

**TOWN OF CAVE CREEK
37622 N. Cave Creek Road
Cave Creek, Arizona 85331**

**NOTICE OF REQUEST FOR PROPOSAL
August 8, 2019**

PROPOSAL: Strategic Planning

DUE DATE: August 26, 2019 – 4:00 pm

LOCATION: Town of Cave Creek, Attention: Carrie Dyrek, Town Manager
Director
37622 N. Cave Creek Road, Cave Creek, AZ 85331

The Town of Cave Creek issues this Request for Proposals for a consultant with experience in facilitation to guide the Town Council through a strategic planning retreat. We envision a single-day framework to accomplish this goal, each session providing multiple levels of depth and practical application for the participants. We expect the facilitator to work together with the Town Council and with Town Management to build the ultimate experience.

The consultant is expected to be independent and not affiliated or owned by any related entity or persons already engaged or previously engaged by the Town for any purpose. The expected length of this engagement is expected to be for one day's facilitation of a meeting with Town Council and Town Management. The purpose is to develop a Town of Cave Creek Vision, Mission and Values as well as establish goal/objectives for the next 3-5 years.

The Town of Cave Creek is located in northern Maricopa County and is bounded by the Tonto National Forest to the north, Phoenix to the west and south, Carefree to the east and Scottsdale to the southeast. The Town of Cave Creek is well situated for access to regional transportation. Interstate Highway 17 (I-17) is located approximately eight miles to the west, via the Carefree Highway. This north/south route connects Phoenix and Flagstaff. The freeway 101 Loop is accessible 12 miles to the south, from Cave Creek Road. This road provides connections to the commercial and shopping areas in the East Valley. Air transportation is available at Scottsdale Municipal Airport, Deer Valley Airport and Sky Harbor International Airport. A previous Town Council held a facilitated Council Retreat in 2017 to establish 3-5 year objectives and goals for the Town of Cave Creek. A copy of the report from the planning session is attached as Exhibit 'A'. Additional Information regarding the Town can be found on the Town's website www.cavecreek.org.

Competitive proposals for the services specified in this notice will be received by the Town of Cave Creek at the above specified location until the time and date cited. Proposals must be in the actual possession of the Town of Cave Creek on or prior to the exact time and date indicated above. Late proposals will not be considered. The preparation of the RFP response will be at the expense of the respondent. The Town will not reimburse the respondent for any costs associated with the preparation or submission of any proposal. All RFP responses become the sole property of the Town of Cave Creek.

Proposals must be submitted and labelled "Strategic Planning" and include the Offeror's name and address clearly indicated on the envelope. All proposals must be completed in ink or typewritten and a complete Request for Proposal data must be returned along with the proposal by the time and date cited above. Additional instructions for preparing a proposal are provided with this notice.

I. INSTRUCTIONS TO BIDDERS

A. Preparation of Proposals:

1. All proposals shall be on the Offeror's letterhead and the forms provided in this Request for Proposal package. It is permissible to copy these forms if required. Facsimile transmittal, E-mail attachments or similarly transmitted proposals will be accepted.
2. The proposal documents and the Proposal Data Sheets (see Section VI) and Cost/Pricing Proposal Form must be submitted with an original ink signature by the person authorized to sign the offer.
3. Erasures, interlinear markings or other modification in the proposal shall be initialed in original ink by the authorized person signing the offer.
4. No proposal or data sheets shall be altered, amended, or withdrawn after the specified due time and date.
5. In addition to the Proposal Data Sheet all proposals must include the following information:
 - a. Describe the firm as it relates to public sector services: the number of employees involved, the number of clients that the firm provides solely wage/compensation/ benefit analyses services. Identify the location of the base office that the individual(s) assigned to fulfill the obligations of the RFP and the number of professionals in that location who also serve public sector entities.

