



Municipality of Highlands East
2249 Loop Road, Box 295
Wilberforce, ON K0L 3C0
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www.highlandseast.ca

Request for Proposal

RFP-A-03-2019

Municipality of Highlands East

Organizational & Compensation Review

Sealed proposals addressed to:

Shannon Hunter, CAO/Treasurer
Municipality of Highlands East
2249 Loop Road, Box 295
Wilberforce, ON K0L 3C0

Clearly marked **“RFP for Organizational & Compensation Review -
RFP A-03-2019”**

will be received until

4:00 p.m. EST Thursday, April 11th, 2019.

**Municipality of Highlands East
Organizational & Compensation Review
Request for Proposal (RFP)**

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A. Highlands East Background

Situated on the Eastern side of Haliburton County, Highlands East covers 758 square kilometres with over 70 lakes and is the amalgamation of the Townships of Bicroft, Cardiff, Glamorgan and Monmouth as of 2001.

The municipality is characterized by several small hamlets including Cardiff, Highland Grove, Wilberforce, Tory Hill and Gooderham which are our settlement areas. The municipality also has a significant amount of both waterfront and rural areas predominately understood to be “cottage country”.

Highlands East has a permanent population of approximately 3,300 and a seasonal population of roughly 13,000.

Since amalgamation over 18 years ago (in 2001), Highlands East has deployed its workforce from the former Township’s existing buildings. The Roads operations, are dispatched from 2 works yards just outside of Wilberforce, with our equipment and Supervisor similarly dispersed. The main municipal office is in Wilberforce located at 2249 Loop Road which houses the Administration Department (CAO/Treasurer, Deputy CAO/Treasurer, Clerk, Deputy Treasurer/Tax Collector, Tax Collector, Administrative Assistant, By-Law Administrative Assistant and the Economic Development Coordinator). The Cardiff Satellite Office, located at 2778 Monck Road, is open 3 days per week (Monday, Wednesday & Friday) to the public from September to May and includes offices for the Environmental Department (Environmental Supervisor & Administrative Assistant) and the By-Law Enforcement Officer. The Administrative Assistant in the Environmental Department works from the main office in Wilberforce on Tuesdays and Thursdays from September to May. The Environmental Department employees are located at the Works Garage located in Cardiff. The Gooderham Satellite Office, located at 1032 Gooderham Street, houses the Building Department (CBO, Deputy CBO & Administrative Assistant). The Fire Chief is located at the Station 4 Fire Hall in Wilberforce. The Property & Parks Department is housed at the Highland Grove Garage and the Property Supervisor has an office at the Arena in Wilberforce.

The Municipality of Highlands East is committed to excellent customer service as well as an on-going search for greater efficiency and effectiveness. The Municipality commits to delivering quality public services, facilities and infrastructure and the municipality strives to meet the day-to-

day requirements in the community through a wide range of core services. The public expects our operations to be responsive, coordinated and accountable. Accordingly, Council has identified the need to review the structure of the municipal organization, and departmental service responsibilities, with an eye to projecting future staffing requirements that need to be considered.

The criteria used to evaluate options will include both potential cost and foreseeable benefit in terms of legislative compliance, health and safety, efficient administration, public access, customer service, and effective coordination of municipal departments. Options must also be forward-looking, taking into account staffing and equipment needs for the next 10-20 years.

The plan ultimately adopted by Council will include an implementation phasing plan and a funding plan.

B. RFP Objective and Scope

The Municipality of Highlands East is seeking proposals from qualified consultants to undertake a review of municipal service offerings, staff resources, and workplace options.

The scope of work is expected to include:

- 1a. A review of the current organization structure and alignment of departmental service responsibilities.
- 1b. Recommendations related to identified and projected service and staffing needs leading 10 to 20 years into the future.

- 2a. An overview of current physical workplace locations.
- 2b. Recommendations related to identified and projected workplace needs.

A key component of this engagement will include consultation with staff and members of Council. There is an expectation that the selected consultant will be able to illustrate and make recommendations based on similarly amalgamated municipalities in order to address any identified areas for improvement.

