

Issue Analysis Form



Date: 09/13/2022
Item: Organizational Review and Staffing Level Study Award of Contract and Budget Transfer from General Fund Contingency
Lead Department(s): Finance, County Administration
Contact Person(s): Betsy Drewry, Jeffrey D. Stoke

Description and Current Status

The Board engaged in a County Strategic Plan process, and one of the **strategic goals** the Board approved by consensus on May 14, 2022, was to engage services to prepare an **Organizational Review and Staffing Level Study**. The Strategic Plan consultant, Managing Results, and staff held implementation plan meetings in June, and preparation of a Request for Proposals (RFP) to solicit vendors to complete this Organizational Review and Staffing Level Study was outlined as the first step.

A Request for Proposals was prepared and issued on June 14, 2022 [RFP#22-02-000], with proposals due on July 12, 2022.

The full RFP can be viewed by a link on the County's webpage at:

https://mvendor.cgieva.com/Vendor/public/ADVSODetails.jsp?PageTitle=SO%20Details&DOC_CD=RFP&Details_Page=ADVSODetails.jsp&DEPT_CD=L076&BID_INTRNL_NO=2882&BID_NO=2882&BID_VERS_NO=2

The County received five (5) proposals, and the proposals were reviewed and evaluated by a panel consisting of:

Corrie Hurt, Director of Human Resources
Keith Early, Police Chief
Denise Waff, Director of Riverside Criminal Justice Agency
Betsy Drewry, Deputy County Administrator, Finance

The proposals were evaluated and scored, and the top two firms were interviewed on August 8, 2022. The proposal and interview scores were combined, and the resulting total scores are shown on the next page.

Evaluation Concensus County of Prince George RFP #22-02-0000 Organizational Review and Staffing Level Study		The RobertBobb Group LLC	Managing Results	Raftelis	Matrix Consulting Group	Steele Strategies
Proposals Due: 2:00 PM. July 12. 2022						
Criteria	Weight					
Demonstrated relevant expertise, experience with actual development of similar organizational and staffing level reviews, and implementation of organizational change: Qualifications and Business References	25	18.25	22.50	19.00	22.25	13.00
Specific plan or methodology to be used in developing the organizational review and staffing level plan specific to the project	25	17.00	23.75	17.75	22.25	14.25
Demonstrated facilitation skills in successfully working with county staff of all levels.	25	16.25	23.00	18.75	22.50	11.75
Qualifications of the firm and specific proposed staff for providing creative solutions and technical analysis per the specified project	10	8.25	9.50	7.75	9.25	4.50
Timeline for completing study within acceptable timeframe.	5	4.75	5.00	4.50	4.25	4.75
Overall quality and completeness of proposal	10	7.00	8.25	6.75	8.00	3.25
Total	100	71.50	92.00	74.50	88.50	51.50
Oral Presentation Evaluation Concensus			37.00		33.00	
Average score of Proposal and Oral Presentation			64.50		60.75	

Staff recommends contracting with Managing Results for completion of this organizational review and staffing level study in two phases, for a total amount of **\$189,050**. Their pricing proposal is provided as **Attachment A**. Managing Results recommends study completion in **two phases**, with phase 1 completed by January 1, 2023 and phase 2 by April 1, 2023.

This study was not included in the adopted FY2023 budget. A transfer from General Fund Contingency is required to complete the study. The balance of the FY2023 General Fund contingency prior to this transfer is \$615,129.00. the transfer / appropriation entry is as follows:

Transfer Entry:
 General Fund Expenditures
 0100-09-401-0917-49199 General Fund Contingency (\$189,050) decrease
 0100-01-002-0101-43101 County Administration Prof Services \$189,050 increase

Staff is requesting the board to authorize:

- Authorization for the County Administrator to execute a contract with Managing Results, LLC not to exceed **\$189,050**
- Approve a Budget Transfer from General Fund Contingency for \$189,050

A resolution draft for board consideration and possible approval is included in the board packet.