- b. Provide a detailed scope of work describing the process and methodology to be used in carrying out the facilitation for Strategic Planning. A timeline with anticipated delivery dates can accompany the narrative.
- c. Address each requirement of the Required Services, see section II. Provide evidence that demonstrates the firm's ability to provide the required services.
- d. The proposed approach to provide the required services; including steps the firm would follow in developing the Vision, Mission, Values and Goals/Objectives. The firm's experience in providing these facilitation services.
- e. The qualifications of the personnel expected to be assigned to provide the required services. Provide a brief biographical account of each that contains their educational background, work history, professional licenses/certifications and past responsibilities serving in similar in Strategic Planning Services. If more than one person may be assigned then each of their expected role(s) in performing the required services.
- f. Describe and explain any significant changes in organizational structure, ownership or management that occurred during the last 4 years.
- g. Business relationships with other entities: Disclose all compensation/fee arrangements (formal or informal) that your firm, its related entities or any proposed personnel currently has, or within the past 12 months has had, with other parties in which your firm was engaged in any capacity. Such parties include, but are not limited to, any other entities hired by you or you were hired by to perform similar services (Strategic Planning).
- h. Provide any information on the firm and/or the individuals assigned to provide the required services have ever been sanctioned, fined or any other legal or license action has been taken and whether any of those issues would prohibit the individuals assigned and/or firm's ability to fulfill the required services provisions of this RFP.
- i. Provide information if the firm has been involved in any litigation related to the types of service needed to fulfill this RFP in the last three years, if so please describe the nature of the suit and the monetary amount involved.
- j. Describe any additional feature, value added service, attributes or conditions, that the Town should consider in selecting your firm.

- k. Attach proof of insurance - professional liability.
 - l. Cost of Services: Provide pricing proposal.
6. It is the responsibility of all Offerors to examine the entire Request for proposal package and seek clarification of any item or requirement that may not be clear and check all responses for accuracy before submitting a bid. Negligence in preparing a Proposal confers no rights of withdrawal after due time date.
7. Offerors are expected to make available the personnel assigned to fulfill the obligations of the RFP to present their proposal, at the firms cost, at the Town to the Town Manager and Town staff.

B. Inquiries:

Any question(s) related to this solicitation must be directed to the Town Manager. Questions should be submitted in writing. Any correspondence related to a solicitation should refer to the Request for Proposal page and paragraph number.

C. Late Offers:

Late offers will not be considered. An Offeror submitting a late proposal shall be so notified.

D. Withdrawal of Offer:

At any time prior to the specified proposal due time and date an Offeror (or designated representative) may withdraw their proposal, facsimile transmittals E-mail or similarly transmitted withdrawals will be considered.

E. Amendment of Proposal:

Receipt of solicitation amendment must be acknowledged by signing and returning the document(s) prior to the specified proposal due time and date.

II. REQUIRED SERVICES

It is expected that the firm retained by the Town as the service provider shall enter into a contract with the Town to provide the required services at a fair and reasonable compensation. For such compensation the service provider will be expected to provide all the following services.

1. One day facilitation for Strategic Planning Session. At the conclusion of the engagement series, the council will:
 - Have developed a Mission, Vision and Values
 - Have clear agreement of the strategic direction and purpose of Cave Creek
 - Have identified Key Focus Areas
 - Have clear definitions for each of the Key Focus Areas in the Strategic Plan
 - Have developed properly structured goals, which will serve as the frame of the strategic plan for the next 3-5 years.
 - Understand how staff will use the Strategic Plan to guide the direction of their work
 - Understand how the Strategic Plan fits in with other guiding documents like Mission, Vision, and Values
 - Recognize and remove barriers that exist to delay teamwork and cooperation
 - Understand some of the reasons that humans naturally resist new ideas and how to overcome them
 - Have a collection of shared experiences that can be drawn upon to reinforce their individual learning
 - Learn methods for having more effective strategic conversations, and put those methods into action
2. Conduct introductory meeting in person with Town Manager and selected staff to create timeline and discuss the detailed process.
3. Based on the results of the Strategic Planning Session with the Town Council and Town Management, provide a report to the Town Manager summarizing the results based on consensus at the Strategic Planning session.
4. Following the Strategic Planning session, provide a report to the Town Manager on recommended next steps or additional needs for facilitation related to the Strategic Planning process.

III. ADDITIONAL CONSIDERATIONS

- A. Each firm(s) or individual(s) assigned to conduct the duties resulting from this RFP process shall meet the following minimum requirements:
 1. Reporting to Management: Firm(s) or individual(s) submitting proposals shall be able to report to Town staff and Town Council if directed by the Town Manager.

2. Office and Staffing Requirements: Firm(s) or individual(s) shall provide all workspace, personnel, equipment and supplies necessary to complete professional services set forth in the scope of work.
3. Independent Contractor: Respondent to the RFP is and will be at all times during the term of this agreement an independent contractor and not an employee of the Town. As such the contractor is responsible for all taxes and insurances as required.
4. Professional Conduct: Firm(s) or individual(s) shall demonstrate professional conduct at all times.
5. Compliance: Firm(s) or individual(s) shall demonstrate compliance with all federal, state and local laws including obtaining training and certifications as required by law throughout the term of the contract.
6. Insurance: Firm(s) or individual(s) must be able to provide documentary proof of insurance coverage as requested. Insurance coverage will include as appropriate, automobile liability, commercial general liability, workers compensation, and professional liability. Professional liability insurance shall be with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit. Respondents to this RFP agree to maintain appropriate insurance coverage throughout the contract period.
7. References: Firm(s) or individual(s) must be able to provide at least three (3) professional references from other cities or towns or other appropriate related experience.

