



REQUEST FOR PROPOSAL (RFP)

For

The Municipality of Powassan

ORGANIZATIONAL REVIEW

**PDF of Proposal Submission to be emailed addressed to
Maureen Lang, CAO/Clerk-Treasurer
Municipality of Powassan
mlang@powassan.net**

**Marked "RESPONSE TO RFP FOR ORGANIZATIONAL
REVIEW 2020"**

Will be received until 4:00 p.m. Monday, November 9, 2020.

TABLE OF CONTENTS

A. Municipality of Powassan - Background	3
B. RFP Objective and Scope	3
C. RFP Review and Evaluation Criteria	5
D. RFP Submission Requirements	6
E. Indemnification, Hold Harmless and Insurance Requirements	8
F. Laws of Ontario	9
G. Conflict of Interest	9
H. Review and Evaluation Process	9
I. Accept or Reject Proposal	9
J. Negotiation and Contract Award	10
K. Ownership of Intellectual Materials	10
L. Termination of Contract	10
M. Confidentiality	10
Schedule A – Form of Proposal	11

A. Municipality of Powassan Background

The Municipality of Powassan is located 3.5 hours North of Toronto and an hour North of Huntsville in Ontario. Powassan has become a sought-after location to raise a family, and retire with a population of 3200, residents enjoy the ability to participate in the active community, and still commute as necessary a short distance to work in North Bay, located 15 minutes North on 4 lane Highway 11. Powassan, since 2001 is an amalgamation of 3 previous communities, including Trout Creek, Powassan and Himsworth South. Service delivery schedules, and availability vary depending on the area.

The Municipality has two arena/community halls, two small buildings housing the Trout Creek Seniors and the Powassan Lions Club. We currently own the Legion Hall building, and 250 Clark- a former public school. 250 Clark houses our Administration Offices, a Fitness Centre, a gymnasium, meeting rooms and some outside groups such as the Food Bank. Many activities are held @ 250 Clark.

We have two Fire Halls. The newest Station 1 is located in Powassan and Station 2 is in Trout Creek.

The Public Works Garage and Sand Dome are located on Main St. S. in Powassan.

The Former Town of Powassan has Water and Sewer services and have pump houses for both. We contract Ontario Clean Water Agency to provide services in the maintenance and running of these systems. We also have 3 sewage lagoons just outside of the town.

B. RFP Objective and Scope

The Municipality of Powassan is seeking proposals from independent consultants to undertake a review of the current organizational structure, operational functions and levels of staffing and to make recommendations that will enhance the organizational operations for current and future needs.

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.

2. 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 permanent full-time staff, permanent part-time staff and management members as well as all members of Council.
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. To provide opportunities for the growth and development of employees.

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. With the concurrence of Council, the findings and recommendations of Part 2 will be used by staff to develop a capital plan for improvement of the municipality's administrative and operational building infrastructure.

To assist in project development, the following document is available to interested proponents upon telephone or email request to Maureen Lang, CAO/Clerk-Treasurer at mlang@powassan.net or at 705-724-2813 extension 226

- i) Current Municipality of Powassan Organization Chart. & Staff/Council numbers

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 Powassan will award the contract at its meeting of November 17th, 2020 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,
- the 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 some 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. Form of Proposal (Provided as Schedule A) and Cover Letter

These documents are to be 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 \$60,000.00 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 proposer 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. Deadline and Delivery

An electronic PDF version of the proposal shall be submitted to:

The Municipality of Powassan
PO Box 250, 250 Clark Street
Powassan, ON P0H 1Z0
Attention: Maureen Lang, CAO/Clerk-Treasurer
mlang@powassan.net

Due to COVID 19, emailed submissions will be accepted when clearly marked in the Subject line “Response to RFP for Organizational Review”

The deadline for the submission of a Proposal is **Monday, November 9 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 Monday, November 9, 2020 will not be accepted.

Proposal shall be clearly marked
“RESPONSE TO RFP FOR ORGANIZATIONAL REVIEW”

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 the Council on the selection of the consultant determined to be the most qualified for the project. It is anticipated that the Municipality of Powassan and the selected Consultant will enter into a professional services contract for the time period beginning mid-November 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. Municipality of Powassan 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 of Powassan 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 Powassan 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.

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 Municipality of Powassan 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.

Thank you for your interest in the Municipality of Powassan’s Organizational Review.

Schedule A – Form of Proposal

(Return all of Schedule A with the Proposal Package Submission)

Contact Information of the Proponent

Legal Name of the Proponent or Individual

Mailing & Courier Deliver Address with Postal Code

Telephone Number Fax Number

H.S.T. Number

For Any Questions Regarding the Proposal Name the Contact Person and Their Title

Contact's email address

Authorized Signature