

ABINGTON TOWNSHIP

MAY 25, 2022



STRATEGIC PLAN COMMITTEE



TOWNSHIP OF ABINGTON

STRATEGIC PLAN COMMITTEE

A G E N D A **May 25, 2022** **6:00 PM**

There are three ways for the public to participate in the meeting: online, by phone, or an in-person viewing room. Residents can access the meeting online, by a computer, iPad, iPhone or Android at <https://us06web.zoom.us/j/86128419503>. This link will enable residents to hear the meeting and see presentations. There will be no video capabilities. Residents, who are unable to join online, can listen to the meeting by calling 1-929-436-2866 and entering the meeting ID number 861-2841-9503 when prompted. Residents, who are unable to join online or by phone, can watch, hear, and participate in the meeting in a viewing room at the Abington Township Municipal Building located at 1176 Old York Road, Abington, PA 19001.

CALL TO ORDER

CONSIDER APPROVAL OF MINUTES

- a. Motion to approve the Minutes from the Strategic Plan Committee Meeting of April 6, 2022.

UNFINISHED BUSINESS

NEW BUSINESS

- a. Discuss and consider a recommendation for the Strategic Plan consultant.

PUBLIC COMMENT ON NON-AGENDA ITEMS ONLY

ADJOURNMENT

BOARD POLICY ON PUBLIC PARTICIPATION

For Information Purposes Only

The Township shall conduct business in accordance with the Commonwealth of Pennsylvania Laws governing the conduct of public meetings and only establish guidelines that shall govern public participation at meetings consistent with the law.

Each commenter shall:

- Direct their comments to the Presiding Officer;
- Speak from the podium or into a microphone designated by the presiding officer;
- State their name for the record;
- Either orally or in writing provide their address for the record;
- Have a maximum of three minutes to make their comments. Each commenter when speaking to a specific agenda item, is to keep their comments relative to that identified agenda item;
- Speak one time per agenda item;
- When commenting on non-agenda items, the commenter is to keep their comments related to matters of the Township of Abington, Montgomery County, Pennsylvania.
- State a question to the Presiding Officer after all commenters have spoken, and;
- Be seated after speaking or upon the request of the presiding officer;
- Not engage in debate, dialogue or discussion;
- Not disrupt the public meeting, and;
- Exercise restraint and sound judgement in avoiding the use of profane language, and the maligning of others.

The stated meeting of the Strategic Plan Committee of the Board of Commissioners of the Township of Abington was held on Wednesday, April 6, 2022, via webinar with Chairman Commissioner Bole presiding.

CALL TO ORDER: 7:00 p.m.

PRESENT: Commissioners Chairman BOLE, Vice Chairwoman SCHREIBER, WINEGRAD, CARSWELL, HENRY

Also Present: Township Manager MANFREDI
Township Solicitor CLARKE
Commissioners SPIEGELMAN, VAHEY,
THOMPSON

CONSIDER APPROVAL OF MINUTES

Commissioner Bole made a MOTION, seconded by Commissioner Winegrad to approve the minutes of the Strategic Plan Committee Organization Meeting of January 19, 2022.

Commissioner Bole asked for any public comment. There was none.

MOTION was ADOPTED 5-0.

UNFINISHED BUSINESS: None.

NEW BUSINESS:

Introduction of the Strategic Plan Committee, Its Role and Scope:

Commissioner Bole said the new committee structure set forth by the Board includes the appointment of Commissioners to five committees, three of which are new. The 2020 Strategic Planning process even with its missed opportunities most of which came at the insidious hands of the pandemic, yielded important information that directly contributed to the formation of three new committees. The other two, Finance and Pension Committees, are more evergreen in their focus and will expand well beyond any particular strategic plan.

Through the previous strategic planning process, we identified four key areas of focus for Abington, and one of those areas was putting a flag into the ground committing to the importance of working to make Abington a safe, inclusive, connected, and sustainable community. There are various ways substantively and symbolically to follow through in this area telling Abington residents that they belong and will be safe here, and we are going to continue to do that work because it is important.

Another angle in working towards this commitment is how we use our transportation, housing, land use, and other related assets to advance this work, and so was born the Comprehensive Plan Consistency Committee. The formation and submission of a Comp Plan is an obligation for the Township to coalesce topics of transit, land use and housing.

The Comprehensive Plan Consistency Committee helps ensure that the work done on the Comp Plan is not to file it away but follow up and provide a series of checks and balances and a higher degree of transparency around how we are executing the plan. It takes a linear process and creates a circular feedback loop designed with the explicit intention of self-betterment through self-examination.

