



OGDEN CITY CORPORATION
REQUEST FOR PROPOSAL
GENERAL MANAGEMENT AND OPERATIONS STUDY
of the
OGDEN CITY PUBLIC SERVICES DEPARTMENT



Prepared by Glenn Symes

Assistant Executive Director

SEPTEMBER 19, 2025

OGDEN CITY CORPORATION
REQUEST FOR PROPOSAL
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of the
OGDEN CITY PUBLIC SERVICES DEPARTMENT

ADVERTISEMENT

Ogden City is requesting sealed proposals from qualified Proposers to conduct a general management and operations study of the General Fund portion of the Public Services Department. The Public Services Department is responsible for General Fund and Enterprise Fund operations; however, the focus of this study will be for General Fund operations only.

Proposal packets are available and may be obtained by downloading from the Ogden City website at <https://www.ogdencity.gov/264/Purchasing>

Proposers are responsible for securing any and all addenda issued.

A **non-mandatory** pre-proposal meeting will occur on **Thursday, October 9, 2025, at 2:30 p.m.** The meeting will be held at the via Zoom. All firms intending to submit a proposal are encouraged to attend the meeting to obtain relevant information.

Sealed responses to this RFP shall be submitted to the Purchasing Office, c/o 2nd Floor Information / Constable Desk, 2549 Washington Blvd, Ogden, UT, 84401 by **Thursday, October 16, 2025, no later than 11 AM. LATE PROPOSALS WILL NOT BE ACCEPTED.**

Ogden City reserves the right to accept or reject any proposal as it best serves its convenience and/or is found to be in the best interest of the City.

Ads Published: September 20 & 27, 2025

OGDEN CITY CORPORATION
REQUEST FOR PROPOSAL
General Management and Operations Study
of the
Ogden City Public Services Department

I. INTRODUCTION

The Ogden City Council is soliciting proposals from qualified consulting firms to conduct a general management and operations study of the General Fund portion of the Ogden City Public Services Department. This Request for Proposal provides background information about Ogden City, the Public Services Department, the scope of work, proposal requirements, selection criteria, and other related information.

II. OGDEN CITY – BACKGROUND

Ogden City was incorporated in 1851. With a population of approximately 90,000, it is the largest municipality in Weber County and serves as the county seat. Ogden City has stable, older neighborhoods undergoing revitalization, newer neighborhoods experiencing some growth, and a central business district also undergoing revitalization. Many of the county's recreational, leisure and cultural opportunities are located in Ogden. It is home to Weber State University, a public institution, with a total enrollment of approximately 25,000.

Ogden City operates under a Council-Mayor form of government. The seven member council sets city policy and authorizes all budgetary actions. Council members are elected on a non-partisan basis with four members elected by voters in their respective municipal districts and three elected at-large. The Mayor is responsible for all administrative operations of the city and, with the assistance of the Chief Administrative Officer (CAO), manages six departments: Legal, Public Services, Community and Economic Development, Management Services, Police, and Fire.

Ogden City Public Service Department

A. Organizational Structure. The Ogden City Public Services Department provides a wide range of services funded by both the General Fund and Enterprise Funds. The Department is the city's largest department with the Executive Director managing five General Fund divisions and six Enterprise Fund divisions.

General Fund Divisions

1. Administration
2. Engineering
3. Parks and Cemetery
4. Recreation
5. Streets

Enterprise Fund Divisions

1. Water Utility
2. Sanitary Sewer Utility
3. Storm Sewer Utility
4. Refuse Utility
5. Golf Courses
6. Recreation

B. Budget. In Fiscal Year 2025-2026, the Department has a General Fund budget of approximately \$17 million. The Department also manages Enterprise Fund budgets of approximately \$75 million with an additional \$10 million in capital improvement projects. Below is a summary of the Department's managed budget.

Public Services	
General Fund	\$17,033,775
Capital Improvement Fund	\$10,342,000
Enterprise Funds	
Water Utility	\$35,278,950
Sanitary Sewer Utility	\$17,970,325
Storm Sewer Utility	\$9,407,100
Refuse Utility	\$9,196,675
Golf Courses	\$3,221,125
Recreation	\$242,500
Trust Funds	\$32,250
Total Public Services	\$102,724,700

C. Personnel. The Department has 193 full-time employees serving in the various General Fund and Enterprise Fund divisions; however, within the Public Services Department, portions of some full-time employees are charged to more than one division. With the adjustments for the portions charged out, the total FTE count for the department is 192.75. In addition to the full-time employees, the Department currently employs approximately 70 part-time and 200 seasonal employees. Below is a summary of the department's FTE totals.

