

Horton Township



Township of Horton

Request for Proposals

ADMIN-2019-01 Operational Review

Closing Date: December 18th, 2019 at 2:00 PM

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DEFINITIONS

The following definitions apply to the interpretation of this Request for Proposal Document:

1. "Chief Administrative Officer" or "CAO" means the Chief Administrative Officer of the Township of Horton or designate.
2. "Township" means the Corporation of the Township of Horton.
3. "Contract" means the written agreement and/or purchase order resulting from this Request for Proposal executed by the Township and the successful Proponent.
4. "Council" means the elected Council for the Township of Horton.
5. "Department" means the Administration, Finance, Public Works, Recreation, Fire or Planning and Building Departments of the Township of Horton.
6. "Documents" means collectively all of the documents comprising the Request for Proposal, namely *Sections A to F*, inclusive.
7. "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this "Request for Proposal".
8. "Review" means the Operational Review.
9. "RFP" means Request for Proposal.
10. "Treasurer" means the Treasurer of the Township of Horton.
11. "Work" means the consulting services that is the subject of this RFP.

SECTION A – INSTRUCTIONS, TERMS & CONDITIONS

1. BACKGROUND

Horton Township offers a unique blend of country living with nearby urban centres. Our Township borders the Town of Renfrew and is only 45 minutes away from Ottawa, Ontario - Canada's Capital. Residents enjoy the tranquility and privacy that rural properties provide and have access to the modern-day conveniences such as shopping, hospitals, theatres, schools, churches and restaurants. According to the 2016 census, the permanent population is just under 2900 with 1385 permanent dwellings, 1173 of which are inhabited by usual residents.

The primary role is to provide municipal services to taxpayers. The Township's mission is to sustain and enhance the long-term quality of life for residents of the Township of Horton by: providing essential municipal services, infrastructure, and direction for development; supporting the community's identity, rural lifestyle and economic sustainability; and anticipating change and building capacity to cope with new demands on services. The Township has many roles: accountable local government, service provider, community champion, catalyst, information hub and consensus builder. Specific services include: public works roads and stormwater management; economic development; planning and building; finance, recreation; waste management; taxation; animal control; by-law enforcement; lotteries; fire department and emergency management. Dedicated volunteer groups deliver recreation programs and help manage our recreation facility.

Similar to most municipalities, Horton Township is confronted with an increasing demand for quality services and improved infrastructure in the face of limited growth in the municipal tax base, increased regulatory requirements with no offsetting revenue, and decreasing funding opportunities from provincial and federal government, presenting limitations on the Township's ability to respond. Council's goal is to keep the tax requirement on residents and businesses to a minimum while maximizing its services.

2. REQUIREMENT

The Township is initiating this Request for Proposal to engage a consulting firm or individual with extensive, direct experience in the organization and operations of municipalities to perform an operational review of the Township of Horton Administration, Finance, Public Works, Recreation, Fire, Planning and Building Departments and report on findings and make recommendations regarding opportunities for improvement in becoming more operationally efficient and effective.

3. CLOSING DATE AND TIME

Proposals for RFP No. ADMIN-2019-01 OPERATIONAL REVIEW-ADMINISTRATION, FINANCE, PUBLIC WORKS, RECREATION, FIRE, PLANNING and BUILDING DEPARTMENTS will be received **until 2:00:59 pm, local time, Wednesday December 18th, 2019.**

4. PROPOSAL SUBMISSION

4.1 Proponents shall submit **four (4) copies of their proposal** (one (1) original with signature in ink, and three (3) copies), in a sealed envelope, **labelled with the RFP No. and Name**, and courier or hand-delivered to:

Hope Dillabough, CAO
Township of Horton
2253 Johnston Road
Renfrew, ON K7V 3Z8

4.2 Receipt of proposals will be confirmed by the Township, located at the Municipal Office at the above address only.

4.3 Proposals received at 2:01:00 p.m. or later will be deemed to be late and rejected.

4.4 The Township is not responsible for proposals received or time stamped after the stated closing time and will not consider any such Proposal.

4.5 Rejected proposals will be returned unopened to the Proponent, if a return address is submitted on the envelope.

4.6 The Township will not be responsible for any lost proposal submissions or for those proposals that are delivered to any location other than the submission address indicated above.

4.7 The onus remains solely the responsibility of the Proponent to instruct couriers/delivery personnel to deliver submissions to the exact location specified. Proponents assume sole responsibility for late deliveries if these instructions are not strictly adhered to.

4.8 The Township will not accept facsimile or e-mailed copies of proposals.

4.9 Proposals will not be publicly opened. Proponents will be advised of the results after an evaluation of all proposals has been completed and a successful Proponent has been determined.