The work of the Strategic Plan Committee will have two key functions; insuring that a strategic plan is created that will identify focus areas for the Township over the next few years, and after this work is completed, we will use this committee as a feedback group to review our highest priorities and examine what worked well, what could be done better, and what barriers exist that we will need to work through, around or over.

We will discuss as a committee how we can continually improve our work and that it is imminently practical and will be done with a commitment to sober evaluation and creative problem-solving. We are making an investment of taxpayers' dollars to hire a firm with demonstrated professional expertise in which this is an area that has plenty of research behind it, identified best practices, and other data points that are not readily available to those who do not do this every day, so we need an expert to guide us through this process.

The work of this committee will help ensure we are taking full advantage of the document that will be delivered to the Board while being respectful of and responsible with taxpayers' dollars. The strategic plan will provide a rubric to help the Township Manager with budget planning, a broad guide for how we are asking Township staff to spend their time and energy and provide focused content for discussions as Board members as we engage with those we represent.

Our work is to help see to it that a strategic plan is created with key areas of focus and to make sure we are following it and how it will add value to the work of each Commissioner, Township staff, and most importantly, the residents of Abington.

Commissioner Bole asked for any comments from Commissioners. There were none.

Commissioner Bole asked for any public comment.

Karrie, resident of Berkley Avenue, commented that the Township is 98% developed and to please keep in mind the environment, traffic and increased tax burden for the citizens. Also, she asked for a “no” vote on spot zoning, changing zoning where apartments could be built in the center of beautiful homes as well as building apartments on the Giant Food Store parking lot of the Huntingdon Valley Shopping Center.

Discuss Township Strategic Plan including process and consultancy considerations:

Commissioner Bole said we need to discuss the qualities that we would like to see in the Strategic Planning Consultant who will be partnering with the Township such as how much would they engage with the public and how would the vendor approach the process of meeting with Township Administration. Also, we will engage with other members of the Board as there are diverse types of experiences of planning consultants who have worked with large government bodies to small local communities.

He asked Manager Manfredi to speak about the RFQ (Request for Qualifications) process in selecting a vendor.

Manager Manfredi replied that the scope of work focuses on key elements such as the vendor meeting with Township Administration and members of the Strategic Plan Committee to get a true understanding of expected and desired outcomes; reviewing the schedule for the timeline of the budget formats; conducting workshops with the Board of Commissioners to understand what the leadership is looking for; conducting workshops with various Township departments to understand how they deliver services as well as engagement with the public to understand the public’s vision and how that meshes with the elected representatives. Data collection from the workshops will be used to develop the strategic plan, set the priorities and the goals to develop clear and concise statements focusing on an effective and efficient strategic vision going forward.

Commissioner Bole asked for any comments from Commissioners.

Commissioner Schreiber commented that flexibility and creativity are most important and so is community engagement; however, there should be different modalities for how people could engage.

Commissioner Spiegelman concurred with Commissioner Schreiber, and in terms of consultants, he is wrestling with breadth of experience versus significant experience working with our size municipalities or smaller and forgo those who have worked for large cities as well as having a more diversified background.

Commissioner Winegrad commented that in terms of experience and competence, we need to look at sliding scales, and he wants an end-product that is a practical roadmap for the Board to use going forward.

Commissioner Henry commented that she would be interested to know how this worked for other municipalities such as their experience with the results and how the documents have served them and does it continue to serve their purpose.

Commissioner Carswell agreed with Commissioner Henry in that she would like to see outcomes from other clients as well as the consultant should provide a clear structure on how to continue to use the plan well-beyond its final crafting. It is important to learn how we will build budgets around these strategies and how it will connect to the Comprehensive Plan and that there is intentionality about what will happen after the strategic plan is completed.

Commissioner Schreiber agreed that it needs to be interconnected to the Comp Plan and other plans; however, this is different in that it should guide our administration, so we need to be clear what the purpose is.

Commissioner Bole agreed that we need to balance the deliverable as a list of priorities as well as guiding principles and determine how we can bring them together in which we can explore during interviews.

In summary, the end-product needs to be a practical and actionable document; consider the flexibility and creativity of the vendor in that if we only use a singular modality, we will get singular results; consider whether the vendor has diverse backgrounds and practical experience. We will make sure to do our homework in reviewing results from other municipalities as to how they use their documents and whether it is sustainable and usable; and we will consider whether the vendor can assist in using the final document noting there should be interconnectedness striking the right balance.

