



TOWN OF NEWMARKET, NEW HAMPSHIRE
OFFICE *of the* TOWN ADMINISTRATOR

REQUEST FOR PROPOSALS

**MANAGEMENT, ORGANIZATIONAL STRUCTURE, AND EFFICIENCY STUDY FOR ALL
TOWN DEPARTMENTS**

The Town of Newmarket is requesting proposals from qualified consultants to conduct the following:

Management, Organizational Structure, and Efficiency Study for all Town Departments

SCOPE OF WORK

A. STUDY OBJECTIVE

The objective of this study is to review all Town Departments, current management structure, staffing, and current/future staff workloads and to make recommendations regarding the most effective and efficient management and organizational structure and staffing to meet the service levels expected by elected officials, Town residents, business owners, and visitors.

B. SCOPE OF SERVICES

The study is to be performed in conformance with the following directives:

1. Review and summarize current and past organizational structures and staffing levels
2. Review and summarize current services provided and staff workloads for all departments.
3. Determine what is working well with the Town's current organizational structure and staffing levels and determine the areas that may need improvement.
4. Compare and contrast the Town's organizational structure, services, and staffing levels with other similar sized municipalities in New Hampshire, the Seacoast Region (eastern Rockingham; Strafford; York, Maine; and Essex, Massachusetts Counties) and other industry staffing standards if available.
5. Review current and future Town services and workloads to determine the most effective and efficient management and organizational structure to meet the demands and expectations of elected officials, Town residents, business owners, and visitors.

6. Determine cost saving measures that could be implemented that will allow similar or increased levels of service and that will improve overall efficiency.
7. Identify performance measures that may result in assessing the effectiveness of those recommendations that are implemented.
8. Depending on the extent of organizational changes that are recommended, provide a separate cost estimate for a salary and benefits study that would include revisions to current job descriptions and a system for objectively awarding merit pay.
9. Identify cost saving areas that do not materially impact services, such as:
 - Review the current Dispatch Services provided by the Town. Identify options of other agencies (County, neighboring communities) provide the service, or what the possibility of having other communities use our service. Evaluate the options and make a recommendation.

Background on the Town of Newmarket the Town's Current Organizational Structure, Current Staffing Levels, and Current Services Provided.

The Town of Newmarket is a community of approximately 9,000 full-time residents located in the Seacoast Region of New Hampshire. Located along the Great Bay and Lamprey River with a mix of residential, commercial and institutional uses.

Current Town Organizational Structure

The Town's form of government is the Council-Manager form. The Town Council consists of seven members that are elected to staggered terms and hire the Town Administrator. The Town Administrator is the Chief Executive Officer of the organization and is responsible for the day- to-day operation of the Town.

The Town's organization and functions are separated into three distinct funds with employees working for individual departments within the three funds. The Town currently has 50 full-time employees and 160 part-time employees, seasonal employees, and volunteer firefighters. The funds and organizational structure of each fund are as follows:

General Fund

Legislative

Executive

Finance

Human Resources

Planning and Development

Code Enforcement

Welfare

Public Works (Winter and Summer)

Police Department

Fire Department

Ambulance Operations and Maintenance

Parks and Recreation

Wastewater Fund

Waste Water Collection and Treatment

Water Fund

Water Treatment and Distribution

C. PROPOSAL REQUIREMENTS

The proposal shall explicitly include, at a minimum, the following elements:

- 1. Cover Letter and Executive Summary of the Approach that the Firm Will Take to Fulfill the Goals and Objectives of the Project:** A cover letter by an individual who is authorized to bind the responding firm contractually shall be attached to the proposal. Within that cover letter, the respondent shall give a summary of those elements and approaches that the firm proposes to fulfill the goals and objectives of the contract.
- 2. Statement of Qualifications and Level of Experience:** The firm shall present a statement of qualifications as to their prior history with similar projects to include references. A brief summary of those similar projects is encouraged. The statement of qualification should include the organizational structure under which the firm will perform the work, a list of team members that will participate in the project and a resume of those that will be involved in the project.
- 3. Detailed Description of the Firm's Overall Approach to the Project that will Result in the Desired Deliverables to the Town:** The Firm shall provide a detailed description of the approach and methods that will result in the desired results of the project being delivered to the Town. In addition to the detailed work plan, the firm may submit one example of a similar project (not attached to the formal RFP proposal and also sealed) and the final deliverables associated with the similar project.
- 4. Assistance from Town Staff and Elected Officials:** Within the proposal, the firm shall attempt to detail the amount and level of assistance that will be needed from town staff and elected officials.
- 5. Detailed Timeline:** In addition to the submittal of the firm's approach to the project, the

firm shall include a detailed timeline of events that correspond with approach that the firm will be taking to complete the project.

