



REQUEST FOR PROPOSAL

ISSUE DATE: January 9th, 2019

Organizational and Compensation Review Project

(RFP No. CO ADMIN-01-19)

for the MUNICIPALITY OF SHUNIAH

CLOSING: February 5, 2019 at noon EST

At the Municipality of Shuniah
420 Leslie Avenue
Thunder Bay, ON P7A 1X8

Attention: Nadene Hunley-Johansen
Municipal Clerk
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A. General Description of Project

The Municipality of Shuniah is issuing this Request for Proposal (“RFP”) to identify qualified consulting firms or individuals (the “Consultant”) for the preparation of an Organizational and Compensation Review. The Municipality seeks a Consultant that has experience in such work including an assessment of the Municipality of Shuniah organizational design, assessing the existing staffing structure in relation to municipal trends and practices, and recommending alternative organizational structures, staffing levels, compensation levels, compensation agreements (policies), job titles and job descriptions where warranted. This request for professional services will recommend changes to improve accountability, efficiency, effectiveness and responsiveness for positive results. The Municipality of Shuniah also requires the review to contain an *Implementation Plan*, outlining a prioritization of immediate, short-term, medium-term and long-term Implementation actions. The selected Consultant will be one that has demonstrated experience in the preparation of municipal organizational and compensation reviews. The purpose of this RFP is to solicit responses from Consultants wishing to be considered for this project to enhance the Municipality and its delivery of core services.

The goal of this project is to create a roadmap or blue print for change providing recommendations to assist the Municipality in becoming more operationally effective and efficient with a focus on excellence in quality customer service as well as to align organization capacity to ongoing strategic priorities.

The basic components of the review will include:

- a) Review existing organizational and compensation structure and outline benefits and challenges.
- b) Review departmental functions in terms of work flow and alignment.
- c) Review decision-making structures to identify opportunities for enhancement.
- d) Review all non-union compensation agreements, pay equity plan and applicable policies and identify opportunities for improvements and changes.
- e) Report on findings and make recommendations.
- f) Provide an implementation plan for change and continuous improvement.

B. Background

The area of the Municipality of Shuniah covers 55,374 hectares from Copenhagen Road at Highway 11/17, Bare Point Road east on Lakeshore Drive to a quarter of a mile west of Ouimet Canyon. The northern boundary is Eight Mile Hill on Spruce River Road (Hwy 527) and on the south a shoreline of approximately 40 kilometers from Bare Point to Bays End and the shoreline on Black Bay.

Shuniah has a considerable cottage population. The population of Shuniah is estimated at 2,737 which is based on owners whose full time or permanent address is within Shuniah. However, during the summer months those numbers almost double and are estimated to be as high as 5,000.

Being in proximity to the City of Thunder Bay, the Municipality of Shuniah serves mainly as a bedroom community with very minimal commercial development within its boundaries.

The Municipality aims for service excellence while offering a variety of amenities, facilities, programs and services that residents, visitors, businesses and customers need and expect. Municipal Council and staff are committed to building a focused, responsive, resource-conscious and results-oriented organization. The Council and Administration of Shuniah have experienced several changes and transitions in the past few years, including but not limited to senior staff turnover, evolving regulatory standards, increased need for accountability and increased public expectations for efficient service delivery. The aforementioned variables have necessitated this Organizational and Compensation review.

Personnel employed by the Municipality include:

Type	Union / Non-Union	Number
CAO	Non-Union	1
Management	Non-Union	6
Office – Full-Time	Union	1 **
Roads Crew – Full-Time	Union	4 **
Permanent Part-Time / Seasonal Part-Time	Union	8 **
Student, Recreation Programming – Part-Time/Seasonal	Non-Union	10 **
Fire and Emergency Services	Non-Union/Volunteer	35 **

**** Note: These employee types are outside the compensation review portion of the scope of this RFP.**

C. Scope of Work

The Municipality of Shuniah is seeking proposals from qualified consultants to undertake a Corporate Organizational review including a review of the Municipality of Shuniah's non-unionized Compensation Plan:

- Complete an in-depth current state review (e.g. strengths, opportunities and gaps) and provide future state recommendations for change with a focus on improving organizational effectiveness and strategic management.
- Ensure appropriate workload distribution for all directors reporting to the CAO.
- A compensation review and recommendation taking into consideration organizational review recommendations as well as current compensation agreements and pay equity plans for non-unionized employees.
- Make recommendations for improvement, including designing an optimal organizational structure based on recommended staff, functions, processes, and objectives to most effectively and efficiently delivery priority programs and services.