The next step in the process will be to narrow down the list of those who file RFQ's based on feedback received tonight as well as from other Commissioners and bring in a select number of vendors for interviews and then meet again as a committee to vote on a recommendation to the full Board.

Commissioner Bole asked for any public comment. There was none.

PUBLIC COMMENT ON NON-AGENDA ITEMS ONLY: None.

ADJOURNMENT: 7:40 p.m.

Respectfully submitted,

Liz Vile, Minutes Secretary



STRATEGIC PLAN COMMITTEE

AGENDA ITEM

May 25, 2022

DATE

Administration

DEPARTMENT

AGENDA ITEM NUMBER

FISCAL IMPACT

Cost > \$10,000

Yes



No



PUBLIC BID REQUIRED

Cost > \$20,100

Yes



No



AGENDA ITEM:

Selection of Strategic Plan Consultant

EXECUTIVE SUMMARY:

The strategic plan process began in 2018 and continues to evolve with post pandemic planning. The Strategic Planning Consultant Request for Qualifications (RFQ) was posted to the Township website on March 2, 2022. Submissions were due on March 18, 2022. Nine consultants submitted proposals with a cost range of \$24,000 to \$96,065.72. The timeline for the review, evaluation and selection of the consultant has been updated.

PREVIOUS BOARD ACTIONS:

n/a

RECOMMENDED BOARD ACTIONS:

Discuss and consider a recommendation for the Strategic Plan consultant.



ABINGTON TOWNSHIP

REQUEST FOR QUALIFICATIONS (RFQ):

Strategic Planning Consultant

PROPOSAL INFORMATION

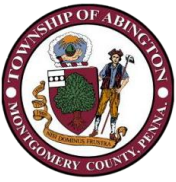
Submittal Deadline:
Friday, March 18, 2022

Submit Qualifications to:

Office of the Township Manager
Attention: Theresa Castorina
Executive Assistant to the Township Manager
Abington Township
1176 Old York Road
Abington, PA 19001

Any inquiry concerning this RFQ should be directed by e-mail to:

Ashley McIlvaine
amcivaine@abingtonpa.gov



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

REQUEST FOR QUALIFICATIONS:

Strategic Planning Consultant

Abington Township will accept electronic qualifications for the Strategic Planning Consultant until **1:00 p.m. on Friday, March 18, 2022**, to tcastorina@abingtonpa.gov.

All qualifications presented will be in accordance with the Request for Qualifications ("RFQ") specifications. One (1) original electronic copy of each proposal shall be submitted to and received by e-mail at tcastorina@abingtonpa.gov with the subject line as "RFQ - Strategic Planning Consultant." RFQ's shall be addressed to:

Office of the Township Manager
Attention: Theresa Castorina
Executive Assistant to the Township Manager
1176 Old York Road
Abington, PA 19001

For an electronic version of the RFQ, please e-mail
tcastorina@abingtonpa.gov

If you have any questions regarding the contents of this RFQ, please contact Ashley McIlvaine Special Assistant to the Township Manager, as noted in the Request for Qualifications.



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

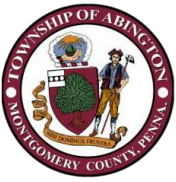
ABINGTON TOWNSHIP

REQUEST FOR QUALIFICATIONS:

**Strategic Planning Consultant for
Abington Township**

TABLE OF CONTENTS

I.	GENERAL INFORMATION	3
	a. BACKGROUND	
	b. PROFESSIONAL CREDENTIALING AND LEGAL SERVICES REQUIRED	
	c. RFQ SCHEDULE	
	d. QUESTIONS	
	e. ADDENDA	
II.	SCOPE OF WORK.....	4
III.	PROPOSAL ELEMENTS	5
	a. GENERAL REQUIREMENTS	
	b. FORMAT OF TECHNICAL PROPOSAL	
	c. FORMAT OF COST PROPOSAL	
IV.	SELECTION	8



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

I. GENERAL INFORMATION

A. BACKGROUND

Abington is a township located in Montgomery County, Pennsylvania, comprised of approximately 58,502 residents. The Township functions under a fifteen (15) member Board of Commissioners under a Council-Manager form of government with Departments providing quality services. Strategic planning is essential to thoughtful governance and identified priorities that will guide the day to day operations and future of the Township. This scope of services will include the appointment of a consultant to provide strategic planning services to the Abington Township Board of Commissioners through the Office of the Township Manager.

B. PROFESSIONAL CREDENTIALING

Consultant/Consultants assigned to the project must have at a minimum at least one of the following credentials, Master of Public Administration (MPA), Certified Public Manager (CPM), or Certified Total Quality Management (TQM) Facilitator.

