

Request for Proposals

Organizational and Compensation Review

RFP No. ADM-01-23

M.D. of Fairview No. 136
Box 189, 10957 – 91 Avenue,
Fairview, AB, T0H 1L0



OVERVIEW

1.0 INTRODUCTION AND BACKGROUND

- 1.1 The Municipal District of Fairview No. 136 (the “Municipality”) is located 420 km north-west of Edmonton, and 115 km north of Grande Prairie. Spanning approximately 1387 square kilometres, the Municipality is among the smallest rural municipalities in Alberta. It is bordered by the mighty Peace River on the west and south sides and boasts one of the most picturesque welcomes in the province across the Dunvegan Bridge (colloquially known as the “Golden Gateway to the North”). As of 2021, the Municipality has a population of 1580 residents. It surrounds the Town of Fairview, the regional hub, and includes the Hamlets of Bluesky and Whitelaw within its boundaries. For more information, visit us online at: www.mdfairview.ca.
- 1.2 The Municipality’s organizational structure includes a leadership team consisting of four directors and the Chief Administrative Officer (CAO). There are four main departments: Public Works; Administration; Corporate Services and Finance; and, Agriculture and Parks. Typically, staffing levels consist of 21 full-time permanent employees and 10 full-time seasonal employees (who are employed from May to October).
- 1.3 The Municipality has experienced much change and transition in the past few years, including, but not limited to: staff turnover, increasingly limited resources, evolving regulatory standards, increased need for accountability and increased public expectations for efficient service delivery.

2.0 DEFINITIONS

- 2.1 Whenever used in this Request for Proposal, including any forms to be included as part of any Proposal, the following words shall be deemed to have meanings as indicated below:

“**Closing Time**” means the deadline specified in the Request for Proposal.

“**Contract**” means the agreement entered into by the Municipality with the Successful Proponent for the services or goods described in the Request for Proposal.

“**Control**” means that the Municipality has the authority to create, use, disclose, and dispose of any documents pertinent to the Request for Proposal.

“**Custody**” means that a party has physical possession of the documents pertinent to the Request for Proposal.

“**FOIP Act**” means the *Alberta Freedom of Information and Protection of Privacy Act*, R.S.A. 2000, C. F-25.

“**Municipality**” means the Municipal District of Fairview No. 136.

“**Proponent**” means a person, firm, or company submitting a proposal to the Municipality pursuant to the Request for Proposal.

“**Proposal**” means the offer of a Proponent to furnish materials, supplies, or services in response to this Request for Proposal.

“Record” means information in any form, including, but not limited to, proposals, reports, documents, drawings (computer-generated or otherwise), specifications, photographs, letters, meeting minutes, vouchers and all other correspondence, papers and any other information that is written, photographed, recorded or stored in any manner, but does not include the software or any mechanism that processes such Records.

“RFP” means this Request for Proposal of the Municipality including all forms to be included as part of any Proposal.

“Successful Proponent” means the Proponent to whom a Contract is awarded by the Municipality for any or all of the goods and services described in the RFP.

3.0 INVITATION TO SUBMIT

- 3.1 Proponents are hereby invited to submit a Proposal for the provision of the following:

Organizational and Compensation Review	
RFP No.	ADM-01-23
Date Issued:	October 19, 2023
Closing Date and Time:	November 23, 2023 at 4:00 p.m. (MST)
Opening Date and Time:	November 24, 2023 at 9:00 a.m. (MST)
Estimated Start:	December, 2023 (Subject to scheduling and subsequent confirmation)
Estimated Completion:	February 27, 2024 (Subject to scheduling and subsequent confirmation)
Contact:	Chief Administrative Officer, Robert Jorgensen Email: robert.jorgensen@mdfairview.ab.ca Phone: 780-835-4903

These dates may be subject to change at the Municipality’s discretion, by way of written addenda.

4.0 INQUIRIES

- 4.1 Refer all inquiries to the RFP Contact, Robert Jorgensen, by e-mail at robert.jorgensen@mdfairview.ab.ca or by phone at 780-835-4903. All inquiries and the responses thereto will be recorded and may, at the discretion of the Municipality, be distributed to all other Proponents by way of written addenda.
- 4.2 Proponents should notify the RFP Contact, Robert Jorgensen, by email at robert.jorgensen@mdfairview.ab.ca of any discrepancy, omission, ambiguity, conflict, contradiction, divergence or error in the RFP.
- 4.3 Any replies to inquiries or interpretations or modifications of the RFP made verbally, or by any manner other than in the form of written addenda, are not binding on the Municipality.

