



REQUEST FOR PROPOSALS

Consulting Services - Organizational Review



PROPOSAL SUBMISSION DEADLINE: 12 noon, April 6, 2022

TABLE OF CONTENTS

- 1.0 BACKGROUND.....3
- 2.0 SCOPE OF CONSULTING AGREEMENT 4
- 3.0 OBJECTIVES4
- 4.0 PROJECT METHODOLOGY.....5
- 5.0 RESPONSE PROPOSAL CONTENT.....7
- 6.0 REQUIRED AREAS OF EXPERTISE.....9
- 7.0 EVALUATION CRITERIA9
- 8.0 INSTRUCTIONS TO PROPONENTS.....10
- 9.0 DELIVERABLES13

RFP - Organizational Review

1.0 BACKGROUND

Council has decided to review the current organizational structure of the Town of Marystown with an emphasis on ensuring programs and services are delivered in an efficient and cost-effective manner within the legislated mandate and Council policies. Council wishes to operate the municipality in both an efficient and effective manner, while maintaining a quality, sustainable service delivery within available resources.

Marystown is located on the Burin Peninsula about 306 km from St. John's and is situated on a wide harbour in Mortier Bay, within Placentia Bay. Both bays are large, deep and ice-free which allows for year-round shipping in and out of the bays.

With a population of 5,204 residents (2021 Census), Marystown is the 15th largest municipality in the province and serves as the primary economic and commercial services centre for the Burin Peninsula, which has a population of just under 20,000.

Marystown is a great place to live and raise a family. The surrounding area - including Burin, which is also home to the Burin Peninsula Health Care Centre – has four public schools and two trade colleges. The community has two shopping malls, featuring several top chains, a number of other businesses, including a Wal-Mart store, and a good selection of restaurants from which to choose.

There is a whole range of options for those interested in maintaining an active and healthy lifestyle, including a track and field complex, two softball diamonds, an arena and several beautiful walking trails. The Town's Recreation Complex is operated by the YMCA and includes a year-round swimming pool, walking track, fitness room and a community room. There are also opportunities for ATV or snowmobile trips into the countryside where outdoor enthusiasts can enjoy hunting, fishing, camping and other activities.

The Municipalities Act and other government legislation, such as the Public Procurement Act, Water Resources Act and the Urban and Rural Planning Act, provide the legal and policy framework for Council and senior management staff.

The Municipalities Act describes the authorities of Council, services within a legislated authority, and the Departments and senior management responsible for implementing these services. The core services provided by our municipality include, but are not limited to:

- Finance/Administration
- Planning or Development
- Public Works
 - Water Treatment Services
 - Snow & Ice Control
 - Road Infrastructure and Maintenance

- Water & Sewer Infrastructure
- Recreation and Community Services
- Fire Department

2.0 SCOPE OF CONSULTING AGREEMENT

The Town of Marystown is seeking the services of a consulting firm with experience in conducting organizational, operational and structural reviews of municipal governments.

The successful consultant/consulting firm shall provide a detailed review of the operations of all inside Town operations (clerical staff and Directors) within the Town Hall itself. The review will define all operations within the Town's legal mandate and policies, and will also identify any programs that are not within this legal and policy framework. Opportunities for improvements that will achieve greater efficiencies in municipal operations will be identified with recommendations for Council's consideration.

The primary objective of the RFP is to establish a long term, organizational and operational plan for the Town. The plan must focus on identifying essential and required staffing levels, along with Departmental and divisional structures, to meet the immediate and long-term requirements of the organization within its legislative mandate and policy framework. A key priority will be to align Town resources with services and operations including identifying any gaps/inefficiencies in the required staffing levels.

The Organizational Review will have specific focus on defining the services provided and conducting an evaluation of the overall effectiveness and efficiency of Town operations. The review will be conducted through a factual, analytical and transparent process.

3.0 OBJECTIVES

- 1) The consultant shall conduct a review and define the Town's legislated services and define those services contained within the Town's policies.
- 2) The consultant shall provide an in-depth analysis of the strengths and weakness of the overall organizational structure, operating procedures and systems of the Town of Marystown in relation to delivering its mandate and policies.
- 3) The consultant shall review the current organizational structure for all inside Town staff (clerical and Directors) including but not necessarily limited to the following Departments: Finance/Administration, Public Works, Recreation and Planning & Development. An essential component of this analysis will focus on essential staffing, services and Departmental structures while optimizing human and operational resource levels to achieve operational efficiencies.

