shall be provided.

1. Project approach containing an introduction and statement(s) respective of the consultant's understanding of project requirements.
2. Detailed Scope of Work by Element.
3. Project schedule organized by work tasks.
4. Tasking and allocation of personnel by percent time to be spent on project including concise description of expertise/qualifications of key team members and identification of the Project Manager(s).
5. Examples of work products from two latest related audits for municipal governments or other examples related to analysis of municipal spending issues..
6. No more than three references for (for each firm on the team) similar projects. References must include current contact name and phone number.
7. Five copies of the proposal must be submitted.
8. Project budget organized by task and including all direct and indirect reimbursable costs and total project cost stated as a firm fixed fee. Budget shall detail funds allocated for the consultant.
9. Hourly fee schedule and reimbursable cost schedule for each firm in the team [only to be used in the event those additional tasks are added to the fixed fee contract].
10. Faxed proposals are not acceptable and will not be considered.

X. EVALUATION CRITERIA:

Consultants will be evaluated according to the following.

1. Qualification and previous related work of **firm**, particularly with regard to working with municipalities of similar size, government structure, complexity and issues, and including firm's experience in technical areas required to successfully complete the study. (20 points)
2. Qualifications, reputation and experience, of key project personnel in regards to previously related work, particularly with regard to working with municipalities of similar size, government structure, complexity and issues. (20 points)
3. Understanding of project goals, project timing, project costs, and local issues and needs, particularly as expressed in Scope. (20 points)
4. The demonstrated ability of key project personnel to organize and lead effective, productive public meetings and in-house project meetings. (10 points)
5. Quality of sample materials and proposal package submitted. (10 points).
6. Responsiveness to submission requirements. (10 points)
7. Creativity or innovative project approach. (10 points)

The City reserves the right to reject any or all RFPs, to waive technical or legal deficiencies, and to accept any RFP that it may deem to be in the City's best interest.

At the City's discretion, the fixed fee submitted with the proposal may be considered in evaluating proposals.

XI. CONTRACT AND INSURANCE REQUIREMENTS:

CONTRACT DOCUMENT: Upon final selection, the successful Consultant will be sent a contract for execution. The final contract will be written for a **lump sum fee**. When the contract is executed by both parties, the Consultant will be instructed to commence providing the work as outlined in the contract. All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the City of Portsmouth.

Insurance: The Consultant shall purchase and maintain, for the duration of this Contract, insurance of the limits and types specified below from an insurance company approved by the City. The Consultant agrees to pay on the behalf of and hold harmless the City of Portsmouth for all claims arising in whole or in part from its work on behalf of the City.

Additional Insured: All liability policies shall include the City of Portsmouth, NH as named Additional Insured.

- The Consultant's insurance shall be primary in the event of a loss.
- The Additional Insured endorsement must include language specifically stating that the entity is to be covered for all activities performed by, or on behalf of, the Consultant.

Evidence of Insurance: As evidence of insurance coverage, the Owner may, in lieu of actual policies, accept official written statements from the insurance companies certifying that all the insurance policies specified below are in force for the specific period. The Consultant shall submit evidence of insurance to the Owner at the time of execution of the Agreement. Written notice shall be given to the City of Portsmouth, NH at least fifteen days prior to the cancellation or non-renewal of such coverage.

Forms of Insurance: Insurance shall be in such form as will protect the Consultant from all claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this Contract whether such operation by himself or by anyone directly or indirectly employed by him.

Amounts of Insurance:

- Comprehensive General Liability:
 - Bodily injury or Property Damage - \$1,000,000
 - Combined Single Limit, per occurrence
- Automobile and Truck Liability:
 - Bodily Injury or Property Damage - \$1,000,000
 - Combined Single Limit, per occurrence
- Professional Liability:
 - Errors and Omissions - \$1,000,000
 - Businesses shall provide a certificate of insurance demonstrating same.

Additional Insurance: The Consultant shall purchase and maintain the following types of insurance.

- Full Workers Comprehensive Insurance coverage for all people employed by the Engineer to perform work on this project. This insurance shall be in strict accordance with the requirements of the most current laws of the State.