5.0 AMENDMENTS

- 5.1 The Municipality reserves the right to amend or revise the RFP documents by written addenda up to 48 hours prior to the Closing Time. It is the responsibility of Proponents to ascertain and

verify, prior to the Closing Time, that they have received any and all addenda issued by the Municipality.

6.0 CONFIDENTIALITY

- 6.1 All documents submitted to the Municipality are subject to the protection and disclosure provisions of the *Freedom of Information and Protection of Privacy Act*. While the *FOIP Act* allows persons the right to access Records in the Municipality's Custody or Control, it also prohibits the Municipality from disclosing the Successful Proponent's personal or business information, where disclosure would harm business interests or would be an unreasonable invasion of the Successful Proponent's personal privacy as defined in sections 16 and 17 of the *FOIP Act*.
- 6.2 Proponents are encouraged to identify what portions of their submissions are confidential and what harm could reasonably be expected from disclosure of these sections.
- 6.3 The purpose of collecting personal information required for the RFP is to enable the Municipality to ensure the accuracy and reliability of the Proposals and to evaluate the Proposals. It is recommended that Proponents advise persons whose personal information is released to the Municipality under this RFP. The privacy of the personal information, as well as disclosure by the Municipality to third parties, will be governed by the *FOIP Act*.
- 6.4 Questions about the collection of personal information pursuant to this RFP shall be submitted to the FOIP Coordinator of the Municipality, Lyndsey Lawrence at Lyndsey.lawrence@mdfairview.ab.ca.

7.0 CONFLICTS OF INTEREST

- 7.1 Proponents must fully disclose, in writing to the Municipality, prior to Closing Time, the circumstances of any possible conflict of interest or what could be perceived as a possible conflict of interest if the Proponent were to become a contracting party pursuant to this RFP.
- 7.2 The Municipality shall review any submissions by Proponents under this provision and may reject any Proposals where, in the opinion of the Municipality, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Proponent were to become a contracting party pursuant to this RFP.

8.0 COST TO PREPARE/SUBMIT

- 8.1 The Municipality will not be liable for any costs incurred by Proponents in the preparation and submission of Proposals, or in the performance of any activities in relation to the creation of Proposals.

9.0 SCOPE OF WORK

- 9.1 The Municipality is seeking Proposals from qualified entities to conduct a Organizational and Compensation Review.
- 9.2 The primary purpose of the Organizational and Compensation Review is to provide municipal leadership with opportunities to:
 - Enhance alignment of operations with strategic priorities.
 - Align and focus service level delivery.

- Increase overall effectiveness.
- Enhance employee experience and culture.
- Determine if the current organizational structure is meeting intended outcomes and recommend any structural changes to the organization.

9.3 Methodology proposed by Proponents shall, at a minimum, include consultation with municipal stakeholders including Council, the leadership team and key employees as well as extensive document review; it will not involve public engagement.

9.4 The Successful Proponent will be required complete the following tasks:

(A) ORGANIZATIONAL STRUCTURE REVIEW

Evaluation of Current Service Levels

- Identify the overarching vision of the Municipality and alignment with its strategic goals.
- Evaluate departmental operations (including responsiveness and effectiveness) to measure alignment with the Municipality's strategic goals.
- Evaluate existing levels of service and the Municipality's ability to meet each.
- Analyze whether existing service levels are in alignment with Council's vision and strategic goals.

Analysis of Current Human Resources

- Review and evaluate the present utilization and adequacy of human resources within each department and the Municipality as a whole.
- Recommend changes to human resources to achieve desired service levels.
- Develop a recommended organizational structure.

Identification of Service Level Gaps

- Develop a SWOT (or similar) analysis related to the Municipality's services and service levels following consultation with municipal stakeholders.
- Perform a gap (or similar) analysis and recommend areas of improvement to operational effectiveness (within departments) relative to service levels.
- Develop a SWOT (or similar) analysis and evaluation on the employee experience and culture within the organization.
- Perform a gap (or similar) analysis and recommend methods to enhance the employee experience and culture through organizational means and structures.
- Develop a SWOT (or similar) analysis and evaluation that captures the public and stakeholder experience.
- Perform a gap (or similar) analysis and recommend methods to enhance the public and stakeholder experience through organizational means and structures.

Analysis of Potential Efficiency Opportunities

- Identify and recommend industry best practices utilized by other organizations to enhance alignment with strategic priorities, increase overall effectiveness, focus service level delivery, and enhance employee experience and culture.
- Comment on how best the Municipality can create clear linkages to its vision and strategic plan through departments, budgets, policies, and day-to-day operations.

