



Service Delivery Review

Scope of Work

Overview

The Township is seeking a consultant to conduct a comprehensive service delivery and organizational review and provide recommendations to best serve the community now, with a strong outlook into the future.

The purpose of the project is to identify opportunities to enhance efficiency and effectiveness in service delivery throughout the organization. The project will include all departments and encompass all municipally managed services.

Recommendations and opportunities developed as a result of the review will provide Township Council and Administration with a guiding document designed to ensure we have the resources needed to meet our goals and priorities and are well positioned to address future growth, challenges and opportunities. Further, it will give the new Chief Administrative Office (CAO) and Corporate Leadership Team (CLT) guidance for improving operational efficiency and effectiveness, refine policies and processes.

Project Overview

The Service Delivery and Organizational Review will include the following phases:

Project Start-Up:

- The Consultant will participate in a kick-off meeting with Township staff to present their proposed timeline, methodology and introduce project leads;
- Assist in the development of a Communications and Engagement Plan for the Township's internal stakeholders;
- Obtain mutual clarification about uncertain elements of the project (e.g., service areas to be prioritized or explored in-depth).

Environmental Scan, Benchmarking & Overview of Municipal Environment:

- The Consultant will conduct a thorough analysis of no less than 5 (5) comparable municipalities similar in size, resources, geography, budgets and goals;
- Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis for the Township using interviews and focus groups with Council, Corporate Leadership Team and Staff;

- Analysis will include key guiding documents and plans, including master plans and strategies;
- Benchmark the Township's service level standards and practices with regard to comparators and best practices;
- Identify areas for further investigation or potential improvement.

Review of Current Service Delivery Model:

- Using an inclusive and collaborative approach with members of Council, Corporate Leadership Team and Staff, the Consultant will detail the Township's current service delivery models.
- Develop an inventory of services provided by the Township. Service profiles to include, depending on available information:
 - Service description
 - Relevant sub-services
 - Operating and capital costs (where costing is available at a service level)
 - Current service and legislative operational levels
 - Service delivery model (e.g., in-house, mixed, contract)
 - Performance measures
 - Effectiveness in meeting desired levels of service
- The Consultant will examine the relationship between service standards (discretionary and legislated), effectiveness and cost to make recommendations to incorporate efficiencies and opportunities for cost savings where applicable.

Review of Organizational Structure & Staffing Levels

- The Consultant will review, analyze, and make recommendations on the current organizational structure and department staffing levels with a focus on identifying gaps and opportunities where they exist based on the Township's service levels. This will include but is not limited to,
 - Internal alignment with mission, vision and other elements of the Strategic Plan;
 - Internal alignment with current service levels and legislated operational levels;
 - Reporting relationships;

- Adjustments to roles, structure and responsibility;
- Staff resources allocated to service delivery requirements.

Recommendations:

- Develop a list of the programs or services that have the greatest potential for improvements in efficiency or effectiveness.
- Develop recommendations regarding the following. Recommendations must recognize and reflect the unique characteristics of the Township.
 - Measures to improve the efficiency and/or effectiveness of the delivery of specific services.
 - Mechanisms of continuous improvement that could be implemented to improve service and/or the efficiency and effectiveness of service delivery on an ongoing basis.
 - Proposed changes to service levels in alignment with Council priorities.
 - Alternate service delivery models.
 - Any other opportunities for cost savings or cost recovery.
- Draft a Final Report summarizing the results of the Project, incorporating service profiles, findings, conclusions and recommendations. The draft will be shared and presented to the Corporate Leadership Team, with any feedback incorporated into a subsequent draft.
- Present the Final Report in a presentation to the Township Council.

Research Method

The service delivery review will entail a detailed analysis of the Township's services, service levels, strategic priorities, organizational structure and resources. Township staff will engage with the Consultant to provide the documents, processes, and details necessary to perform this analysis. Township services and resources will be evaluated against municipalities comparable in size, resources, geography, budgets, and goals. Staff interviews, surveys and/or focus groups may be needed to gather the information necessary to conduct a thorough review.

1 OBJECTIVES OF THE MUNICIPAL SERVICE DELIVERY & ORGANIZATIONAL REVIEW

The objective is to conduct a thorough review of the Township's service delivery models, operational processes, and organizational structure to identify opportunities for operational improvements, elimination of redundancies and capitalize on efficiencies to improve overall service delivery both now and in the future.

Recommendations and opportunities developed as a result of the review will provide Council and Corporate Leadership Team with the guidance for improving efficiency and effectiveness, as well as internal alignment of the organization, to ensure the Township is providing value to the community and is well positioned to address future growth, challenges and opportunities.

The project has three (3) principal deliverables:

1. To review and evaluate the Township's operational effectiveness and efficiency, using service level benchmarks and comparative best practices.
2. To recommend areas of opportunity and improvement to maintain and improve service levels while allowing long-term, sustainable budget objectives to be met, such as improvements or changes to service delivery methods; increases or reallocation of staffing resources; changes to service delivery methods to reduce cost and increase efficiency and new areas for (non-tax) revenue.
3. To submit and present, a thorough report for review that outlines the background, methodology, review, and recommendations made.

2 REQUIREMENTS, KEY DELIVERABLES & TIMELINES

The following are the minimum project requirements. The final sequence and details of tasks will be determined in consultation with the successful Proponent. If the Proponent considers additional tasks and deliverables as being appropriate, please submit as part of the project proposal:

- Conduct research, review and analysis as required to complete the project.
- Collaborate with Corporate Leadership Team, Council, and Staff as required.
- Develop meeting agendas, workshop workbooks, presentation slides and other materials as appropriate to support internal consultation activities.
- Attend and facilitate meetings as required and scheduled, hybrid meetings can be accommodated where appropriate.

- Deliver Draft and Final Reports for review in a timely fashion.
- Provide a final digital version of the Municipal Service Delivery and Organizational Review report in an accessible PDF file and all documentation used in the development of the report.

The Municipal Service Delivery and Organizational Review project shall be completed by [insert date].

The successful Proponent shall provide a detailed project work plan and schedule [Gantt Chart] showing the tasks and activities to be undertaken in order to meet the project requirements, including approximate timing of key internal and key stakeholder engagement sessions.

An initial meeting with Township staff will be required once the contract is awarded to refine the work program and/or the successful Proponent to obtain any available background materials.