



# REQUEST FOR PROPOSALS

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## **Efficiency Review**

**Lac La Biche County**

**RFP Number:ADM-12-  
2023-01**

**Proposal Closing Date  
and Time:** Thursday, November  
30, 2023, 16:00 (MST) at  
[manny.deol@laclabichedcounty.com](mailto:manny.deol@laclabichedcounty.com)



*Lac La Biche County*  
welcoming by nature.

## **A. GENERAL INFORMATION**

### **1. Definitions**

“Consultant” means the proponent whose proposal has been accepted by Lac La Biche County and is awarded a contract to carry out the work.

“County” means Lac La Biche County.

“Proponent” means a responder to this RFP.

“Proposal” means a proposed plan to carry out the work, submitted by a proponent in response to the RFP.

“RFP” means Request For Proposals.

“SLT” means Senior Leadership Team of the County.

“Work” means and includes all tasks required to be done for the fulfillment and completion of the project, in accordance with this RFP.

### **2. Purpose**

Lac La Biche County (hereinafter referred to as the County) is soliciting one or more qualified professional firm(s) to conduct an Operational Efficiency Study on the services and programs delivered by the municipality. The objective is to engage County employees, Council, and other stakeholders to identify and recommend a framework that streamlines service delivery and provides best value to County residents. The overarching goal is a municipality that fosters innovation, collaboration, and service excellence.

Upon successful award of the RFP, the consultant shall work with County staff to define the full scope of services and analytical analysis for each department in order to achieve the desired results of determining the maximum level of operational efficiency; cost cutting measures and develop a timeline for completing the project.

The firm(s) will be expected to present their findings in a concise report and present their findings and recommendations to the SLT and Council upon completion of the project.

The selected firm will identify and clearly report opportunities for improved efficiency, and establish a strategic plan, identifying milestones and anticipated costs, to achieving such a plan.

Interested and qualified firms should submit their proposals identifying their individual approach in achieving the desired goals and objectives of this RFP. Within the proposal, each firm should clearly identify their unique approach of how they will identify, analyze and report on their findings. In addition, the firms will present their recommendations and strategies including milestones benchmarks and best practices to County staff and Council.

The County seeks applicants to review the information within this document, including the County's most recent financial statements and budget documents, to gain a better understanding of the fundamental functions of the County. The County is seeking one or more firm(s) to provide recommended best practices and an analytical approach in developing an evaluation of the overall operating efficiency of the County. One or more applicants may be selected for this RFP based on their experience in a particular field, approach, recommendations, and presentations.

Upon submitting your proposal, please provide five references of similar work assignments and provide two to three copies of your best example of operational efficiency studies that you have performed within the past five years.

### **3. Background and Overview**

Lac La Biche County is one of six specialized municipalities in Alberta incorporated under the *Municipal Government Act*. It was amalgamated from two municipalities in 2007, the Town of Lac La Biche and Lakeland County. The County has five hamlets, the largest two being Lac La Biche and Plamondon. The County has both sizable rural and urban populations and provides services of both rural and urban municipalities.

County Council adopted the 2022 – 2032 Strategic Plan with the following Strategic Priorities: Economic Growth, Service Excellence, Strategic Communication, Social Wellness, Tourism & Recreation and Environment & Agriculture. Reflected in this strategic plan are the County's operating guiding principles: Communication, Safety & Wellness, Excellence, Environmental Sustainability, Leadership, Achievement, and Collaboration.

The County's population has varied in the last several years, due to economic conditions in the oil and gas industry, like other rural Alberta municipalities.

2019 Municipal Census (excluding shadow population):	8,654
2021 Federal Census:	8,117
2022 Provincial Estimate:	8,187

The County currently employs 194 full time staff (Alberta Municipal Affairs, 2022), and 255.81 FTE equivalent including seasonal/casual staff.

The County's major business units include:

Administration General Administration Legislative Services Finance Records Information Technology Human Resources Health and Safety Graphical Information Systems Communications	County Council operations
Fire Rescue	Protective Services (Community Peace Officers)
Facilities Management	Fleet Management
Transportation (roads, bridges, airport, etc.)	Project Engineering
Utilities (water, wastewater, natural gas, and drainage)	Agriculture, Waste Management, and Environment
Planning and Development	Economic Development and Tourism
Recreation	Parks and Cemeteries
Libraries and Culture	Family and Community Support Services (FCSS)

More information about Lac La Biche County is located on its website at [www.laclabichecounty.com](http://www.laclabichecounty.com).