C. RFQ SCHEDULE

This Request for Qualifications schedule (subject to change):

<u>DATE</u>	<u>EVENT</u>
March 2, 2022	Issued and Notice Given on Website
March 18, 2022	Submission Deadline (1:00 p.m.)
March 21 – April 6, 2022	Review & Evaluation of Submissions
April 14, 2022	Final Selection of Consultant

D. QUESTIONS

Any questions regarding this Request for Qualifications should be directed to the Office of the Township Manager by e-mail to:

Ashley McIlvaine, Special Assistant to the Township Manager
amcilmvaine@abingtonpa.gov

All questions must be received by 2:00 p.m. on March 17, 2022. Inquiries received after 2:00 p.m. will not receive responses. No responses will be provided to telephone inquiries.

E. ADDENDA

To ensure consistent interpretation of certain items, answers to questions the Township deems to be in the interest of all will be made available to all other respondents. Responses



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

to questions will not be issued in the form of an Addendum to the Request for Qualifications.

Abington Township may, at our discretion and without explanation to the prospective proposer(s), at any time choose to discontinue this RFQ without obligation to any proposer(s) who have submitted a proposal.

II. SCOPE OF WORK

The Township is soliciting qualifications from consultants interested in providing strategic planning consultant services for Abington Township. The services under consideration in this request for qualifications involve (but are not limited to):

1. Meet with the Township Manager, Board President, and the Chair of the Strategic Planning Committee to clarify expectations and desired outcomes; review schedule and timeline, budget, and format deliverables; and clarify the responsibility of each party.
2. Conduct workshops with the Board of Commissioners to understand the leadership's vision for Abington.
3. Conduct meetings with Township administration.
4. Engage the public to understand the public's vision.
5. Compile and share data collected from workshops.
6. Develop a strategic plan to determine priorities and set goals.
7. Provide a clear and concise statement that demonstrates an effective and efficient management approach to your Strategic Planning competencies.

III. PROPOSAL ELEMENTS

A. General Requirements

- 1) Proposal Submission: One (1) electronic copy of the Proposal shall be sent to and received by tcastorina@abingtonpa.gov with the subject line "RFQ- Strategic Planning Consultant."

Qualifications must be submitted no later than 1:00 p.m. on March 18, 2022 to:

Theresa Castorina
tcastorina@abingtonpa.gov

- 2) Preparation Costs: The Township will not be responsible for any costs associated with the preparation, submission, or presentation of any proposal.
- 3) Minority Proposer: Abington Township encourages all qualified businesses, including minority-owned and women-owned businesses, to respond to all invitations for Requests for Qualifications.



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

- 4) All submitted qualifications will be the property of Abington Township.
- 5) Open Records Law/Public Information: Under the Pennsylvania Right-to-Know (the "Law"), 65 P.S. §67.101, et seq., as amended, and other applicable laws, a record in the position of the Township is presumed to be a public record subject to disclosure to any legal resident of the United States upon request, unless protected by a statutory exception.
- 6) This RFQ shall not, without the Township's prior written consent, be disclosed to any Proposer, in any manner whatsoever, in whole or in part, or used for any purpose other than the submission of Qualifications to the Township.

B. Format of Technical Proposal

- 1) Title Page & Table of Contents:
 - a. Title Page should show the RFQ subject; the institution's name; contact name, title, office address, telephone number and E-mail address; and the date of the proposal.
 - b. Table of Contents should identify matters submitted by section and page number.
- 2) Contact Information: On a single cover sheet in your proposal, please provide:
 - a. The name of the organization, owner, address, and telephone number;
 - b. The name and contact information for the organization's primary contact;
 - c. E-mail address for organization principals or individuals working with the Township;
 - d. The year the organization or individual practice was established;
 - e. The MBE/WBE status of the organization
- 3) Personnel Qualifications:
 - a. Identify key personnel who will be responsible for facilitation and plan preparation;
 - b. Provide a resume and summary of experience for the individuals identified above, who will be responsible for facilitation and plan preparation;
 - c. Describe your experience assisting public counties, municipalities or other governmental agencies;
 - d. Describe any existing or potential legal or other policy conflicts of interest, or appearance of conflict of interest, you may have, or which reasonably might arise, because of your work with the Township;
 - e. State whether you or any principals in your organization have been (in the past five years) or are currently the subject of any Federal or State investigation or any investigation by any law enforcement agency, and indicate the nature of this investigation;
 - f. Indicate any pending litigation in which you are involved which may directly or



ABINGTON TOWNSHIP
Request for Qualifications- Strategic Planning Consultant

- indirectly affect your ability to work with the Township in any manner;
- g. Please indicate the amount of professional insurance coverage which you carry, the amount of any self-retention, and the name of the carrier.

