City of Fairfax
300 80th Street Court

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Fairfax, IA 52228-0337

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Request For Proposals
Staffing and Service Levels Study

INTRODUCTION

The City of Fairfax is seeking a qualified and experienced consultant to conduct an organization-wide services and staffing study (staffing type and level assessment) for the city. This study will determine the right type, level, and quality of city services and the right number of employees and contractual support to provide city services at the desired level. The City continually seeks ways to improve the quality and level of services to its residents and businesses, along with the cost effectiveness and efficiency of its services' delivery.

COMMUNITY PROFILE

The City of Fairfax is located in the Cedar Rapids/Iowa City corridor and operates under the Mayor-Council form of government. Fairfax's population of 2,828 allows the City to maintain that small-town feel and still have the advantage of close proximity to big-town amenities. Fairfax is experiencing growth in both residential and non-residential development, and anticipates a modest increase in its residential population over the next few years.

CITY DEPARTMENTS AND OTHER ENTITIES

Current staffing includes 14 full-time and a variable number of temporary and/or part-time employees.

Departments Include:

1. City Clerk/Treasurer
2. Public Works
3. Building Administration
4. Parks and Recreation
5. Fire Department – not included in this study
6. Library - reports to Library Board of Trustees; Not included in this study

RESOURCES AND LINKS

A. Links for additional information

- City website: https://www.cityoffairfax.org
- City Facebook page: https://www.facebook.com/cityoffairfax15

OVERVIEW

The City views this organizational study as the process of looking at the entire organization to develop both short-term and long-term plans to address the service delivery needs of the whole community.

The study should consider the following questions: what is working, what might be enhanced, what needs to be changed or discontinued, what might need to be added, and whether the appropriate quality and level of said services is being provided as determined by the community. Further, the study should recommend ways to make the current services and potential new services more cost-effective and efficient.

The key outcomes of this project will be the following:

- Assess the current levels, types, and quality of city services
- Assess the adequacy of the service delivery
- Identify changes to services and staffing to provide the type, level, and quality of services desired
- Make recommendations, based on the study's findings, regarding long-term and short-term services, the organizational structure, and a staffing plan to meet communities' service level demands in a cost effective and efficient manner.
- Develop and provide a plan, schedule, action steps, and cost projection for the implementation of the recommendations.
- Review the City's human resources/employee manual and related HR policies for contradictory, outdated, non-compliant, or missing provisions, benchmark against comparable communities, and recommend improvements — including benefits, paid-time-off, and pay structures

Under the scope of the project, the consultant will be expected to work closely with City staff to collect data and information that is necessary to perform the required analysis and to develop the implementation plan and action steps.

The consultant will perform an independent study of the functions of the City departments and the services provided, research best management practices for municipal service delivery, promote the effective and efficient use of resources, and analyze and report the findings and recommendations.

Input from stakeholders such as citizens, local businesses, City elected officials, city staff, volunteers, and community groups will be considered during the study.

For additional information about the City of Fairfax, the community, and local organizations, see the Resources and Links section.

STUDY DELIVERABLES

As a result of the above scope of services and the agreement between the consultant and the City, the consultant shall be expected to present the following:

A. A written report outlining findings related to the work undertaken, recommendations based on these findings, and an implementation plan and specific action steps that will enable the City to implement the applicable changes to meet short-term and long-term service demands in a cost-effective and high-quality manner. These recommendations should consider, but not be limited to, such options as:

- Elimination, reduction, addition, expansion, or enhancement of services
- Implementing, expanding, or discontinuing outsourcing

- Shifting work from, or to, other City departments, alternative service-delivery methods and models, and changes in the organizational structure, staffing configurations, employee positions, and supervisory structure

B. An estimate of the cost or savings to implement each recommendation.

C. A proposed schedule and implementation plan to include measurable and attainable outcomes, action steps, resources needed, and the deadlines to implement the recommendations. Such a plan will also consider and address impediments to implementing the recommendations, measures to address such obstacles, and alterative recommendations in case such impediments cannot be overcome.

D. A written HR report that identifies contradictory, outdated, non-compliant, or missing policy provisions; benchmarks the City's policies, benefits, PTO, and pay structures against comparable communities; and provides prioritized recommendations, each with an estimated cost or savings and a proposed adoption timeline.

SPECIFICATIONS

Bidders are requested to present the following information:

- Provide the name of your firm and a brief history of your experience with a similar work product.
- Location of the office(s) from which the work is to be conducted and number of professional staff employed at that office.
- Detail the scope of services your company would offer and how your firm would accomplish the work described.
- Provide a brief overview of your firm's approach and how it differs from your competitors.
- Outline your ability to provide expertise and experience in the RFP deliverables.
- Description of the approach and deliverable timeline.
- Provide at least three references of similar clients including the contact name, address, phone number, and email address.
- Fee Schedule – provide a detailed fee schedule outlining the services as presented in your proposal. If proposal includes any expenses to be billed separately from professional fees, provide a detailed estimate of such expenses.
- A sample contract requested to be used, if selected. The City of Fairfax reserves the right to require its own contract and/or contract terms.

SUBMITTAL GUIDELINES

The bidder is responsible for providing all information requested in this RFP and failure to do so may result in disqualification of the proposal. During the evaluation process, the City of Fairfax may request firms to answer further questions about their proposal and/or provide a presentation. Proposals should be submitted in person, via USPS postal mail, or email to the Project Contact. Proposals will not be accepted if received after the deadline.

PROJECT CONTACT:

Jo Ann Beer, Mayor
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Telephone: 319-846-2204
E-mail: Mayor@cityoffairfax.org

ISSUE DATE: OCT 29, 2026

DEADLINE: NOV 12, 2026

CONTRACT AWARD: TBD

SELECTION PROCESS

The Mayor and City Clerk/Treasurer will review all responses. One Request for Proposal response will be selected and brought to the City Council for consideration.

The following criteria will be utilized.

- Adherence to all conditions and requirements of the RFP.
- The contractor's understanding of the engagement, the City's objectives, and the nature and scope of the work involved.
- The exact type and nature of the consultant's proposed services and how they accomplish the objectives of the project.
- The contractor's capability in all respects to perform fully all contract requirements, and the integrity and reliability, which will ensure good faith performance.
- Proposed contract price.
- Ability, capacity, and skill to fulfill the contract as specified.
- Character, integrity, reputation, judgment, experience, and efficiency.
- Quality of performance on previous contracts.
- Previous and existing compliance with laws and ordinances relating to the contract.
- Sufficiency of financial resources.

The City of Fairfax reserves the right to reject any and all proposals; waive formalities, technical requirements and/or deficiencies and irregularities; or solicit new proposals, if such actions are deemed reasonable and in the best interest of the City of Fairfax.