

October 2, 2026

Bidder:

The City of Traverse City will receive sealed bids in the Office of the City Manager, second floor, Governmental Center, 400 Boardman Avenue, Traverse City, Michigan, 49684, until **Thursday, October 22, 2026, at 10:00 AM** for the following:

Future Workforce Strategy and Organizational Effectiveness Assessment

If the specifications are obtained from the City's website link at: [City of Traverse City Bids](#), it is the sole responsibility of the Bidder to check the website for updates and addenda prior to the bid being submitted. Bidder may also sign up to receive notifications when bids are posted by sending an e-mail requesting same to tcmanage@traversecitymi.gov

The City of Traverse City reserves the right to accept or reject any or all bids, waive irregularities, and to accept the bids either on an entire or individual basis that is in the best interest of the City. The City accepts no responsibility for any expense incurred by the Bidder in the preparation and presentation of a bid. Such expenses shall be borne exclusively by the Bidder. Only the successful Bidder will be notified.

You must indicate on the outside of the sealed envelope that the bid is for the **"Future Workforce Strategy and Organizational Effectiveness Assessment."**

You must submit the bid electronically to the City Manager's Office via email prior to the above-indicated time and date or the bid will not be accepted. Please indicate in the subject line of your e-mail that you are submitting a "Sealed Bid" together with the project description, **"Future Workforce Strategy and Organizational Effectiveness Assessment,"** and submit your emailed bid to tcmanage@traversecitymi.gov before **Thursday, October 22, 2026, at 10:00 a.m.**

Please note that if you have previously submitted an informal quote, you will still need to submit a sealed bid prior to the date and time specified above in order to be considered. Please ensure that all requirements listed in the specifications are met. If you have any questions, please contact Ariane Sarasin, Executive Coordinator, at (231) 922-4440 before the bid is submitted.

PLEASE SUBMIT BID TO: Ariane Sarasin, Executive Coordinator
400 Boardman Avenue, 2nd floor
Traverse City, MI 49684
tcmanage@traversecitymi.gov

REQUEST FOR PROPOSAL (RFP)
PROJECT: Future Workforce Strategy and Organizational Effectiveness Assessment

PROJECT SUMMARY

The City of Traverse City faces a shifting operational landscape driven by upcoming retirements, evolving service demands, and significant seasonal population influxes. To ensure our organizational structure remains resilient, modern, and focused on long-term stability, the City Manager's Office is preparing to issue a Request for Proposals (RFP) for a third-party consultant to guide a Future Workforce Strategy and Organizational Effectiveness Assessment.

PROJECT OVERVIEW

The City of Traverse City invites proposals from qualified consulting firms to conduct a comprehensive Future Workforce Strategy and Organizational Effectiveness Assessment. Representing a municipal team of 199 budgeted full-time equivalent (FTE) positions across 20 distinct departments and divisions, encompassing approximately 100 job classifications, the City seeks a strategic partner to optimize organizational structure, enhance workforce planning, and ensure long-term operational efficiency.

The primary objective of this engagement is to evaluate the City's current service levels, organizational structure, service delivery models, and long-term staffing capacity. Traverse City seeks actionable, data-driven recommendations that improve operational efficiency, optimize service delivery, and maintain long-term fiscal sustainability while preparing the organization for impending retirements, evolving community expectations, and unique seasonal demands.

The selected consultant will deliver an independent analysis and strategic roadmap that evaluates reporting relationships, supervisory spans of control, and administrative layers to ensure clear operational oversight. This engagement focuses on optimizing municipal service delivery against community needs, including peak seasonal surge. Identifying process or technology modernizations to eliminate administrative bottlenecks. Ultimately, the consultant will establish a plan to repurpose resources and consolidate functions, concluding with 5 and 10 year staffing forecasts paired with robust succession, recruitment, and retention strategies to protect institutional knowledge and ensure long-term resiliency.

PROJECT OBJECTIVES

The consultant shall assist the City in developing a comprehensive, forward-looking workforce strategy by evaluating current municipal operations and establishing a long-term resource roadmap. Specific objectives include:

- Evaluate current organizational structures and reporting relationships to identify opportunities for alignment.

