



# SQUAMISH

**Request for Proposals**

**for**

**Exempt Staff Compensation Review**

**May 2019**

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## **SUMMARY OF KEY INFORMATION**

Request for Proposals to undertake an Exempt Staff Compensation

**DISTRICT'S REPRESENTATIVE:**

(for inquiries and  
Clarification of RFP)

Anita Bleick,  
Director of Human Resources  
District of Squamish  
Box 310, 37955 Second Avenue,  
Squamish, B.C. V8B 0A3  
ableick@squamish.ca

**FINAL TIME AND DATE FOR RECEIPT OF PROPOSAL:**

**4:00 p.m. Pacific Daylight Time  
Monday, May 27, 2019**

**ADDRESS FOR PROPOSAL SUBMISSIONS:**

Anita Bleick, Director of Human Resources  
District of Squamish  
Box 310, 37955 Second Avenue,  
Squamish, B.C. V8B 0A3  
ableick@squamish.ca

Alternate Contact only if Representative is unavailable:  
Robin Arthurs, GM Corporate Services  
rarthurs@squamish.ca

**Proponents must read the entire RFP document for full details and requirements.**

**THE DISTRICT RESERVES THE RIGHT TO CANCEL THIS RFP AT ANY TIME BEFORE OR AFTER THE CLOSING DATE AND TIME HAS PASSED, AND THE LOWEST PRICED, OR ANY, PROPOSAL WILL NOT NECESSARILY BE CHOSEN FOR NEGOTIATION OF A CONTRACT FOR SERVICES.**

**PART A  
ADMINISTRATION**

**1. PURPOSE:**

The purpose of this Request for Proposals (“RFP”) is to solicit the best overall proposal(s) to conduct a total compensation review for the District of Squamish Exempt Staff. Using an objective evaluation methodology and as identified more specifically in Section 7.1, the successful Proponent will review current District Exempt Staff salaries and benefits, determine market comparators, and prepare a report of findings and adjustments for presentation to Council. Additionally, the report will make recommendations on developing policy for compensation reviews and recommend best practices to stay competitive with total compensation to assist the District with financial planning.

This is NOT a tender call. Any proposals submitted pursuant to this RFP shall not be offers to contract for the provision of any of the services outlined herein, but shall only be used to identify a Preferred Proponent(s) with whom the District may negotiate a contract for the provision of the services.

**2. GENERAL TERMS AND CONDITIONS:**

**2.1. District Representative:**

Only the Director of Human Resources, and in her absence the General Manager of Corporate Services, (the “District’s Representative”) is authorized to communicate and otherwise deal with Proponents, and all Proponents must communicate and otherwise deal with that person only. Contact with any other person, including members of Council, officers or employees of the District regarding this RFP or the Proponents’ submissions may result in a proposal being removed from consideration.

**2.2. Receipt Confirmation Form:**

Proponents should fill out the attached Receipt Confirmation Form (Appendix A to this RFP) and return it to the addressee noted on the Form. All subsequent communications from the District will be directed only to those Proponents who return a completed Form indicating that they intend to prepare and submit a proposal.

**2.3. Proponent Inquiries and RFP Clarification:**

All questions about the contents of this RFP, or about any matters relating to it (including as to any clarification, errors or omissions of or in this RFP), must be directed in writing to the District’s Representative before **4:00 p.m., P.D.T. on May**

**27, 2019.** Information obtained from any other source is not official and may not be accurate.

The District's Representative will answer all questions in writing and will provide a copy of all questions and their answers to each Proponent who has returned a Receipt Confirmation Form.

#### **2.4. Notification of Changes and Addenda:**

The District may issue written addenda changing this RFP at any time up to Noon P.D.T., **May 17, 2019.** Addenda will be issued only by the District's Representative and only to Proponents who have returned a Receipt Confirmation Form.

#### **2.5. Right to Cancel RFP and/or to Accept Proposals:**

This RFP is solely a request for proposals for the provision of the outlined services. It is not an invitation for tenders, an offer to contract, or an invitation for offers capable of acceptance to create a contract. Submission of a proposal by any Proponent and its subsequent receipt by the District does not represent a commitment on the part of the District to proceed further with any Proponent.

No contractual or other legal obligations or relations between the District and any other person can or will be created prior to the termination of this RFP process, or otherwise, except in a written contract executed by two authorized signatories of the District under the authority of an express resolution of the Council of the District of Squamish.

The District is entitled to cancel this RFP at any time by addendum issued to the Proponents, without liability for any loss, damage, cost or expense incurred or suffered by any Proponent as a result of that cancellation.