IV. AWARD OF CONTRACT

- A. The Town of Cave Creek Town will award a contract for services to the firm which best meets the needs of the Town as demonstrated by the proposals as submitted.
- B. Notwithstanding any other provision of this Request for Proposal, the Town expressly reserves the right to:
 1. Waive any defect or informality; or
 2. Reject any or all offers, or portions thereof; or
 3. Reissue a Request for Proposal; or
 4. Withhold the award for any reason; or

5. Extend the deadline for the Proposal.
- C. A response to a Request for Proposal is an offer to contract with the Town based upon the terms, conditions, and specifications contained in this Town of Cave Creek's Request for Proposal prepared by the Offeror. Proposals do not become contracts unless and until they are accepted by the Town. A contract is formed when the Town provides a signed copy of a contract to the successful Offeror. The successful contracts inception is the signing of the contract by the appropriate Town official. All terms and conditions and information contained in this Request for Proposal will be incorporated for reference and made a part of the contract, unless modified by a solicitation amendment or a contract amendment signed by the authorized Town official.

V. TERMS AND CONDITIONS

- A. Proposal Opening: Proposals shall be opened publicly at the time and place designated on the cover page of this document. The name of each Offeror shall be read publicly, and recorded. All other information contained in proposals shall be confidential so as to avoid disclosure of contents prejudicial to competing Offerors during the process of negotiation. Prices will not be read. Proposals will not be subject to public inspection until after contract award.
- B. Offer Acceptance Period: Proposals are an irrevocable offer for 90 days after the opening time and date. Pricing and payment terms: Pricing and payment terms must be submitted on an all-inclusive basis and shall include all taxes and other related cost factors associated with providing the services described in this document. Ideally, hourly fee services will be paid in monthly installments over the period of the contract.
- C. Contract: Any contract entered into pursuant to accepting the proposal shall be valid from the date of award for a period of two years with the option of two one year extensions.
- D. Cancellation Notice: The Town reserves the right to cancel the whole or any part of the subsequent contract without cause. The Town will issue a written thirty (30) day notice of such cancellation. Any subsequent contract must include such a clause.
- E. Evaluation: In accordance with Town policy, an award shall be made to the responsible Offeror whose proposal is determined to be the most advantageous to the Town taking into consideration the evaluation factors set forth in this Request for Proposal. After reviewing and evaluating the written materials submitted, finalists will be invited to an oral interview. The Town will contact the finalists to schedule those interviews.

Evaluation criteria shall include:

1. Firm's demonstrated experience, competence and qualifications to perform the required services as determined based on the written response to this RFP.
2. Cost.
3. IF NEEDED: For the finalists - An interview/presentation to be made after the initial review of the written responses with the Town Manager and selected staff.

VI. PROPOSAL DATA SHEETS

Firm Name: _____

Address of office that would serve this account:

Business Phone: _____

Type of organization (check the appropriate line as indicated and provide indicated information)

_____ A corporation organized and existing under the laws of the State of Arizona

_____ A partnership, if so, please list partners who will work on or have responsibility for this contact.

Partners responsible for this contract:

Name

Area of Expertise

Name

Area of Expertise

Name

Area of Expertise

_____ Check if an Individual (sole proprietor) responsible for this contract:

Name

Area of Expertise

Number of years in business: _____

Managers assigned to oversee this contract:

Organization	Area of Experience Provided	Date
_____	_____	_____
_____	_____	_____
_____	_____	_____

Employees assigned to this contract:

Name	No. of Years Employed	Area of Experience
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Please list all current public sector clients in Arizona (add additional sheets, if required):

VII. OFFER

TO THE TOWN OF CAVE CREEK, ARIZONA

The undersigned hereby offers and agrees to provide the services at the price(s) set forth in this Request for Proposal in compliance with all terms, conditions, specifications and amendments in the solicitation and any written exceptions in the offer.