4.10 Proposals shall address all items in *Section B – Terms of Reference*.

4.11 Care should be exercised in reading this Request for Proposal document, as failure to comply with the Instructions, Terms & Conditions, and Terms of Reference in

your proposal submission may disqualify your submission.

- 4.12 Each proposal must be properly signed by an authorized official or principal who has authority to bind the company.
- 4.13 The Township reserves the right to make additional copies of all or part of the Proponent's Proposal for internal use or for any other purpose required by law.

5. FEES

All pricing offered is to be in Canadian funds and shall be for the complete cost of all services as itemized in this RFP, including all reimbursable expenses, and including any licenses, fees, permits, applicable duties, brokerage, and any other taxes or levies imposed by any governments or government authority. Harmonized Sales Tax (HST) shall be extra to quoted pricing.

6. CONTACT PERSON

- 6.1 All inquiries concerning this RFP shall be **in writing only**, and directed by fax or email to:

Hope Dillabough, CAO
Township of Horton
Fax: (613) 432-7298
Email: CAO@hortontownship.ca

- 6.2 No other Township Official or Staff other than the Treasurer is to be contacted for clarification of any aspect of this proposal.
- 6.3 No verbal instructions or verbal information to Proponents will be binding on the Township of Horton.
- 6.4 Proponents are encouraged to fax/email their questions as soon as possible. The deadline for inquiries is Friday December 13th, 2019 at 2:00 p.m. No questions will be accepted after this date and time.

7. ADDENDA

- 7.1 Proponents finding discrepancies or omissions in the RFP, or in doubt as to its intent, shall at once notify the Township's CAO. If necessary, the CAO will issue a written addendum.
- 7.2 Addenda will be issued, during the proposal period, under the following circumstances:
 - (a) Interpretation of RFP documents as a result of queries from prospective Proponents;
 - (b) Revisions, deletions, additions or substitutions of any portion of RFP documents.

- 7.3 A copy of all Addenda shall be sent by electronic correspondence, to each prospective Proponent who has obtained RFP documents.
- 7.4 All such changes as addressed in the addenda shall be incorporated into and become part of this RFP.
- 7.5 Addenda which have financial implication and have not been acknowledged on the *Section C - Signing Sheet* will be automatically rejected.
- 7.6 Oral instructions shall not be considered valid unless they are confirmed in writing by the CAO.
- 7.7 The CAO reserves the right to issue addenda at any time but no later than Monday December 16th, 2019 at 2:00 p.m.
- 7.8 It is the Proponent's responsibility to ensure that they have received all addenda before submitting their proposal.

8. SATISFACTION OF PROPONENT

The submission of a proposal shall be deemed proof that the Proponent has satisfied themselves as to all the provisions of this RFP, and no claims will be entertained by the Township based on the assertion by the Proponent that they were uninformed as to any of the provisions or conditions intended to be covered by the RFP.

9. WITHDRAWAL OF PROPOSAL

Proponents will be permitted, without prejudice, to withdraw their unopened proposal after it has been received by the office of the CAO, provided such request is received in writing by the CAO prior to the closing date and time. The withdrawal of a proposal does not disqualify a Proponent from submitting another proposal prior to the closing.

10. IRREVOCABLE

This RFP is irrevocable and is to remain open for acceptance by the Township for a period of ninety (90) days after the date and time set for submission of proposals.

11. CLAIMS OR LITIGATION

No Proposal will be accepted from any Proponent, inclusive of its sub-contractors(s), which has a claim or has instituted a legal proceeding or has threatened to claim or institute a legal proceeding against the Township or against whom the Township has a claim or has instituted a legal proceeding with respect to any previous contract, without Council approval in their sole and unfettered discretion. This applies whether the legal proceeding is related or unrelated to the subject matter of this Proposal.

12. TOWNSHIP NOT EMPLOYER

The Proponent agrees that the Township is not to be understood as the employer to any successful Proponent nor to such Proponent's personnel or staff for any work, services, or supply of any products or materials that may be awarded as a result of this document. Also, in accordance with the Occupational Health and Safety Act, the successful Proponent herewith agrees to be the "constructor" as defined under this act.

13. INSURANCE

13.1 The successful Proponent shall, during the term of the contract, provide, maintain and pay for Comprehensive Liability Insurance in an amount not less than \$2,000,000.00 inclusive per occurrence to cover all claims for bodily injury, death, or damage to property including loss of use thereof. Such insurance coverage shall be in the name of the Proponent and the Township of Horton shall be named as an additional insured on the policy. This policy must not contain a limitation, exclusion or restriction that would otherwise limit coverage for loss caused by failure to perform.