In considering any proposals delivered in response to this RFP, the District reserves the absolute and unfettered discretion to do any one or more of the following:

- Determine whether any proposal(s) satisfactorily meet the evaluation criteria set out in this RFP;
- Accept or reject any proposal that fails to comply with the requirements set out in this RFP for the content of proposals;
- Require clarification after the dates and times set out in this RFP from any one or more of the Proponents in respect of proposals submitted;
- Assess proposals as it sees fit, without in any way being obliged to select any proposal or Proponent;
- Assess and select proposals as it sees fit, without in any way being obliged to select the proposal or Proponent that offers the lowest price or cost;

- Communicate with, meet with, or negotiate with any one or more of the Proponents respecting their proposals or any aspects of the services outlined herein;
- Reject any or all proposals with or without cause, whether according to the evaluation criteria or otherwise; or
- Request further information from the marketplace or pursue other options.

## **2.6. Confidentiality of Proposals:**

The District will receive all proposals submitted in response to this RFP in confidence, including for the purposes of section 21 of the *Freedom of Information and Protection of Privacy Act*, R.S.B.C. However, because of the right of access to records created by that *Act*, the District cannot and does not guarantee that information contained in any proposals will remain confidential if a request for access in respect of any proposal is made under the *Act*.

If a Proponent considers that any part of its proposal is proprietary, including by reason of its being copyright, the proposal must clearly identify those portions of it that are considered proprietary.

## **2.7. No Collusion:**

Proponents must not communicate, directly or indirectly, with any other Proponents (including through any employees, agents or contractors) regarding the preparation, content or submission of separate individual proposals. Each proposal must be submitted without any collusion, or knowledge, in the preparation of or about any other proposal. Submission of a proposal to the District is deemed to be a representation and warranty by the Proponent submitting that proposal that it has complied with this paragraph. If the District determines that a Proponent has violated this paragraph, the District may disqualify that Proponent and reject its proposal as being invalid.

## **2.8. Waiver of Liability for Errors:**

The District has used considerable efforts to ensure an accurate representation of information in this RFP. However, the District accepts no responsibility for the accuracy or completeness of this RFP (including any schedules, appendices or addenda) and no representation or warranty, express or implied, is made or given by the District with respect to the accuracy or completeness of the RFP (including any schedules, appendices or addenda).

**2.9. Proponent’s Risk and Warranty:**

Each proponent is solely responsible for the risk and cost of preparing and submitting its proposal in response to this RFP and neither the District nor its officials, employees or consultants (including the District’s Representative) are liable for the cost of doing so or obliged to remunerate or reimburse any Proponent for that cost.

The sole risk, responsibility and liability connected with reliance by any Proponent or any other person on this RFP is that of each Proponent. Each Proponent is responsible for obtaining its own independent financial, legal, accounting, or other advice with respect to the contents of this RFP.

By submitting a proposal to the District, each Proponent represents and warrants to the District that the information in its proposal is, to the best of the Proponent’s knowledge, accurate and complete.

**2.10. Confidentiality of District’s Information:**

This RFP is the property of the District. Any information acquired about the District by a proponent during this process must not be disclosed unless authorized by the District, and this obligation will survive the termination of this RFP process. The awarding of any contract will not permit any Proponent to advertise a relationship with the District without the District’s prior authorization.

**3. SUBMISSION OF PROPOSALS**

**3.1. Final Time and Date for Receipt of Proposals:**

If submitting in hard copy, three (3) complete copies of each proposal (no 3 ring binders please) plus one loose, single-sided copy for copying, together in a sealed single envelope, must be received by the District **before 4:00 p.m. P.D.T. on Monday, May 27, 2019**, addressed to:

Anita Bleick, Director of Human Resources  
District of Squamish  
Box 310, 37955 Second Avenue  
Squamish, B.C. V8B 0A3

Envelopes containing submitted proposals should be clearly marked with the full name and address of the Proponent and the RFP title.

If submitting electronically, then submit a digital file in the Adobe Acrobat (.pdf) file format addressed to the Representative at:

[ableick@squamish.ca](mailto:ableick@squamish.ca)

Email submissions must contain the RFP title in the Subject Line.

Any proposal not received before the time and date specified will be rejected as being invalid and will be returned unopened to the Proponent or deleted from the District's computer systems.

All proposals and subsequent information or material received shall become the property of the District and shall not be returned. The District reserves the right to make extra copies of the proposals for use during the selection process only.

### **3.2. No Amendments to Proposals After Submission Deadline:**

A Proponent shall not be permitted to change the wording or contents of a proposal after the submission deadline, unless requested to do so by the District for the purpose of clarification.