- Assess supervisory spans of control to optimize management depth and operational efficiency.
- Identify functional overlaps to determine opportunities for service consolidation across departments.
- Assess existing workforce capacity, staffing levels, and workload distribution relative to current and projected service demands.
- Evaluate service level delivery to determine whether city functions are appropriately resourced.
- Identify positions that can be strategically reallocated or transitioned through natural attrition without degrading core services (if applicable).
- Identify technology adoption and process improvement opportunities to eliminate administrative bottlenecks.
- Review departmental career ladders to strengthen internal mobility, recruitment, and retention pathways.
- Conduct a total compensation review to support competitive recruitment and employee retention.
- Develop an actionable 5 to 10 year workforce strategy that aligns municipal staffing models with projected demographic trends, service demands, and fiscal capacity.

PROJECT SCOPE OF SERVICES

Phase I – Organizational Structure & Baseline Context

- **City Responsibilities (Inputs Provided by City):** The City will provide the consultant with existing operational documentation, including organizational charts, departmental reporting structures, position classifications, job descriptions, authorized staffing levels, budgeted positions, historical vacancy data, overtime logs, contracted service agreements, and relevant collective bargaining agreement constraints.
- **Consultant Responsibilities (High-Level Review):** Using the City-provided documentation, the consultant will conduct a high-level operational review to contextualize current service delivery methods. The consultant is expected to factor these parameters into the overarching strategy without performing a comprehensive position-by-position audit or deep-dive job analysis.

Phase II – Workforce Trends & Capacity Considerations

- **City Responsibilities (Inputs Provided by City):** The City will furnish raw workforce data and metrics, including current departmental headcounts, multi-year staffing trends, turnover rates, retirement eligibility projections, recruitment logs, and designated hard-to-fill or critical position lists.
- **Consultant Responsibilities (Trend Analysis & Factor Integration):** The consultant will review the City's workforce data to identify macro-level staffing trends, recruitment bottlenecks, and succession risks. These findings will serve as baseline inputs for long-term planning, ensuring the strategic roadmap accounts for structural workforce constraints without conducting exhaustive individual department workload studies.

Phase III – Workforce Demographics & Operational Assessment

- **City Responsibilities (Inputs Provided by City):** The City will provide employee demographic data (age distribution, years of service, retirement eligibility dates), existing service level standards, current safety policies/incident records, and historical data on seasonal population surges and tourist impact.
- **Consultant Responsibilities:** The consultant will review City demographic data to identify high-level succession risks, leadership pipeline gaps, and critical areas vulnerable to institutional knowledge loss. The consultant will evaluate how staffing levels accommodate unique destination-community needs, seasonal population surges, and core public safety requirements without performing exhaustive, time-and-motion workload studies. The consultant will evaluate general workflow structures, administrative layers, supervisory distribution, and cross-training/technology utilization to identify opportunities for regional collaboration, shared services, and reduced duplication.

Phase IV – Attrition & Position Reallocation Strategy (if applicable)

- **Consultant Responsibilities (Core Deliverable):** Develop actionable recommendations to optimize staffing models through natural attrition, retirement transitions, and voluntary vacancy management. Specific focus areas include:
 - Identifying administrative or supervisory functions suited for consolidation or realignment.
 - Developing frameworks to repurpose or redeploy vacant positions toward high demand or safety critical services.
 - Realigning staff allocations to meet operational priorities without requiring disruptive workforce reductions.

Phase V – Strategic Workforce Plan (5 to 10 Year Strategy)

- Consultant Responsibilities (Core Deliverable): Synthesize findings from all prior phases into a comprehensive, forward-looking Workforce Strategy. The final deliverable shall include:
 - 5 and 10 Year Staffing Forecasts: Long-term projections aligned with fiscal reality and population trends.
 - Talent & Resiliency Framework: Key strategies for leadership development, succession planning, recruitment, retention, and operational flexibility.
 - Implementation Roadmap: Prioritized actions, timelines, and change management guidelines for City leadership.