13.2 Proof of the above insurance shall be provided to the Township's CAO prior to commencement of the work and on each and every anniversary date of the policy during the life of contract with the Township.

13.3 The above insurance policy shall contain an endorsement to provide the Named Insured and Additional Insured with 30 days prior written notice of cancellation in whole or in part.

14. INDEMNIFICATION

The Proponent shall indemnify and hold harmless the Township and all Municipal Officers, employees, volunteers, servants and agents of its Boards and Commissions from and against all actions, claims, demands, losses, costs, damages, suits or proceedings whatsoever which may be brought against or made upon the Township and against all loss, liability, judgements, claims, suits, demands or expenses which the Township may sustain, suffer or be put to resulting from or arising out of the Proponent's failure to exercise reasonable care, skill or diligence or omissions in the performance or rendering of any work or service required hereunder to be performed or rendered by the Proponent, its agents, officials and employees. The Proponent agrees that the foregoing indemnify shall survive the termination of this agreement.

15. WORKPLACE SAFETY & INSURANCE BOARD (W.S.I.B.)

15.1 The successful Proponent shall at the time of entering into any contract with the Township, furnish a satisfactory clearance from W.S.I.B. stating that all assessment or compensation payable to the W.S.I.B. has been paid. The successful Proponent further agrees to maintain that good standing throughout the contract period, and the Township may, at any time during the performance

of the work or upon the completion of such contract, require the Proponent to proof of continual satisfactory clearance.

- 15.2 Proponents who have independent Operator Status under the WSIB Act shall submit a complete Independent Operator Status Questionnaire upon being awarded the contract.

16. LAWS OF ONTARIO

Any contact resulting from this RFP will be governed by and will be construed and interpreted in accordance with the laws of the Province of Ontario.

17. ACCESSIBILITY REGULATIONS FOR CONTRACTED SERVICES

Contracted employees, third party employees, agents and others that provide customer services on behalf of the Township are legally responsible with the provisions outlined in Section 6 of the Ontario Regulation 429/07 with respect to training. The Proponent shall ensure that such training includes, without limitation, a review of the purposes of the Act and the requirements of the Regulation, as well as instruction regarding all matters set out in Section 6 of the Regulation. By signing *Section C – Signing Sheet*, the Proponent has agreed to be in full compliance with this regulation.

18. FREEDOM OF INFORMATION

The Proponent acknowledges that any proposal submitted shall become a record belonging to the Township and therefore is subject to the *Municipal Freedom of Information and Protection of Privacy Act*. This provincial law gives individuals, businesses and other organizations a legal right to request records held by the Township, subject to specific limitations. The Proponent should be aware that it is possible that any records provided to the Township, including but not limited to, pricing, technical specifications, drawings, plans, audio-visual materials or information about staff, parties to the proposal or suppliers could be requested under this law. **If the Proponent believes that all or part of the proposal should be protected from release, the relevant parts should be clearly marked as confidential.** Please note that this will not automatically protect the submission from release, but it will assist the Township in making a determination on release if a request is made. Note: By submitting a proposal, the Proponent agrees that the Township may disclose the identity of all Proponents, as well as total proposal price, without notification to the Proponent.

19. CONFIDENTIALITY OF INFORMATION

- 19.1 A Proponent receiving this RFP may not use, disclose, or duplicate it for any purpose other than to prepare a response. The Proponent shall keep the Township's data confidential and shall not disclose its content to any other party, other than to those internal employees or agents responsible for preparing a submission, without the prior written approval of the Township. Receipt of the RFP does not entitle the Proponent to associate its services with the Township in

any way, nor represents in any way that the Township has employed or endorsed the Proponent's services. Any such association or endorsement being contemplated by the Proponent must receive the prior written approval of the Township.

- 19.2 The Township will not disclose or share one Proponent's response to this RFP with other Proponents or other organizations.

20. CONFLICT OF INTEREST

20.1 The Proponent declares that this proposal is made without any connection, knowledge, comparison of figures or arrangements with any other person or persons submitting a proposal for the same requirement and is in all respects fair and without collusion or fraud.

20.2 The Proponent declares that no appointed officer or employee of the Township is, will be, or has become interested, directly or indirectly, as a contracting party, partner, shareholder, surety or otherwise in this proposal or in the proposed contract or in any portion of the profits thereof, or of any supplies to be used therein, or in any of the moneys to be derived therefrom.