### **3.3. Withdrawal of Proposals:**

Any Proponent may withdraw its proposal, either personally or by written request to the District Representative, at any time prior to the scheduled closing date and time noted in section 3.1 of this RFP.

## **4. EVALUATION**

### **4.1. Evaluation Committee:**

Proposals will be reviewed and evaluated by an evaluation committee comprised of District staff. During the evaluation process any or all Proponents may be invited to give written or oral presentations or to participate in interviews with the committee or both.

### **4.2. Evaluation Criteria:**

Proposals will be evaluated based upon, but not limited to, in any particular order, the following:

Proposals will be evaluated based upon the following Criteria:

<b>Rated Criteria Category</b>	<b>Weighting (Points)</b>
i. Experience and Qualifications	40 points
ii. References	10 points
iii. Approach and Methodology	20 points
iv. Value added Services	10 points
<b>v. Pricing</b>	20 Points
<b>Total Points</b>	100 points

**i. Experience and Qualifications**

Each proponent should provide the following in its proposal:

- (a) a brief description of the proponent;
- (b) a description of its knowledge, skills and experience relevant to the Deliverables; and
- (c) the roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the Deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise.

**ii. References**

A list of at least (3) current or past clients, to which the Proponent firm has supplied services similar in nature to those listed in section 7.1, who may be contacted as references. Please include a contact name, email and telephone number for each client as well as the years served.

**iii. Approach and Methodology**

Provide a detailed work plan explaining your approach to the work and how it will be performed. A work schedule should also be provided that clearly demonstrates how project timelines will be met.

**iv. Value added Services**

Specific examples of any value-added service during the normal provision of requested services.

**iv. Pricing**

Pricing will be scored based on a relative pricing formula. Each proponent will receive a percentage of the total possible points allocated to price for the particular category it has submitted a proposal for, which will be calculated in accordance with the following formula:

*lowest price ÷ proponent's price × weighting = proponent's pricing points*

## **5. SELECTION OF PROPONENT**

### **5.1. Negotiation with Preferred Proponent:**

The District may select one or more Preferred Proponents as a result of this RFP process, and may enter into negotiations with the Preferred Proponent(s) in an attempt to settle one or more agreements necessary to implement the services generally described in this RFP. Proponents must commit to negotiate in good faith with the District if chosen as a Preferred Proponent.

### **5.2. Recommendation to District Council:**

Following the conclusion of the evaluation process and any resulting negotiations, the Evaluation Committee may be required to make a recommendation to District Council with regard to a contract(s) to the successful proponent for the project.

### **5.3. Contract for Services:**

The District may, at its sole discretion and following any direction provided by District Council, enter into a written contract with any one of the Proponents for the provision of the services generally described in this RFP. There shall be no agreement, and no Proponent shall acquire any legal or equitable rights or privileges with respect to this RFP or the services in question, until such a written contract has received Council approval and is duly executed by the signing authorities of the Proponent, and of the District.

Any response to this RFP may become part of any contract entered into with a successful proponent.

### **5.4. Contract Administration:**

Following the execution of any contract for service, which results from this RFP process, the District will appoint a contract administrator. The service provider will be expected to name a counterpart contact, which will oversee the administration of the contract with regard to the service provider's responsibilities, and will provide information upon request to the District's contract administrator or designate regarding the implementation and ongoing provision of service.

### **5.5. Sub-contracting:**

Sub-contracting may be permitted pursuant to any contract for service that may result from this RFP process. In the event of any proposed sub-contracting arrangement (which includes a joint proposal submitted by two bodies having no formal corporate links) the responsibility for the submission of a proposal, any subsequent negotiation, and the administration of any resulting contract for service will be that of the first Proponent named on the title page submitted pursuant to Appendix B of this RFP (the Proposal Submission Format).

**5.6. Term of Contract:**

Any contract for service which results from this RFP process shall be effective from the date of commencement specified in the contract and shall continue subject to the terms and conditions of the contract. Such terms and conditions may include provisions for the extension, upon mutual agreement between the District and the Proponent, of the term of the contract.

**5.7. Budgetary Approval:**

Any contract for service which results from this RFP process shall be subject to budgetary approval by the District of sufficient funds to meet any payment obligations of the District that have been agreed to as set out in that contract for service.

**5.8. Compliance with Laws:**

Neither the acceptance of any proposal submitted pursuant to this RFP, nor the execution of any agreement for the provision of the service(s), as generally described in this RFP, is an explicit or implicit approval or waiver of the requirement of or for any permits, licenses, fees, taxes or other legal requirements that would ordinarily be required for the implementation or operation of the service. A Proponent or service provider is solely responsible for complying with all applicable Federal, Provincial, or Municipal legal requirements.

