



PMA

Professional
Municipal
Administrators

PMA REQUEST FOR PROPOSAL

SUBMISSION DEADLINE:
JUNE 6TH, 2025

**MUNICIPAL TRAINING
PROGRAM PHASE ONE -
RESEARCH AND ANALYSIS**

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I. Introduction

Organization Background

Professional Municipal Administrators (PMA) is a professional organization composed of Town/City Managers, Town/City Clerks, Chief Administrative Officers, and Department Heads who are committed to preserving and advancing excellence in municipal administration in Newfoundland and Labrador. It is PMA's mission to enhance and promote professional management and leadership excellence in local government through the provision of professional development, fostering the exchange of ideas and information, and for the continued recognition of PMA as an authority on municipal government.

Today, we consist of distinguished representatives from across our province who are all involved in various levels of local governance, leadership and business. PMA membership also consists of students on their way to success and retired or near-retired professionals with a wealth of knowledge to pass on. We are proud to provide a wide array of professional and personal development opportunities, networking events, publications and training programs, all with the sole purpose of seeing our members and our communities achieve success for generations.

Our organization hosts two major training events annually. Our Convention, which takes place every Spring, provides an opportunity for our membership to come together for three days of education, networking and comradery – fostering confidence building within municipal leadership. Our Fall Forum invites our members to join us for a day and a half of more matter of fact municipal-sector training. Despite offering additional resources and supports for municipal administrators across the province, these events are the backbone of our association.

Project Purpose

As an association dedicated to supporting administrative employees in the municipal sector, we recognize the significant opportunity to improve staff retention in town offices. We are frequently updated about new hires and departures, allowing us to keep our records current. While the information we receive about the reasons behind attrition in Town Clerk roles is often anecdotal, feedback from our members highlights the need for greater training, onboarding, and support for new clerks.

The role of the Town Clerk has grown considerably, moving beyond traditional administrative duties to include complex tasks due to evolving legislation that grants municipalities more autonomy. This added responsibility offers exciting opportunities for growth but also presents new challenges, particularly for small town offices that often operate with just one or two staff members, sometimes part-time. Adapting to new legislative requirements, in addition to daily operations, require a higher

level of support and preparation – especially for those in the early stages of their careers.

In response to these opportunities for improvement, we are excited to propose a Three Phased initiative that focuses on enhancing onboarding processes and promoting continuous learning for municipal administrators, while also opening opportunities for the public to undertake training and education in the field of municipal administration. Our goal is to empower current and incoming administrators with the knowledge, tools, and support they need to feel confident and perform their roles with excellence.

The chosen applicant for this project will complete all activities as outlined for Phase One of this three-phase project, which encompasses all preliminary research and recommendations for training programs specifically tailored to the needs of municipal administrators in Newfoundland and Labrador. Phase Two will be focused on curriculum development, assessment & evaluation strategies, feedback mechanisms, and selection and development of instructional materials. Phase Three will be the Testing & Feedback phase and would include activities such as running pilot programs to test the curriculum, gathering feedback and measuring evaluation effectiveness – which would lead to the refinement and finalization of the curriculum based on clear analytics. There would also be activities ongoing past Phase Three to ensure the ongoing sustainability of the program, including measuring the effectiveness of the curriculum and offering opportunities for continuous improvement to the curriculum over time.

PMA has a strong history of offering valuable training programs, such as our CORE program, Peer Mentorship, and networking events like our Convention and Fall Forum. While these initiatives have been helpful, we recognize the potential for expanding support even further. With a small staff, we are eager to build upon our existing efforts to address the needs of the sector in a more comprehensive way.

Municipal administrators face opportunities to grow in their roles, and by equipping them with the resources, training, and support they need, we believe we can help them thrive. With a focus on skill-building, positive workplace relationships, and professional development, we are confident that these efforts will enhance job satisfaction, strengthen staff retention, and foster a more supportive and sustainable work environment in the sector.

This program ultimately aims to enhance municipal staff skills, support retention, and strengthen service delivery across Newfoundland and Labrador.

Training Objectives

Specific training objectives will be determined through the research and analysis phase of the project, as outlined in this document, through a number of research activities listed in the Scope of Work section as well as advised by the selected consultant. Our goal is to address membership needs through both Onboarding and Continuous Learning training modules.

Our organization is committed to working through the recommendations of Phase One of this project to ultimately ensure that our members have access to the most robust, effective and responsive curriculum that can address the requirements of working within the field of municipal administration in Newfoundland & Labrador.

Target Audience

The completed training programs will be aimed towards both currently employed municipal administrators (CAOs, Town Clerks, Town Managers, etc.), as well as those looking to enter the municipal sector.

II. Scope of Work

Objective of Research

Phase One of this project will focus on research and planning to identify key competencies, develop a curriculum framework, and establish a delivery model. Research and Analysis will be completed with an outcome of clear recommendations for Phase Two which will focus on the actual development of the curriculum.

