



**Beaver Emergency Services Commission
Request for Proposal
Organizational Review Project
Closing Date October 29, 2021**

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General Description of Project

Beaver Emergency Services Commission is requesting proposals from qualified consulting firms to conduct an organizational review.

The purpose of the review is to identify opportunities for improvement and to increase the organization’s efficiency and effectiveness. The review will focus on the governance and administration component of the organization and how it relates to all departments.

To support the achievement of these goals, BESC seeks an organizational assessment to determine if the organization is operating effectively within its existing resources and if not make, recommendations for improvement in the areas of leadership, staffing, structure, decision making and accountability.

The assessment will review the alignment of the organization’s mission and vision to the organization’s operations.

Background

The Beaver Emergency Services Commission (BESC) is a regional services commission established by a Province of Alberta Order in Council, April 29, 2010. The members of the commission are the municipalities of

- Beaver County
- Town of Viking
- Town of Tofield
- Village of Ryley
- Village of Holden

The member municipalities delegated their responsibility for the direction and control of fire and emergency responses and emergency management to BESC.

The board of directors which governs BESC is comprised of 7 directors who are municipally elected officials appointed by the member municipalities. Each town and village appoint one director and the County appoints three directors.

The BESC Regional Emergency Manager/Director of Emergency Management (REM/DEM) manages the administration and oversees operations of volunteer fire departments in the towns of Tofield and Viking, Villages of Ryley and Holden and the Hamlets of Bruce and Kinsella. Each department is managed by a District Fire Chief all of which report to the REM/DEM.

The REM/DEM is Chair of the Emergency Management Committee and Emergency Management Agency and responsible for the Regional Emergency Management Plan.

BESC also has one full-time administrative assistant and a part-time contract finance clerk.

Project Timeline

The schedule for the project is set out below and may be subject to change. If the schedule changes before the proposal due date, BESC will contact all invitees via email.

RFP issued	October 4, 2021
Inquiry Period	October 4 – October 15, 2021
Proposal Due Date	October 29, 2021
Evaluation Period	November 1-November 15, 2021
Board Approval	December 8, 2021
Contract Award	December 13, 2021
Commence Work	Jan 2022
Deliverable Date	March 2022
Presentation to Board	March 2022

Scope of Work

The organizational review is to include, but is not limited, to the following:

Complete an in-depth current state review (for example strengths, opportunities, and gaps) and provide recommendations for change with a focus on improving organizational effectiveness and strategic management.

Obtain input, comments, and suggestions from representatives of the board, administration, district fire chiefs and member municipalities.

Analyze BESC's current organizational structure including the relationship and responsibilities between the board, the regional emergency manager, administrative staff, district fire chiefs and key stakeholders where appropriate.

Assess whether the current organizational structure is efficient, effective, and transparent for a public entity that is responsible for providing fire, emergency response and emergency management services to the member municipalities.

Assess BESC's current governance and administrative capabilities as they relate to the BESC's mission and responsibilities

Assess the alignment of staff job responsibilities (descriptions), with, organizational need.

Review decision making processes

Provide an implementation plan for recommended changes. All recommendations will aim to clarify roles and accountabilities across the organization and strengthen relationships.

Specification of Deliverables

Work is to begin in January 10 and be complete by March 3, 2022.

At a minimum the deliverables must include, a final report including an executive summary, recommendations for implementation and an action plan for implementing the recommendations.

The final report with recommendations and an implementation plan is to be presented to the board by March 9, 2022.

Upon approval by BESC, the proponent will provide eight hard copies and one electronic PDF copy of the final report.

Proposal Content and Format

Proposals must include all the information in this proposal content and format section. BESC will not evaluate submissions which do not meet all requirements

Cover Letter

The person authorized to execute a contract with BESC must sign the cover letter. The letter must identify who submitted the proposal as well as the name, title, phone number, and email address of a single point of contact.

Proposal Content

- A description of project understanding, a 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.
- The proposal should show an understanding of the project and identify qualifications that make the proponent most suited for this task
- Identify the key contact for the project and all personnel assigned to work on this project including a description of their abilities, qualifications, and experience
- Include a suggested methodology for obtaining feedback and information from administration, board members, district fire chiefs and representatives member municipalities. (a key component of this project will include consultation with the previously mentioned groups).
- Identify the staff support from BESC the proponent requires to execute the proposed methodology.
- Proposed budget and breakdown of costs related to the project
- A list of similar projects completed and the names and contact information for three references who can speak to the quality of the work performed.

Reservation of Rights

BESC reserves the right to

- Reject any or all proposals
- Suspend or cancel the RFP at any time for any reason without penalty
- Not necessarily accept the lowest cost proposal
- Accept any proposal which it may consider being in the best interests of BESC
- At its sole discretion, modify the terms of this Request for Proposal at any time prior to closing.

Evaluation of Proposals

An evaluation committee will review all eligible proposals. The committee may contact the proponent for further information or clarification. The committee will evaluate all proposals using the following criteria.

Criteria	% of Available Points
Quality areas (quality of organization, staff, and approach) Expertise: staff, ability, previous experience Project approach: deliverables; methodology; timeline Proposed resources: experience of assigned team, education level of assigned team	35%
Technical Areas (quality of proposal presentation) Statement of Work Explanation of Approach Presentation of experience/expertise Cost Presentation	35%
Cost: BESC will calculate the cost points using the following method: Cost points = lowest proponents cost/proponents cost X25 (maximum cost points available)	30%
Total	100%

By responding to this RFP, proponents are deemed to have accepted all the terms and conditions and agreed the decision of the evaluation of the committee is final and binding.

Proposal Submission

Proponents are to submit their proposals electronically in PDF format via email to info@besc.ca. The subject line of the email should read “RFP Organizational Review”.

BESC will not accept proposals received after 4:30 pm October 29, 2021.

Inquiry Period

Proponents may ask clarifying questions regarding this RFP during the inquiry period as outlined in the calendar of events/project timeline. To ask a question, proponents must email the question to info@besc.ca. The subject line of the email should read ATTN Allan Weiss “RFP Organizational Review”

Proponents may only ask questions that seek clarification of the RFP. Questions must reference the relevant portion of the RFP. BESC may at its option disregard any questions that do not appropriately reference the RFD, or if in the opinion of BESC, the question is not a clarifying question.

BESC will record all questions and responses and may at its discretion, distribute them to all proponents BESC may not answer questions after October 15, 2021.