**5.9. Insurance Requirements:**

Any contract for service which results from this RFP process will also include a term requiring the service provider(s) to, insofar as is legally possible, indemnify and hold harmless the District, its officers and employees, from any and all liability arising out of the service provider's or a contractor's performance or non-performance of the terms of the contract or out of the provision of the service generally.

**5.10. Acting in Conflict:**

Any contract for service which results from this RFP process will include a term prohibiting the service provider(s) from acting for any party whose interests are in conflict with those of the District, unless specific prior waiver of that term has been given by the District in each instance.

**PART B  
PROPOSAL DETAILS**

**6. BACKGROUND**

**6.1. The District of Squamish:**

The District of Squamish is located at the tip of Howe Sound, on Highway 99, in Southern British Columbia’s Sea to Sky Corridor. The municipality is the largest municipality in the Corridor, and is home to over 21,000 residents, with the population of the greater Squamish area (including Squamish and the Squamish Lillooet Regional District) topping 40,000.

Squamish boasts all of the benefits of small town living – a strong sense of community, a robust housing market, access to fantastic outdoor recreation opportunities, security and an inviting character. Yet within a 45-minute drive north or south you can be in either an internationally acclaimed resort or the largest urban area of Western Canada.

**6.2. Project Background:**

The last Exempt Staff Salary Review for District staff took place in 2010. Since that time, Squamish has exploded into one of the most desirable places for people in BC to live, learn, work and play. The population has risen from 17,000 to +21,000. With the community growth and the real estate market aligning with Metro Vancouver, affordability has become a challenge, which impacts the District’s ability to retain and attract staff. Salaries have been adjusted ad hoc or based on ability to attract individual positions.

Since 2010, the number of Exempt Staff have grown from 26 to 40 and includes both management and non-management exempt positions. The total number of union, exempt, full time, part time and temporary/casual employees is approximately 330.

2010		2019	
Management	19	Management	27
Exempt Planners	2	Exempt Planners	6
Exempt Engineers	2	Exempt Engineers	2
Administrative	3	Administrative	5

The 2010 review recommended a salary grid consisting of eight pay-grade levels and four steps within each level. There have been minor adjustments within the grid and there are now 10 levels. The Proponent will undertake a review to determine whether a grid system is still applicable and beneficial. Additionally, the 2010 review was for salaries only and the 2019 review is a total compensation review of both salaries, benefits, and other incentives possible in a public service context (e.g., 9 day fortnight schedule).

## **7. SCOPE OF SERVICES REQUIRED**

### **7.1. Range of Services to be provided by the Proponent:**

The goal of the Compensation Review is to examine our current Exempt Staff total compensation (salaries, benefits and incentives), identify comparative municipalities based on competitive criteria and community affordability, and determine necessary adjustments to ensure District total compensation is equitable within the municipal marketplace, allowing Squamish to attract and retain the best and brightest.

The successful proponent will:

1. Review job descriptions and conduct staff/management interviews to gain a solid understanding of the roles and responsibilities of each position in order to compare to other organizations, not relying on “title” as a comparator.
2. Conduct a job evaluation, compensation review, and develop a pay model that creates a systematic and equitable classification and/or structure.
3. Identify “outlier” positions which may not fit within the structure and provide associated rationale for the finding.
4. Identify and define appropriate external labour market comparables considering proximity, size, population, economic climate and affordability.
5. Analyze and summarize positions against the appropriate comparators.
6. Complete an internal salary relationship analysis including the development of guidelines to ensure internal equity.
7. Recommend a salary structure based on equity of positions and parity within/across the organization.

8. Recommend methodologies to be utilized for policy development and ongoing maintenance of the classification and compensation system developed.
9. Conduct a review of the benefits package provided by the District to Exempt staff in comparison to the comparator organizations, including other incentives possible in a public service context.
10. Identify areas of both shortfall or above average provisions within the benefits package currently provided.

### **7.2. Materials to be provided by the District of Squamish**

District staff will support the Proponent by providing:

1. A list of all Exempt positions and the job descriptions.
2. Current salary grid for exempt positions and current pay position for each Exempt staff.
3. Current benefit packages, vacation allocations and other benefits or incentives provided.
4. Support to schedule staff interviews.
5. Support in creating the presentation of the final report to Council.

### **7.3. Engagement of Other Firms:**

The District in any event reserves the right to engage any contractor, other than that with which it reaches an agreement(s), if any, pursuant to this RFP process, during the term of such an agreement(s), if it is deemed advantageous or appropriate. The District reserves the right to do so at its own discretion.