The following terms of reference have been established for the Organization and Service Delivery Review:

- To review and evaluate the current organization structure and staffing in light of the Municipality's service delivery requirements as well as sound organization principles.
- Related to the above, to assess the Municipality's service delivery by Department so as to identify strengths and improvement requirements.
- To incorporate in the review and evaluation a comparative analysis of the Municipality's current organization setup and staffing vis-à-vis the arrangements of similar size municipalities in the local area; to utilize the benchmarking exercise to determine best practices in the organization, staffing and service delivery.
- In carrying out the review, to obtain the inputs, comments and suggestions of the Municipality's management team (N=7), members of Council (N=5) along with key stakeholders.
- To review the Municipality Strategic Plan for 2016-2020 in order to note organization and staffing implications and/or requirements.

- To review, evaluate and provide recommendations on span of control exercised by management including involvement and control of decision-making delegation. This task will assess managements appropriate scope of authority and control to effectively carry out assigned responsibilities.
- To recommend revisions/adjustments to the current organization, staffing and service delivery which would:
 - clarify roles and responsibilities of the management staff,
 - eliminate duplication and overlap of responsibilities within and between Municipal Departments,
 - improve delivery time and quality of services as required,
 - apply pertinent benchmarking and best practices data from the comparison municipalities,
 - a process for measuring and collecting feedback from residents and customers when it comes to municipal services,
 - establish appropriate staffing levels by Department (i.e., “right sized”),
 - strengthen communications/ coordination within and between Municipal Departments, and
 - provide for succession planning and career paths for management employees which in turn enables the Municipality to attract and retain high caliber talent.

The Compensation review will review the appropriateness of the Municipal designated comparators and carry out a comparator review for all non-unionized positions in the Municipality.

To prepare and present a final report summarizing the consultants’ findings, conclusions and recommendations for consideration by Council and Municipal administration including:

- a) Recommended changes to the current organizational chart and justification for any changes.
- b) Recommended changes to the municipal compensation system

including taking into consideration all municipal compensation agreements.

- c) Changes to job descriptions in accordance with the new organizational chart.
- d) Recommendations regarding a personnel policy manual which shall include a process for annual performance appraisals, employee training plans and a process for reviewing all compensation as it relates to new or changing positions.
- e) A written final report to Council summarizing the results of the review incorporating findings, an analysis, recommendations, conclusions and work plans (including detailed implementation plan with activities, sequencing and dependencies – including change management support considerations)
- f) The Consultant shall appear before Council to present the final report

All recommendations will aim to:

- **Strengthen relationships**
- **Improve the efficiency of service delivery**
- **Create a better ability to focus on and execute on strategy**
- **Clarify roles and accountabilities across the organization**
- **Improve value by achieving more with what you have**

D. Contact

Questions regarding this RFP should be directed to:

Paul Greenwood
Chief Administrative Officer
Municipality of Shuniah
420 Leslie Avenue
Shuniah, ON P7A 1X8

Telephone: (807) 683-4543
Fax: (807) 683-6982
Email: pgreenwood@shuniah.org

Questions via email is the preferred method of contact. All questions and answers will then be distributed to all respondents.

E. Proposed Project Schedule

RFP Issued	Jan 9, 2019
Deadline for submission of proposals	Feb 5, 2019
Opening of Proposals	Feb 6, 2019
Awarding of Proposal	Feb 12, 2019
Final Delivery Date of Review	July 2019

F. Consultant Requirements

Minimum requirements by the Consultant for submission of a proposal in response to the RFP shall include the following:

- a) Demonstrated understanding of public sector management, local municipal organization and operations including service delivery, research methods, group consensus building, implementation methods, and monitoring and up-to-date processes.
- b) Demonstrated familiarity with the development and implementation of personnel policies including those related to compensation.
- c) Demonstrated experience, competence, and qualifications of the Consultant and the participating staff of successfully providing similar services to public entities (three references will also be required).
- d) Demonstrated understanding and experience in the *Ontario Pay Equity Act*, the *Pay Equity Commission* and establishing appropriate systems that support the legal requirements of the Municipality.
- e) Understanding of the requested services and appropriateness of the proposed work program.
- f) Ability to perform the work in a timely manner, availability of staff (if included) and contingency plans and is to include a proposed work schedule.
- g) Proposals must state the Consultant’s related business information.