Additional links that could be useful to proponents are:

- [Lac La Biche County Strategic Plan, 2022 – 2032](#)
- [Administrative Action Plan, 2023 - 2026](#)
- [2023 Lac La Biche County Budget](#)
- Lac La Biche County Organization Chart (see appendix)

#### 4. Scope of Work

The selected consultant(s) will be tasked with completing a study and recommending a process framework that streamlines service delivery, provides best value to County residents, and aligns with the County's Strategic Priorities. The framework may include short, medium and long term goals.

This work shall be performed through engagement with staff and Council, document review, and process analysis. This study should be reflective of the County's high service

levels, industry best practices, and the legislative context impacting Alberta municipalities. Additionally, the study should consider the situational opportunities/constraints of municipal service delivery in northeastern Alberta.

This scope of this work includes:

- a. Conduct a performance evaluation to provide objective analyses, findings, conclusions, and recommendations to assist with improving program performance and operations, ensuring equity, promoting a culture of high performance, and contributing to accountability, transparency and public information.
- b. Recommend measures designed to add value, improve the organization's operations, and ensure consistency in the application of laws, codes, and other regulations.
- c. Recommend training, professional development or other tactics to create a culture of innovation and idea sharing, to support organizational efficiency and improvements into the future.
- d. Review the current organizational structure and procedures and systems, and the resources allocated to the departments with regard to the operational requirements and objectives that have been assigned to the departments.
- e. Identify opportunities to improve the organizational structure, operating procedures and systems, utilization of technology, and allocated resources, to determine the most cost-effective and strategic way to meet current and future needs.
- f. Incorporate benchmarking with similar departments in other local governments comparable to the County with emphasis placed on identifying those regarded as employing best practices.
- g. Recommend practical, achievable, and realistic revisions/adjustments to reporting relationships, position titles and job functions that would:
  - Clarify roles, responsibilities and authority of staff;
  - Eliminate duplication/ overlap of responsibilities within/between each department.
  - Improve the delivery time and quality of services provided by the department; and
  - Improve communications within and between departments.
- h. Areas of consideration relating to the study should include, but not limited to:
  - Engagement with County Council and County staff to develop a detailed comprehensive understanding of the overall organizational structure; the intimate

detailed operations of each department, and identify County Council's expectations of both service levels; County staff productivity, and quality of service expectations.

- The firm(s) shall identify and evaluate existing policies and procedures for each department and identify areas of improvement by identifying new policies as needed or recommended by the selected firm(s).
  - Identify opportunities for delivering services and programs, either wholly or in-part, through partnerships and/or outsourcing. In these instances, provide an analysis to demonstrate how the outsourcing or partnership are the most efficient method to augment or assist in addition to the existing services.
- i. To communicate findings of the review to Lac La Biche County's senior leadership team and County Council for further consideration.

## **5. Project Methodology**

The consultant shall submit a proposed methodology to achieve the project objectives set out above, which should incorporate the following elements:

- An inventory of all services provided by the departments generally (summary form) and the divisions in particular and identify the resources applied to each of these services.
- Compile and review pertinent background information including:
  - Current departmental organization charts and staff count;
  - Position descriptions and skills/competencies required (as necessary);
  - General industry service norms or standards for delivery of services under the responsibility of the Department.
- Analyze background information to identify key patterns and trends, from which a structured questionnaire would be prepared to obtain pertinent information from employees and stakeholders, to include:
  - Identification of strengths and weaknesses;
  - Relations with other County departments including the extent and nature of Interaction;
  - Services including suggestions/comments for improving quality of services provided, cost-saving initiatives and on-time delivery; and
  - Prioritize improvement suggestions.
- Stakeholders interviews:
  - County Council;
  - County CAO;
  - Management team;

