



REQUEST FOR PROPOSALS

PROFESSIONAL CONSULTING SERVICES

for an

ORGANIZATIONAL REVIEW

Issue Date: July 5th, 2024

Closing Date: August 12th, 2024 4:30 p.m.

Contact: Tracy Thomas, SAO
Town of Fort Smith
sao@fortsmith.ca

1. Background

The Town of Fort Smith (ToFS) is a community of 2,500 people, located along the banks of the mighty Slave River. The community's traditional name is Thebacha, which is a Chipewyan word that means "beside the rapids". The town is situated on the traditional lands of the Salt River First Nation, the Smith's Landing First Nation, and the Indigenous Metis people of Fort Smith. Some resident families have resided in the community for generations while others are long-term residents who made it their home, while others are more recent arrivals. The community has a strong cultural heritage and is surrounded by great tracts of undisturbed boreal forest that continue to be used by residents for traditional hunting and gathering practices as well as a range of outdoor recreational activities. This vibrant, multicultural community is the gateway to Wood Buffalo National Park which contains the largest free-roaming herds of bison in North America. The community's pristine natural beauty, abundant wildlife, recreation activities and welcoming environment has a broad appeal to both locals and visitors to the region.

As the municipal government, the Town of Fort Smith is responsible for providing the services to the residents of the town and surrounding areas. These services include the provision of recreational programs and activities, library services, childcare programs, economic development and tourism programs and initiatives, garbage collection, operation of the landfill, trucked water delivery, sewage pumping, care and maintenance of all the municipal buildings, parks, playgrounds, roads, sidewalks and trails, operation and maintenance of the municipal water and wastewater services, operation and maintenance of the Community Recreation Centre, swimming pool and arena as well as the care and maintenance of the Town cemeteries. Fire and ambulance services, by-law enforcement services and lands and development services are also provided by the Town of Fort Smith.

A team of more than 75 full-time, part-time, term and casual union and non-union employees work to ensure the residents of the town are provided with all the services and amenities they expect in a town environment. Governed by a council consisting of a Mayor and 7 Councilors, the town operates under a one-employee Senior Administrative Officer (SAO) model.

This review does not include volunteer paid on-call firefighters, or emergency medical services.

2. Invitation to Submit

The Municipality has recently undergone some changes in senior management and has many new staff in key roles. The ToFS recognizes that there is an opportunity to improve our current organizational structure and to increase the organization's efficiency and effectiveness, ensuring the best use of staff and municipal resources. To this end TOFS is issuing this Request For Proposals (RFP) to identify qualified consulting firms or individuals to complete an organizational review, focusing on job activities and HR structure. The goal is to articulate position titles and job functions that meet the current and future needs of the Corporation and to receive recommendations on organizational structure.

3. Scope of Work

Under the direction of the SAO, with support from the Director of Community Services, the components of the organizational review will include the following:

- a) Review the existing governance and organizational structure in light of the Municipality's goals and core services, Council's Strategic Priorities (available on the TOFS website), legislation and by-law requirements, and sound organizational principles, as well as outline inefficiencies and

- gaps within the structure;
- b) Review and evaluate staffing levels, functional assignments, and workload in alignment with efficient workflows, strategic priorities, and regulatory and service delivery requirements, with a consideration for the Collective Agreement;
 - c) Evaluate existing levels of service, and the Town's ability to meet each;
 - d) Analyze service levels for alignment with Council's vision and strategic goals;
 - e) Assess whether staffing levels are appropriate to meet workloads based on current and future service requirements;
 - f) Ensure appropriate workload distribution for all directors reporting to the SAO;
 - g) Benchmark the organizational structure against comparable organizations to identify best practices that could be adopted;
 - h) Eliminate unnecessary duplication and overlap of responsibilities within and between departments;
 - i) Review, evaluate and provide recommendations for the Town's organizational structure and department assignments that will help improve internal efficiencies and effectiveness, address strategic plan priorities, support succession planning, align compatible responsibilities within roles and departments, address identified service delivery workload demands and identify opportunities to optimize technology use. This may include recommendations with respect to reporting relationships, position titles, job functions, optimizing use of technology, and additional positions;
 - j) Provide an implementation plan with timelines, associated financial impacts and considerations for the Town's organizational structure recommendations that reflects a practical and manageable approach with consideration for financial realities to enable the Town to move forward with solutions.
 - k) Recommend comprehensive position descriptions for any new positions and amendments to existing position descriptions for revised positions, that effectively outline accountabilities, responsibilities, major job duties, and tasks.
 - l) Undertake a benchmarking comparison of the Town's current organizational structure and staffing levels against municipalities of a similar size and range of services provided.
 - m) Include council and all employees in the process to support engagement, knowledge input and successful implementation. This includes conducting required meetings, interviews and / or surveys.
 - n) Attend virtual and in person meetings. Specify in the work plan the number of meetings required.
 - o) Provide an interim report in electronic (PDF) copy for review by the SAO.
 - p) Provide a final report and presentation to SAO and Council outlining the findings and recommendations addressing the full scope of the review.
 - q) Provide 3 paper copies and 1 electronic (PDF) copy of the final report.