4) Specialized Strategic Planning Consultant Competence:

- a. Provide examples of respondent's experience in the past five years specifically related to the scope of services included in this RFQ. This section should also describe the respondent's experience in the following areas with examples for each.
- b. Describe the process the consultant will devise, implement, and execute to complete the engagement, including project timeline and deliverables.
- c. Include a clear and concise executive summary detailing your competencies directly relatable to the Strategic Plan to be delivered.
- d. Describe the approach to facilitation and solicitation of ideas from participating members.

1.) Capability:

- a. Provide information about the consultant and organization's capability to perform on short notice and in a timely manner.

2.) Project Management:

- a. Provide a plan for service delivery, and an explanation of how tasks and projects are managed within the organization to ensure timely response and completion.

5) Client List:

- a. Provide a list of current municipal clients, including at least three references from these organizations, including names, contact persons, and phone numbers.
- b. List any clients you currently represent that could cause a conflict of interest with your responsibilities to Abington Township and describe how you would be willing to resolve these or any future conflicts of interest.

NOTE: NO FEES AND/OR PRICING OF THE RFQ SHOULD BE INCLUDED IN THE TECHNICAL PROPOSAL.

C. Format of Cost Proposal

The sealed cost proposal shall contain detailed pricing information relative to the work as described for each section of the RFQ. Please include:

- 1) Please provide rates for providing the services described above:

Flat fee

(Indicate specific items to be covered by the fee)



- 2) A list of anticipated reimbursable expenses and the rate charged for each;
- 3) Any reduced fees offered to other municipalities, government entities, economic development or nonprofit organizations, and civic organizations;
- 4) Any other fees or charges not outlined in the other sections of the cost proposal.

Pricing will be reviewed based on reasonableness for services being provided, competitive market rates, and fee structure. The Township is not obligated to select the Proposal with the lowest fee proposal to perform these professional services.

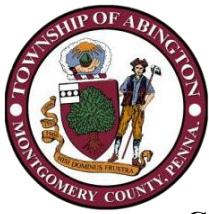
IV. SELECTION PROCESS

A. Selection Date

Selection of the consultant(s) to provide strategic planning and facilitation services will be based on timely written qualifications. Oral interviews may be conducted by telephone and in-person to assist the Township in the selection process. It is anticipated that the selection will be made on April 14, 2022 with the commencement of the appointment anticipated to start on April 18, 2022.

B. Evaluation Criteria

- 1) Any award to be made pursuant to this RFQ will be based upon the proposal, with appropriate consideration given to operational, technical, cost, and management requirements. Evaluation of offers will be based upon the proposer's responsiveness to the RFQ, and the ability of the proposer to meet the needs of Abington Township.
- 2) The following elements will be the primary consideration in evaluating all submitted qualifications in the selection of a consultant(s):
 - Clarity and completeness of the proposal and the apparent understanding of the work to be performed;
 - General qualifications, experience, and expertise of the proposer;
 - Soundness of the methods and approach to the work;
 - Information derived from reference checks and review of other documents completed and submitted by the proposer; and
 - Comparative cost of the organization's proposal.



C. In- Person Component

Once the qualifications have been evaluated, proposer (s) selected to proceed may receive an invitation for in-person interviews with their key staff that would be responsible for supporting the Township.

D. Reservations Regarding Selection

The Township reserves the right to do any or all of the following:

- 1) Conduct interviews with some or all of the Respondents.
- 2) Reject any or all Qualifications.
- 3) Waive any informality or irregularity in a Proposal.
- 4) Hold all Qualifications for a period of thirty (30) days after the date fixed for the opening thereof.
- 5) Enter into good faith negotiations with the Respondents to modify service or project descriptions to a greater or lesser magnitude than described in this RFQ or any Proposal.
- 6) Accept the Proposal that the Township deems at its sole discretion, to be the most favorable in the best interest of the Township.
- 7) Enter into good faith negotiations with the selected Respondents regarding the pricing set forth in the Proposal prior to entering into an agreement. If the agreement's negotiations cannot be concluded successfully with the first selected respondent, the Township may negotiate an agreement with the second selected respondent.
- 8) Re-advertise this RFQ for new Qualifications as may be deemed necessary at the sole discretion of the Township.