



# Mohawk Council of Akwesasne

## Invitation for Proposal

### Operational Review of the Department of Technical Services

Issued: April 16, 2018

**Extension Deadline Date: Monday, May 14, 2018**

**Operational Review of the Department of Technical Services  
Request for Proposal**

**Contents**

Operational Review Objectives ..... 3

Background ..... 3

Timeframe ..... 4

Scope of Work ..... 4

Deliverables ..... 5

Proposal Contents ..... 5

    Proposed Methodology ..... 5

    Project Management Approach ..... 5

    Proposed Schedule ..... 5

    Consultant Experience ..... 6

    Project Team ..... 6

    Proposed Fee ..... 6

    References ..... 6

    Certification ..... 6

Proposal Evaluation ..... 6

RFP Process Terms and Conditions ..... 7

    Proposal Schedule ..... 7

    Proposal Requirements ..... 7

    Questions and Additional Information ..... 7

    Proposal to Be Retained by MCA ..... 8

Proposal Submission ..... 8

# Operational Review of the Department of Technical Services Request for Proposal

## Operational Review Objectives

The Mohawk Council of Akwesasne (MCA) wishes to engage a professional consultant or firm to perform an operational review of the Department of Technical Services (DTS). The main objective of the review is to ensure that MCA's annual investment in DTS is being managed effectively and efficiently to optimize the service capacities of MCA's physical assets, and that service delivery quality consistently meets or exceeds expectations.

## Background

The Akwesasne First Nation territory is situated geographically between the Canadian provinces of Ontario and Quebec, and New York State in the United States, and on the islands and along the south shore of the St. Lawrence River opposite Cornwall, Ontario, where the St. Lawrence and St. Regis Rivers meet.

DTS operates facilities and provides services in each of three Akwesasne districts: Cornwall Island, St. Regis Village, and Snye. Cornwall Island is located in Ontario and Snye and St. Regis are located in Quebec, accessible by an all-weather highway road network via New York State Highway 37.

The DTS Maintenance Program was established in 2004 to maintain MCA's community assets. Assets include: water and wastewater treatment facilities, schools, day care centers, recreation centers, clinics, long term care facility, elders care facility, administration buildings, police station, general maintenance garages and storage facilities, health and social service facilities, group home, family wellness center, and shelter. The total occupied floor space is just over 51,000 square meters (550,000 square feet) of floor space.

DTS undertakes asset management activities for MCA and ensures infrastructure is managed in a systematic, efficient, and coordinated manner. DTS main activities and services include:

- Operation and maintenance of MCA community assets
- Operation of the water and waste water facilities
- Solid Waste and Recycling Program
- Roads program and street lights, and
- Capital projects.

DTS financial results for fiscal 2017 totaled approximately \$14.2 million for operations and \$6 million for capital projects. Capital project amounts vary considerably from year to year.

There are 61 full time maintenance workers and 6 support staff members including the Director, Architect, Senior Maintenance Manager, two Administrative Assistants and one Maintenance Program Coordinator who operates the Computerized Maintenance Management System Program and Asset Nav system. Included in the totals are managers for Water Infrastructure, Roads, Education, and Health and Social facilities. DTS services all the community and MCA buildings and

# Operational Review of the Department of Technical Services

## Request for Proposal

assets including some 41 km of water main and associated infrastructure, along 47km of roadways and bridges.

DTSs' most significant challenges include:

- Multi-jurisdictional locations and issues including: two countries, two provinces, one state, five counties, border crossing issues, toll booth issues, and rural locations
- Operation and maintenance funding issues whereby DTS funding is derived solely through annual government transfers and internal charges
- Maintenance Management System is not fully operational and is outdated, affecting customer satisfaction
- Lack of reliable capital funding.

In 2007/08, DTS completed a Functional Review and Assessment Report of its assets and management of those assets.

It is important to MCA that DTS operates as effectively and efficiently as possible in order to overcome jurisdictional and funding challenges, and ensure that MCA facilities and infrastructure are managed to maintain and/or increase their useful service lives.

Accordingly, MCA/DTS wish to have an independent operational review performed to inform future strategy, priorities, planning, and resource allocation.

## Timeframe

The project will begin as soon as possible.

## Scope of Work

The consultant will be engaged to review the management and operations of DTS to determine whether:

1. Planning, prioritization, budgeting, performance measurement, and reporting operations are appropriate for the level of DTS programming activities and expected outcomes.
2. DTS staff are organized and managed to facilitate engagement, are properly trained to perform their work safely and productively, and achieve an appropriate balance of efficiency and effectiveness.
3. Financial resources are adequate, are aligned with asset management and service delivery strategies and plans, are being managed appropriately, and are comparable with organizations of similar size and characteristics.
4. Systems, software, tools and equipment are appropriate and adequate, and are properly utilized, maintained, and controlled.
5. MCA's capital assets are properly managed and their service capacities optimized through planned maintenance, replacement, enhancement, and/or repair activities.