G. Consultant’s Work Schedule

The Consultant’s work schedule will begin immediately upon award of contract and is expected to continue until Council approves the acceptance of a complete plan. A proposed work schedule for the Review process must be submitted as part of the proposal to ensure completeness of the process.

H. RFP Proposal Submission Requirements

Consultants interested in providing these services must prepare and submit a Proposal that includes:

a) Cover Letter

The cover letter is to be signed by an officer of the company authorized to execute a contract with the Municipality.

b) Consultant Qualifications

This section shall describe the areas of expertise of current permanent staff whether a sole proprietor or individuals on a team and the scope of services that can be provided by the firm without the services of contractors under the Consultant's direction.

c) Key Personnel

Include a proposed project management structure. Identify the key contact for the project and all personnel, if applicable, who will be assigned to work on this project, including a description of their abilities, qualifications and experience. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior written approval of the Municipality.

d) Subcontractors

Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. The Municipality reserves the right to approve or reject all Consultants or internal staff performing consulting services, proposed by the Consultant during or after the Consultant review and selection process.

e) Project Work Plan

A description of project understanding, detailed work approach and methodology will be identified. The work plan should list specific tasks and any specific considerations, options or alternatives.

f) Project Schedule

Propose a timeline for completion of the review including start date, milestones and target date of completion. Any assumptions regarding turnaround time for Municipal Council or staff review should be clearly noted.

g) Budget

Provide a detailed fee proposal by task for the services identified in the scope of work section of this proposal. Identify sub-tasks and the respective cost in your fee proposal as necessary. This section of your proposal shall include a professional fee schedule (hourly fee chart) for the Consultant (and if applicable the Consultant's personnel) and the subcontractor's key personnel identified above who would be working on this project. Hourly fees for additional or optional services that may be required shall also be included. Unless specified in the submission, the professional fee schedule shall include any costs associated with complying with the Municipality's insurance requirements. Identify the fee that will be charged for additional public or Municipal Council meetings not identified in the scope of services provided here.

h) References

A list of projects completed by the respondent under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and if those projects undertaken for public agencies were located in similar sized communities. Include a brief description of the services, dates the services were provided and name and telephone number or references familiar with the services provided.

i) Work Samples

Provide brief descriptions of two projects dealing with organizational and compensation reviews prepared by or under the direction of your firm. Include in your description the techniques used in the process and the outcome(s).

i) Presentation

Proposers may be requested to be available for an interview with municipal staff and possibly with member of Council as part of the final selection process. The lead member(s) of the consulting team will be expected to attend any interviews scheduled with the Municipality.

k) Deadline and Delivery

Three (3) bound copies of the proposal on 8 ½ inches x 11 inches paper printed on both sides of the pages and an electronic (PDF) version of the proposal shall be submitted to:

Municipality of Shuniah
420 Leslie Avenue
Shuniah, ON P7A 1X8
Attention: Paul Greenwood, CAO

The deadline for the submission of a Proposal is **February 5, 2019 at noon EST.** No information submitted by facsimile or electronic mail (**except for the electronic PDF copy**) will be accepted unless otherwise requested by the Municipality during the proposal review process. Proposals received after noon EST on February 5, 2019 may be rejected.

I. Budget

If the proposals received are considerably higher than the amount budgeted, a report to Council for additional funds will be required which may delay awarding of the project. Proposals should include details on the items that can be delivered within the scope with an associated budget that outlines the number of days required for tasks contained in the methodology, and per diem rates.

The budget should also include costs for travel and other direct expenses associated with the project. All direct expenses are to be billed at actual costs. Consultants are encouraged, but not required, to provide a detail of value-added services that can be provided at an additional cost including the cost and rationale for undertaking them. This is to be a separate section.

