

**Request for Proposal
Operational and Efficiency Assessment for
Parks and Recreation Department**

**Issued by the City of Claremont NH
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Introduction

The City of Claremont NH is a small community of 13,000 residents in Western New Hampshire. The City is a full service Charter City providing a wide array of services. The City of Claremont NH's Department of Parks and Recreation currently consists of two divisions, Parks Department and Recreation Department. The City of Claremont Parks & Recreation Department is dedicated to providing quality recreation facilities, programs, and services to enhance the quality of life for the residents of Claremont and the surrounding region.

Currently, the Parks & Recreation Division is comprised of 5 full time employees and approximately 60 part time and/or temporary/seasonal employees. The City built a new, state of the art, 52,000 square foot community center which opened in March of 2013. With three years of data in hand, the City Council wishes to conduct an operational assessment to analyze the City of Claremont's recreation facilities, identify factors, issues, and concerns within the facilities that need to be addressed, changed, altered or improved to increase the operational efficiency, public use and financial integrity of the facilities to ensure the Division is operating at a high level of efficiency and effectiveness.

This document outlines the scope of work for consulting services. An original and three copies of the proposal shall be submitted in writing by 2 p.m. on Monday, September 19, 2016 to:

Dorée Russell
City Manager's Office
58 Opera House Square
Claremont, NH 03743
(603) 542-7002
drussell@claremontnh.com

Purpose

The City is seeking an independent consultant to review and assess the current organizational structure, operational functions, and levels of staffing and make recommendations that will enhance the organizational operations for current and future needs.

Scope of Services

The information being sought by the City will require the accomplishment of the following tasks: (In responding, please identify the order for completing these tasks and any other tasks that may be necessary to complete the scope of work.)

A. Review background information

1. Identify facilities constraints and parameters
 - a. Market – review demographics of the Department and other possible service providers.
 - b. Sites/locations – visit sites for the existing facilities and determine the overall location of the facilities within the geographic boundaries of the City.
 - c. Components – review the specific amenities included in each facility.
2. Review facility structure/resources/policies
 - a. Marketing and promotion tools – review marketing materials used by the Department for each facility.
 - b. Policies and procedures – review the specific policies and procedures regarding the operation of each facility and the programs and services that take place there.
 - c. Maintenance plan – review the maintenance and custodial plans for each facility.
 - d. Staffing plan – review the full-time and part-time staffing plan and org chart for each facility as well as the programs and services that are provided by the Departments.
 - e. Fee schedule – review the existing fee schedule as well as the policies regarding fee setting for each of the facilities and for basic programs and services.
 - f. Operating budget – review the operating budgets for the Departments including:
 - a. Expenditures – for each facility and the programs and services
 - b. Revenues - for each facility and the programs and services
 - c. Budget categories – the overall organization of the budget by cost centers.
 - d. Budget tracking – how budget compliance is monitored.

B. Assessment of each facilities physical condition and functionality

1. Supervision and control – assess the capability of each facility to be easily supervised and how access to the facility is controlled.
2. Image and appeal – assess the ability of the facility to attract and keep users.

3. Safety and security – assess each facility for any safety concerns as well as the ability to secure the facility. Review all safety policies.
4. Maintenance concerns – assess each facility regarding the level of maintenance and upkeep noting any concerns in this area. Review the maintenance plans for each facility.
5. Facility alterations/changes – recommend any changes to the layout of each facility to improve operational effectiveness and efficiencies.
6. Equipment and operating systems – assess the basic equipment and operating systems in each facility regarding age, ability to serve the facility, maintenance and relevance.

C. Review existing recreation services and programs

1. Participation numbers – review participation rates for major programs and services for the last 3 years to determine overall popularity and track participation trends.
2. Revenue figures – review revenue statistics by basic program areas for the last 3 years.
3. Fees and charges – review current fees being charged for major program areas and evaluate the current fee policy for programs.
4. Demand for services/facilities – determine the demand for additional programs and the ability of the existing facilities to support such programs.

D. Review operational budgets

1. Expenditures – review current and past 3 years operating budgets for each facility and program area including staffing costs, operating supplies, contractual services and capital.
2. Revenues – review current and past 3 years revenue budgets for facilities and program areas including membership revenue, program revenue and revenue gained from other sources such as rentals, concessions, etc.
3. Fees and charges – determine the need to increase or even decrease fees for facility use and program participation.
4. Review existing staffing levels – review effectiveness of the current staffing plan
 - a. Organizational flow chart – assess the strengths and weaknesses of the current reporting structure.
 - b. Job functions – review the job descriptions and responsibilities for all full time and basic part time staff.

- c. Salary levels/hourly wage scales – review full time and part time wage scales to determine appropriateness for job function and market.
- d. Training – review current staff training programs.

5. Future funding options – determine if there are realistic alternative funding opportunities for existing and any new facilities and/or programs. This will be a general overview only.

E. Review promotional plans

- 1. Promotional plan assessment – evaluate the overall effectiveness of the District’s promotional program for facilities and programs.
- 2. Promotional tools – determine the effectiveness of the basic promotional tools that are being utilized by the District.
- 3. Sponsorships/partnerships – review any current sponsorship programs and any partnerships that exist with other organizations such as the city, school district or sports organizations.
- 4. Customer service – review the current level of customer service provided by the Department and the staff.

Insurance- The Bidder is responsible to maintain, pay such costs and expense of comprehensive general insurance, employer liability insurance (where applicable), Workers’ Compensation Insurance (where applicable), automobile insurance and Umbrella Liability insurance. The Bidder will provide the City within thirty (30) days of the execution of this contract such certificates of such insurance policy and coverage in such amount of coverage acceptable to and approved by the City. Each insurance policy required by this provision shall be endorsed to state that such coverage will not be suspended, voided, canceled, or reduced in coverage or limits except after a sixty (60) day notice by written certified mail, return receipt requested, has been given to the City. The Bidder further agrees that any deductibles or self- insured retentions are the sole responsibility of The Bidder to pay and/or indemnify. Renewal of expiring certificates of insurance shall be filed with the City thirty (30) days prior to expiration.

Working Relationships

This RFP is being issued by the City Manager’s Office of the City of Claremont NH. It is expected that the successful prime Consultant and any Sub-Consultants will report to the City Manager’s Office and work with the Parks and Recreation Director and Finance Department on data gathering and review of data information.

Deliverables

At the conclusion of the operational and organizational reviews, the consultant shall, as described in the Scope of Work: 1) provide a summary of findings that effectively summarizes and communicates the information reviewed 2) identify key issues and opportunities, and 3) formulate recommendations.

A Draft Report with an Executive Summary shall be issued to City staff. The document shall include the summary of findings and recommendations as identified in the Scope of Work. Any spreadsheets or other documentation prepared by the Consultant shall be provided to the City in electronic format.

A Final Report shall be issued to the Claremont City Council following staff comments on the draft. In addition, City staff may require a PowerPoint presentation to the City Council, or a Council Subcommittee, as appropriate. The report should provide sufficient information for policy decisions regarding operational and service options. Twenty (20) copies of the Final Report will be required along with an electronic copy.

Timeline

This project should be completed within 90 days of contract award.

Submissions

Please submit your firm's qualifications, identify key staff to be assigned to this project, provide resume's for each key staff member; provide at least five (5) professional references for work that was performed similar to that requested in this RFP, and provided a detailed description of your approach to the project, time schedule, and not to exceed total fee amount.

The City reserves the right to reject any and all bids received for good cause if it is in the best interest of the City to do so, or if the bid is not in compliance with the prescribed public bidding procedures.