	Total FTE	Total with Adjustments
General Fund Division		
Administration	4	4
Engineering	20	13.4
Parks, Cemetery, Municipal Gardens	38	38
Recreation	9	9
Golden Hours, Marshall White Center	3	3
Streets	18	16.5
<i>Total General Fund</i>	<i>92</i>	<i>83.9</i>
Enterprise Fund Division		
Water	51	61.05
Sanitary Sewer	9	12.65
Storm Sewer	10	13.65
Refuse	16	16.5
Golf	5	5
<i>Total Enterprise Fund</i>	<i>91</i>	<i>108.85</i>

III. SCOPE OF SERVICES AND DELIVERABLES

A. General Description

The study shall analyze the efficiency and effectiveness of the policies, procedures, management, and operations of the Ogden City Public Service Department, to respond to the issues outlined below. The analysis shall include comparisons with similarly-situated cities in the United States, especially those located in the western United States. Criteria such as city size, demographics, large central city, age of city neighborhoods and infrastructure, form of government, etc. should be used in comparison wherever possible.

The study should focus on the management structure, staffing levels, efficiency and effectiveness of day-to-day operations, and the sufficiency of supporting data management tools and data collected used by Public Services to complete its mission. ***General Fund operations are the primary focus of the study. Utility and Golf Enterprise Fund general operations are not part of the scope of the study and should be excluded; however, a review of the management structure of the Department may include a high-level review of the Utility and Golf Enterprise Funds.***

B. Management and Performance Review

1. Strategic Plan Development

- a. Review departmental missions and objectives for adequacy, appropriateness, and effectiveness.
- b. Outline recommended strategies for achieving departmental missions and objectives with enough specificity for implementation.
- c. Define critical issues facing the Public Services Department over the next five to ten years.
- d. Analyze the impact of anticipated growth on staffing and service levels.
- e. Outline a process for incorporating study results into a Strategic Plan for the Public Services Department.
- f. Provide recommendations on Key Performance Metrics for the department.

2. General Management Review

- a. Provide a review and analysis of organizational structure, staffing levels, and staffing requirements by function and make recommendations for improvements.
- b. Review the number, type, and purpose of the department's various organizational components (divisions, sections, and units), and interrelationships that exist between them. Determine if similar or compatible functions are assembled in logical groupings and the extent to which authority and responsibility is properly allocated between

them. Assess the manner that the efforts of the components are planned, directed, coordinated, and supervised.

- c. Determine whether the allocation of resources in Public Services Department's various divisions is efficient and adequate to meet the needs of the city.
- d. Analyze the organizational structure of the Public Services Department as it relates to accepted standards of organizational theory and practice. Determine if the organizational structure complies with professionally accepted concepts such as span of control, logical grouping of activities and functions, and other organizational components. Consider enhancements that may be justified in the future in the event of additional staffing and/or modifications to the organizational structure. This could include consideration of dividing the department into two smaller departments. This review may include the organizational and management structure of the Enterprise Funds in addition to the General Fund operations. *(The current management structure is a result of a 2004 merger of two departments. Although the city council does not have any concerns with the current management structure, an evaluation by an outside party may provide helpful information.)*
- e. Review trends in providing the city's public services. Compare best practices in communities of similar size and demographics with the Public Service Department's approach.
- f. Identify tasks that can be completed in a more efficient and/or economical method such as reassigning staff, consolidating functions, making technology upgrades, or providing additional resources.
- g. Classify General Fund services and operations into a systematic organization that allows costs and effectiveness to be understood and differentiated. These services and operations shall include those expected of a modern municipal public services department matching the size and workload of the department and does not necessarily

conform to those being provided by the Ogden City Public Services Department. Possible services and issues should include the identification of services that may be added, eliminated, combined, or privatized to provide appropriate levels of service for the city of Ogden.