- 4) The consultant shall identify strengths and weaknesses of the existing organizational structure, operating procedures and processes, as well as the allocated resources, to determine the most structurally and operationally effective design for all Town Departments.
- 5) Within the analysis, the consultant shall incorporate a comparison of the Town's overall internal organizational structure, including a detailed review of positions, operating procedures, processes and allocated resources, with other municipalities comparable to the Town of Marystown. The comparison should include other municipalities within Newfoundland and Labrador. Emphasis will be placed on identifying those municipalities regarded as employing best practices.
- 6) The consultant shall provide salary scale benchmarks for each position with a comparison of similar positions within municipalities comparable to the Town of Marystown. The comparison should include municipalities within Newfoundland and Labrador
- 7) The consultant shall recommend practical, achievable and realistic revisions and/or adjustments to the Town's overall organizational structure. Recommendations include reporting relationships, positions titles, job functions and salary scales that would:
 - a) clarify roles, responsibilities and authority of staff through revised/streamlined job descriptions
 - b) eliminate duplication and overlap of responsibilities both within the Town and individual Departments and between Departments and staff
 - c) clearly identify any gaps in the existing staffing and program delivery
 - d) improve the delivery time and quality of services provided by all Departments
 - e) improve communications within and between the Departments, Council and residents
 - f) result in staffing resources that are efficient and cost effective

4.0 PROJECT METHODOLOGY

The consultant shall submit a proposed methodology to achieve the project objectives as set out in section 3, which incorporates the following elements:

- 4.1 A general inventory of all services provided by the Town (summary form) and the Departments, in particular, to include all Town resources applied to each of

these services. Must determine if the services are within the legislated mandate and/or polices of the Town.

4.2 Meet with and individually interview key stakeholders, including but not necessarily limited to:

- a) All members of Council
- b) Chief Administrative Officer
- c) All Departmental Directors
- d) All internal employee representatives within each Department as coordinated with CAO & Departmental Directors

These interviews are expected to provide an opportunity for observations and comments concerning current operations and provide suggestions for improvement. All interviews with employees are expected to be conducted in a confidential manner, while maintaining a secure confidential environment for the participation of employees.

It is estimated that the number of interviews with Council and employees, will be approximately seventeen (17) individuals.

4.3 Compile a review of pertinent background information including, but not limited to:

- a) legislated services and policy approved services
- b) current Departmental organizational charts and staff counts
- c) position descriptions and skills competencies required (as necessary)
- d) any reports or studies that would be beneficial
- e) general industry service norms or standards for delivery of services under the responsibility of the Departments

Background information must be compiled taking into consideration the Municipalities Act, Town bylaws, Town policies and relevant provincial legislation.

4.4 Analyze background information to identify key patterns and trends from which a structural questionnaire can be prepared to obtain pertinent information from employees and stakeholders to include:

- a) identification of strengths, weakness and opportunities in the present

organizational set-up and suggestions for potential change

- b) relations with other Town Departments including documenting extent and nature of interaction
 - c) services including suggestions/comments for improving quality of services provided, cost-savings initiatives and on-time delivery or on-time task elements
 - d) suggest priority items that would increase the Town's organizational and operational efficiency and/or cost effectiveness
- 4.5 Analyze the results of the consultations, whether in the form of interviews, questionnaires. etc., to identify:
- a) significant patterns or trends in perception regarding the current level of services provided, organization structure, reporting relationship and position functions
 - b) duplication/overlap of responsibilities/effort within the Town as well as within and between Departments and staff
 - c) any gaps or inefficiencies in program and/or service delivery with an emphasis on staffing required to deliver these programs/services
- 4.6 Collect benchmarking data respecting Departments in comparable municipalities within Newfoundland and Labrador and other Canadian jurisdictions to identify key trends and patterns in service delivery and identify improvements that can be applied within the Town of Marystown.