- Department employees;
  - Community stakeholders; and
  - Other stakeholders as identified by the County Council or project manager.
- Obtain comments and observations about current operations, and provide suggestions for improvements whether in the form of interviews, questionnaires or both to identify:
    - Significant patterns and trends in perceptions regarding the current level of services provided; organization structure; reporting relationships, and position functions.
    - Any duplication/overlap of effort within departments and its divisions.
    - Recommendations on how to deliver services in a more efficient and cost effective manner.
    - Benchmarking data for each department to comparable cities, identify key trends and patterns in service delivery, and identify improvements, best practices, and a continuous improvement framework that can be applied to the department.
    - Analyze alternative service delivery models as a possible method to address some or all identified issues. Identify potential impacts upon equity, service delivery, efficiency and effectiveness.
  - Review and analysis of department policies and procedures and compliance with federal laws and regulations, provincial statutes and administrative rules, and County ordinances.
  - Review and analysis of program goals and outcomes and the department's success in achieving goals.
  - Review of performance metrics against industry standards and best practices.

## **6. Expected Deliverables**

A written evaluation report detailing the process for and results of each task listed above in the Scope of Services. The written report should include an executive summary and a summary of recommendations. There may be sensitive items that can not be included in the publicly available document due to FOIP requirements. Consultants should provide a version that will generalize the information to communicate the outcomes publicly.

Depending upon the project start date and timeline, the County reserves the right to request periodic status updates on the study's progress and/or reporting about one or more tasks as they are completed, rather than at the end of the project period.

When forecasting future staffing needs, the consultant may provide a long-range estimate of staffing needs or a tool that allows the County to replicate the staffing analysis in future years.

If Consultants recommend that one or more other County departments absorb work currently done by an existing department, include recommendations about whether and how those other departments may need additional capacity or resources to do so.

Engagement with internal stakeholders: beyond data collection, the Consultant should expect to work with the Project Manager to identify stakeholders within the County who should be engaged in the study at various stages. Key stakeholders may include County Council members, County CAO, Associate CAO's, Managers, and County Staff

Consultant will be expected to provide presentations to County Council to adequately present the evaluation report for each department and a follow up report for each department after 12 to 18 months of the original evaluation report.

## **7. Proposal Format**

The Consultant shall provide the appropriate information in sufficient detail to demonstrate that they have the skills; expertise; adequate staffing; experience, and capacity to sufficiently analyze, evaluate, and provide viable recommendations on areas of improvement that will increase efficiencies and effectiveness of services and productivity while identify cost saving measures. To allow for easier comparison of proposals during evaluation, proposals should contain the following sections and appendices and be arranged in consecutive order.

Executive Summary - The Executive Summary should include a clear statement of the Consultant's understanding of the RFP including a brief summary of the Scope of Work. Include, at a minimum, an outline of the contents of the proposal, an identification of the proposed project team, a description of the responsibilities of the project team, an estimated timeline, a description of the proposed methodology, and a summary of the proposed services.

The approach to communicating with staff, ensuring the key messaging demonstrates the County's commitment to improving operations and fostering a work culture that supports innovation and idea sharing.

Scope of Services - Describe in detail how services will be provided and, to the extent applicable, your perspective on the tasks in the scope of services. For each expected task listed in the "Scope of Services" and for any additional proposed tasks, include the following as part of a detailed listing and description of tasks and deliverables:

- The Consultant's approach to each of the tasks (i.e. quantitative and qualitative methodologies)



- A brief listing of the information necessary to complete each task (e.g., access to specific personnel, access to particular data sets or a minimum number of months or years of existing data, etc.);
- The Consultant's expectations about any County staff involvement in the design, execution, or interpretation of each task.;

**Experience and Capacity** - Describe background and related industry experience demonstrating ability to provide required services. Include the number of years in this field of business under all business names, including any prior names, and the total number of years in business under current or previous names in any field of business. Indicate if company expansion or use of subcontractors will be required to provide service.

**References** - List five references from contracts similar in size and scope. Provide each reference's contact name, organization, email and current phone number. Listed references should include a 1-2 sentence description of the work performed and an approximate total project cost. References from contracts for staffing or operational reviews of Alberta municipalities are preferred but may include other local governments.

**Work samples** – Describe two to three examples of similar work the firm has performed for other municipalities similar in size and scope. The work examples provided should be projects in which one or more of the personnel listed played a primary role.