20.3 The Proponent is required to disclose to Township Council, prior to accepting this assignment, any potential conflict of interest. If a conflict of interest does exist, Council may, at its discretion, withhold the assignment from the Proponent until the matter is resolved to the satisfaction of Council. If, during the conduct of the assignment, the Proponent is retained by another client giving rise to a potential conflict of interest, then the Proponent shall so inform Council and if a significant conflict of interest is deemed to exist by Council, then the Proponent shall refuse the new assignment or take such steps as are necessary to remove the conflict of interest.

21. DISQUALIFICATION OF PROPOSALS

21.1 More than one proposal from an individual, firm, partnership, corporation or association under the same or different name will not be considered.

21.2 Proposals submitted by Proponents without a completed signed *SECTION C – Signing Sheet* will not be considered.

21.3 Proposals that do not comply with the RFP instructions or requirements as provided herein may be disqualified.

22. RIGHT TO TERMINATE

The Township reserves the right to terminate this RFP at any time. Submission and receipt of a proposal does not represent a commitment on the part of the Township to proceed further with any Proponent or project and the Township is under no obligation to award a contract as a result.

23. PROPOSAL EVALUATION

23.1 Each response to this RFP will be evaluated by a staff group to determine the degree to which it responds to the requirements as set out in this document.

23.2 Evaluation of the Proposal will be based on the following criteria:

EVALUATION CRITERIA	WEIGHTING
Completeness of Submission and Overall Impression	15%
Understanding of Requirement	25%
Experience and References	35%
Schedule	10%
Cost	15%
Total:	100%

(See *Section B – Terms of Reference*, Item 5. PROPOSAL SUBMISSION REQUIREMENTS for a detailed description of the requirements for the above stated Criteria.)

23.3 The proposal that, on average, scores highest when evaluated in accordance to the criteria above and when compared to all other proposals received shall be deemed to provide the best value for the Township.

24. NEGOTIATIONS

24.1 The Township may proceed with an award recommendation on the basis of initial offers received, without discussion. Therefore, each initial offer should contain the Proponent’s best terms/information, including all required documentation as listed in this RFP.

24.2 The Township reserves the right to enter into discussions/negotiations with the selected Proponent. If the Township and the selected Proponent cannot negotiate a successful contract, the Township may terminate the negotiations and begin negotiations with the next selected Proponent.

24.3 This process will continue until an agreement has been executed or all Proponents have been rejected. No Proponent shall have any rights against the Township arising from such negotiations.

25. PROPOSAL ACCEPTANCE

25.1 This RFP is not a contract offer.

25.2 This RFP does not create an employment relationship. Individuals performing services required by the contract are not employees of the Township.

25.3 A contract is only awarded on acceptance by the Township following evaluation of

the proposals submitted.

- 25.4 The Township reserves the right to reject any or all proposals, including without limitation the lowest proposal, to re-issue the RFP or to award the RFP to any Proponent at its sole discretion despite any provisions of the RFP. Further, if only one proposal is received, the Township reserves the right to reject it.
- 25.5 The Township reserves the right to contract with a Proponent for reasons other than price. Failure to answer any question in this RFP may subject the proposal to disqualification. Failure to meet all requirements will not necessarily subject a proposal to disqualification.
- 25.6 Subsequent to the submissions of proposals, the Township, in its sole and unfettered discretion, reserves the right to communicate with one or more Proponents to seek additional clarification on any aspect of the Proposal, perform reference checks as required to verify the information provided and obtain additional performance information, or conduct interviews with some of the Proponents, but there will be no obligation to receive further information, whether written or oral from any Proponent.
- 25.7 The Township reserves the right to make adjustments to price proposals for the purposes of evaluation with the objective of creating a level playing field, including, but not limited to, arithmetical mistakes and the addition or deletion of optional items.
- 25.8 The Township reserves the right to request an in-person presentation by possible Proponents before making a final decision.
- 25.9 Proponents are solely responsible for their own expenses in preparing, delivering or presenting a proposal and for subsequent negotiations with the Township, if any.

26. ENTIRE AGREEMENT

- 26.1 The contract with the successful Proponent shall consist of:
- The executed Agreement
 - Addenda to the Request for Proposal
 - Request for Proposal document
 - The Proponent's proposal and any subsequent negotiated changes
- 26.2 These documents and portions thereof, take precedence in the order in which they are named above, notwithstanding the chronological order in which they are issued or executed.
- 26.3 The successful proposal shall become an integral part of the contract. It shall not, however, be considered the total binding obligation for the contract. Any and all proposal conditions may be included at the discretion of the Township as part of the final negotiated and approved Agreement.