Part 1

The Organizational review will focus on identifying the necessary resources and improving the interrelationship between departmental functionality as well as public service delivery requirements. The following project objectives have been established for Part 1:

1. To review and evaluate the current organization structure and staffing in light of the Municipality's service delivery requirements and organizational principles.
2. Related to the above, to provide a commentary on external pressures and legislative requirements facing the municipal organization, along with a projection of the impact they will have on future workloads and the organizations means to address them.
3. Related to the above, to undertake a benchmarking comparison of the Municipality's current organizational structure and staffing levels against municipalities of a similar size and nature.
4. Based on the foregoing, to make recommendations related to the organization of resources required for the municipality's efficient delivery of mandated and discretionary services.
5. It is an expectation of this review that the consultant will obtain and consider comments and suggestions from a cross section of Non-Union (n=10) & Union (n=27) positions as well as Council members (n=5). These positions consist of permanent full-time staff, permanent part-time staff and management members.
6. To recommend revisions/adjustments of the current organization, staffing and service delivery aimed at:
 - a. Clarifying roles and responsibility of management
 - b. Improving service delivery to customers
 - c. Establishing appropriate and necessary staffing levels
 - d. Strengthening communications/coordination between departments where required
7. Review all applicable policies and identify opportunities for improvements and changes to existing policies and/or recommendations for new policies. Make recommendation regarding a personnel policy manual which shall include the process for annual performance appraisals, employee training plans, succession planning and a process for reviewing all compensation as it relates to new or changing positions including those related to the Pay Equity Act.

Part 2

In concert with the objectives of Part 1, the consultant will review the quantity and quality of workspaces currently used by municipal staff and council for carrying out their duties. This review is related to public suitability, political, administrative and operational functionality and does not include any requirement for engineering or structural review. The following project objectives have been established for Part 2:

1. To identify the range of facilities and their use for Council and Municipal administration and operations.
2. Based on the findings of Part 1, and the nature of existing facilities, to make recommendations related to the continued, amalgamated, or discontinued, use of these facilities as may be desired to meet public service and operational efficiency needs.
3. The findings and recommendations of Part 2 will be used with a completed facilities review for Council to develop a capital plan for improvement of the municipality's administrative and operational building infrastructure.

To assist in project development, the following documents are available to interested proponents upon email request to Shannon Hunter, CAO/Treasurer at shunter@highlandseast.ca or 705-448-2981 Ext. 431.

1. Mayor's Inaugural Address;
2. Council's Adopted Strategic Plan;
3. Municipality of Highlands East's Organizational Chart

C. RFP Review and Evaluation Criteria

Consultant selection will be based upon a qualitative review of the Proposals submitted. Additional clarifying information may be requested from any or all consultants that submit a Proposal. Following evaluation of the proposals, a recommendation will be made to Council on the selection of the qualified consultant determined to offer the best value for the project. It is anticipated that the Municipality of Highlands East will award the contract at its meeting of June 11th, 2019 or earlier and the selected Consultant will initiate work immediately after award.

Proposals will be evaluated on the basis of the following criteria:

a. Experience, Reputation and Resources 30%

The Evaluation Team will consider the Proponents demonstrated knowledge of Municipal organizations and Operations including:

- Experience on similar municipal engagements;
- Planning & project management;
- Qualifications of key personnel and
- References

Proponents should include the features of their services that give them a competitive advantage. The ability to dedicate time for work onsite will be favoured over performance of services from another location.

b. Work plan and Timelines 30%

The Proposal should include narrative that illustrates an understanding of the Municipality's requirements. The Proposal will be evaluated on:

- The extent to which the approach meets the established need;
- The level of Council and staff engagement;
- The establishment of clear milestones and progressive reporting;

Proponents shall provide a schedule of activities and associated costs over the proposed period of the engagement.

c. Financial 30%

The total proposed pricing shall be inclusive, including but not limited to, mileage, disbursements, and travel time along with all works as described within the RFP document. HST must be shown separately where applicable.

d. Quality of Proposal and Value Added 10%

The Proposal will be evaluated for completeness and ease of understanding. The ability to directly tie the Proposal back to the RFP's requirements will be ranked more favourably. Additional merit will be awarded to proposals that identify additional services or activities in addition to the specifications of the RFP.