## **8. REQUIRED SUBMISSION CONTENT**

In order to receive responses in a uniform format and to enable the fair evaluation of those received; Proponents should structure submissions, as identified on the Proposal Submission Format (Appendix B to this RFP), of their proposal in the order outlined below, and provide the requested information, identifying each section by number.

Please provide:

### **8.1. Name and Address of Company:**

The name, street address, mailing address, telephone number, fax number and e-mail address of the Proponent's company, and any branch locations or affiliates that may be applicable.

## **8.2. Overview of Company:**

An overview of the Proponent's company including its size, years in existence, any preferred or specialized area(s) of practice, an organizational chart, and an outline of the firm's experience in the applicable practice areas listed in section 7.1 of this RFP.

## **8.3. Proposed Contract Administrator/Company Contact:**

The name of an individual who would be responsible for assigning and supervising the Project for the District pursuant to any agreements entered into following this RFP process.

## **8.4. Associates, Employees, Contractors of Firm:**

A list of associates, other employees and any anticipated contractors who might be assigned or engaged to provide services to the District, the types of services and practice areas that they might be involved in, and their specific qualifications and experience as they relate to those service and practice areas.

## **8.5. References:**

A list of three (3) current or past clients to which the Proponent firm has supplied services similar in nature to those listed in section 7.1, who may be contacted as references. Please include a contact name and telephone number for each client as well as the years served.

## **8.6. Fee Structure/Billing Information:**

Detailed information on the Proponent firm's fee structure and billing information. In particular, please address the following (all fees or other costs should be noted exclusive of applicable taxes, however, please indicate which taxes would apply):

- All fees relevant to fulfill all terms and conditions as set forth in the RFP for the services performed as part of the Project, including.
  - Frequency of billing; monthly, progress, etc.;
  - Provisions for providing estimates of fees for extraordinary items;
  - Expected billing arrangements with any contractors who might be engaged as a sub-contractor to provide services to the District (for example, different hourly billable rates or different methods of billing);

- Retainer details including any applicable estimated monthly retainer with an explanation of services covered within that retainer and when extra costs or billable hours would commence;
- A list of services, if any, billed on a flat fee basis, and the fee charged;
- A list of services, if any, available without charge;
- Rates for costs other than those already noted (for example, travel time costs, office equipment costs, disbursements, including any applicable mark-up);
- The time frame for which the above noted rates or costs would be held firm, and any trigger mechanisms which dictate adjustments to the rates or costs and the manner in which the firm would address these adjustments with the District;
- A sample services billing (demonstrating how billing is tracked by file, staff person/department requesting service, billable hours or other basis of calculation, disbursements, etc.); and
- The firm's expected payment terms.

**8.7. Additional Information:**

Please provide to the District any additional information that the Proponent wishes considered in the evaluation of its proposal.

## APPENDIX A

### Receipt Confirmation Form – District of Squamish RFP Exempt Staff Compensation Review

Please complete this form and return by **May 16, 2019** via email to:  
Anita Bleick, Director of Human Resources (ableick@squamish.ca)  
District of Squamish, Box 310, 37955 Second Avenue, Squamish, B.C. V8B 0A3

PROPONENT FIRM'S NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

CITY: \_\_\_\_\_ POSTAL CODE: \_\_\_\_\_

CONTACT NAME AND POSITION: \_\_\_\_\_

EMAIL: \_\_\_\_\_

PHONE NUMBER: \_\_\_\_\_ FAX NUMBER: \_\_\_\_\_

I/We have received a copy of the above noted RFP.

- I/We will not be submitting a proposal.
- I/We will be preparing a proposal for submission and I/We authorize the District's Representative to send any further correspondence concerning this RFP via:
- I/We would be interested in attending an initial information meeting.

Email: \_\_\_\_\_ Facsimile: \_\_\_\_\_

I/We understand that whether or not I/we submit a proposal my/our status as a potential supplier of goods or services to the District of Squamish in the future (other than goods or services supplied pursuant to any contract for service which results from this RFP process) will not be affected.

\_\_\_\_\_  
AUTHORIZED SIGNATORY /

\_\_\_\_\_  
DATE

## **APPENDIX B**

### **Proposal Submission Format**

Please submit each copy of a submitted proposal in the following format:

**1. Title Page:**

Showing RFP title, Proponent's name and address, closing date and time, and Proponent's contact person and telephone number.

**2. Proposal:**

Include ALL information requested in Section 8 of the RFP.

**3. Appendices:**

Any attached firm brochures, or supporting information. Please be brief and concise.

Please ensure that the entire submission is as brief and concise as possible