6. **Deliverables:** The firm shall detail the deliverables that will be expected following the completion of the project.
7. **Proof of Insurance and Disclosure of any Litigation:** The firm shall provide proof of insurance with an original insurance certification naming the Town as additional insured if selected. In addition, the RFP should disclose and describe all publicly recorded legal actions stemming from performance of professional responsibilities in which the firm or individuals assigned to this project have been named. Specifically describe the outcome of all actions or declare the current status if litigation is pending.
8. **Staffing Continuity:** Describe the ability of the firm to provide staffing continuity through the duration of the project.
9. **Preliminary Cost Proposal:** Provide a standard rate schedule for all firm participants to include a lump sum cost for the services provided to fulfill the requirements of the study. All costs associated with the completion and implementation of this project must be included in the proposal submitted. The cost will be one of many evaluation criteria that will be considered in the recommendation for the award of this contract.

D. PROPOSAL SUBMITTAL

At a minimum, the information as requested in Section C. of this RFP shall be submitted and can include additional information if it will further qualify the approach and qualifications of the firm making the proposal. A minimum of three bound copies shall be provided on or before the required submittal date. In addition to the three bound copies, one digital copy (.pdf) of the proposal.

E. DEADLINE FOR SUBMISSION OF PROPOSALS:

Interested firms should submit proposals no later than Noon on Wednesday, April 1, 2015 to:

Proposals shall be Mailed or Hand Delivered to:

Town of Newmarket Management Study
Attn: T o w n Administrator
186 Main Street
Newmarket, NH 03857

Proposals received after the required deadline will not be accepted. The Town reserves the right to approve proposals, deny proposals, negotiate proposal or re-advertise for additional proposals for the project if deemed necessary by the Town Administrator. The Town reserves the right to interview any or all of the applicants to help aid in determining the most qualified firm.

F. CONTACT, QUESTIONS AND CORRESPONDENCE

All contact, questions, and correspondence regarding the project and proposal shall be directed to the

following:

Town Administrator Steve Fournier
186 Main St
Newmarket, NH 03857
(603) 659-3617 X1301
sfournier@newmarketnh.gov

G. ASSISTANCE TO BE PROVIDED BY THE TOWN OF NEWMARKET The assistance to be provided by the Town of Newmarket may include, but are not necessarily limited to, the following:

1. Furnish all reasonable requests for information or public records.
2. Provide staff support and assistance as required and agreed to in advance of study.
3. Make available, with reason, any and all staff or elected officials for interviews or proposed actions by the firm that will result the desired outcome of the project.

H. PROPOSAL AND CONTRACT MODIFICATIONS

Once the proposal has been submitted, no changes to the proposal can occur after the time and date dedicated for receipt of the submittal. The final scope of work for the contract and the final cost of the study will be developed and agreed upon during a negotiation process. If no modifications to the contract are noted, the Town will assume that the firm is capable of performing all required tasks and services without reservation or any qualifications. In the event that negotiations fail, the Town may choose to enter negotiations with the next highest ranking firm.

I. APPROVAL OR REJECTION OF PROPOSAL

The Town reserves the right to approve the proposal, reject the proposal, negotiate the proposal or solicit additional proposals for the project if deemed necessary by the Town Administrator.

J. FORMAL CONTRACT

Upon formal selection of a firm by the Town, the Town and the firm will enter into a formal contract that outlines the services that will be provided, the timeline for the project, cost and deliverables along with other bidding items that will protect the Town and the firm. The contract may be submitted by the firm and reviewed by the Town Attorney for adequacy or the Town may choose to create the formal contract. A copy of a proposed contract that the firm typically uses may be attached to the proposal.