Name: _____

Phone: _____

Company Name

Authorized Signature

Address

Printed Name

City, State, Zip

Title

EXHIBIT 'A'

Town of Cave Creek: Town Council Retreat

Facilitator's Notes

Date: Sep 20, 2017 8:00am – 4:00pm

Location: Cave Creek Museum
6140 E Skyline Drive
Cave Creek AZ 85331
Phone: (480) 488-2764

Participants: 6 Council members (Ernie Bunch, Ron Sova, Thomas Mc Guire, Susan Clancy, David Smith, Eileen Wright) and Carrie Dyrek. Barbara Allen, Executive Assistant to Town Manager and Mayor assisted in taking notes

Agenda

Welcome- Introductions

Our Practical Vision

Strengths, Weaknesses, Opportunities and Threats

Deliverables for the next 15 months

Prioritization of the deliverables

Closing evaluation

Practical Vision

What do you want to see in place in 3-5 years' time as a result of our actions?

Cave Creek Town Council

Sept 20, 2017

A. Identified Community Services	B. Updated written policies	C. Comprehensive 5 Year Financial Planning	D. Improved Government Services	E. A Growing Revenue Generating Commercial Sector	F. Plan Utility Management
<p>Teens have activities to keep them out of trouble</p> <p>Attract younger participation</p> <p>Elderly services and programs</p>	<p>Annual update of visions/ goals</p> <p>Update policies and follow</p> <p>Preservation of diverse ecology</p> <p>Follow established policies</p> <p>Maintain open space</p>	<p>Quarterly public financial reporting</p> <p>Financial forecast plan- 5 year</p> <p>Strategic long-term (5 year) financial management plan</p> <p>Comprehensive CIP plan</p> <p>Technology upgrades</p> <p>Investigate all weather crossing</p> <p>Improve road connectivity</p> <p>Debt reduction plan</p> <p>Pay off debts</p>	<p>Exhibit unceasing respect for Cave Creek residents</p> <p>Customer service 5 days a week</p> <p>Enforcement of laws and ordinances</p> <p>Operate efficiently as a council</p> <p>Communicate with public social media</p> <p>4 Year terms</p> <p>Cohesive Council working with consensus</p> <p>Promote local participation in Government</p>	<p>Greater business involvement</p> <p>Attract overnight accommodations</p> <p>Fill commercial vacancies</p> <p>Family inclusive draws and activities-encourage businesses for this</p> <p>Cave Creek Global Upper Sonoran Desert destination-trails, mountain bike</p> <p>Business economic development plan</p> <p>Seek new commercial</p>	<p>Profitable wastewater facility</p> <p>Safe and reliable water system</p> <p>Proactive water system</p> <p>Performance measurement and preventative maintenance programs</p>

Cave Creek Town Council Retreat
Strengths, Weaknesses, Opportunities and Threats

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • What is Town Council primarily known for among you and other community members • What is Town Council so good at that they don't even recognize because they are too close to it? • What are unique strengths you think Town Council has? • How are we better positioned this year than last year? • How are our programs stronger this year than last year? <p>Our responses:</p> <ul style="list-style-type: none"> • Good representation of town residents • Moving forward with different views • Took critical first step to develop vision/goals • New perspective plus leadership • Common goals • Preservation of rural low- 	<ul style="list-style-type: none"> • What are things the Town Council might be blind to about itself? • What consistent problems do you think Town Council faces? • What cautions / red flags do we see in the way we operate together? • Where do we risk failing to meet our performance measures? <p>Our responses:</p> <ul style="list-style-type: none"> ○ Sunshine law ○ Maintain timely follow up of issues ○ Revenue (other than utilities) is stagnating ○ Performance measurements don't exist so we can't fail! ○ Inability to work as a team ○ Not waiting to be recognized by mayor before speaking ○ Wanting our own way ○ Maintain macro, not micro, overview ○ Suspicion ○ Lack of resident involvement 	<ul style="list-style-type: none"> • Where could the town of Cave Creek take its assets (people, space, skills, connections, etc.) and extend them into the future? • What opportunities could the town of Cave Creek take advantage of that they are not at the moment? • What shifts are within our field of service that the Town Council should be paying attention to? • What can we leverage through existing relationships or new partnerships? New innovations? • What new program arenas seem opportune (e.g.: new demands, new strategic priorities, new funding allotments, etc). <p>Our responses:</p> <ul style="list-style-type: none"> ▪ Address sins of the fathers ▪ Place all permits on website ▪ Multi-talented populace ▪ Financial task force ▪ Use of staff ▪ Build relationships with small towns 	<ul style="list-style-type: none"> • What should the town of Cave Creek be aware of and if they are not they might be in danger of taking a hit? • What could derail us this year? • What threats do we see in our operating environment? <p>Our responses:</p> <ul style="list-style-type: none"> ➤ Set clean priorities ➤ Lethargy not strategy ➤ Realization that we will all have to live with less water ➤ Lack of information ➤ Ownership of ideas ➤ Economic downturn ➤ Multiple priorities ➤ Poor policies, code and ordinances ➤ Determine how Town will/can thrive with

