



**The Mayor's Fund
for Philadelphia**

REQUEST FOR PROPOSALS

Customer Service Consultancy Services Delivered to Philadelphia Parks & Recreation

Issued by:

The Mayor's Fund for Philadelphia

On behalf of Philadelphia Parks & Recreation (PPR), City of Philadelphia

Questions about this RFP should be submitted to mayorsfund@phila.gov and moria.miller@phila.gov by June 24, 2019.

Proposals must be received no later than 5:00 pm Philadelphia, PA, local time, on July 2, 2019. A PDF version of the proposal must be emailed to: mayorsfund@phila.gov and moria.miller@phila.gov.

Introduction- Statement of Purpose

The Mayor's Fund for Philadelphia (the Fund) and Philadelphia Parks & Recreation (PPR) are seeking a qualified professional firm to develop a customer service plan to increase PPR's capacity for meaningful community and stakeholder involvement, and help PPR employees become more aware and empowered to act on issues of inclusion and relevance in our programs and services. As an outcome of the department's [recently completed strategic plan](#), the customer service campaign will enable PPR staff to connect more deeply with the people they serve and improve collaboration with constituents.

Please note: The Fund and PPR have released three RFPs related to implementation of the PPR strategic plan. In addition to this Customer Service RFP, the Fund and PPR are seeking [Program Planning](#) and [Maintenance/Operations](#) consultancy services. The Fund and PPR will consider proposals that address more than one of the three strategic plan RFP opportunities. Should an applicant wish to respond to more than one RFP, the Fund and PPR expect that the budget and scope proposed reflect cost and work plan efficiencies, while also addressing each of the project's requirements comprehensively.

Department Overview

The Mayor's Fund for Philadelphia works in close partnership with the City of Philadelphia and private sector partners to develop and run initiatives that reflect Mayoral priorities and seek to improve the quality of life for all Philadelphians. The Fund will serve as the fiscal administrator for this contract opportunity. Philadelphia Parks & Recreation (PPR) will serve as the project manager for this effort on behalf of the Fund.

Philadelphia Parks & Recreation (PPR) advances the prosperity of the city and the progress of her people through intentional and sustained stewardship of nearly 10,200 acres of public land and waterways as well as through hundreds of safe, stimulating recreation, environmental and cultural centers. PPR promotes the well-being and growth of the city's residents by connecting them to the natural world around them, to each other and to fun, physical and social opportunities. PPR is responsible for the upkeep of historically significant Philadelphia events and specialty venues, and works collaboratively with communities and organizations in leading capital projects and the introduction of inventive programming. To learn more about Philadelphia Parks & Recreation, visit www.phila.gov/parksandrec, and follow @philaparkandrec on Facebook, Twitter, or Instagram.

Project Background

For most of its history, Philadelphia's parks, recreation centers, and playgrounds were managed by two separate city government departments: the Fairmount Park Commission, created in 1867, and the Philadelphia Department of Recreation, created in 1951. The 2010 merger of the two created Philadelphia Parks & Recreation (PPR), one of the largest urban park and recreation systems in the country. Citizens now enjoy vastly improved access and opportunity with hundreds of recreation facilities and approximately 10,200 acres of parkland throughout Philadelphia.

However, much has changed for Philadelphia Parks & Recreation since 2010. Chief among those changes are new mayoral and departmental leadership, as well as anticipated additional resources from Mayor Kenney's Rebuilding Community Infrastructure initiative (a.k.a. "Rebuild"), a plan to invest \$500 million in Philadelphia's parks, recreation centers, and libraries. To manage these changes proactively and seize the opportunities they

present, PPR identified the need for a robust, internal, operational plan with broadly defined goals whose reach and focus extend beyond traditional departmental structures.

In response to this need, PPR initiated a strategic planning process with lead consultants Studio Gang Architects in February 2017. The process was informed by more than a hundred staff interviews, dozens of site visits, a deep document review, and leadership workshops. The strategic plan's leadership also hosted focus groups with PPR staff from all divisions, union representatives, nonprofit partners, and the Commission on Parks and Recreation. Seven working groups composed of 90 staff members from across the department created the goals, objectives, and strategies to make the plan attainable, measurable, timely, and relevant. The plan—[*Our Path to 2020+*](#)—was finalized in February 2018. Among the plan's six goals was "Goal 5: Here to Serve," which states, "We will connect more deeply with the people we serve through every aspect of our work. We will improve our collaboration with constituents through a two-way exchange of knowledge and information to serve as a model for the City's broader civic engagement efforts. We will focus on great customer service. We will improve information access and actively engage with current and new park users and partners." The customer service plan should focus on building the capacity of PPR employees through professional development, as well as fostering organizational pride and a culture committed to customer service.