Bidder - Please complete and return

BID SUMMARY

TITLE: Future Workforce Strategy and Organizational Effectiveness Assessment

DUE DATE: Thursday, October 22, 2026, at 10:00 AM

Having carefully examined the attached specifications and any other applicable information, the undersigned proposes to furnish all items necessary for and reasonably incidental to the proper completion of this bid. Bidder submits this bid and agrees to meet or exceed all requirements and specifications unless otherwise indicated in writing and attached hereto.

Bidder certifies that as of the date of this bid the Company or he/she is not in arrears to the City of Traverse City for debt or contract and is in no way a defaulter as provided in Section 152, Chapter XVI of the Charter of the City of Traverse City.

Bidder understands and agrees, if selected as the successful Bidder, to accept the City's standard Purchase Order / Service Order / Contract, the terms of which are not negotiable, and to provide proof of the required insurance.

Bidder submits this bid and agrees to meet or exceed all the City of Traverse City's requirements and specifications unless otherwise indicated in writing and attached hereto. Bidder shall comply with all applicable federal, state, local and building codes, laws, rules and regulations and obtain any required permits for this work.

The Bidder certifies that it is in compliance with the City's Nondiscrimination Policy as set forth in Administrative Order No. 47 and Chapter 605 of the City's Codified Ordinances.

The Bidder certifies that none of the following circumstances have occurred with respect to the Bidder, an officer of the Bidder, or an owner of a 25% or more share in the Bidder's business, within 3 years prior to the bid:

- (a) conviction of a criminal offense incident to the application for or performance of a contract;
- (b) conviction of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense which currently, seriously and directly reflects on the Bidder's business integrity;
- (c) conviction under state or federal antitrust statutes;
- (d) attempting to influence a public employee to breach ethical conduct standards; or
- (e) conviction of a criminal offense or other violation of other state, local, or federal law, as determined by a court of competent jurisdiction or an administrative proceeding, which in

the opinion of the City indicates that the bidder is unable to perform responsibility or which reflects a lack of integrity that could negatively impact or reflect upon the City of Traverse City, including but not limited to, any of the following offenses or violations of:

- i. The Natural Resources and Environmental Protection Act.
- ii. A persistent and knowing violation of the Michigan Consumer Protection Act.
- iii. Willful or persistent violations of the Michigan Occupational Health and Safety Act.
- iv. A violation of federal, local, or state civil rights, equal rights, or non-discrimination laws, rules, or regulations.
- v. Repeated or flagrant violations of laws related to the payment of wages and fringe benefits.

(f) the loss of a license or the right to do business or practice a profession, the loss or suspension of which indicates dishonesty, a lack of integrity, or a failure or refusal to perform in accordance with the ethical standards of the business or profession in question.

Bidder understands that the City reserves the right to accept any or all bids in whole or part and to waive irregularities in any bid in the best interest of the City. The bid will be evaluated and awarded on the basis of the best value to the City. The criteria used by the City may include, but will not be limited to: ability, qualifications, timeframe, experience, price, type and amount of equipment, accessories, options, insurance, permits, licenses, other pertinent factors and overall capability to meet the needs of the City. The City is sales tax exempt – Government.

Bidder agrees that the bid may not be withdrawn for a period of sixty (60) days from the actual date of the opening of the bid.

Submitted by:

Signature

Name and Title (Print)

Phone Fax

EMAIL ADDRESS:

Company Name

Company Address

City, State, Zip

Sole proprietorship/partnership/corporation

If corporation, state of corporation

REFERENCES: (include name of organization, contact person, and daytime phone number).

1. _____

Contact Person: _____ Telephone: _____

2. _____

Contact Person: _____ Telephone: _____

3. _____

Contact Person: _____ Telephone: _____

SUBCONTRACTORS: (include name of organization, contact person, daytime phone number, and services to be performed).

1. _____

Contact Person: _____ Telephone: _____

Services to be Performed: _____

2. _____

Contact Person: _____ Telephone: _____

Services to be Performed: _____

3. _____

Contact Person: _____ Telephone: _____

Services to be Performed: _____