D. RFP Submission Requirements

Consultants interested in providing these services must prepare and submit a Proposal that includes:

a. Cover Letter & All Mandatory RFP Schedules (A-E)

These documents are to be completed and signed by an officer of the company authorized to execute a contract with the Municipality.

b. Consultant Qualifications

This section shall describe the areas of expertise of current permanent staff whether a sole proprietor or individuals on a team and the scope of services that can be provided by the firm without the services of contractors under the Consultant's direction.

c. Key Personnel

Include a proposed project management structure. Identify the key contact for the project and all personnel, if applicable, who will be assigned to work on this project, including a description of their abilities, qualifications and experience. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior written approval of the Municipality.

d. Subcontractors

Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. The Municipality reserves the right to approve or reject all Consultants or internal staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.

e. Project Work Plan

Provide a description of project understanding, detailed work approach and methodology proposed to meet the stated objectives. The work plan should list specific tasks and any specific considerations, options or alternatives. It is the responsibility of the respondent to anticipate and clearly identify all tasks required to satisfy the requirements of the RFP.

f. Project Schedule

Propose a timeline for completion of the review including start date, milestones and target date of completion. Any assumptions regarding turnaround time for Municipal Council or staff review should be clearly noted.

g. Fees and Expenses

The proposal should include a firm quotation for the fees to be charged for each component. The fee shall include all applicable taxes itemized separately. Out of pocket expenses must be included in the total fees quoted in this proposal call. Proponents are also requested to provide information related to any fees for special work or additional assignments that be requested at a later date.

Proponents are advised that the Municipality has established a budget of \$28,000.00 for this review and any additional work that may subsequently be determined as necessary to advance the project.

h. References

A list of projects completed by the respondent under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and in similar sized communities. Include a brief description of the services, dates the services were provided and name and telephone number or references familiar with the services provided.

i. Work Samples

Provide brief descriptions of two projects dealing with organizational and compensation reviews prepared by or under the direction of your firm. Include in your description the techniques used in the process and the outcome(s).

j. Presentation

Respondents may be requested to be available for an interview (over the phone or in person) as part of the final selection process. The lead member(s) of the consulting team will be expected to attend any interviews scheduled with the Municipality.

k. Deadline and Delivery

One (1) Original Proposal, assembled in a three ring binder on 8 ½ inches x 11 inch paper printed on both sides of the pages and an electronic PDF version of the proposal shall be submitted to:

The Municipality of Highlands East
2249 Loop Road, Box 295
Wilberforce, ON K0L 3C0
Attention: Shannon Hunter, CAO/Treasurer

The deadline for the submission of a Proposal is **Thursday, April 11th, 2019 at 4:00 p.m. EST**. No information submitted by facsimile or electronic mail **(except for the electronic PDF copy)** will be accepted unless otherwise requested by the Municipality during the proposal review process. Proposals received after 4:00 p.m. EST on Thursday, April 11th, 2019 will not be accepted. Proposal shall be clearly marked **“RFP for Organizational & Compensation Review - RFP A-03-2019”**

E. Indemnification, Hold Harmless and Insurance Requirements

In addition to other standard contractual terms, the Municipality will require the selected vendor to comply with indemnification, hold harmless and insurance requirements that shall meet or exceed the following unless otherwise approved by the Municipality:

1. Worker's Compensation coverage as required by the Province of Ontario.
2. Comprehensive or Commercial General Liability: \$2,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.
3. Professional Liability Errors and Omissions: \$2,000,000.
4. Automobile Liability: \$2,000,000 combined single limit per accident for bodily injury and property damage.

F. Laws of Ontario

Any Contract resulting from this RFP will be governed by and will be construed and interpreted in accordance with the laws of the Province of Ontario. The Proponent(s) shall comply with all relevant Federal, Provincial and municipal statutes, regulations and bylaws

pertaining to the work and its performance.

