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City of Toronto
Service Efficiency Study Program:
Central Communications Model
Statement of Work for External Management Consultants
Roster Assignment # 9144-11-7001-Cat2MC12-11

September 15, 2011

1. Background

- a) The City Manager has established a Roster for the provision of consulting services for a range of Assignments (REOI # 9144-11-7001).
- b) This Statement of Work (SOW) is provided in accordance with the requirements of the REOI, and the Assignment will be conducted within the terms and conditions stated in the REOI, especially Appendix B, and its Addenda. For purposes of clarity, some REOI terms and conditions may be repeated in this SOW.
- c) The City Manager wishes to engage an external Management Consultant to assist with Toronto's Service Efficiency Study of the City's communications functions.
- d) As set out in the City Manager's report to Council dated March 8, 2011 (Attachment A) the City is facing difficult decisions in 2012 and future years to meet its budget challenges. To support City Council's 2012 budget deliberations, the City Manager will undertake Service Efficiency Studies of several City divisions, agencies, and cross-cutting functions.
- e) Invited Consultants are required to submit a proposal and work plan tailored to the Service Efficiency Study or Studies as described in this SOW. The submission will include, at a minimum:
 - o Proposed work program with work plan and deliverables;
 - o Time schedule;
 - o Costs/fees; and
 - o Any other information required in response to this SOW
- f) Proposals submitted by invited Consultants will be assessed in terms of completeness of the work program, understanding of the assignment, appropriateness of the Consultant team, acceptable time frame and schedule for the work, and acceptable cost.

- g) An interview may be held at the sole discretion of the City to refine service scope, prioritize issues, or review the respective responsibilities between the City staff team and the Consultant and proposed team members.
- h) An agreed upon work plan including timelines and deliverables and cost/fees will be approved by the City prior to the commencement of the assignment, through a letter of agreement.

2. Project Purpose

The City has begun a program of Service Efficiency Studies. Several areas have been identified for review during 2011 including the City's communications functions. The purpose of the Service Efficiency Studies is to identify and supply actionable recommendations that will provide the maximum of service efficiency savings in the shortest period of time. To that end, the project review should consider a broad range of strategies and apply the most effective methodologies to achieve the stated purpose, for example:

- Organizational restructuring
- Business process and work methods streamlining
- Outsourcing
- Automation
- Shared services
- Service innovation

The results of the Service Efficiency Studies will be reported to the City Manager and will be implemented through the 2012 annual budget process wherever possible.

3. Services Required – Overall Role & Deliverables for External Consultant

a) Background Data & Information:

The City will provide general background data and information, including:

- (i) Suggested areas of study focus to be reviewed and assessed by the Consultant;
- (ii) An inventory of services, service levels and standards, activities and types;
- (iii) Financial and budget data;
- (iv) Organization charts;

- (v) Workforce data including staffing information;
- (vi) Recent organizational and service reviews, policy directions, reports and Council decisions;
- (vii) Business process data; and
- (viii) All other available information related to particular services and activities.

b) Consultant Deliverables:

Working with City staff, the external Management Consultant's role and deliverables will include:

(i) *Confirm Focus Areas and Methodology*

Using the baseline information, initial focus areas suggested by the City and additional data, identify the areas of focus and the most appropriate methodologies with the greatest potential for cost savings and improved service delivery.

(ii) *Assess Service Efficiency*

Within the areas to be focussed on:

- Identify and assess the costs and cost drivers of current practice
- Review and assess services, activities and methods
- Compare against service providers in other jurisdictions using comparable and relevant best practices
- Analyze and compare service benchmarks and measures
- Assess against other relevant information

(iii) *Identify and Recommend Opportunities for Improved Efficiency and Cost Savings*

- Identify and recommend changes to work methods, processes, responsibilities, and other factors that will result in the most cost savings and the greatest improvement in service delivery.
- Provide implementation details and steps that will address the changes you have identified and recommended.
- Provide advice and recommendations about which changes can be made quickly, e.g., for savings in 2012, and which will take longer to implement.
- Identify and provide advice on the costs required to make changes including any short term financial investments.
- Provide advice about any risks and implications for service delivery, policy development, finances, cross divisional or enterprise wide human resource impacts, and other effects of alternatives and changes.

(iv) *Provide reports and documentation*

Provide documentation, reports and presentations for the City Manager as required for each of the deliverables and providing other advice as identified throughout the review process.

(v) *Work with divisional and agency staff as required.*

(vi) *Attend, support and provide documentation for status and/or planning meetings with the City Manager, the designated Project Manager, the divisional General Manager, the City staff team, the City Steering Committee established for Service Review activities, and/or other City officials as required.*

4. Project Reporting Process and Time Line

- a) The Services Efficiency Studies will be conducted on an accelerated timeline.
- b) The City wishes to engage the external Management Consultant for a 4-week study to be completed no later than October 31, 2011.
- c) Wherever possible the results of the Service Efficiency Studies will be reported out through the City's 2012 Budget Process.