26.4 The Township reserves the right to include additional terms and conditions during the process of contract negotiations. These terms and conditions shall be within the scope of the original RFP document and contract documents and shall be limited to cost, clarification, definition and administrative and legal requirements.

27. PAYMENT

27.1 Payment for work and/or services performed under a Contract resulting from this proposal shall be made net thirty (30) days from the date of receipt of correct and proper monthly invoices, provided the service is acceptable to the Township.

27.2 Invoices shall be delivered to Township of Horton, 2253 Johnston Road, Renfrew, ON K7V 3Z8

27.3 Invoicing shall include a summary of charges as they relate to the breakdown of project components and associated fees included in the Request for Proposal.

27.4 Any and all costs for work requested by the Township of Horton that is considered additional to the services provided for in the proposal shall be negotiated with the Township prior to the work being completed. This includes any Scope of Work changes, disbursements and deliverables. No consideration will be given for additional invoicing without prior approval of the Township.

28. CANCELLATION OF CONTRACT

The Township may cancel the contract for substantive failure on the part of the successful Proponent to provide the necessary services in accordance with the Instructions, Terms & Conditions, and Terms of Reference of this proposal, or in a manner which does not meet the expectations of the Township. The opinion of the Township in this regard shall be final in all instances.

29. ASSIGNMENT OF CONTRACT

An awarded contract shall not be assigned, sub-contracted or let out in whole or in part, without the prior written consent of the Township.

30. CONDUCT OF PROPONENT'S EMPLOYEES

The Township reserves the right to demand the removal of any successful Proponent's employees or contracted staff engaged in the contract if, in the Township's opinion, their conduct has been of an unacceptable nature.

31. DEFAULT

Upon any default of the successful Proponent, the Township, at its election, may reduce

or cancel the outstanding balance of any contract. Written notice of the cancellation shall be effective immediately upon the date thereof.

SECTION B – TERMS OF REFERENCE

1. PURPOSE

The purpose of this Operational Review is to evaluate current operating procedures and processes in addition to the organizational structure of the Township’s Administration, Finance, Public Works, Recreation, Fire and Planning and Building Departments in order to identify opportunities for improvement that will achieve greater efficiency in Department operations and reduce operating costs. The review will be conducted through a process that is factual, analytical and transparent.

2. SCOPE OF WORK

Consulting services for this project may include but will not necessarily be limited to the following:

- 2.1 Reviewing existing operating procedures and processes to assess potential areas of improvement.
- 2.2 Evaluating efficiency and effectiveness of services delivered by the Departments.
- 2.3 Reviewing existing organizational structure and human resources compliment, focusing on essential staffing and maximizing efficiency of service delivery.
- 2.4 Conducting a SWOT (Strength, Weakness, Opportunities, Threats) analysis of the Departments current structure and services.
- 2.5 Consulting with members of Council, CAO, Department Heads and staff.
- 2.6 Consulting with contractors and other stakeholders as deemed appropriate.
- 2.7 Comparing the Departments organizational structure, operating procedures, processes, services/programs and allocated resources for similar “Administration, Finance, Public Works, Recreation, Fire, Planning and Building Departments” within other communities comparable to the Township of Horton. The comparison should include other municipalities within Ontario, with emphasis placed on identifying those municipalities regarded as employing best practices.
- 2.8 Identifying range of potential options for Department structure and services, including but not limited to: status quo; status quo with supplementary options; recommendation of practical, achievable and realistic revisions and/or adjustments.
- 2.9 Ensuring that options provided clearly identify:

ADMIN-2019-01 OPERATIONAL REVIEW

- Costs of options
- Savings potentials/reinvestment opportunities
- Service changes to ratepayers

3. DELIVERABLES

- 3.1 After signing of contract or issuance of purchase order, the selected Proponent will meet with Township to review the terms of reference, seek clarification and ensure the objectives of the review are clearly understood.
- 3.2 The Proponent will provide an interim update to the Township on the progress of the Operational Review mid-way through their review process.
- 3.3 The Proponent will prepare a Draft Report detailing the Operational Review's findings, organizational observations and recommendations for change, if any, with the Township prior to creating a Final Report.
- 3.4 The Proponent will prepare and present a written Final Report to Council summarizing the results of the Operational Review. The Proponent will provide a hard copy and electronic version of the Final Report for the Township's use.