- h. Review administrative functions for effectiveness and efficiency, coordination and scheduling of training, the current state of equipment and facility needs, planning for future capital needs, and utilization and implementation of available funds.
- i. Review the Public Services Department's communications policies, priorities, and practices, and determine if these serve the needs of the community.

3. Facilities, Equipment, and Technology

- a. Provide a review and analysis of facilities and vehicle equipment needs (including fleet plan suggestions). *An in-depth review and analysis of fleet policies and procedures is not required.*
- b. Provide a review and analysis of personal equipment needs.
- c. Evaluate the effects of emerging trends in technology on the range of services and delivery.

4. Other Related Items

- a. Provide projections, inferences, or recommendations for managing any increased workload impact to other city departments resulting from enhanced Public Services operations.
- b. Recommend any other organizational improvements that can be made to enhance overall service.

IV. DELIVERABLES

- A. Consultant will document all study findings, conclusions, and recommendations in a formal study report. The consultant will identify opportunities for improvement in all areas identified in the Scope of Services and develop specific recommendations for implementation of those improvements.

- B. Recommendations should be given a timeframe for completion (e.g. immediate implementation, next fiscal year, within three years, etc.) to provide direction for the department in incorporating the changes. Budgetary constraints on implementation should be taken into consideration.
- C. Consultant will provide information describing the purpose of the study, methodology, timeframe, and introduce the consultant staff to Public Services employees and other city employees in an orientation meeting. Meeting(s) may be conducted in person or through a web-based access format.
- D. Consultant may, if deemed appropriate, conduct anonymous surveys of Public Services employees regarding their perception of the department's mission, goals and objectives, workload, information, supervision, training, policies and procedures, promotion, resources, etc. The results of the anonymous surveys will be included and outlined in the final report.
- E. Consultant will provide monthly status reports to the city council office including a summary of all costs incurred and work performed by project team members during the period.
- F. Consultant will make oral presentations of the results of the study to the City Council at a regularly scheduled Council work session. This presentation will assist the Council in understanding the implications of the report and the consultant's recommendations. This presentation will be made in the Council Work Room at the city offices.
- G. Consultant will make an oral presentation of the results of the study to Public Services employees so that they may hear the recommendations directly from the consultants.

V. NON-MANDATORY MEETING

A **non-mandatory** pre-proposal meeting will be held on Thursday, October 9, 2025, at 2:30 p.m. The meeting will take place via Zoom.

<https://us02web.zoom.us/j/81950581682?pwd=EdkJu9n8ZXeHRPiKIS9bfxai10lNbE.1>

Meeting ID: 819 5058 1682

Passcode: 635766

Please allow at least one (1) hour for the preproposal meeting. All firms intending to submit a proposal are encouraged to attend to obtain relevant information.

VI. RESPONSE TO RFP

Ogden City is seeking proposals from providers capable of providing all the work described in the Scope of Work including attachments.

A. Each Proposal must include, as a **minimum**, the following information:

1. Capability and Experience

- a. Authorized Representative – Indicate name, address, email and telephone number of the company submitting the proposal.
 - i. Include the name and contact information of the person designated as authorized to contractually bind the offer.
- b. Company Experience – A description of the firm's experience and capability of fulfilling this contract if awarded.
 - i. Include company history with biographies and/or resumes for principal contacts.
 - ii. Include past performance on similar projects.
 - iii. Include information on location and accessibility of offices.
- c. Team Information – Provide the names of any outside consultants and/or subcontractors to be utilized, including contact information and a brief description of their role(s) in the project.
 - i. Include degree and depth of professional qualifications
 - ii. Experience in Public Services management studies
 - iii. Hourly rates to be charged for each team member
- d. References – Provide list of at least three references; include project dates, scope, summary of work performed, and contact information.

2. Methodology and Resources

- a. Work Plan – A written work plan outlining in detail how the consultant proposes to perform the services required.
- b. Any additional information, which in the opinion of the consultant, would be relevant to the city's evaluation process.

3. Proposed schedule for completing scope of work
4. Cost Proposal – A detailed breakdown of the proposed costs and timeframes to complete the project. Include a price guarantee period as well as a “not to exceed” total cost for the study.

