

Organizational and Communication Assessment

REQUEST FOR QUALIFICATIONS

March 2010

NOTICE: Notice is hereby given that letters of interest and statement of qualifications will be received by the Arrowhead Regional Development Commission, Duluth, MN for an Organizational and Communication Assessment for America's Byways Resource Center. Responses are to be filed with the Arrowhead Regional Development Commission (ARDC) at the address contained herein.

BACKGROUND:

ARDC is a seven county regional planning agency in northeast Minnesota. The agency was established by 1969 Minnesota statute as one of several statewide regional development commissions. One of ARDC's divisions is America's Byways Resource Center (the Resource Center). ARDC has a Cooperative Agreement with Federal Highway Administration (FHWA) to employ Resource Center staff to build successful nationally designated byways programs. The assessment as outlined would involve FHWA representatives, ARDC staff and Resource Center staff.

PROJECT PURPOSE

The Arrowhead Regional Development Commission is soliciting requests for qualifications for the purpose of conducting the *Organizational and Communication Assessment*. The objective of the project is for staff to work with a contracted professional on assessment of internal and inter-agency dynamics that impact the program, including work on dynamics that will yield a sustainable, positive, efficient work environment.

In order to successfully accomplish this, the consultant shall have a demonstrated ability in:

- Working with client and staff to secure an agreement with regard to process objectives, roles and expectations, and ground rules for participation.
- Securing a commitment from all parties to respectfully and dependably participate in the process.
- Designing and engaging in staff and inter-agency dialogues.
- Preparing Communication Strategies to be used by all parties.
- Developing assessments on organizational effectiveness, structure and communications.
- Guiding groups in working collaboratively.

The project will specifically define the issues and prepare a measurable, ongoing organizational implementation plan to address them. To accomplish this, activities may include:

- Develop and complete an employee and organizational assessment that includes employee surveys and interviews with inter-agency and organization staff (management, supervisor, and direct reports).
- Read prior organizational assessment and communication reports to understand history and prior recommendations.
- Measure employee and management perceptions of the workplace to include: internal and inter-agency communications; relationships among management, supervisors, coworkers, and staff; historical impacts on inter-agency relationships; level of work performed in the division; and leadership strengths and weaknesses.
- Identify the current staff capacity base and define gaps.
- Establish and implement an action plan and a mechanism for sustainable achievement of the goals and objectives outlined by the assessment.

Consultants in this area will advise management and staff regarding communication, organizational structure, leadership skills, organizational psychology and solutions for enhancing organizational development.

SUBMITTAL REQUIREMENTS:

Responses to this RFQ must include the following information:

- A cover letter/statement of interest indicating the firm's interest in the project and highlighting qualifications for undertaking and completing this project as well as a summary of the firm's experience in requested service areas, as specifically mentioned in the outline above.
- A description of the firm's experiences working with federal/state/local government and non profit organizations, including any experience with Federal Cooperative Agreements.
- A statement of qualifications, including related experience with similar types of projects and specific qualifications or resumes of key team members such as proposed Project Manager and Project Principal arranged in a Team Organizational Chart.
- Up to three (3) summarized examples of similar projects with company and city/state noted.
- A minimum of three (3) references relating to completed projects for the services being requested with full name, title, address, and phone and fax numbers.
- Responses must be limited to no more than ten (10) sheets excluding specific project examples, references, resumes and covers. Sheets shall be printed double sided.
- If submitted via U.S. Mail, please provide 3 copies of the Submitted Response to Request for Qualifications (RFQ).
- Submittal may be via U.S. Mail or may be sent electronically.

SIGNATURES: RFQs shall be signed by one of the legally authorized officers of said corporation. If awarded the contract, the Contract shall also be so executed by the signing officer.

EVALUATION CRITERIA: Evaluations will be based on the criteria listed below:

- Experience of firm with similar projects.
- Experience of proposed project team and key team members.
- Overall quality of statement of qualifications, and
- Firm's experience in using innovative approaches to reach solutions in similar situations.

DUE DATE: Close of Business 4:30 p.m. CST Friday, 16 April 2010

Mail to: **Attention: Mary Zanoni, Human Resources Manager**
 Arrowhead Regional Development Commission
 221 W First Street
 Duluth, MN 55802
 Email mzanoni@ardc.org www.ardc.org

Questions and requests for information via email only please.