(B) COMPENSATION REVIEW

Evaluation of Compensation Structure

- Review the current compensation structure (including pension and benefits) for all employees.
- Analyze the municipal compensation structure in relation to comparable municipalities.
- Recommend changes to be made to compensation structure.
- Recommend a process to be adopted by the municipality to evaluate and establish compensation of current, changing and new positions.

(C) REPORT

The Successful Proponent will prepare and provide to the Chief Administrative Officer a Final Report no later than February 20th, 2024. This Report shall consist of:

- Process used to produce the deliverables (including, but not limited to: documents reviewed, research conducted, engagement etc.),
- Results of the Organizational and Compensation Review, which shall include findings, analyses, conclusions and recommendations, and
- Detailed implementation plans – immediate, short-term, medium-term and long-term.

The Successful Proponent will appear before Council at the February 27th, 2024 regular Council Meeting (subject to scheduling and subsequent confirmation) to present the Final Report.

PROPOSAL REQUIREMENTS

10.0 PROPOSAL SPECIFICATIONS

- 10.1 Proposals should be organized in the following format using the section titles and sequence listed below, to facilitate evaluation and to ensure each Proposal receives full consideration.

a) Proposal Submission Letter (Cover Letter)

Must be dated and signed by an official authorized to negotiate, make commitments, and provide any clarifications on behalf of the Proponent.

b) Executive Summary

Must touch on pertinent points in the Proposal that the Proponent wishes to highlight, including an overview of the project schedule and costs.

c) Proponent Profile

The Proposal shall include:

- A brief introduction of the Proponent, identifying the members of the project team and project lead (if applicable);
- Company name, address, and phone number;
- RFP Contact for the Proponent who is responsible for answering any questions asked or providing clarification sought by the Municipality. Contact information should include, but is not limited to: name, title, address, email, and phone number; and,
- Details of any subcontracting arrangements proposed by the Proponent.

d) Project Understanding, Concept and Proposed Methodology

The Proposal must demonstrate a Proponent's understanding of the Municipality's needs and detail the methodology that will be used to complete the Scope of Work and provide the deliverables detailed in Section 9. Further, the Proponent should also identify any potential options, or changes to the outlined approach that could be advantageous to the Municipality. Any such optional work should be identified specifically in a separate section.

e) Project Work Plan

The Proposal must include a work plan and project schedule for completing the Scope of Work. The Proponent must include proposed timelines for required meetings with municipal stakeholders, including engagement interviews as well as meetings relating to project status and facilitation. The Proposal should indicate anticipated meeting frequency and length.

e) Related Experience and References

A include a list of three (3) recent and relevant projects (within the last three years) shall be included in the Proposal. Each of the references shall include a contact person complete with title and phone number.

Preference will be given to entities with experience working with municipalities with similar demographics and requirements to the Municipality,

f) Alberta Worker's Compensation Board (WCB)

A current Alberta WCB Clearance Letter should be included in a Proposal as evidence of such coverage and confirmation that the Proponent's account is in good standing. If the Proponent does not have such coverage in place, the Proponent will be required to provide the requested documentation at the time of execution of Contract, if any.

g) Proof of Insurability

The Proponent shall provide proof of comprehensive general liability insurability, from a licensed insurer, in the amount of a minimum of two million (\$2,000,000.00) with the Municipality listed as an additional named insured.

h) Pricing

The Proponent shall provide a schedule of total fees proposed for completion of the Scope of Work detailed in Section 9. The total should include all fees, costs and disbursements (including travel costs), sub-consultant fees, and any other expenses. Pricing for any additional services being recommended to the Municipality shall be included as a separate line item.

All pricing submitted shall be in Canadian Dollars. As the Municipality is subject to Goods and Services Tax (GST), the Proponent shall identify GST as a separate line item.

(i) Proposal Submission Form

The Proponent shall complete and execute the Proponent Submission Form attached hereto as Schedule A.

11.0 PROPOSAL SUBMISSION

- 11.1 By submitting a Proposal, Proponents unconditionally acknowledge and agree to the following:
- (a) The Proponent is in possession of all RFP documents (including addenda), have carefully examined all RFP documents (including addenda), have prepared their Proposal in accordance with the RFP documents (including addenda), and that they are satisfied as to the nature, location and Scope of Work of the RFP;
 - (b) The Proponent irrevocably and unconditionally waives the right to contest, in any legal proceeding or otherwise, any of the decisions of the Municipality relating to this RFP;
 - (c) The Municipality is entitled to exercise its sole and unfettered discretion throughout the evaluation of Proposals and selection of a Successful Proponent.
- 11.2 Proponents are requested to submit their submission in the form prescribed herein prior to the Closing Time to the email identified below. Proponents must submit one electronic copy in PDF or Word Format by email to:

Email: mdinfo@mdfairview.ab.ca

Proposals submitted to the Municipality shall explicitly state the project name and RFP number, as below, in the email subject line:

Project Name: Organizational and Compensation Review
RFP Number: ADM-01-23

- 11.3 Proposals must be received prior to the Closing Time set forth herein, or they will not be accepted. Proponents are cautioned that the Closing Time is based on when a Proposal is received by the Municipality and NOT when a Proposal is submitted by a Proponent. It is the sole responsibility of Proponents to be mindful of the length of time for a Proposal to be transmitted due to file transfer size, transmission speed or other factors. The Municipality shall not be responsible for any failure to receive submissions sent by Proponents, and Proponents are encouraged to take steps to ensure their Proposal has been received in advance of the deadline.
- 11.4 Proponents may amend or withdraw their Proposal prior to this RFP's Closing Time by submitting a clear written notice to the RFP Contact. All Proposals become irrevocable after

this RFP's Closing Time. Negligence on the part of a Proponent in preparing the Proposal documents confers no right for the withdrawal of Proposal after it has been opened.

- 11.5 Proposals shall be final and binding for 90 days from this RFP's Closing Time and may not be altered by subsequent offerings, discussions, or commitments unless a Proponent is requested to do so by the Municipality.

EVALUATION AND AWARD

12.0 PROPOSAL EVALUATION

- 12.1 The first stage of evaluation will consist of a review of all submissions to ensure that each submission was received on time, that the Proposal Submission Form is properly completed and signed, and that the submission is sufficiently responsive to the RFP.
- 12.2 Following the initial evaluation of the Proposals, the second stage will consist of a comprehensive evaluation of the Proposals based on the criteria listed below. Proponents may be contacted at that time to provide further information or address any questions or issues that may have arisen while evaluating the Proponent's proposal.

Evaluation Category	Weighting
Corporate Profile, Experience and References	10
Project Team Qualifications and Relevant Project Experience	25
Project Understanding and Proposed Methodology	25
Work Plan and Project Schedule	10
Value Added Services	10
Pricing	20
Total Score:	100

- 12.3 Proposals will be evaluated and ranked according to the outline below. Evaluations will be based on a scale of 0 to 10. The score of each criterion will be determined by multiplying the criteria weight by the rating and the sum of all scores will be the total score. The Municipality reserves the right to reject any Proposal that receives a rating of four (4) or less on any criterion.

Rating	Description
10	Exceeds expectations; Proponent clearly understands the requirement, excellent probability of success.
8	Somewhat exceeds expectations; Proponent has a very good understanding of the requirement, very good probability of success.
6	Meets expectations; Proponent has a good understanding of the requirements, good probability of success.
4	Somewhat meets expectations; minor weakness or deficiencies, Proponent understands the requirement, fair probability of success
2	Does not meet expectations or demonstrate understanding of the requirements, low probability of success.
0	Lack of response or complete misunderstanding of the requirements, no probability of success.

- 12.4 When evaluating pricing, a Proponent will receive a percentage of the total possible allocated points by dividing that Proponent's bid price into the lowest bid price. For example, if a Proponent bids \$120.00 and that is the lowest bid price, that Proponent receives 100% of the possible points ($120/120 \times 100 = 100\%$). A Proponent who bids \$150.00 receives 80% of the possible points ($120/150 \times 100 = 80\%$), and a Proponent who bids \$240.00 receives 50% of the possible points ($120/240 \times 100 = 50\%$).

Proponent's Bid Price x Total available points = Score for Proposal
Lowest Bid Price

13. PROPOSAL AWARD

- 13.1 A Proposal award decision may be made after the Municipality has had an opportunity to examine and evaluate all Proposals in detail, based on the criteria and method established in section 12 herein.
- 13.2 The Municipality reserves the right to seek clarification or additional information from one or more Proponents, provided that the Municipality shall have no obligation to do so and no decision by the Municipality to exercise or decline such rights shall relieve any Proponent from its obligation to comply with the requirements of this RFP. Further, prior to and after Contract award, the Municipality reserves the right to negotiate changes to the Scope of Work or any conditions with or one or more of the Proponents without having any duty or obligation to advise any other Proponent or to allow them to revise their Proposal as a result of such changes.
- 13.3 The Municipality reserves the right to accept, in whole or in part, any and all of the Proposals received. The lowest or any Proposal will not necessarily be accepted, as various criteria are used in the evaluation process. Further, the Municipality has the right, in its own interests, to waive any informality, insufficiency, error or irregularity in any Proposal received, and to accept the Proposal that is deemed most favourable to the interests of the Municipality.
- 13.4 The Municipality reserves the right to cancel this RFP at any time without awarding the Contract. The Municipality also reserves the right to reject, in whole or in part, any and all Proposals received for any reason whatsoever, without stating said reasons.