Government Path

- | | | |
|---|---|--|
| Does this require IDA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require BZA action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does This require Planning Commission Action? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| Does this require Board of Supervisors action? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Does this require a public hearing? | <input type="checkbox"/> Yes | <input checked="" type="checkbox"/> No |
| If so, before what date? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

Fiscal Impact Statement

Funding for completion of this study was not included in the adopted FY2023 Budget. Study completion will require use of \$189,050 of FY2023 General Fund Contingency.

County Impact

Completion of an organizational review and staffing level study will allow for an independent review of the current organizational structure, evaluation of workload and of the staffing levels in County departments and offices. Study completion will also meet the strategic goal approved by the Prince George County Board of Supervisors.

Notes



**Prince George County, VA:
Organizational Review and Staffing Level Study**

**Best and Final Offer
Detailed Price Proposal**

Submitted By:

**Managing Results, LLC (MR)
203 Tomichi Trail
Gunnison, CO 81230
865-567-5192**

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**Best and Final Offer Price Proposal for
Complete date of April 1, 2023**

Department Size Breakdown

Note: (11) County Departments will be completed in Phase 1 (in the Fall/Winter of 2022) and the remaining (9) County Departments will be completed in Phase 2 (by April 1, 2023). With the completion of Phase 2 by April 1, 2023, the County will still have the opportunity, if needed, to incorporate any findings and recommendations into the annual budget process.

(11) Phase 1 Departments

<u>County Department and/or Office</u>	<u>Size</u>	<u>FTEs</u>
Human Resources	Small	3
County Admin	Small	3
Economic Development	Small	3
Finance	Medium	7
Information Technology	Medium	7
Community Development - Codes and Planning	Medium	14
General Services (General Properties+Garage)	Medium	15
Utilities	Medium	15.5
Social Services	Large	30
Fire & EMS (+ EM)(Question how many Volunteers?)	Large	34.5
Police (including Emergency Coms and Animal Control)	Large	86.5

(9) Phase 2 Departments

<u>County Department and/or Office</u>	<u>Size</u>	<u>FTEs</u>
County Attorney	Small	2.5
Treasurer	Small	6
Assessor	Small	6
Circuit Court Clerk	Small	6
Commissioner of the Revenue	Small	6
Recreation	Medium	7
Commonwealth Attorney (+ Victim Witness)	Medium	9.5
Sheriff	Medium	11.5
Community Corrections w/ Pretrial w/ Drug Court	Medium	12

Phase 1 (Fall/Winter 2022)

A. Data Collection - Project Plan, Document Review, Interviews and Questionnaires			
Task/Component		Time	\$
Project Planning Management		1 day	\$2,200
1 day @ 2,200/day			
Research and Confirm Set of Data Assumptions		2 days	\$4,400
2 days @ 2,200/day			
Offsite Doc and Materials Review			
-3 Small Depts. = 2 hours/Dept. (6 hours total)		33 hours	\$9,075
-5 Medium Depts. = 3 hours/Dept. (15 hours total)			
-3 Large Depts. = 4 hours/Dept. (12 hours total)			
Completion of Standard Question & Review of Responses			
1 day to develop Questionnaire, get draft approval		1 day	\$2,200
-3 Small Depts. = 2 hours/Dept. (6 hours total)		33 hours	\$9,075
-5 Medium Depts. = 3 hours/Dept. (15 hours total)			
-3 Large Depts. = 4 hours/Dept. (12 hours total)			
Onsite Information Gathering & Dialogue			
-3 Small Depts. = 3 hours/Dept. (9 hours total)		41 hours	\$11,275
-5 Medium Depts. = 4 hours/Dept. (20 hours total)			
-3 Large Depts. = 4 hours/Dept. (12 hours total)			
<i>Travel for Onsite Information Gathering & Dialogue</i>			\$3,850
Item A Subtotal (Phase 1)			\$42,075