4. SCHEDULE

The following schedule is proposed for the selection of the successful Proponent for this project:

<u>Date</u>	<u>Activity</u>
November 29, 2019	Request for Proposal Issued
December 13, 2019	Deadline for Inquiries from Proponents
December 16, 2019	Deadline for Addenda to be issued to Proponents
December 18, 2019	Closing Date for Proposal Submissions
Mid January 2020	Anticipated Contract Award
January-April 2020	Execution of Review
May 2020	Completion of Review; Final Report to Council

5. PROPOSAL SUBMISSION REQUIREMENTS

Proposals submitted by interested Proponents shall address the following four (4) items listed below and Proponents shall ensure that their submissions are sectioned and titled/labeled accordingly. The responses to the following items shall be evaluated to determine the preferred Proponent to fulfill the requirements as stated in this RFP. Interested Proponents are encouraged to keep their proposals brief and readable.

5.1 Understanding of Requirement

Proponents shall provide a demonstrated understanding of the objectives, scope and particulars of the work required by providing a detailed description of the approach and methods that will result in the desired results of the project being

delivered to the Township. Proponents shall provide a work plan, including an estimate of the number of hours to complete the Review and shall attempt to detail the amount and level of assistance that will be needed from municipal staff and elected officials required to participate and provide support.

5.2 Experience and References

Proponents shall describe the qualifications of their firm in relation to the project and why their firm is well suited to provide the Review.

Proponents shall name the key member(s) assigned to this project and describe their relevant educational background, training and specialized skills, as well as providing their role and experience with similar projects

Proponents shall provide a brief description of at least three (3) similar and recent municipal Operational Review projects, including the names and phone numbers of senior staff of these municipalities that may be contacted as references to attest to the Proponents performance on the assignments.

Proponents shall provide full disclosure of any existing business or personal relationships with the Township of Horton. Failure to disclose interest may result in termination or cancellation of any agreement that may have been entered into.

5.3 Schedule

Proponents shall provide a draft project schedule with relevant milestone dates identified, recognizing a review deliverable of May 2020.

5.4 Cost

Proponents shall provide their upset cost limit with a detailed statement of all proposed fees and expenses. All costs associated with the implementation and completion of this project must be included, including the hourly rates for the assigned staff.

In addition to the above proposal requirements, the Township will also take into consideration the following during the evaluation of the proposal submissions:

5.5 Completeness of Submission & Overall Impression of Proposal Document

The overall quality and presentation of the proposal will be evaluated. The proposal should be clear and readable. Information should be easy to find and should include all requirements as requested in the RFP. Elaborate brochures and other representations beyond those sufficient for presenting a complete and effective proposal submission are neither required nor desired. Proponent shall ensure that *Section C – Signing Sheet* is completed in its entirety and included with the proposal submission.

SECTION C – SIGNING SHEET

I/WE ACKNOWLEDGE AND HAVE CAREFULLY EXAMINED THE INSTRUCTIONS, TERMS & CONDITIONS, AND TERMS OF REFERENCE STATED IN THIS PROPOSAL, AND OFFER TO COMPLETE A CONTRACT IN ACCORDANCE WITH SAME, SHOULD I/WE BE THE SUCCESSFUL PROPONENT IN THIS REQUEST FOR PROPOSAL.

Signer must have authority to bind the company.

Signed, and delivered at _____ this ____ day of _____ 2019.
Township Month

Proponent/Legal Company Name _____

Address _____
Street Municipality Province Postal Code

Signature of _____

Name _____
(Authorized official or principal who has authority to bind the company) Print or Type

Title _____

Email _____

Telephone # _____

Fax # _____

I/We, agree that we have received addenda ____ to ____ inclusive, and the Proposal Pricing includes provisions set out in such addenda.

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SECTION D – NOTICE OF NO PROPOSAL

IMPORTANT: If you will not be submitting a proposal, please complete this form and fax it to Hope Dillabough, CAO at (613) 432-7298 prior to proposal closing date.

Proposal # _____ RFP NO. ADMIN-2019-01 _____

Closing Date: _____ Wednesday December 18th, 2019 _____

PLEASE INDICATE YOUR REASON FOR NOT SUBMITTING A PROPOSAL:

- 1. Not a manufacturer/supplier of this commodity _____
- 2. Do not manufacture/supply to the specification _____
- 3. Unable to quote competitively _____
- 4. Cannot handle due to present work load _____
- 5. Quantity/job too large _____
- 6. Quantity/job too small _____
- 7. Cannot meet delivery/completion requirements _____
- 8. Licensing restrictions _____
- 9. Cannot conform to Instructions, Terms & Conditions _____

Are you interested in offering a proposal on these goods/services in the future? () Yes () No