# Operational Review of the Department of Technical Services Request for Proposal

6. Service delivery quality, consistency, and timeliness meets expectations.

The Consultant will be expected to prepare a final report that, at a minimum, documents his/her executive summary, scope including any limitations, methodology, findings, and any recommendations to improve DTS operations. The final report should include:

- a) suggestions to increase effectiveness and efficiency and reduce costs
- b) significant issues, obstacles, risks, challenges to the achievement of DTS objectives
- c) identification of:
  - i. DTS strengths and areas for improvement
  - ii. any industry and/or best practices that would improve DTS operations if implemented
- d) a proposed action plan to implement suggestions/recommendations, including identification of any resources needed
- e) any obstacles or risks to the achievement of the action plan along with suggested mitigation strategies.

## Deliverables

The Consultant will be expected to provide the following deliverables:

- A draft operational review plan for discussion and approval
- Status updates on an as-requested basis
- Brief, written reports comparing progress to the operational review plan and schedule, every two weeks
- Draft final report
- Meeting(s) to present/discuss the draft final report and receive feedback
- Final report

## Proposal Contents

Your proposal should include at a minimum:

**Proposed Methodology:** Describe the proposed approach, methods and procedures to achieve the objective, scope of work, and deliverables.

**Project Management Approach:** Describe the plan for carrying out the project, including plans or procedures for coordinating with MCA/DTS, and ensuring timeliness, cost-effectiveness, and a high quality product.

**Proposed Schedule:** This section should provide a description of the work to be performed, the methods to be used, and a timeline for completing the work, setting out specific proposed dates for performing the review and producing the deliverables.

# Operational Review of the Department of Technical Services Request for Proposal

**Consultant Experience:** This section should describe the consultant's capabilities, physical facilities, time constraints (if any), and experience in performing operational reviews and/or similar projects.

**Project Team:** Identify all members of the project team, their role(s), qualifications, experience, and planned level of effort on the project.

**Proposed Fee:** An itemized project budget spreadsheet in Microsoft Excel format that presents anticipated costs of direct labour, materials, and other expenses (including an estimate of anticipated printing, binding, and delivery costs), and that identifies how each line item amount was determined.

**References:** Three client references should be listed along with descriptions of the work performed for each, and with written permission to contact the references.

**Certification:** The proposal should contain a statement:

- confirming that the proponent carries sufficient errors and omissions and liability insurance and that if successful, will provide a certification of insurance to MCA before beginning any work;
- confirming that the consultant(s) has a valid passport and is willing and able to cross the Canada - US border freely;
- certifying its completeness and veracity, and be signed and dated by an authorized representative of the Consultant.

## Proposal Evaluation

Proposals will be reviewed by an MCA committee. Experts may also be asked to review and evaluate proposals, and provide comments and/or make recommendations for awarding a contract.

Criteria for selection will include, but are not limited to:

- Demonstrated understanding of the review objectives, scope, and desired outcomes;
- Qualifications and relevant experience/performance of the consultant's organization, and of the proposed team members;
- Review methodology;
- Proposed price;
- Project Management approach;
- Organization and professionalism of the proposal; and
- Extent of Indigenous involvement in the consultant's organization and in carrying out of the work.

# Operational Review of the Department of Technical Services Request for Proposal

MCA expects to contract with the person or firm whose proposal demonstrates that its performance of the work would be most advantageous to MCA, with price and other factors considered.

MCA reserves the right to award a contract to other than the lowest priced Consultant or not to make an award if that is deemed to serve its best interest.

## RFP Process Terms and Conditions

### *Proposal Schedule*

RFP Issue Date	April 16, 2018
Deadline for questions and additional information requests	April 30, 2018
RFP addenda	May 8, 2018
Proposal Submission Deadline Extension	May 14, 2018
Contract Award	May 21, 2018

The timetable is tentative and can be changed by MCA at any time.

### *Proposal Requirements*

Proposals must include the minimum contents as outlined in "Proposal Contents".

Proposals must be prepared in English.

Proponents shall bear their own costs of preparing and submitting their proposal, including any disbursements (e.g. travel).

### *Questions and Additional Information*

Proponents may ask questions or seek additional information by submitting an email to DTS Director, Mr. Jay Benedict at [jay.benedict@akwesasne.ca](mailto:jay.benedict@akwesasne.ca). It is the responsibility of the Consultant to seek clarification from the MCA contact on any matter it considers to be unclear. MCA will not be responsible for any misunderstanding on the part of the Consultant concerning this RFP or its process.

If MCA provides any additional information as a result of questions and/or information requests, it will do so in the form of addendum(s) to the RFP, which will be posted on the MCA website by May 8, 2018. Proponents are responsible for checking the website and obtaining all addendums issued.

MCA is under no obligation to provide additional information or post any addendums but may do so at its sole discretion.

# Operational Review of the Department of Technical Services Request for Proposal

## *Proposal to Be Retained by MCA*

MCA will not return the proposal or any additional information submitted by a Consultant.

## **Proposal Submission**

Proposals will be accepted only in the form of electronic files, such as PDFs or documents using Microsoft Office software (i.e. Word, Excel), attached to a transmittal message that is emailed to [brigitte.phillips@akwasasne.ca](mailto:brigitte.phillips@akwasasne.ca) by 5:00 p.m. EST on May 14, 2018.