B. Proposals are to be no longer than 20 pages. Double-sided pages count as two pages.

C. For City record-keeping purposes, please do not use spiral or wire binding methods. The following methods will be accepted:

- a. Submitted as loose leaf with binder clip
- b. Submitted in a regular 3-ring binder

D. Proposals submitted to Ogden City are considered public records, unless protected within [Utah Code 63G-2-1](#).

VII. EVALUATION OF PROPOSALS

Proposals will be evaluated in accordance with the criteria listed below:

A. Methodology and resources	30 Possible Points
B. Capability and experience	30 Possible Points
C. Proposed schedule	20 Possible Points
D. Cost / fee proposal	20 Possible Points

A total of 100 possible points may be awarded to one proposal.

The selection committee will primarily be composed of the Council Executive Director, Council Assistant Executive Director, Public Services Executive Director, one, two, or three Council members, and an additional representative from another city department.

Note that proposals that are received after the deadline or not conforming to the RFP requirements may be deemed non-responsive and eliminated. Each Proposer bears sole responsibility for the items included or not included in the response submitted by that Proposer.

All proposals in response to this RFP will be evaluated in a manner consistent with the Ogden City policies and procedures. Ogden City reserves the right to disqualify any proposal that includes significant deviations or exceptions to the terms, conditions and/or

specifications in this RFP. Ogden City reserves the right to disqualify a proposal due to any late response, no response, or missed deadline.

In the initial phase of the evaluation process, the selection committee will review all responsive proposals in a cursory manner to eliminate from further consideration proposals which in the judgment of the evaluation committee fail to offer sufficient and substantive provisions to warrant further consideration. At the conclusion of this initial phase, finalist proposals will be selected for detailed review, evaluation, and scoring.

The committee will conduct oral interviews with each finalist. The individual designated as the project manager should attend the interview. Other team members may attend at the discretion of the proposing consultant. Interviews will be conducted via Zoom unless otherwise agreed by all parties.

Proposing consultants should be prepared to discuss all aspects of their proposal. In addition to the criteria for the proposals, finalists will be evaluated based on the following criteria:

1. Professional qualifications and ability to present required information.
2. Previous experience.
3. Comments from references.
4. Ability to communicate effectively with the City Council, department employees, and the public.
5. Willingness and ability to perform in an informal advisory capacity to the City Council.
6. Willingness and ability of the consultants to cooperate and work with the City Council staff in performance of the required study functions.

The selected consultant will be required to meet with the City Council at one regularly scheduled work sessions to present their proposal prior to completing a contract. The City Council must approve the contract prior to commencement. Any costs associated with travel to this interview are the responsibility of the consultant.

VIII. NOTICE OF SELECTION

The City Council hopes to select the consultant to perform the Public Services management study by December 2025. The selected consultant will be notified as soon as possible. If a written agreement cannot be negotiated with the selected consultants within a reasonable period after selection, the city reserves the right to terminate negotiations and select a consultant from among the other finalists.

IX. SUBMISSION OF PROPOSALS

By Thursday, October 16, 2025, No later than 11:00 a.m.; Proposers shall submit five (5) copies of the proposal in a sealed envelope.

On the envelope, indicate your company's name and the RFP name.

Submit to:

Ogden City Corporation

c/o 2nd Floor Information / Constable Desk

ATTN: Purchasing Office

“General Management and Operations Study of the Ogden City Public Services Department”

2549 Washington Blvd.

Ogden, UT 84401

LATE PROPOSALS WILL NOT BE ACCEPTED.

If the sealed proposal is submitted by mail or other delivery service, it must be received prior to the submission deadline.

The sealed Proposal may also be hand-carried to the 2nd Floor Information / Constable Desk at the same address.

No facsimile or email transmittals will be accepted.

It is the sole responsibility of those responding to this RFP to ensure that their submittal is made to the correct location and in compliance with the stated date and time.

City offices are closed on the weekends and observed holidays.

X. INSURANCE REQUIREMENTS

The successful Proposer shall procure and maintain for the duration of the contract the required insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of this agreement. **The Contractor shall pay the cost of such insurance.**

A. The amount of insurance shall not be less than:

1. **Commercial General Liability:** Minimum of \$3,000,000 commercial general liability coverage with \$1,000,000 for each occurrence. Policy to include coverage for operations, contractual liability, personal injury liability, products/completed operations liability, broad-form property damage (if applicable) and independent contractor's liability (if applicable) written on an occurrence form.