General Disclaimer of the City

This RFP does not commit the Fund or the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary to the Fund and the City and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City.

Scope of Work

The consultant will support and provide insight to an established PPR working team to better inform the customer service plan and build staff capacity.

1. Background research and analyses - Consultant will conduct a research review and provide a brief synopsis of the research relevant to this project, such as best practices from similar agencies/parks and rec systems, guidelines and frameworks from professional organizations, and current PPR practices and standards, including typical customer journeys. They will also recommend how to apply these customer service standards internally and externally at PPR.

2. Stakeholder interviews - Consultant will plan and conduct staff, volunteer, partner, and community member interviews about the subject of customer service and current efforts.

3. Work Products – Consultant will provide department leadership with:

- A report of research findings
- Written customer service plan
 - Recommendations for internal and external communications related to the customer service plan and how to build staff and stakeholder buy-in

- Recommendations for establishing a customer service feedback program, to identify areas of improvement both internally and externally
- Program and evaluation guidelines and an implementation plan that includes timelines, strategies, action steps, and metrics/assessment
- Recommendations for sustaining the customer service plan/program, including ownership within PPR's structure
- Staff training materials, including initial onboarding sessions and division-specific classes/workshops
 - A list of options for prioritizing accountability and recognizing accomplishments in customer service among staff in a civil service structure
 - A training curriculum that will help to support a culture of customer service across PPR divisions. This curriculum should focus on a "train the trainer" approach to building internal customer service capacity.

Budget

Estimated budget for the creation of a customer service plan is \$35,000.

Services and Tangible Work Products

PPR requires at least the services and tangible work products listed below. Applicants may propose additional or revised services and tangible work products but should explain why each is necessary to achieve the project objectives.

Services

PPR requires the services listed below including the specific tasks and work activities described. Applicant's proposed scope of work should state in detail how it will carry out each task, including the personnel/job titles responsible for completing the task. For each service specified, the Applicant should propose criteria to determine when the tasks comprising the service are satisfactorily completed. Applicants may propose additional or revised tasks and activities but should explain why each is necessary to achieve the project objectives.

- Regular meetings with the project team during the project duration
- Synthesis of qualitative data captured during background research and stakeholder interviews. Applicants should state methodology (ies) to be employed for both.
- Background research and analyses report by September 20, 2019
- Interviews and focus groups conducted by November 1, 2019

Tangible Work Products

The department requires completion and delivery of the tangible work products listed below. The proposed scope of work should state in detail how the Applicant will produce each work product, including the personnel/job titles that will be responsible for delivering the work product. For each work product, the Applicant should propose criteria for satisfactory completion and delivery. Applicants may propose additional or revised tangible work products but should explain why each is necessary to achieve the project objectives.

- Research review document
- Draft customer service plan for feedback
- Draft training materials for feedback
- A strategy and visioning workshop with key PPR staff to review and discuss key findings and recommendations in the initial drafts provided by the consultant
- Final customer service plan

- Final training materials
- Detailed implementation recommendations for both the customer service plan and staff trainings
- Resources (e.g., tools, trainings, materials) for implementation of the customer service plan.

Milestones

The department anticipates the work for this project will be organized into the following milestones (at a minimum), or groups of tasks, services, and/or work products, listed below. For each milestone, the Applicant should propose criteria to determine when the milestone has been satisfactorily completed. Applicants may propose additional or revised milestones, or a project structure that does not rely on milestones, but should explain their reasons for the structure proposed and how it will facilitate completion of the work.

- Background research and analysis by September 20, 2019
- Stakeholder interviews by November 1, 2019
- Draft customer service plan by December 19, 2019
- Draft staff training materials by January 17, 2020
- Visioning and review workshop held by February 14, 2020
- Final customer service plan and staff training materials, by March 26, 2020

PPR reserves the right to condition payments on the satisfactory completion of the specified milestones, tasks, services, and/or work products listed above. In addition to describing how each proposed milestone will be accomplished, the scope of work proposed by Applicant should identify the milestones the Applicant proposes as payment milestones and the amount it proposes for each milestone payment. Applicants may propose alternative means of payment but should explain their reasons for the alternative and how it will facilitate completion of the work.