G. Conflict of Interest

Proponents shall disclose any factual or potential conflict of interest and existing business relationships it may have with the Municipality, its elected or appointed officials or its employees.

H. Review and Evaluation Process

Consultant selection will be based upon a qualitative review of the Proposals submitted. Municipal staff may request additional clarifying information from any or all consultants that submit a Proposal during the review process. Municipal staff will evaluate the responses to this RFP and a recommendation will be made to Council on the selection of the consultant determined to be the most qualified for the project. It is anticipated that the Municipality of Highlands East and the selected Consultant will enter into a professional services contract for the time period beginning end of April through to project completion.

I. Accept or Reject Proposal

The Municipality reserves the right to accept or reject any or all proposals and recommendations and may waive minor errors or omissions in any proposal. The Municipality reserves the right to select a Consultant, or Consultants, who in and upon Council's approval provides the most advantageous solution and demonstrates their ability to provide the expected outcomes of the proposals that will best serve the interests of the Municipality. Highlands East is not obligated to award the contract based on the lowest price or any other particular factor. The Municipality reserves the right to substitute components where the Municipality considers that an alternative may be more suitable and the right to modify any and all requirements stated in the RFP at any time prior to the possible awarding of the contract. The RFP does not commit the Municipality to award a contract or to pay any costs incurred in the preparation of a proposal or attendance at a pre-awarded meeting.

J. Negotiation and Contract Award

If the Municipality selects a preferred proponent or proponents, then it may:

- a. Enter into a contract with the preferred proponent(s); or

- b. Enter into discussions with the preferred proponent(s) to attempt to finalize the terms of the contract(s) including financial terms and such discussion may include clarification of any issues arising from the submitted proposal, negotiation of amendments of the proposed work plan and/or scope of the submitted proposal; or
- c. If at any time the Municipality forms the opinion that a mutually acceptable agreement is not likely to be reached, give the preferred proponent(s) written notice to terminate discussions in which even the Municipality may then either open discussions with another proponent or terminate this RFP and retain or obtain the services in some other manner.

K. Ownership of Intellectual Materials

All data collected and all resulting reports and publications prepared by the consultant will be the exclusive property of the Municipality of Highlands East who reserves ownership rights to all ideas and concepts developed.

L. Termination of Contract

The Municipality may terminate the contract, once awarded, at any time upon giving notice in writing at least thirty (30) days prior to the date of termination without penalty or recourse. In the event of such termination, the Consultant will be paid for agreed upon services up to and including the date of termination. In no event shall the Proponent be entitled to damages or compensation for anticipated profits that may be lost because of such termination.

M. Confidentiality

All submissions become the property of the Municipality and will not be returned to the Proponent. All submissions will be held in confidence by the Municipality unless otherwise required by law. Proponents should be aware that the Municipality is a “public body” defined by and subject to the Municipal Freedom of Information and Protection of Privacy Act of Ontario.

Information pertaining to Highlands East obtained by the Proponent as a result of participation in this project is confidential and must not be disclosed without written authorization from the

Municipality.

N. Equal Opportunity

The Municipality is an equal opportunity employer and requires all Respondents to comply with policies and regulations concerning equal opportunity. The Respondent, in the performance of this contract agrees not to discriminate in its employment due to an employee's or applicant's race, religion, national origin, ancestry, gender, sexual preference, age, physical handicap or any other characteristic protected by law.

O. Accessibility

The Municipality is committed to and working toward ensuring municipality services are accessible to all. We strive to meet or exceed the standards set by the *Accessibility for Ontarians with Disabilities Act (AODA)* which are rules established by the Province to the help businesses and organizations identify, remove and prevent barriers to accessibility. The AODA requires accessibility of goods, services, facilities, accommodations, employment as well as information and communication.

P. Sustainability

The Municipality recognizes that being sustainable is a responsibility of the Municipality essential to long-term economic prosperity, the social well-being of its residents and protecting environmental capacity.

Thank you for your interest in the Municipality of Highlands East's' Organizational Review.