2. **Business Automobile Liability:** \$1,000,000 combined single limit per occurrence for bodily injury and property damage for owned, non-owned and hired autos.

3. **Workers' Compensation and Employer's Liability:** Worker's Compensation limits as required by the Labor Code of the State of Utah and employer's liability with limits of \$1,000,000 per accident.

4. **Professional Liability:** Minimum of \$1,000,000 aggregate with \$500,000 per occurrence

B. Each insurance policy required by this Agreement shall contain the following clauses:

1. "This insurance shall not be suspended, voided, canceled, reduced in coverage or in limits except after thirty days prior written notice by certified mail, return receipt requested, has been given to the Ogden City Corporation".

2. "It is agreed that any insurance or self-insurance maintained by Ogden City Corporation, its elected or appointed officials, employees, agents and volunteers shall be excess of Contractor's insurance and shall not contribute with insurance provided by this policy."

C. Each insurance policy required by this Agreement, excepting policies for Workers' Compensation, shall contain the following clause in a separate endorsement:

1. "Ogden City Corporation, its elected and appointed officials, employees, volunteers and agents are to be named as additional insureds in respect to operations and activities of or on behalf of, the named insured as performed under Agreement with Ogden City Corporation."

D. Insurance is to be placed with insurers acceptable to and approved by Ogden City Corporation. Contractor's insurer must be authorized to do business in Utah at the time the license is executed and throughout the time period the license is maintained, unless otherwise agreed to in writing by Ogden City Corporation. Failure to maintain or renew coverage or to provide evidence of renewal will be treated as a material breach of contract.

E. City shall be furnished with original certificates of insurance and endorsements effecting coverage required within, signed by a person authorized by that insurer to bind coverage on its behalf. **All certificates and endorsements are to be received by Ogden City before work begins on the premises.**

F. City reserves the right to require complete, certified copies of all required insurance policies at any time.

G. Any deductibles or self-insured retentions must be declared to and approved by the City. At the option of the City, either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respect to the City, their elected and appointed officials, employees, agents and volunteers; or Contractor shall provide a financial guarantee satisfactory to the City guaranteeing payment of losses and related investigations, claim administration and defense expenses.

H. Contractor shall include all of its contractors as insured under its policies or shall furnish separate certificates and endorsements for each contractor. All coverages for Contractor's contractors shall be subject to all of the requirements stated herein.

I. Nothing contained herein shall be construed as limiting in any way the extent to which Contractor may be held responsible for payments of damages to persons or property resulting from the activities of Contractor or its agents, employees, invitees, or contractors upon the Premises during the License Period.

J. For purposes of this contract, under the "**Certificate Holder**" section, list the following information:

Ogden City Corporation
2549 Washington Blvd.
Suite 510
Ogden, UT 84401

XI. GENERAL TERMS AND CONDITIONS

A. Qualified respondents shall be Licensed Contractors in the State of Utah, for this type of work, and who meet Ogden City's insurance and bonding requirements, and have experience with all work defined in the scope of work.

B. For projects that are security-sensitive in nature, Ogden City reserves the right to conduct a criminal background check of each person who will be providing services in response to this RFP. If requested, Contractor shall submit a BCI Criminal History Report dated within 30 days of response to RFP for each employee who will be on-site, that shows "Criminal History Verified" and has Arrest History attachments. Employees who have any convictions on their BCI record may be subject to further review and approval by Ogden City. Ogden City may reject any response to this RFP that involves services from a person or entity that Ogden City determines is unfit or unqualified to fulfill the requirements of this RFP.

C. All work must meet current industry standards including all Federal, State, and local rules and regulations.

D. Ogden City reserves the right to request clarification of the information submitted, and to request additional information from any Proposer.

E. Ogden City will make every effort to ensure all Proposers are treated fairly and equally throughout the entire advertisement review and selection process. The procedures established herein are designed to give all parties reasonable access to the same basic information.

F. Cost of Developing Proposals – All costs related to the preparation of proposals and any related activities are the sole responsibility of the Proposer. Ogden City assumes no liability for any costs incurred by Proposers throughout the entire selection process.

G. Proposal Ownership – Once submitted, all proposals, including attachments, supplementary materials, addenda, etc. become the property of Ogden City and will not be returned to the Proposer.