5.0 RESPONSE PROPOSAL CONTENT

- 5.1 Proposals should include a Table of Contents properly indicating the section and page numbers of the information included.
- 5.2 Proposals should include an Executive Summary of no more than one (1) page on the information presented, including the Proponent's qualifications and services.
- 5.3 Methodology and Approach
- a) The Consultant is to include a detailed and concise statement to demonstrate a clear understanding of the project scope and project deliverables.
 - b) The Consultant shall include a detailed and concise Work Plan on how

they propose to achieve the goal of producing the Plan detailed in Section 4. The Consultant is to include a proposed schedule of work taking into account the project is to be completed in no more than twelve (12) weeks after awarding it to the successful Consultant.

5.4 Experience & Qualifications

- a) The Proponent is to demonstrate their expertise and explain how it is related to this review.
- b) Experience should include a list of similar projects conducted by the proponent.
- c) The Proponent is to provide general information on the firm, including a brief history and number of years in business.
- d) The Proponent is to include references related to the relevant review/study experience.
- e) The Proponent to provide the names of key members of the assessment team including resumes and relevant review/study experience, availability, current workload and headquarters location.
- f) Provide an Organizational Chart indicating the names of the individuals to be involved in the major tasks of the study/review and the lines of responsibility. The organizational chart should also include the specific responsibilities of key personnel and their role on the study team. A breakdown of costs is to be included showing hours for each individual and hourly rate of same.
- g) The Proponent shall not subcontract any parts of this work to other parties not described in this RFP without written approval from the Town.

5.5 Cost of services to be submitted in a sealed envelope.

- a) The Proponent shall describe how Cost of Services will be calculated.
- b) The contract will be a fixed price that includes all professional services to complete the objectives described. Changes to the contract terms and cost will be considered only if:
 - there is a material change in the scope of work to be performed
 - there is a material delay in the performance of the work beyond the control of the Consultant

- c) Cost of Services is to be submitted with the proposal in a separate sealed envelope appropriately identified as to the contents. These costs are to include all cost associated with the review.

6.0 REQUIRED AREAS OF EXPERTISE

Proponents are to provide relevant expertise in the following fields:

- a) Understanding of Municipal Operations and Legislation
- b) Organization Design Principles

7.0 EVALUATION CRITERIA

Proposals will be evaluated using a two-step procurement procedure whereby the Technical and Cost of Services responses will be submitted in two separately sealed envelopes.

Proponents will be evaluated on the technical proposal prior to the opening and evaluation of the Cost of Services responses as detailed in Section 7.3.

7.1 Weighted Factor Table

Evaluation Criteria	Sub Score	Maximum Score
Technical Evaluation		
1.0 Methodology-Approach		20
1.1 Scope of Work Statement	6	
1.2 Work Plan	10	
1.3 Delivery Schedule	4	
2.0 Experience - Qualifications		50
2.1 Demonstrated Expertise and Corporate background	25	
2.2 Experience in presented project examples	6	
2.3 References	4	
2.4 Proposed key team members and resumes	15	
Sub-Total Technical Evaluation		70
Financial Evaluation		
3.0 Cost of Service (Provided in a sealed envelope)		30
Total of Technical Evaluation & Cost of Service		100

The Evaluation Committee will use the following criteria and weight factors to evaluate the proposal submissions:

7.2 Technical Evaluation (Methodology and Experience)

- a) The content (Criteria 1.0 and 2.0) of proposals submitted must achieve from the evaluation panel a minimum combined score of 70% of the points available (49 out of 70) in order to be considered further.
- b) The Proponents whose proposals do not meet the evaluation, as set out in 7.2 a) above, will have their sealed "Cost of Services" envelopes returned unopened.

7.3 Financial Evaluation

- a) The Proponents whose proposals meet the technical evaluation will be given a value relative to the lowest cost of services, which will be assigned a maximum value of 30.
- b) The Cost Formula for Evaluation is:
$$\text{Points awarded} = (\text{Lowest proposal cost} / \text{Proposal cost being evaluated}) \times \text{Total points available for Cost.}$$

7.4 Combined Score of Technical and Financial Evaluation

- a) The preferred proponent will be selected on the basis of the highest overall score achieved by totaling the Technical score with the Cost of Services score.
- b) The Owner is not bound to accept the lowest cost or any proposal.