Without limiting the generality of the foregoing, the Municipality may reject any Proposal which:

- Is incomplete, obscure, irregular, or unrealistic;
- Is not submitted before the deadline; or,
- Has non-authorized (not initialed) erasures or corrections;

Or on the basis of:

- A Proponent's past performance, if applicable, with the Municipality;
- Financial constraints;
- Unreasonable or unacceptable completion schedules;
- A Proponent being engaged in litigation or arbitration with the Municipality or having an outstanding debt owed to the Municipality; and,
- Failure to comply with federal, provincial and municipal legislation.

- 13.5 No act of the Municipality, other than a notice in writing signed by the Chief Administrative Officer, or his designate, shall constitute an acceptance of a Proposal.
- 13.6 This RFP should not be construed as a contract to purchase goods and services. Only written notice, to the Successful Proponent of acceptance of the Proposal by the Municipality, and the subsequent full execution of a written agreement, shall constitute a Contract for the provision of consulting services for an Organizational and Compensation Review.
- 13.7 The Municipality reserves the right to terminate contract negotiations with any Proponent and to enter into contract negotiations with any other Proponent if, in the opinion of the Municipality, at any time, the contract negotiations with the initially selected Proponent will not be satisfactorily concluded in the best interests of the Municipality.

SCHEDULE A – PROPOSAL SUBMISSION FORM

1. PROPONENT INFORMATION

Proponent Information	
Proponent Legal Name:	
Any other relevant name under which the Proponent carries on business:	
Address:	
Phone Number:	
Website:	
Proponent RFP Contact Information	
Name:	
Title:	
Phone:	
Email:	

2. ACKNOWLEDGEMENT OF NON-BINDING PROCUREMENT PROCESS

The Proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal legally binding bidding process, and that there will be no legal relationship or obligations created until the Municipal District of Fairview No. 136 (the “Municipality”) and the Successful Proponent have executed a written Contract.

3. ABILITY TO PROVIDE DELIVERABLES

The Proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Scope of Work required under the RFP. The proponent represents and warrants its ability to perform the Scope of Work required under the RFP in accordance with the requirements of the RFP for prices set out in the Proposal and has provided a list of any subcontractors to be used to complete the proposed Contract.

4. NON-BONDING PRICE ESTIMATES

The Proponent has submitted its pricing in accordance with the instructions in the RFP. The Proponent confirms that the pricing information provided is accurate. The Proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its Proposal or its eligibility for future work.

5. ADDENDA

The Proponent is deemed to have read and accepted all addenda issued by the Municipality prior to the deadline for issuing addenda set out in the RFP. The onus remains on Proponents to make any necessary amendments to their Proposal based on the addenda. The Proponent is requested to confirm that it has received all addenda by listing the addenda numbers or, if no addenda were

issued, by writing the word “None” on the following line: _____.
Proponents who fail to complete this section will be deemed to have received all posted addenda.

6. CONFLICT OF INTEREST

For the purposes of this section, the term “Conflict of Interest” means

- (a) in relation to the RFP process, the Proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to
 - i. having, or having access to, confidential information of the Municipality in the preparation of its Proposal that is not available to other Proponents,
 - ii. communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or
 - iii. engaging in conduct that compromises, or could be seen to compromise, the integrity of the RFP process; or

- (b) in relation to the performance of its contractual obligations contemplated in the Contract that is the subject of this procurement, the Proponent’s other commitments, relationships or financial interests
 - i. could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or
 - ii. could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

If the box below is left blank, the Proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its Proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

☐ The Proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its Proposal, and/or the Proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the Proponent declares an actual or potential Conflict of Interest by marking the box above, the Proponent must set out below details of the actual or potential Conflict of Interest, and must explain why the Proponent believes that the Conflict of Interest should not result in disqualification from the RFP process:

7. DISCLOSURE OF INFORMATION

The Proponent hereby agrees that any information provided in this Proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or if required by order of a court or tribunal. The Proponent hereby consents to the disclosure, on a confidential basis, of this Proposal by the Municipality to its advisers, for the purpose of evaluating or participating in the evaluation of this Proposal.

Signature of Witness

Name of Witness

Date

Signature of Proponent Representative

Name and Title of Proponent Representative

Date

**As representative of the Proponent, by affixing my signature hereto, I am certifying that I have the authority to bind the Proponent*