Schedule A – Required Submission Documents

Municipality of Highlands East
2249 Loop Road, Box 295
Wilberforce, ON K0L 3C0
P: 705-448-2981
F: 705-448-2532
www.highlandseast.ca

Proposal No. RFP A-03-2019

Municipality of Highlands East Organizational & Compensation Review

Documents to Be Enclosed With This Bid Form

- One (1) Original Proposal, assembled in a three ring binder and One (1) Electronic PDF Version on CD/USB stick of the Complete Bid Document Signed & Sealed
- Insurance Certificate (upon award)
- WSIB Certificate (upon award)

Schedule B- Bidders Information Form

Bidders must complete this form and include with the Bid Submission
Please ensure all information is legible.

1.	Company Name	
2.	Respondent's Main Contact Individual	
3.	Address (incl. Postal Code)	
4.	Office Phone #	
5.	Fax #	
6.	E-mail address	
7.	HST Account #	

Acknowledgement to Receipt of Addenda

This will acknowledge receipt of the following addenda and, that the pricing quoted includes the provision set out in such addendum(s)

Addendum #	Date Received
# _____	_____
# _____	_____
# _____	_____

Check here if No Addenda received.

Respondent	Signature	Date
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To The Corporation of the Municipality of Highlands East Hereafter called the "Owner":

Schedule C- Declaration of Accessibility Compliance

Company Name:	
Print Name:	
Title:	Dated:

I/ we acknowledge that as a Contractor/Consultant of the Municipality of Highlands East we are bound to comply with all accessibility Standards under the Accessibility for Ontarians with Disabilities Act, 2005 as amended from time to time.

I/we declare that I/we have read, understand and will meet or exceed all enacted accessibility Standards as amended from time to time.

I/we further declare that I/we will undertake to ensure all sub-contractors hired by us in completion of our work will also comply with the above Standards.

Schedule D- Schedule of Items & Prices

(All unit prices are not to include HST)

The undersigned agrees to supply and deliver the goods and services as specified and required in accordance with this Proposal for the following prices:

The Municipality reserves the right to cancel any or all items.

Cost of Total Project

Sub-Total	\$ _____
HST	\$ _____
Total Project Price	\$ _____

To The Corporation of the Municipality of Highlands East, Hereafter called the "Municipality":

I/We _____ the undersigned declare:

1. That the several matters stated in the said Bid are in all respects true accurate and complete.
2. That I/we have read and fully understand all information, terms and conditions contained within the Bid Document.
3. That I/we do hereby Bid and offer to enter into a Contract to Supply and Deliver all materials mentioned and described or implied therein including in every case freight, duty, currency exchange, H.S.T. in effect on the date of the acceptance of bid, and all other charges on the provisions therein set forth and to accept in full payment therefore, in accordance with the prices and terms set forth in the Bid herein.
4. That this Bid is irrevocable for Ninety (90) Days and prices for as long as stated elsewhere in the Bid Document, and that the Municipality may at any time within that period without notice, accept this Bid whether any other Bid has been previously accepted or not.
5. That the awarding of the Contract, by the Municipality is based on this submission, which shall be an acceptance of this Bid.
6. That if the Bid is accepted, I/we agree to furnish all documentation, security and certifications as required by the Bid Document and to execute a formal contract in triplicate, if required, within Ten (10) Working Days after notification of award. I/We understand that any acceptance by the Municipality is fully conditional upon the receipt of said documentation, security and certifications by the Municipality within Ten (10) Working Days. If I/we fail to do so, the Municipality may accept the next lowest or any Bid or to advertise for new bids, or to carry out completion of the works in any other way they deem best.
7. That I/we agree to save the Municipality, its agents, or employees, harmless from liability of any kind for the use of any composition, secret process, invention, article or appliance furnished or used in the performance of the Contract of which the Bidder is not the patentee, assignee, or licensee.

The undersigned affirms that he/she is duly authorized to execute this bid.

Bidder's Signature and Seal: _____

Position: _____

Witness: _____

Position: _____

(If Corporate Seal is not available, documentation should be witnessed)

Dated at the _____ of _____
(Town/City)

this _____ day of _____ 2019.