J. Indemnification, Hold Harmless and Insurance Requirements

In addition to other standard contractual terms, the Municipality will require the selected vendor to comply with indemnification, hold harmless and insurance requirements as outlined below:

The Consultant shall indemnify and hold harmless the Municipality (including any of its bodies, agencies, councils and associations and their servants, agents, officers, directors, elected officials, successors, assigns, employees and personal representatives and each of them) from and against any loss resulting from negligence, claim, demand, damages, liability, and costs and permitted

assigns. This provision shall survive termination of any agreement resulting from this RFP.

The vendor shall procure and maintain, for the duration of this contract, insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his/her agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Consultant. Insurance shall meet or exceed the following unless otherwise approved by the Municipality.

Insurance Requirements

- a) Worker's Compensation coverage as required by the Province of Ontario.
- b) Comprehensive or Commercial General Liability: \$2,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.
- c) Professional Liability Errors and Omissions: \$2,000,000.
- d) Automobile Liability: \$2,000,000 combined single limit per accident for bodily injury and property damage.

K. Equal Opportunity

The Municipality is an equal opportunity employer and requires all Respondents to comply with policies and regulations concerning equal opportunity. The Respondent, in the performance of this contract agrees not to discriminate in its employment due to an employee's or applicant's race, religion, national origin, ancestry, gender, sexual preference, age, physical handicap or any other characteristic protected by law.

L. Accessibility

The Municipality is committed to and working toward ensuring municipal services are accessible to all. We strive to meet or exceed the standards set by the *Accessibility for Ontarians with Disabilities Act* ("AODA") which are rules established by the Province to help businesses and organizations identify, remove and prevent barriers to accessibility. The AODA requires accessibility of goods, services, facilities, accommodations, employment as well as information and communication.

M. Sustainability

The Municipality recognizes that being sustainable is a responsibility of the Municipality essential to long-term economic prosperity, the social well-being of its residents and protecting environmental capacity and can only occur through community engagement and involvement.

N. Review and Evaluation Process

The selection of a Consultant will be based upon a qualitative review of the Proposals submitted. Municipal staff may request additional clarifying information from any or all Consultants that submit a Proposal during the review process. Municipal staff will evaluate the responses to this RFP and may interview the top-rated Consultants or all Consultants. Following the interview, a recommendation will be made to the Council on the selection of the Consultant determined to be the most qualified for the project. It is anticipated that the Municipality of Shuniah will award the winning proponent no later than (February 12, 2019).

An evaluation by the CAO or a Committee will be conducted and each proposal will be scored. Proposals will be evaluated on the basis of the following criteria:

- a) Experience and Qualifications (35%)
 - i. Knowledge of Municipal Organizations and Operations
 - ii. Planning and Project Management
 - iii. Resumes
 - iv. References

- b) Approach (35%)
 - i. Quality of the Consultant's Approach
 - ii. Proposed Frameworks and Methodologies
 - iii. Type of Consultation Activities and Events
 - iv. Timeline and Duration
 - v. Implementation Plan

- c) Budget (30%)

O. Accept or Reject Proposal

The Municipality reserves the right to accept or reject any or all proposals and recommendations and may waive minor errors or omissions in any proposal. The Municipality reserves the right to select a Consultant, who in and upon our approval provides the most advantageous solution and demonstrates their ability to provide the expected outcomes of the proposals that will best serve the interests of the Municipality. Shuniah is not obligated to award the contract based on the lowest price or any other particular factor. The Municipality will not be liable or reimburse any firm for the costs they incur to prepare their proposals.

The Municipality also reserves the right to substitute components where the Municipality considers that an alternative may be more suitable and the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of the contract. The RFP does not commit the Municipality to award a contract or to pay any costs incurred in the preparation of a proposal or attendance at a pre-award meeting.

P. Ownership of Intellectual Materials

All data collected and all resulting reports and publications prepared by the Consultant will be the exclusive property of the Municipality of Shuniah who reserves ownership rights to all ideas and concepts developed.

Q. Termination of Contract

Either the Consultant or Municipality may terminate the contract, once awarded, at any time upon giving notice in writing at least thirty days prior to the date of termination without penalty or recourse. In the event of such termination, the Consultant will be paid for services up to and including the date of termination.