**Personnel Listing** - Show involved individuals with resumes and specific applicable experience. Sub-consultants should also be listed.

**Cost/Fees** - Indicate proposed cost of service including a description of how costs were determined; hourly rates; direct and indirect costs and payment billing schedule. Consultant shall identify the proposed cost by each department.

## **8. Cost**

Consultants should identify their evaluated costs associated with the Scope of Work described in this RFP and submit a fair and reasonable offer for consideration.

Consultants should provide justification for any and all costs and scope changes beyond the Scope of Work described in this RFP.

## **9. Questions and Clarification**

Proponents should familiarize themselves with the contents of this RFP. If proponents have any questions, or if they feel there have been any errors or omissions, requests must be submitted in writing to the Chief Administrative Officer of Lac La Biche County by emailing [manny.deol@lACLAbichecounty.com](mailto:manny.deol@lACLAbichecounty.com). The following stipulations apply:

- i. Questions must be submitted no later than noon (12 p.m.) MST on November 20, 2023.
- ii. Answers to all submitted questions and clarification requests will be posted on Lac La Biche County's website and Alberta Purchasing Connection by November 22, 2023, and will be considered an Addendum, becoming part of the official RFP documents.

## **B. PROPOSAL SUBMISSION REQUIREMENTS**

### **1. Submission of Proposals**

Proposals should be clearly marked with the proponent's name and address and the RFP program title and number. Electronic submissions should be addressed to the following:

**Lac La Biche County**  
**ATTN: Manny Deol, Chief Administrative Officer**  
**Email: [manny.deol@laclabichedcounty.com](mailto:manny.deol@laclabichedcounty.com)**

Proposals should be received on or before the following closing time:

**CLOSING TIME: 4:00 p.m. MST**  
**CLOSING DATE: Thursday, November 30, 2023.**

It is the responsibility of the proponent to ensure a proposal has been received at the above email address by the indicated closing time. A proponent wishing to make changes to their proposal after submission but prior to the closing time may do so by submitting the revisions by email at [manny.deol@laclabichedcounty.com](mailto:manny.deol@laclabichedcounty.com). Proposals received after the closing time will not be accepted or considered.

Submissions must include the following:

- A corporate profile, which may include profiles of staff members who will be dedicated to this service agreement, if applicable.
- Five (5) references for similar or relevant projects or services.
- A thorough explanation of how the proponent intends to complete the work described in this RFP.
- Proof of professional and general liability insurance (Lac La Biche County may need to be named as an additional insured on general liability insurance, should the proponent be awarded the contract).
- An assessment and breakdown of costs, which may include qualifiers, conditions, and assumptions in Canadian dollars. Proponents should identify expected staffing levels that will be required to complete the service agreement, and if these resources

currently exist within the proponent's organization or if additional resources are included in a proposal's costs.

## **2. Proposal Preparation Cost**

All expenses incurred by the proponent in the preparation and submission of a proposal are the cost of the proponent, with the express understanding that no claims for reimbursements against the County will be accepted. The County will not be responsible for any costs involved in or associated with any meetings, discussion or negotiation following submission of a Proposal that may lead to acceptance of a Proposal and awarding of a contract.

## **3. Proposal Evaluation**

Proposals will be reviewed by an Evaluation Panel made up of representatives of the County. The Evaluation Panel reserves the right to select a "short list" of qualified Consultants who will be formally interviewed as part of the final selection, as deemed necessary by the County. Evaluations will be based on the following five criteria:

- Project understanding and responsiveness to and experience with the specific tasks in the scope of work.
- Relevant experience with the specific tasks in the scope of work.
- Project Methodology to achieve the final report.
- Capacity of the consultant to accomplish tasks on a timely basis, within County requirements, and with appropriate reliance on County resources.
- Cost of services proposed.

A formal Presentation/Interview may be requested of the "short list" Consultants. Specifically, the County requests that the Consultant's Project Manager assigned to the proposed project team lead the Presentation and that actual members of the project team (including any sub-consultants) participate in the formal presentation/interview. If held, the Presentation/Interview of the "short listed" Consultant's may consist of the following elements:

- Discussion of the Consultant's approach to providing services for this Project based upon the Scope of Services described herein.
- Overview of the Consultant's experience as related to the Scope of Services, including qualifications and experience of assigned staff.