B. Preparation of Draft Organization Review and Study			
Task/Component		Time	\$
Completion of Dept. Specific Reports		23.5 days	\$51,700
-3 Small Depts. = 1½ days/Dept. (4½ days total)			
-5 Medium Depts. = 2 days/Dept. (10 days total)			
-3 Large Depts. = 3 days/Dept. (9 days total)			
Item B Subtotal (Phase 1)			\$51,700

PHASE 1: PRICING SUMMARY	
LABOR (Phase 1)	\$89,925
TRAVEL (Phase 1)*	\$3,850 or less
TOTAL (Phase 1)	\$93,775

*Phase 1 Travel includes the following:

- One onsite trip with (2) Consultants for the Onsite Information Gathering & Dialogue (working with each of the (11) Phase 1 Departments)

**Phase 2 (Spring 2023):
With Total Project Completion by April 1, 2023**

A. Data Collection - Project Plan, Document Review, Interviews and Questionnaires			
<u>Task/Component</u>		<u>Time</u>	<u>\$</u>
Project Planning Management		1 day	\$2,200
1 day @ 2,200/day			
Research and Confirm Set of Data Assumptions		0 days	\$0
2 of 2 days invoiced as part of Phase 1			
Offsite Doc and Materials Review			
-5 Small Depts. = 2 hours/Dept. (10 hours total)		22 hours	\$6,050
-4 Medium Depts. = 3 hours/Dept. (12 hours total)			
Completion of Standard Question & Review of Responses			
Draft Questionnaire developed as part of Phase 1		0 days	\$0
-5 Small Depts. = 2 hours/Dept. (10 hours total)		22 hours	\$6,050
-4 Medium Depts. = 3 hours/Dept. (12 hours total)			
Onsite Information Gathering & Dialogue			
-5 Small Depts. = 3 hours (15 hours total)		31 hours	\$8,525
-4 Medium Depts. = 4 hours (16 hours total)			
<i>Travel for Onsite Information Gathering & Dialogue</i>			<i>\$3,200</i>
Item A Subtotal (Phase 2)			\$26,025

B. Preparation of Draft Organization Review and Study			
<u>Task/Component</u>		<u>Time</u>	<u>\$</u>
Completion of Dept. Specific Reports		15.5 days	\$34,100
5 Small Depts. = 1½ days/Dept. (7½ days total)	16,500		
4 Medium Depts. = 2 days/Dept. (8 days total)	17,600		
Completion of County-Wide Assessment Report			
5 days for compilation and development of Report		5 days	\$11,000
Item B Subtotal (Phase 2)			\$45,100

C. Report Presentation to Administration			
<u>Task/Component</u>		<u>Time</u>	<u>\$</u>
Report Presentation to Administration			
1 day prep		½ day	\$1,100
1 day onsite for 3 consultants		3 days	\$6,600
<i>Travel for Report Presentation to Administration</i>			<i>\$4,375</i>
Item C Subtotal (Phase 2)			\$12,075

D. Presentation of Review and Study to the Board			
<u>Task/Component</u>		<u>Time</u>	<u>\$</u>
Presentation of Review and Study to the Board			
1 day prep		½ day	\$1,100
1 day onsite for 3 consultants		3 days	\$6,600
<i>Travel for Presentation of Review and Study to the Board</i>			<i>\$4,375</i>
Item D Subtotal (Phase 2)			\$12,075

PHASE 2: PRICING SUMMARY	
LABOR (Phase 2)	\$83,325
TRAVEL (Phase 2)*	\$11,950 or less
TOTAL (Phase 2)	<u>\$95,275</u>

*Phase 2 Travel includes the following:

- One onsite trip with (2) Consultants for the Onsite Information Gathering & Dialogue (working with each of the (9) Phase 2 Departments)
- One onsite trip with (3) Consultants for the Report Presentation to Administration
- One onsite trip with (3) Consultants for the Presentation of Review and Study to the Board

If acceptable to the County, MR is more than willing to work with the County to combine Items C and D so that both presentations occur during the same onsite visit, thus saving roughly \$3,500 on travel expenses related to an additional onsite trip.

