

EXPRESSION OF INTEREST

ORGANIZATIONAL REVIEW



Building the Pre-Eminent Municipality

Proposal Due Date

3 pm, July 31, 2013

Parkland County

Pat Vincent, CLGM

Chief Administrative Officer

53109A Hwy 779

Parkland County, AB T7Z 1R1

TERMS OF REFERENCE

BACKGROUND

Parkland County is inviting “Expressions of Interest” from firms qualified and interested in conducting an organizational review of County operations, process and structure. The County is interested in identifying ways in which municipal services can be delivered in the most responsive, efficient and cost effective manner. Proposals shall include all departments of the County. Consultants and firms with experience in public sector management analysis are encouraged and invited to submit Expressions of Interest.

Parkland County recognizes that there is an opportunity to increase the organization’s efficiency and effectiveness, ensuring the best use of staff and municipal resources. Council is committed to best practices. We believe in raising the standard of customer service in delivery of municipal services and providing our staff with guidance and support in creating an enhanced culture of customer service excellence.

While a number of narrow focused departmental reviews have taken place - a broader corporate wide review of the process and organizational structure has not been conducted in several years. Council and management are committed to building a more focused, responsive, resource-conscious and results-oriented organization that communicates effectively and works efficiently across departments. An organizational review would be helpful in this process.

EXPRESSION OF INTEREST SUBMISSION

To be considered, Applicants must submit a complete package of eight (8) copies and one (1) original. The response packages shall be enclosed in a sealed envelope plainly identified in the upper left hand corner with the company’s complete name and address and identified as the “PARKLAND COUNTY ORGANIZATIONAL REVIEW”. Applicants are responsible for delivery to the CAOs Office, Parkland County Centre. Proposals are due on or before 3:00 pm, on July 31st, 2013. Late submittals will not be considered.

Parkland County reserves the right to reject any and all proposals. The County may negotiate separately with any source in any manner necessary to arrive at a contract agreement that is in the best interest of Parkland County.

OBJECTIVES

This Review should:

1. Examine departments and functional areas in an objective manner to determine the level that they are being managed in order to utilize resources in a responsive, economical and efficient manner.
 2. Evaluate departmental and operational functions in terms of work flow and alignment, keeping in perspective and taking into account the fact that specific implementation plans are currently underway (Community Peace Officers, Planning and Development, Economic Development) from previous departmental reviews.
 3. Identify problem areas and provide recommended solutions to challenges facing departmental operations. In this regard, the study should identify possible actions to motivate and serve as a catalyst for improvement.
 4. Provide a SWOT analysis with methodologies related to County service outcomes and identification of related efficiencies through measurement.
 5. Foster the efficient and effective delivery of municipal services to commercial, industrial and residential taxpayers, offering alternatives that will yield desired results at a lower cost and/or with improved responsiveness to the citizens.
 6. Evaluate customer service and suggest process and tools to enhance the customer experience.
 7. Focus on identifying ways to enhance effectiveness in our internal, cross departmental and external communications and collaboration.
 8. Analyse and suggest best practices, utilized by other municipalities and other organizations, to address existing inefficiencies, uneconomical practices, or inadequacies related to policies, administrative procedures or organizational structure.
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9. Consider the evolving status of Parkland County as an emerging rural urban municipality.
10. Incorporate the municipality's Strategic Plan Vision, Mission, Values and the social, environmental, financial, and governance pillars that make up our framework of sustainability.
11. Identify more effective means of elevating public engagement.
12. Incorporate an interview process to include a representation sample of Council, Executive, management and staff as well as having a perspective from the County's client base being residents, businesses and the development community.
13. Evaluate financial management controls to ensure effective mechanisms are in place to provide accurate and timely information to decision makers on comparative analysis of budgets and expenditures.
14. Evaluate performance management objectives and suggest process and tools to enhance communications, feedback and measurement of departments and staff in meeting overall organizational goals.

Recommendations may identify and evaluate:

- Responsiveness (i.e. do services meet the needs of the community as reflected in the desires of Council and management);
 - Efficiency (i.e. most output for least cost);
 - Effectiveness of services (i.e. are services achieving desired results);
 - Measurement tool to aid in the prioritization of programs;
 - Strategies for generating new or expanded revenues or for substantially reducing the cost to deliver services;
 - Identify opportunities and needs for training and for staff to learn more about current trends in municipal management in each functional area of the study.
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DELIVERABLES

1. As a result of the study, the successful Applicant shall submit nine (9) copies of the following:
 - A report in written and electronic format, containing detailed findings and recommendations for each functional area studied.
 - A suggested plan for implementation of recommendations.
 - A presentation of the study to Parkland County Council and Executive Committee.
2. Identify budget or cost and savings implications of each significant recommendation or initiative.
3. Provide professional advice on each key decision and recommendation. Provide measurables for accountability.
4. Recommend options relating to staffing levels and demands, chain of command, authority, responsibility, delegation and accountability, as it relates to span of control.
5. Recommend changes that will result in an organizational structure and corporate decision-making framework that is significantly more responsive, flexible, as well as accountable and team oriented.
6. Provide a proposal that includes, but is not limited to: a work plan, budget, payment schedule, qualifications and references.
7. Review the organization's structure and culture.
8. Review Council and administrative process.
9. Identify methods to engage and obtain on-going feedback from staff, management and Council.
10. Identify best practices in other municipalities.
11. Provide timely feedback to the CAO in a staged and progressive manner.

PROJECT TIMELINES

1. Start time: September 1st, 2013
 2. Completion: Prior to December 31st, 2013
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COST AND CONDITIONS

1. Budget to be negotiated.
2. Budget must include all fees, expenses, meetings, travel, per diems, reimbursable expenses and GST.
3. The proposal should detail deliverables and timeline.
4. Proposals shall be valid for a minimum of thirty (30) days from the date of receipt by Parkland County.

CONTACTS

Questions should be addressed to Pat Vincent, CLGM, CAO at 780-968-8411 or pvincent@parklandcounty.com.