H. Conflict of Interest – No member, officer, or employee of Ogden City, during his or her tenure shall have any interest, direct or indirect, in this contract or the proceeds thereof, except as permitted by Ogden City policy.

I. Non-Collusion – The Proposer guarantees the proposal is not a product of collusion with any other Proposer and no effort has been made to fix the proposal price or any Proposer or to fix any overhead, profit or cost estimate of any proposal price.

J. Award of Contract – The selection of the company will be made by a selection committee comprised of city employees. Ogden City reserves the right to negotiate and hold discussions with prospective service providers as necessary, however, Ogden City may award this contract without discussing proposals received from prospective service providers.

- a. The selected company shall enter into a written agreement with Ogden City.
- b. Ogden City reserves the right to cancel this Request for Proposal.
- c. Ogden City reserves the right to reject any or all proposals received. Furthermore, Ogden City shall have the right to waive any informality or technicality in proposals received, when in the best interest of Ogden City. Ogden City reserves the right to

segment or reduce the scope of services and enter contracts with more than one vendor.

K. Pursuant to the Utah Government Records Access and Management Act (GRAMA), records will be considered public after the contract is awarded. If Proposer wishes to protect any records, a request for business confidentiality may be submitted to the Ogden City Recorders Office at the time of submittal. The form can be accessed through the Recorder's webpage at this link: https://www.ogdencity.gov/DocumentCenter/View/19762/May-2021-Business-Confidentiality-Claim_revised

XII. ADDITIONAL INFORMATION

Price Guarantee: If applicable, all pricing must be guaranteed for one (1) year. Following the guarantee period, any request for price adjustment must be for an equal guarantee period and must be made at least 30 days prior to the effective date.

Requests for price adjustment must include sufficient documentation supporting the request and demonstrating a logical mathematical link between the current price and the proposed price.

Any adjustment or amendment to the contract will not be effective unless approved by Ogden City.

Price Reductions: It is understood and agreed that the City will be given the immediate benefit of any decrease in the market, or allowable discount.

The contractor will only be allowed to invoice for the cost of services / goods in compliance with the submitted proposal as accepted by Ogden City Corporation.

- A. Invoices must contain a complete description of the work / service / goods that were performed / provided, the contract price for each service, the City purchase order or contract number, and address of service location or delivery address.
- B. Upon the Award of Contract, the Contractor may receive a request to process payments electronically.

C. If offered by Contractor, Ogden City seeks a discount for early payment. The City shall only take such a discount if earned.

D. Invoices shall be promptly sent to the following address:

Ogden City Corporation
c/o Ogden City Council
2549 Washington Boulevard
Ogden, Utah 84401

Or;

Email invoices to: citycouncil@ogdencity.gov

XIII. GOVERNING INSTRUCTIONS

This RFP will constitute the governing document for submitting Proposals and will take precedent over any oral representations.

XIV. RFP SCHEDULE

Ogden City will follow the timetable below. Ogden City reserves the right to modify the dates due to unforeseen circumstances. Revision of dates, specifically the RFP response deadline will result in an RFP amendment. Amendments will be published in the City's Purchasing webpage - <https://www.ogdencity.gov/264/Purchasing>

EVENT	TARGET DATE
Open RFP Process	September 19, 2025
1 st Ad – Standard Examiner	Saturday, September 20, 2025
2 nd Ad - Standard Examiner	Saturday, September 27, 2025

Pre-Proposal Meeting via Zoom	Thursday, October 9, 2025 at 2:30 p.m.
Last day for Q&A	October 10, 2025; No later than 3 PM
RFP Response Deadline	October 16, 2025; No later than 11 AM
Committee Review and Selection process	October 27 – October 31, 2025
Finalist Interviews	November 10 – November 14, 2025
City Council Presentation	December 2025
Contract Start Date	January 2026

XV. CONTACT INFORMATION

For any questions related to this RFP, please contact the Ogden City Purchasing Office via email purchasing@ogdencity.gov or at (801) 629-8742.

The question-and-answer period ends at 3 PM on Friday, October 10, 2025.

Please check the City's Purchasing webpage for any published Q&A document(s) that might have already addressed your questions or concerns -

<https://www.ogdencity.gov/264/Purchasing>

Thank you for your interest in doing business with Ogden City.