4. Proposal Content

- a) A description of project understanding, detailed work approach and methodology must be identified in the proposal. The work plan should list specific tasks and any specific considerations, options or alternatives.
- b) It will be the responsibility of the consultant to show in the proposal an understanding of the project and identify qualifications that make them most suitable for this task.
- c) Identify the key contact for the project and all personnel who will be assigned to work on this project, including a description of their abilities, qualifications and experience.
- d) Suggested methodology for obtaining feedback and information from all employees and council members (a key component of this project will include consultation with staff and members of council).
- e) Identify the staff support required from TOFS to execute the proposed methodology.
- f) Recommendations should be forward-looking, taking into account staffing needs for the next 10-20 years.
- g) A list of similar projects completed and the names and contact information of three references who can speak to the quality of the work performed.
- h) Proposed budget and detailed breakdown of costs related to project.

5. Registration of prospective respondents

All bidders must pre-register with Tracy Thomas, SAO for the Town of Fort Smith, by electronic mail at sao@fortsmith.ca prior to August 5th. Registrations must be submitted on the form found in Appendix A.

6. Proposal Submission

6.1 The Municipality of Fort Smith reserves the right to:

- a) Reject any or all proposals;
- b) Suspend or cancel the RFP at any time for any reason without penalty;
- c) Not necessarily accept the lowest cost proposal;
- d) Accept any proposal which it may consider being in the best interests of the Municipality of Fort Smith;
- e) Waive formality, informality or technicality in negotiating a satisfactory proposal;

6.2 All proposals will be evaluated using the same evaluation criteria. Short listing and evaluation will be conducted by using a scoring matrix based on a predetermined set of criteria. The evaluation team may contact proponents for further information or clarification.

Scoring matrix

Evaluation for RFP	Weight
Experience and qualifications	35%
Proposed approach, methodology, and type of consultation activities and events, timeline of project	35%
Project budget	30%
Total	100%

- 6.3 In the event that a number of suppliers submit bids in substantially the same amount or score, the Municipality may, at its discretion, call upon those proponents to submit further bids.
- 6.4 A prospective respondent seeking clarification or further information may notify the Municipal contact person outlined in this document in writing no less than five (5) business days before the deadline for submission. Email correspondence is acceptable. The Municipality will respond to all registered prospective Respondents within three (3) business days of the query. The response will include a repeat of the original query for clarity and context. Any identifying information of the originator of the submission of the query will be omitted from the Municipal response. If the information being sought is not readily available the Municipality will advise all registered prospective Respondents.
- 6.5 Requests for individual meetings or telephone conversations will not be granted.
- 6.6 All submissions received become the property of the Municipality. All submissions will be held in confidence by the Municipality unless otherwise required by law.
- 6.7 The Municipality reserves the right to disqualify proponents if there is an existing or recent business or personal relationship which can be perceived as causing a conflict of interest.
- 6.8 Respondents are responsible for complying with all instructions, terms and specifications related to the RFP. Failure to comply will risk disqualification of the respondent at the Municipality's discretion.
- 6.9 Respondents will be required to include one contact person and contact information with the RFP package.
- 6.10 All expenses incurred in the preparation and presentation of the response to the RFP is entirely the responsibility of the respondent.
- 6.11 Changes to submissions will only be considered if such change is received by the Municipality prior to the established closing date and time (based on date/time stamp

of the electronic mail software). Changes to submissions will not be accepted after the established closing date and time.

- 6.12 Submissions may be withdrawn at any time by advising TOFS in writing via electronic mail. Such advice must be submitted by the authorized contact as provided in the submission document.
- 6.13 Submissions that are unsigned, improperly signed, illegible, obscure, contain errors, erasures, alterations, or irregularities of any kind may, at the discretion of the Municipality, be declared non-compliant.
- 6.14 Proposal Submissions will be in the form of electronic mail PDF attachment to the following:

Email address: sao@fortsmith.ca

Subject line: TOFS RFP Organizational Review

For further clarity, all submissions will be marked received based on the date/time stamp from the electronic mail software.

Municipal contact information:

Tracy Thomas, SAO
PO Box 147
Fort Smith, NT X0E 0P0
Tel. (867) 872-8400

sao@fortsmith.ca

7. Contract

- 7.1 Notice in writing to a proponent of the acceptance of its proposal by the Municipality will constitute a contract for the goods and services outlined in their proposal.
- 7.2 The selected consultant shall indemnify the Municipality, its officers and employees against any damage caused to the Municipality as a result of any negligence or unlawful acts of the successful proponent or its employees. Similarly, the successful proponent shall agree to indemnify the Municipality, its officers and employees against any claims or costs initiated by third parties as a result of any negligence, or wrongful acts of the successful proponent or its employees.
- 7.3 The successful proponent will be required to provide proof of appropriate insurance coverage at the time of contract execution.
- 7.4 Information obtained from the Municipality of Fort Smith in completing a proposal will remain confidential. The successful proponent's employees attached to the contract shall be required to sign a non-disclosure agreement.

- 7.5 Data and documents collected and work products either directly for, or in support of the work outlined in this RFP are the property of the Municipality.
- 7.6 Reimbursement will be on a lump sum basis which may be invoiced on a percentage basis throughout the project.
- 7.7 Either the Consultant or the Municipality may terminate the contract, once awarded, at any time upon giving notice in writing at least 30 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.

8. Proposed Project Schedule

Timeline:

Task	Date
Issue of RFP	July 2, 2024
Deadline for inquiries	August 5,2024
Deadline for submissions	August 12,2024
Council Approval/Award of RFP	September 17,2024
Project Initiation Meeting	September 24,2024

Appendix A – Proponent Registration

Company Name	
Key Contact	
Email	
Phone Number	
Address	
Website	
Signature	

Please submit this form to Tracy Thomas, SAO via email to sao@fortsmith.ca