Tasks

Specific activities include:

- Needs Assessment (input from current & past administrators). Methods used will depend on consultant recommendations.
- Review of existing curriculum (via PMA, Partners & Publicly).
- Review of the Towns and Local Service District Act (TLSDA) and associated regulations for an understanding of the legislative requirements.
- Jurisdictional scan of comparable organizations to PMA and their training offerings.
- Stakeholder meetings (including representatives from partners including but not limited to Municipal & Provincial Affairs; Municipalities Newfoundland & Labrador; members of the public interested in municipal administrative roles and past and present PMA Members).
- Define learning goals & objectives & research best practices.
- Develop a conceptual framework for curriculum; including identification of core content needs; the scope and sequence of training needs; and recommendations for pedagogical approaches and partners.

- Consult with relevant educational bodies or accredited institutions to assess the appropriateness, value, and alignment of the proposed curriculum, and use these findings to inform recommendations on course structure and delivery.
- Determining the delivery model, including who will host the curriculum once it is developed, and the plan for promotion and recruitment of students.

Stakeholder Engagement

It is important to PMA that the curriculum framework best reflects the priorities of PMA members, partners, and the public. The selected applicant will be expected to effectively engage stakeholders, and develop a curriculum framework that best captures the diverse needs and perspectives of all relevant parties.

Key stakeholder groups include:

- Department of Municipal and Provincial Affairs, Government of Newfoundland & Labrador
- Municipalities Newfoundland & Labrador (MNL)
- Current and former PMA members
- Members of the public with an interest in municipal administrative careers
- Representatives from partner organizations involved in training delivery or policy

Resources Provided

To support the selected applicant in completing these duties effectively, PMA will ensure the following resources are made available:

- Past PMA curriculum materials
- All relevant policy and legislative materials, including the Towns and Local Service District Act
- Relevant stakeholder contact information
- Regularly scheduled communication with PMA
- Support in surveying/data collection from members

III. Deliverables

Required Outputs

- Needs Assessment Report that summarizes key skill gaps, challenges, and overall training needs.
- Identification of key competencies required for municipal administrator roles.

- Jurisdictional Scan that provides an analysis of comparable training programs in other regions.
- Stakeholder engagement report summarizing consultation findings.
- Clearly articulated learning goals and best practices.
- Development of a detailed curriculum blueprint, including course outlines, objectives, and delivery recommendations.
- Clear recommendations for the curriculum delivery model.
- A strong foundation for Phase 2.

Submission Expectations

A detailed project timeline will be determined in collaboration with the selected applicant once the contract has been signed. The agreed-upon schedule outlining key milestones and deliverable deadlines must be adhered to. We ask that you identify any scheduling considerations ahead of time.

IV. Project Timeline

RFP Issue Date: May 9, 2025

RFP Deadline for Submissions: June 6, 2025

RFP Committee to Review Submissions: Week of June 9–13, 2025

RFP Awarded: June 16, 2025

Contracts Signed & Work to begin: by June 30, 2025

Deliverables Deadline: December 19, 2025

In addition, monthly check-ins will be required to ensure that the selected applicant is on schedule to submit deliverables and to identify any additional support or resources needed to successfully complete assigned tasks.

V. Proposal Submission Requirements



Content

Interested individuals should submit a proposal that includes:

1. Company/Individual Overview – Brief history, relevant experience, and key personnel.
2. Approach & Methodology – Description of how the applicant will approach the research.
3. Work Plan & Timeline – A breakdown of key activities and deadlines.
4. Budget – Detailed cost breakdown, including all fees and expenses involved in this project (phase one).
5. Relevant Experience & Case Studies – Examples of similar projects

Supporting Materials

1. Contact information for at least two past clients
2. CV

Deadline to Submit

Please submit your proposal and all supporting documents by **June 6, 2025**. Requests for extensions to the deadline will not be considered.

Contacts

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VI. Vendor Selection Criteria

Proposals will be evaluated based on points system/scoring matrix as outlined below (total 35 points):

- Understanding of project objectives and proposed approach (10pts)
- Creativity and innovation in proposed strategy (5pts)
- Relevant experience and municipal sector knowledge (10pts)
- Cost-effectiveness and value for money (5pts)
- Capacity to execute within the timeline (5pts)

VII. Terms and Conditions

- PMA reserves the right to accept or reject any or all proposals.
- The lowest-cost proposal will not necessarily be selected.
- PMA may request additional information or interviews with shortlisted applicants.
- The selected applicant must comply with all applicable laws and regulations.
- All deliverables, including but not limited to: research findings, written content, data analysis, training materials, and any other outputs created under this contract, shall be the sole property of Professional Municipal Administrators.