The County recognizes that "best value" is the essential consideration in purchasing a product or service, and therefore the County may prefer a proposal with higher costs if it offers greater value and better serves the County's interests, as determined by the County, over a proposal with lower costs.

## **A. Evaluation Criteria**

<b>Criteria</b>	<b>Maximum Point Value</b>
Project Understanding	20
Relevant Experience	25
Project Methodology	25
Capacity to Accomplish Tasks	15
Cost of Service	15
<b>Total Points</b>	<b>100</b>

Proposals submitted should have enough detail to allow the County to determine a proponent's qualifications, capabilities, and methodology. Every effort should be made to include the complete details of the proposed work.

The County reserves the right not to be liable for misunderstandings or errors in this RFP. Furthermore, the County, at its sole discretion, reserves the right to take any of the following actions:

- Reject any or all proposals, in whole or in part
- Reject any proposal it considers not to be in its best interests
- Waive any minor irregularity or insufficiency in a submitted proposal
- Issue addenda to the Request for Proposals
- Contact references provided by proponents
- Retain independent persons or contractors for assistance in evaluating proposals
- Request points of clarification to assist the County in evaluating proposals
- Negotiate changes with the successful proponent
- Withdraw the Request for Proposals

## **B. Awarding Committee**

Proposals will be evaluated and awarded by Lac La Biche County's Senior Leadership Team.

## **C. Ownership of Material**

Once submitted, all proposals become the property of the County. Proposals will remain confidential, and copies will only be made for internal review, or for review by any financial, legal and/or technical agencies working with the County.

## **C. GENERAL TERMS AND CONDITIONS**

The following terms apply to this RFP and to any subsequent contract(s). Submission of a proposal in response to this RFP indicates acceptance of the terms and conditions contained in the RFP.

### **A. Acceptance of Proposals**

This RFP should not be considered as an agreement to purchase goods or services. The County is not bound to accept the lowest price, or any proposal submitted.

Proposals will be assessed based on the evaluation criteria. The County will be under no obligation to receive further information, whether written or oral, from any proponent.

Neither acceptance of a proposal nor execution of a contract will constitute approval of any activity or development contemplated in any proposal that requires any approval, permit or license pursuant to any federal, provincial, regional district or municipal statute, regulation or bylaw.

### **B. Definition of Contract**

Only the full execution of a written contract will constitute a contract for the services, and no proponent will acquire any legal or equitable rights or privileges relative to the services until this occurs.

### **C. Right to Accept or Reject Proposals**

The County reserves the right to accept or reject any or all proposals, in whole or in part. Only the full execution of a written contract will constitute a contract for the services, and no proponent will acquire any legal or equitable rights or privileges relative to the services until this occurs.

### **D. Use of a Request for Proposal**

This document, or any portion thereof, may not be used for any purpose other than the submission of proposals.

### **E. Modification of Terms**

The County reserves the right to modify the terms of the solicitation at any time at its sole discretion prior to and including the closing date of the competition.

### **F. Inquiries**

Note that all inquiries will be compiled, answered and posted as part of the RFP to ensure that all proponents are provided with the same information.

#### **G. Submission of Proposals**

By submission of a clear and detailed written notice, a proponent may amend or withdraw their proposal **prior to the closing date and time**. At closing time, all proposals become irrevocable. By submission of a proposal, the proponent agrees that, should their proposal be successful, the proponent will enter into a contract with the County. Proposals will not be returned. Submitted proposals become the property of the County.

#### **H. Delay In Negotiating a Contract**

If a written contract cannot be negotiated within a reasonable period of time with the successful proponent, the County may, at its sole discretion at any time thereafter, terminate negotiations with the proponent and either negotiate a contract with the next qualified proponent, or choose to terminate the solicitation process and not enter into a contract with any of the proponents.

#### **I. Successful Proposal**

By submission of a proposal, the proponent agrees that, should their proposal be deemed successful, the proponent would then enter into a contract with the County.

#### **J. Governing Legislation**

This Request for Proposal is subject to all applicable legislation, including the *Municipal Government Act* and the *Freedom of Information and Protection of Privacy Act*, the bylaws and policies of Lac La Biche County, and all other relevant governing legislation.