

PENINSULA TOWNSHIP
REQUEST FOR PROPOSALS
FOR ORGANIZATIONAL ANALYSIS AND RECOMMENDATIONS FOR TOWNSHIP
GOVERNMENT STRUCTURE

Peninsula Township (the “Township”), a general law Michigan township, is seeking proposals from qualified consulting firms (the “Firm”) with significant municipal government expertise to undertake a comprehensive review and analysis of our current organizational structure and funding as it relates to meeting the needs and expectations of the community we serve. The Township is considering the advantages and disadvantages of a general law township structure compared to a charter township structure. The primary goal of this engagement is to evaluate the existing organizational and funding structure with respect to its ability to meet statutory requirements and community needs and desires, identify any gaps in meeting this objective, and if so, propose actionable solution(s), including specific changes that will achieve this end.

Scope of Work:

1. ****Review and Analyze the Current Organizational and Financial Structure of the Township.****
 - a. Conduct a thorough review and analysis of the existing organizational and financial structure of Peninsula Township as it relates to meeting both statutory needs and community expectations.
 - b. Review the necessary documentation and data to analyze the current organizational and financial structure of Peninsula Township.
 - c. Identify strengths, weaknesses, opportunities, and threats within the current framework.
 - d. Determine any gaps that prevent meeting statutory needs and community expectations.
 - e. Provide recommendations for optimizing financial efficiency and organizational effectiveness.

2. ****Identification of Specific Implementation Alternatives:****
 - a. Explore alternative ways and means by which the Township can effectively meet its statutory obligations and the expectations of the community.
 - b. Provide a detailed analysis of the advantages and disadvantages of remaining a general law township versus incorporating as a charter township.
 - c. Analyze and answer the Township’s questions related to the advantages and disadvantages of a general law township compared to a charter township.
 - d. Provide alternatives, other than becoming a charter township, that will allow Peninsula Township to meet its statutory obligations and expectations of the community.

- e. Identify specific problems or issues that the Township may encounter as a result of implementing different Township structural or organizational alternatives.
 - f. Offer strategic recommendations on the most viable path forward based on the unique characteristics of Peninsula Township.
3. ****Analyze the current organizational structure and propose specific structural changes going forward.****
- a. Fully analyze and address all statutory requirements and obligations, including all financial or tax obligations that may be incurred by the Township as a result of implementing certain organizational changes.
 - b. Propose recommendations that anticipate changes due to growth of the Township's population and activities therein and any needs for organizational growth.
 - c. Propose recommendations that consider the existing facilities and infrastructure within the Township and the current limitations thereof.
4. ****Based on the analyses, provide one year, five year and ten-year inflation-adjusted projections for the ability of the Township to meet its state mandated requirements (e.g. assessment administration, elections administrations, tax collection, etc.) as well as current non-mandated functions (e.g. parks, cemeteries, library, etc.)****
- a. Analyze current (2023-24) levels of Township funding (state revenue sharing, property taxes, permitting fees, and other sources of revenue).
 - b. Quantify gaps between existing funding possibilities and the future financial demands of the proposed organizational/government structures.
 - c. Identify resource solutions to these financial gaps.
 - d. Provide specific alternative solutions or multiple solutions to provide the Township a choice between policies.
5. ****Where possible, all information gathered by these analyses should be accompanied by easily interpretable graphs, charts, etc. and should be understandable by any Peninsula Township resident or official****
- a. Provide the Township with informational graphs, charts, or written analysis whenever possible, or when requested by the Township as the need arises.
6. ****Deliverables****
- a. A detailed report describing findings, recommendations, and addressing all of the Township's questions that arose during this project; and
 - b. A PowerPoint presentation clearly explaining and summarizing the report.