Note other reason or comments (or attach letter of explanation): _____

Company _____

Address _____

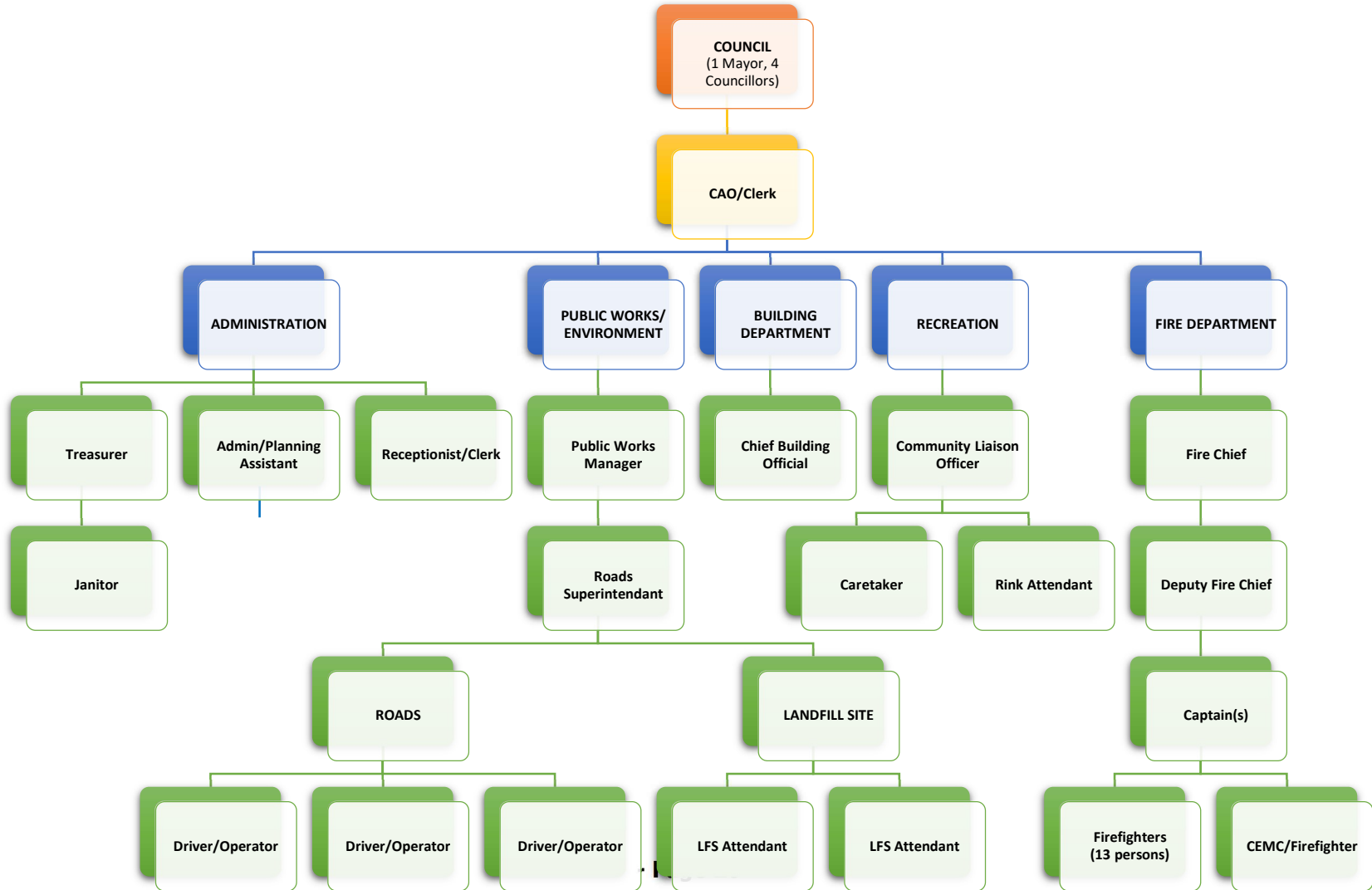
Representative's name _____ Signature _____

Title/Position _____

Date _____ Telephone # () _____ Facsimile # () _____

SECTION E - APPENDIX "A"

**TOWNSHIP OF HORTON
ADMINISTRATION, FINANCE, PUBLIC WORKS, RECREATION, FIRE, PLANNING AND BUILDING DEPARTMENTS
ORGANIZATIONAL CHARTS**



SECTION F - APPENDIX "B"

**TOWNSHIP OF HORTON
ADMINISTRATION, FINANCE, PUBLIC WORKS, RECREATION, FIRE, PLANNING AND
BUILDING DEPARTMENTS ORGANIZATIONAL CHARTS**

GENERAL

Under the direction of the Township Council, the Township's Departments are responsible for the following:

ADMINISTRATION DEPARTMENT:

- Human Resources – employee & labour relations, recruitment, succession planning, training & development, policies and procedures, health & safety;
- Oversees the management of the Township social media accounts;
- Processing Municipal Freedom of Information and Protection of Privacy access requests;
- Administrative support to Council, its Committees other municipal departments, including agendas, by-laws, minutes, resolutions, communications, applications and requests;
- Municipal records retention and management;
- Managing Real Estate functions for Land Acquisitions/Dispositions;
- Public Customer Service – responds to general public's inquiries and requests;
- Providing signing authority as a Commissioner of Oaths;
- Conducts Municipal Elections;
- Accessibility;
- Insurance and Risk Management;
- Review/forwarding of insurance claims;
- Professional advice to Council and Committees;
- General oversight of municipal operations.

FINANCE DEPARTMENT:

- Billing and collection of municipal taxes and fees;
- Operating & Capital Budget preparation, tracking and reporting;
- Processing accounts receivable and accounts payable;
- Investing and borrowing of funds;
- Issue debentures relating to capital projects;
- Preparing Township's annual financial statements, audit compliance;
- Financial reporting;
- Day-to-day cash management and banking;
- Payroll & employee benefit administration;
- Purchasing – corporate procurement, tenders, formal quotations, requests for proposals, Sale of surplus goods;
- Internal Information Technology Services – maintaining business technology, networked

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- servers and integrated business applications for all municipal departments Asset Management Plan;
- Municipal tax rate calculations;
- Public Customer Service – responds to general public’s inquiries and requests;
- Human Resources - employee & labour relations, compensation, salary & benefits, policies and procedures;
- Prepare Development Charges Study and administer Development Charges By-law.

PLANNING, ECONOMIC DEVELOPMENT DEPARTMENT & EMERGENCY MANAGEMENT:

- Administer all land use planning including land use policies and development application reviews and approvals, in conjunction with the County of Renfrew;
- Responsible for administering, updating and amending Township’s Zoning By-law, Consents, Minor Variances, Site Plan Control, etc.
- Economic Development – undertake initiatives to promote, encourage and facilitate industrial, commercial, residential and institutional development;
- Responsible for providing planning reports for all planning applications to Planning and Economic Development Committee, Committee of Adjustment and Council;
- Act as Secretary-Treasurer for Committee of Adjustment;
- Administers and prepares documentation for dispositions of unopened road allowances;
- Updates the Township website for matters related to emergency management;
- Provide staff resources to Committee of Adjustment, and Emergency Management Program Committee;
- Works in coordination with the Building Department for issuance of all compliance letters and occupancy permits;
- Public Customer Service – provide professional advice and information to Council, residents and developers;
- Responsible for preparing promotional material promoting the Township, economic development, emergency management;
- Liaise with other public bodies and agencies on all aspects of development

BUILDING

- Administers and enforces the provisions of the Ontario Building Code Act and the Ontario Building Code within the limits of the Corporation;
- Issuance of Permits (building, plumbing, demolition, swimming pool, etc.);
- Inspect buildings under construction;
- Public Customer Service – provide professional advice and information to Council, residents and developers;
- Works in coordination with the Planning Department for issuance of all compliance letters, zoning compliance for building applications;

PUBLIC WORKS

Under the direction of Township Council and the Public Works, Transportation and Environmental Services Committee, the mandate of the Public Works Department is to administer and manage public infrastructure including Municipal roads, stormwater, Township parks and facilities, capital projects and oversees the collection of solid waste and recycling.

- Responsible for the day-to-day maintenance of the Township's infrastructure including roads and stormwater management;
- Oversees the contract for solid waste & recycling collection;
- Annual capital programs for roads, facilities and properties;
- Plays a key role in the Township's Asset Management Plan;
- Responsible for winter control operations;
- Prepares budgets for Public Works, Waste Management, Municipal Facilities and Fleet Management;
- Public Customer Service – provide professional advice and information to Council, ratepayers, Contractors, Etc.;
- Procurement - tenders, formal quotations, requests for proposals, sale of surplus equipment;
- Responsible for recruitment of Public Works Staff, including fulltime, casual and students. Ensure adequate training, adhering to policies & procedures as well as health & safety.
- Coordinates 911 Civic Addressing

FIRE

- Plans, co-ordinates and directs the firefighting, fire prevention, rescue and life and property saving functions
- Administer the Fire Department Budget and Capital Program
- Control and maintain Work Schedule

RECREATION

- Conduct oversight of all recreation activities within the Township;
- Public Customer Service – provide professional advice and information to Council and residents;
- Manages Community Hall bookings and rentals;