8.0 INSTRUCTIONS TO PROPONENTS

8.1 Submission Requirements

- a) Two (2) hard copies of the proposal as well as a copy in Acrobat PDF format on a USB drive must be submitted in a sealed envelope clearly marked "Proposal for Consultant Services", addressed to:

Town of Marystown
P.O. Box 1118
150-168 Ville Marie Drive
Marystown, NL
A0E 2M0

Attention: Alje Mitchell, CAO

- b) Proposal to identify acknowledgement of any addendums to this RFP. This should be noted in your submission. Any submission without this acknowledgement **will not** be accepted.
- c) Proposals must be received at the address above no later than **12 noon, April 6, 2022.**
- d) Proposals received and not conforming to Items 8.1 a) and 8.1 b) will be returned to Proponent(s) without consideration.
- e) Proposals received via facsimile machine or e-mail will not be accepted.
- f) All prices quoted in the proposal are to be in Canadian funds and are to show all applicable taxes.
- g) Proposals are to be submitted using a two-envelope procurement procedure whereby proponents must submit two sealed envelopes simultaneously - one for the Technical Proposal and one for the Cost of Services Proposal appropriately identified as to the contents of each with the name and address of the Proponent. The following wording shall also be marked on the outside of the Cost of Service envelope: "To be opened by Evaluation Committee Only".
- h) Proposals, rather than tenders, have been requested in order to afford consultants an opportunity to demonstrate their specific expertise and potential for an innovative approach in providing consulting services. The proposed approach should satisfy the Town's needs in a cost-effective and timely manner.
- i) Proposals must be based on these Instructions and Terms of Reference.
- j) Proposals must clearly show the complete company name, including name and contact information of primary contact person(s).
- l) Consultants are solely responsible for any costs or expenses related to the preparation and submission of proposals.
- m) After the closing time and date, all proposals received by the Owner become the property of the Owner.
- n) The Consultant's proposal must remain valid for a period of 90 days after the date of closing noted in Section 8.1 c).
- o) The laws of the Province of Newfoundland and Labrador shall govern this proposal and any subsequent contract resulting from this proposal.

8.2 Access to Information

The Town is subject to the provisions of the Access to Information and Protection of Privacy Act. As a result, while Section 39 of the Act does offer some protection for third party business interests, the Town cannot guarantee that all information provided to the Town can be held in confidence.

8.3 Evaluation Process

- a) An Evaluation Committee, made up of Council and the CAO, will review the proposal submissions. Based on the results of the review, the Committee will make a recommendation to Council on a Consultant. The Committee reserves the right to accept any or none of the proposals submitted and will evaluate proposals based on the best value and not necessarily the lowest cost. Please refer to the Evaluation Criteria outlined in Section 7 of the Terms of Reference. Acceptance of the selected Consultant is subject to the approval of the Town Council of Marystown.
- b) The Evaluation Committee reserves the right to conduct pre-selection meetings with consultants, which may include a run-through of the proposal submission.

8.4 Reporting Structure

The successful Proponent will report directly to:

Alje Mitchell
Chief Administrative Officer
Town of Marystown

8.5 Enquiries

- a) All enquiries regarding this RFP must be directed to:

Alje Mitchell
Chief Administrative Officer
Email: amitchell@townofmarystown.ca
Ph: (709) 279-1661 ext. 227

- b) All questions should be submitted, in writing, at least six (6) days prior to the closing time and date. No amendments will be issued five (5) days prior to closing.
- c) Any verbal representations, promises, statements or advice made by employees or Councillors of the Town, other than written responses offered through the Chief Administrative Officer, should not be relied upon.

9.0 DELIVERABLES

- 9.1 The selected consultant will meet with the CAO prior to commencing work to review the terms of reference, seek clarification and ensure the objectives of the review are clearly understood.
- 9.2 The consultant shall prepare a draft report, review of project findings and proposed recommendations (including a detailed “prioritized” implementation plan, new organizational chart, streamlined job descriptions, salary scale benchmarks, recommendations for new positions or the elimination of positions and recommendations to improve services) to Council for review prior to moving from draft to final document.
- 9.3 The consultant must meet with Council to present the final report and details contained therein including a Power Point presentation.
- 9.4 The report must incorporate the results of the organizational review including findings, conclusion, recommendation and implementation plan. In addition, the consultant shall provide all presentations, materials and associated documents including the final report.

END OF THIS REQUEST FOR PROPOSALS (RFP) DOCUMENT