Proposal Submission Requirements:

To be considered, interested Firms must submit a complete response to the request for proposal. Each prospective Firm must submit their proposal to Armen Shanafelt, trustee, at

armen.peninsulatrustee@gmail.com. **Proposals must be submitted no later than February 15, 2024.** Interested Firms are invited to submit a detailed proposal that includes, but is not limited to, the following information:

1. The physical office location(s) of the Firm, as well as remote workspace capabilities.
2. Overview of the Firm's experience in providing municipal financial and organizational consulting services. This information should include the following:
 - The number of years the Firm has provided municipal services.
 - The number of similar projects that the Firm has worked on and the nature of those projects.
 - A list of past and present municipal clients.
3. Provide a description of the proposed approach to completing the scope of work outlined above, including a description of which tools (*e.g.*, AI) and how they will be used in the analysis.
4. Resume and qualifications of key personnel who will be involved in the project. Including the following information:
 - The name of the proposed relationship manager, including a successor relationship manager.
 - The name of each individual at the Firm that is expected to provide services to the Township.
 - A list of individuals at the Firm that hold some form of professional certifications or licenses, and what those certifications or licenses pertain to.
 - The number of years of experience each individual has with providing municipal consulting services.
 - A list of similar municipal project that the Firm has completed, and which individual(s) at the Firm were involved in the project, including a brief explanation of how the project was resolved/concluded.
5. Examples of similar projects successfully completed by the firm.
6. Proposed timeline for completing the project.
7. Cost estimate, including a breakdown of fees and expenses.
 - a. An explanation of how the fees and expenses may be adjusted depending on the scope of work, meeting attendance, and any additional considerations that may impact the cost of the project.
8. The proposals must provide an agreement and terms of service that are consistent with the requirements of this RFP and the Scope of Work provisions above.

In addition, the Township requires that the selected Firm, or any owners, principals, or executives of the Firm, must not be:

1. A party to, or otherwise involved in, any pending litigation, investigation, financial foreclosure or other action, or any other procedure that would in any way impair its ability to perform its responsibilities under the anticipated Contract;
2. Receiving, either as an organization and/or on the part of its owners, principals, or executives, any financial benefit from the services to be provided to the Township other than as a direct result of the fees to be paid by the Township under the anticipated Contract;
3. In arrears to the Township for any taxes, fees, or other obligations;
4. Found guilty of, either as an organization and/or on the part of its owners, principals, or executives, any illegal activities that preclude it from establishing contracts with government entities.

Proposal (sealed bid) Submission Deadline: February 15, 2024.

Please submit your proposal to Armen Shanafelt, trustee, at armen.peninsulatrustee@gmail.com.

Evaluation Criteria:

Proposals will be evaluated based on the following criteria:

1. Qualifications and experience of the consulting Firm and key personnel.
2. Clarity and thoroughness of the proposed approach to the project and its likelihood to yield specific action recommendations.
3. Demonstrate proven experience and capability to complete a project of this type and scope in a timely and professional manner.
4. Demonstrated understanding of municipal financial and organizational structure and related Michigan laws.
5. Cost-effectiveness of the proposed services.
6. The proposals must provide an agreement and terms of service that are consistent with the requirements of this RFP and the Scope of Work provisions above.

The Township intends to award this Contract to the Firm that will provide the best services to the Township, inclusive of cost considerations, experience, and overall capability in the Township's sole discretion.

The Township reserves the right to reject any or all bids and to waive irregularities in bidding and to accept bids which do not confirm in all respects to the bidding requirements, as determined by the Township, in its sole discretion, would best serve its interests and the public good.

Terms and Conditions of this RFP:

Peninsula Township reserves the right to reject any or all proposals and to negotiate terms and conditions with the selected Firm. The selected Firm will be notified by March 15, 2024; Firms not selected will be notified by March 22, 2024. This RFP is subject to the following additional terms and conditions:

1. The Township, acting at its sole discretion, reserves the right to accept or reject any or all proposals and/or to enter into, or decline to enter into, a Contract for the services covered under this RFP, based upon its determination of the needs of the Township and the public good.
2. All proposals submitted in response to this RFP become the property of the Township and public records, and as such may be subject to public review.
3. The Township reserves the right to request additional information and/or clarifications from any or all bidders responding to this RFP as part of the Township's evaluation of proposals received to determine which bidder could best meet the Township's needs.
4. Failure to submit information in accordance with this RFP may be cause for disqualification from the selection process.
5. Prior to commencement of the project, the Firm must provide the Township with an agreement and terms of service that are consistent with the requirements of this RFP and the Scope of Work provisions above.