<p>density lifestyle</p> <ul style="list-style-type: none"> • Various qualifications • Unwavering commitment to serving town • Addressing spot fires • Improvement just beginning • Interest in improving exists • Intelligent group • Willingness to prepare for council meeting • Forgiveness 	<ul style="list-style-type: none"> ○ Red flags – need decorum for operating procedures ○ Body language during meetings ○ Too much daily involvement ○ Lack of data to provide needed reports ○ Solving problems (reactive) versus taking actions to be proactive ○ Not drawing to consensus ○ Not understanding methods ○ Divergent views on what cave creek is and what’s important ○ Blindsided by poor procedures ○ Respecting mayor ○ Taking too much staff time ○ Need clear performance measures set in order to achieve goals 	<p>that may have similar concern</p> <ul style="list-style-type: none"> ▪ Financial weekly report on website ▪ Efficiencies – systems – staff productivity – technology ▪ Effective communication between council, staff and residents ▪ Communicate with residents ▪ Obtaining grants ▪ Common goals ▪ Increase revenues – sales tax – utility rates ▪ Need to develop actions/programs to draw businesses in ▪ Be involved with service groups, i.e. chambers, etc. ▪ Sale of Desert Hills Water system 	<p>less water</p> <ul style="list-style-type: none"> ➤ Incorrect assumptions ➤ Too many projects on staff time ➤ Global economy ➤ Water ➤ Goals – set goals that are achievable ➤ Unrealistic projections ➤ Personal agendas ➤ Lack of enforcement of laws codes
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SWOT Implications for our next year

We appear to be more aware of weaknesses and threats

If we respond correctly to these insights, we will create a coherent strategy

We operate as a unit- as a band of brothers

We need to do less firefighting and become more proactive

Become pro-active on past issues where we were reactive

Continue working well with Carrie

Pay attention to the needs – send to the appropriate staff

We are coming together as a group- accepting shared goals

Our Deliverables over the next 15 months		
Priority	Vision Column	Deliverable
*****	F.	Complete water policy/ rate study
****	F	Accurate water measurement data
**	D	Enhance online presence with faithfully updated information dispelling rumors and innuendo which ran rampant in our community. Info should include scheduled maintenance, projects, financial information and news
*	F	Identify Utilities System upgrades
	A	Appoint a council member to represent the town to work with community organizations and report back to the council twice yearly
	B	Town manager shall develop a timeline for council to review written policies within the next 3 months
	C	Have staff score 5 previous years CAFRs to assure accuracy in our processes. Prepare a plan rationally evaluating the probability of achieving the stated goals
	C	Implement the rationally stated goals of the previous study in a true comprehensive 5 year financial plan.
	D	Over the next 5 years- Should continue with the successful program previously described
	E	Identify Commercial properties for sale/lease
	E	Quarterly commercial realtor/ council focus groups

Next Steps:

Create a commercial property map showing vacancies. Staff do a presentation. Invite realtors to an open house. Susan will be a council representative. The realtors may be invited to a council meeting. Eileen, Susan and Carrie will work on this team

Create an online presence in cooperation with the Cave Creek Chamber to identify community events

About Partners in Participation

Marilyn Oyler, who facilitated this planning, is the principal at Partners in Participation.

This participatory planning process is a part of the Technology of Participation (ToP®) which has been developed by and is the registered trademark of the Institute of Cultural Affairs (ICA). In the United States, ToP® programs and methods are used by hundreds of for profit and not-for-profit organizations, government agencies, professional associations and local communities.

As staff of the Institute of Cultural Affairs (ICA) for 38 years, **MARILYN OYLER** was part of ICA's pioneering efforts in developing inclusive collaborative methods which help groups deal with change and move towards effective action. Marilyn has extensive experience in facilitation, training, consulting, planning, curriculum design, and program development with very diverse groups, including 15 years in other countries. Marilyn brings over 25 years of experience facilitating planning retreats and other organizational change efforts in over 100 organizations covering the private, public and non-profit sectors.

"I wish you success as you implement the decisions from this planning event and look forward to hearing of your successes. If I can be of any help, please call."

Marilyn Oyler

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