5. Service Efficiency Study – Specific Areas of Review is the City's Communications Functions

Communications functions exist across the City structure including in the Strategic Communications Division organizationally located in the City Manager's Office, communications units organizationally located in the City's three cluster areas, and in some areas, embedded in City divisions.

5a. Strategic Communications

The Strategic Communications Division provides advice, counsel and leadership to the City with respect to communications planning and research, media relations and issues management. The Division ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services.

The Division provides a full range of communications services including:

- Creating communications strategies and plans;
- Providing communications advice and support to the City Manager Deputy City Managers and other Division Heads as necessary;

- Strategic co-ordination of the City's communications including timing, audiences, messages and tactics;
- Issues management and co-ordinating a rapid response protocol to respond to crisis situations;
- Media relations including media liaison, acting as the City's spokesperson, reviewing and distributing all City news releases, and onsite media relations for press conferences and public events;
- Strategic co-ordination of communications initiatives that involve multiple City divisions and other levels of government;
- Media monitoring and analysis, research, data collection and environmental scanning;
- Advertising and media buying;
- Public awareness campaign co-ordination;
- Writing, editing and advising on clear language and accessibility for all communications via all channels (web, social media, video, audio, print) and internal and external target audiences; and
- Managing the City's research contract including negotiating annual contract agreements with external suppliers.

5b. Cluster Communications

The City has communications units located in each of the three organizational clusters. These communications units provide a wide range of professional communications support services for divisions and programs within their cluster area. Their services include:

- Program specific communications planning and implementation;
- Issues management;
- Media management and media relations;
- Writing, reviewing and editing written communications materials;
- Advertising and promotion;
- Event support;
- Internal communications support; and
- Website content and maintenance.

5c. Divisional Communications

The City has communications services embedded in some specific divisions. Divisional communications provide a broad range of communications services, similar to services provided at the cluster level, specific to the division and various programs. Divisional communications tend to be embedded in divisions where communications are content specific or have ongoing day-to-day communications needs and priorities.

5d. Web Services

The City's web services are organizationally located in the Information and Technology Division. Web services are responsible for providing support and management of the City's internal and external web sites while ensuring the effective use of an enterprise web management framework. Web services also provide web application lifecycle services for the enterprise including strategic planning, creative design, development, sustainment, and consulting services. A web content management system is being rolled out (4 divisions in 2011), with most divisional content converted by the end of 2012.

5.1 Study Focus

The main focus of this study is to develop organizational options for a centralized communications model in order to consolidate and centralize communications functions across the organization. A centralized communications model must be customer focused, nimble and able to respond to emerging issues and priorities, multi channel, and demonstrate improved efficiency and avoid duplication of activities.

Communications functions located in the following City divisions are not within scope of this study: Emergency Medical Services, Fire Services, Economic Development and Culture Division, and Print and Design Services in the City Clerk's Office.

Communications functions located in the City's Agencies are not within scope of this study, including Toronto Public Health. (Toronto Public Health is an Agency of the City that reports to City Council through the Board of Health).

5.2 Areas for Immediate Cost-Saving Opportunities

The consultant will:

- Review and validate the inventory of communications functions and staffing resources across the organization;
- Develop organizational options for a centralized communications model based on best practices in government and large public and private sector organizations and other criteria as appropriate;
- Identify the key functions necessary in each organizational option to assist the City in rationalizing job titles and job functions;
- Identify staffing resources required for each organizational option including opportunities for efficiencies and cost-savings; and
- Facilitate consultations with the City's communications and web service areas and General Managers to elicit input into organizational options.

- Review the roles and responsibilities between a centralized communications model and the City's web services to ensure effective workflow processes, clear web leadership and accountabilities for the management of web content and the overall look and feel of the City's web site; and
- Review the City's web governance model and make recommendations to strengthen and align web governance vis-a-vis a centralized communications model.

The findings and recommendations of recently completed studies related to communications functions; and other financial and staffing data will be made available to the consultant.

The consultant will work with existing information provided by the City, and provide further analysis and validation to formulate recommendations and options.

The consultant should report to the City Manager on findings respecting any such areas in terms of:

- Cost-savings;
- Direct Service implications;
- Divisional resource need implications; and/or
- Efficiencies in operations and staffing.

6. Project Management

The external Management Consultant will report to the City Manager through the Strategic and Corporate Policy Division. The City Manager's delegate and key project contact is:

Lynda Taschereau
 Strategic and Corporate Policy Division
 City Manager's Office
 11th Floor, East Tower, City Hall
 Telephone: 416-392-6783
 E-mail: ltascher@toronto.ca

7. Attachments and Information

Respondents are reminded to please refer to the original REOI and Addenda, especially Appendix B, Terms and Conditions. Additional information to assist with Responses to this Statement of Work is:

- A. Council Report: Service Review Program, 2012 Budget Process and Multi-Year Financial Planning Process
<http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-36612.pdf>

- B. Profiles of City Programs (as contained in Council Briefing Book, Volume 2) – Please refer to the PDF document attached to the e-mail inviting your firm to respond to this SOW.
- C. 2011 Budget Information is available at www.toronto.ca/budget2011
- D. Organization charts for areas under review.