



REQUEST FOR PROPOSALS: Organizational Analysis

The City of Willmar, a community of 19,600 in West Central Minnesota, seeks proposals from firms to provide an organization assessment. The Work Plan is designed to provide information necessary for the City staff and City Council to make decisions on the future of the organization.

Objectives:

The City seeks the following deliverables from the assessment.

- Review of the existing organizational structure and identification of gaps and/or duplication of services, as well as efficiencies to be gained.
- Propose options for a new organizational structure and recommendations on staffing levels, workload and span of control.
- An assessment of the workplace culture. This assessment must involve soliciting feedback from employees.
- Observations and identification of opportunities for intergovernmental cooperation.
- Succession planning - Understanding and review of the length of service of the current employees, and a succession planning process review to focus on development of a plan for the future.
- Recommendations on the current business practices and processes in place.
- An assessment of the City's customer service. This assessment should involve soliciting feedback from a range of community partners.
- Assistance with implementation of the approved plan.

Background:

The City of Willmar operates with a \$31 M budget of which \$15.2 M is dedicated for general purposes and \$8M for Wastewater Treatment, which operates as an enterprise fund. The City employs approximately 100 FTEs and offers a full range of municipal services. A current organizational chart is attached to this RFP. The City also owns the Municipal Utility and Rice Hospital, although neither of those entities is included in the scope of this proposal. Recreation Services are provided through a Joint Powers Agreement with the Willmar Area Public Schools. The City operates under the Weak- Mayor – Strong Council form of government and employs a full time City Administrator.

The City has a long tenured workforce and many pending retirements in the next 3 to 5 years. The City is interested in looking at opportunities for restructuring, but also recognizes the importance of an orderly transition and knowledge transfer.

The purpose of conducting the organization analysis is to identify the strengths and weaknesses of the current organizational structure and leadership and to develop a roadmap for the City's future.

Requirements of the Proposals:

- Successful proposals will provide a project schedule, including key milestones.
- Proposals will also describe the methodology to be used to gather the appropriate information.
- Proposers should also identify and quantify in terms of time, the nature and scope of services to be provided by City staff to assist in the project's completion.
- Provide 3 references of similar organizational assessments completed. The submission of proposals will also include the company profiles, staffing of the firm, proposed process timeline and any potential statements regarding conflict of interest.
- Changes to the proposals can be completed upon the written request of either party, but must be approved in writing by both parties. These proposals will be reviewed in an open (not sealed bid) evaluation comparing each of them to the above objectives.
- The City of Willmar retains the right to cancel the request for proposals at any time, and has no obligation to act on any or all of the proposals. This RFP is valid for 60 days from receipt of the proposals.
- After award of the successful proposal, the City and Respondent will work to accomplish the task in an expeditious manner as reflected by the critical path time line submitted with the proposal.
- After approval of the draft assessment and its results by the City, Respondent will make a final presentation of the findings of the assessment and recommendations to the full City Council at a regularly scheduled meeting. The final presentation will include a complete summary of all the deliverables listed in the RFP. For the final presentation, Respondent will provide 10 copies in a bound format for the use of the City Council and one electronic version of the document suitable for making additional copies as the City requires.

Right of cancellation

- At any time during the performance of the work, the City of Willmar can choose to terminate the contract with a 30 day notice in writing to the Respondent. The City of Willmar will ask the Respondent to cease work, accumulate billing up to that time and submit to the City of Willmar all work completed to date and the final bill for payment.

Please submit 5 copies of the proposal by 4:00 p.m., Tuesday, January 8, 2012 to the following contact:

City of Willmar

Attn: Charlene Stevens, City Administrator

333 SW 6th Street, P.O. Box 755

Willmar, MN 56201

Any questions related to this information can be directed to:

Charlene Stevens - (320) 235-4913 or cstevens@willmarmn.gov

**City of Willmar
Organizational Chart
(By Function)**

Electorate

Mayor & Council

Boards

Pioneerland Library
Community Education & Recreation
Rice Hospital
Housing and Redevelopment Authority
Kandiyohi Area Transit
Convention and Visitors Bureau
Zoning Appeals

Commissions

Planning
Municipal Utilities
Police Civil Service
Cable Advisory
Charter
Airport

Advisory Committees

Legal

Administration
Information Systems

Public Works

Engineering
Wastewater Treatment
Maintenance
Sewer/Water
Service Center
Airport
Civic Center

**Community Ed
& Recreation**

Park Development
Leisure Services
Community/Senior
Center

**Planning &
Development**

Economic Development
Planning & Zoning
Inspectional Services

**Clerk
Treasurer**

Treasurer
Assessing
Elections
WRAC
Transit

Finance

Budget
Accounting
Payroll

Police

Law Enforcement

Fire

Fire Protection &
Prevention