Timetable

Milestone

Date

RFP Posted

June 14, 2019

Questions about this RFP received

June 24, 2019, 5pm EST. Questions about this RFP opportunity must be submitted to mayorsfund@phila.gov and moria.miller@phila.gov. Answers will be compiled and posted online with the RFP.

Proposals Received

July 2, 2019 by 5pm EST. Proposals must be submitted via email to mayorsfund@phila.gov and moria.miller@phila.gov.

Final Selection

July 12, 2019

Initial Findings

September 20, 2019

Final Report with Customer Service Plan, Training Materials, and Implementation Recommendations

March 26, 2020

Hours and Location of Work

Project meetings will occur during regular work hours between 9:00 am and 5:00 pm Monday through Friday. Some work, including stakeholder interviews, may be scheduled in the evening.

Monitoring/ Security

By submission of a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the City of Philadelphia and the Mayor's Fund for Philadelphia, and with all security policies and requirements of the City.

Reporting Requirements

The successful Applicant shall report the status of the project and progress on providing the contracted services and products to the PPR Project Lead each week. Applicant must submit an invoice upon the completion of each milestone. This invoice must include the services provided, the tasks accomplished, and associated costs incurred. If hourly rates are charged, the invoice must also detail the number of hours, the hourly rate, and the individual who performed the service.

Insurance Requirements

The standard minimum insurance policy requirements to be maintained by contractors of The Mayor's Fund are listed below. Contractor must maintain:

1. Workers' compensation (or similar) insurance as required by the jurisdiction where the Services are performed
2. Commercial general liability insurance (including products liability, completed operations and contractual liability coverage) with minimum limits applicable to bodily injury and property damage of \$1,000,000 per occurrence, and \$2,000,000, and containing a waiver of subrogation against The Fund
3. Excess or umbrella insurance with minimum limits of \$1,000,000 per each occurrence and in the aggregate and containing a waiver of subrogation against The Fund
4. Errors and omissions insurance with minimum limits of \$1,000,000 combined single limit

Such policies must (a) be in Vendor's name unless agreed upon in writing by The Fund, (b) include The Fund and its employees as additional insureds, (c) not have a deductible exceeding \$25,000 per claim, and (d) be placed with insurers reasonably acceptable to The Fund, having a Best's rating of no less than "A-". These minimum insurance amounts are not to be construed as limiting a Contractor's right to obtain additional coverage and higher liability limits at Contractor's discretion. Contractor may be required to provide proof of insurance at the Fund's discretion.

Submission Requirements:

Qualifications:

1. Organization & Personnel Qualifications: Provide a statement of qualifications and capability to perform the services sought by this RFP, including a description of relevant experience with projects that are similar in nature, size, and scope to that which is the subject of this RFP. The proposal must identify the applicant's qualifications by education

level, skill set (described in detail), experience level, and job title. Resumes of all personnel so identified should be included in Applicant's proposal. Experience with "like" projects should be cited.

2. Scope of Work Description:

The scope of work proposed by Applicant should include a general project schedule that identifies all tasks, activities, deliverables, and milestones the Applicant proposes to carry out for the project and a time of completion (measured from project start date) for each. The Applicant should state the number of days following the Fund's authorization to proceed by which it will be ready to start the work, including any mobilization time. If the Applicant proposes a different overall time of performance, it should state its reasons.

3. Cost Proposal:

Applicants must provide a detailed cost proposal, which must include 1) a line-item breakdown of the costs for specific services and work products proposed, and 2) a statement of staff hourly rates. The proposed price must include all costs that will be charged to the City for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

4. References:

Include contact information for a minimum of (2) references who can speak to the applicant or firm's experience with similar types of work as that described in this RFP.

5. Deadline for Submission:

Responses to this RFP must be emailed as a single PDF by 5:00pm EST July 2, 2019 to mayorsfund@phila.gov and moria.miller@phila.gov.

Proposal Review and Selection Process:

It is expected that proposals will be reviewed and a limited number of in-person interviews may be held during the week of July 8, 2019.

The successful candidate will be the person/firm who demonstrates the knowledge, experience and ability to perform the work effectively.