TOTAL PROJECT PRICING SUMMARY	
LABOR (Phase 1 and Phase 2)	\$173,250
TRAVEL (Phase 1 and Phase 2)	\$15,800 or less
TOTAL PROJECT PRICE	<u>\$189,050</u>

ATTACHMENT A

**RFP #22-02-0000 Organizational Review and Staffing Level Study
Best and Final Price Proposal for Complete date of January 1, 2023**

ITEM	SERVICES	COST
A	Data Collection - Project Plan, Document Review, Interviews and Questionnaires	
B	Preparation of draft organization review and study	
C	Report presentation to Administration	
D	Presentation of review and study to the Board	
TOTAL		
Total Labor		
Total Estimated Travel		

Best and Final Price Proposal for Complete date of July 1, 2023 (or Earlier / Alternate Date)

Note: MR's Alternate Proposed Date is April 1, 2023

ITEM	SERVICES	COST
A	Data Collection - Project Plan, Document Review, Interviews and Questionnaires	\$ 68,100.00
B	Preparation of draft organization review and study	\$ 96,800.00
C	Report presentation to Administration	\$ 12,075.00
D	Presentation of review and study the Board	\$ 12,075.00
TOTAL		\$ 189,050.00
Total Labor		\$ 173,250.00
Total Estimated Travel		\$ 15,800.00

As part of its best and final offer, MR strongly recommends that the County choose to complete this study in 2 phases, with a completion date of April 1, 2023. Given the ongoing operational responsibilities and the increased demand experienced by County Departments, 2 phases would provide greater flexibility and opportunity for County Administration and Departments to engage and fully participate in the assessment process.

Board of Supervisors
County of Prince George, Virginia

Resolution

At a regular meeting of the Board of Supervisors of the County of Prince George held in the Boardroom, Third Floor, County Administration Building, 6602 Courts Drive, Prince George, Virginia this 13th day of September, 2022:

Present:

Vote:

Marlene J. Waymack, Chair
Donald R. Hunter, Vice-Chair
Floyd M. Brown, Jr.
Alan R. Carmichael, Jr.
T. J. Webb

A-7

On motion of _____, seconded by _____, which carried unanimously, the following Resolution was adopted:

RESOLUTION; AWARD OF CONTRACT AND BUDGET TRANSFER (\$189,050 ORGANIZATIONAL REVIEW AND STAFFING LEVEL STUDY – MANAGING RESULTS, LLC)

WHEREAS, the County issued RFP #22-02-000 requesting proposals for the development of a County Organizational Review and Staffing Level Study to meet a Board approved County Strategic Goal; and

WHEREAS, Five (5) proposals were received and evaluated by an employee panel with the selection of Managing Results, LLC as the most qualified respondent; and

WHEREAS, Managing Results, LLC proposes and staff recommends a price not to exceed \$189,050 for study completion and this project was not included in the adopted FY2023 budget and requires a transfer from General Fund Contingency.

NOW, THEREFORE, BE IT RESOLVED That the Board of the Supervisors of the County of Prince George this 13th day of September, 2022, hereby authorizes the County Administrator to execute a contract with Managing Results, LLC not to exceed \$189,050.

NOW THEREFORE, BE IT FURTHER RESOLVED That the Board of Supervisors of the County of Prince George this 13th day of September, 2022, does hereby authorize the following increase of funds within the 2022-2023 Budget, such line items increased as follows, which monies shall be expended for purposes authorized and approved by the Board of Supervisors of the County of Prince George:

FUND/ORGANIZATION

AMOUNT

General Fund

Expenditure:

0100-09-401-0917-49199	General Fund Contingency	(\$189,050) Decrease
0100-01-002-0101-43101	County Administration Professional Svc	\$189,050 Increase

A Copy Teste:

Jeffrey D. Stoke
County Administrator