

WOL002-2025

Human Resources Needs Assessment
and Service Delivery Options

March 2025



1.0 INVITATION

The Towns of Berwick, Kentville and Wolfville (the “Partners”) are seeking proposals from qualified individuals and organizations to assess the human resources (HR) service needs of each organization and develop HR service delivery options, including intermunicipal service options, for further consideration. Specifically, the partners are seeking HR needs assessments for each Town and a report that identifies and describes HR service delivery options that may better serve the partners whether it be individual service provision or intermunicipal opportunities.

2.0 BACKGROUND

The Town of Berwick is a welcoming community in the beautiful Annapolis Valley with an earned reputation of providing an excellent quality of life for our residents. The Town of Berwick are proud owners of one of the few remaining municipal electric utilities in Nova Scotia and generating over 50% of our energy needs through municipal owned assets such as a 23.5 MW wind farm, 4.88 MW solar garden and 250KW hydro generator. Berwick has a skilled municipal team of approximately 20 Town, and 4 Berwick Electric full-time employees, 3 part-time and up to 10 casual/seasonal employees, managing a combined operating budget of over \$13.7 million and a \$20.5 million five-year capital projects budget, which includes significant upgrades to our wastewater treatment plant positioning the Town for significant growth.

The Town of Kentville is a sought-after community to raise a family and age in place. The Town is highly recognized for its parks and sports facilities as well as its efforts toward increasing recreation and creating an energizing downtown centre that regularly hosts annual festivals and events. The municipality has a skilled team of approximately 52 Town and 21 Kentville Police Service full-time staff, with 37 seasonal employees, managing a \$21.2 million operating budget and \$27.3 million five-year capital projects budget. Over the next 5 years, the Town of Kentville expects significant growth due to the development of a new 3.8 km connector road that will open access to over 300 acres of residential development.

The Town of Wolfville, situated in the beautiful Annapolis Valley, features a picturesque downtown core surrounded by breathtaking landscapes. With a skilled municipal team of approximately 50 full-time, 5 part-time, and 15 seasonal employees, managing a \$16 million operating budget and \$68 million capital projects budget, the town is well-positioned for significant growth. Driven by its strategic location and a flourishing wine industry, the home of Acadia University is experiencing increased demand for development. Its proximity to Halifax, reputation as an active and social community, and appeal to remote workers has made it an attractive destination for young professionals and families seeking small-town quality of life, making growth management a key priority for the town.

3.0 SCOPE OF WORK

The Partners are requesting proposals from qualified individuals or companies to assess the HR service needs of each Town and develop individual and/ or inter-municipal HR service delivery options for further consideration.

The key goals of this work include:

- Execution of a needs assessment of current HR service delivery for each organization.

- Identification of gaps and weaknesses in existing resources, services, structures, policy and processes.
- Identification of areas for improvement and recommended investment to address gaps and strengthen resources, services, structures, policy and processes.
- Recommend solutions to address gaps and weaknesses that optimize resource requirements and costs without negatively impacting individual Town's autonomy.

Specific activities and outputs being solicited include:

- A HR needs assessment report for each partner (three individual reports in total) that includes:
 - A review of organizational structures, services, resources and processes, and interviews with key personnel (up to six from each organization), to identify and assess the current state of HR service delivery.
 - Identification of constraints (if any) that require consideration.
 - Identification of process gaps, duplication, inefficiencies or associated risks.
 - Identification of opportunities for improvement.
 - Identification of specific investments of resources (human, financial, system, etc...) needed to implement opportunities for improvement
 - Identification of risks if municipal units continue to operate HR processes with the current structure
- Development and assessment of HR service delivery options that include:
 - A description of the range of options available from the least integration to the most.
 - Identification of the most advisable options available, based on the individual needs assessments.
 - Identification of specific investments of resources (human, financial, system, etc...) required to implement each option.
 - An implementation plan associated with the most advisable options, which includes:
 - The order and timing of individual initiatives,
 - Budget estimates for all associated activities,
 - A draft intermunicipal agreement as required.
 - A funding formula dividing costs among the partners in a manner appropriate for the services being provided.

4.0 DELIVERABLES

Certificates of Compliance

Successful proponents will be expected to supply other information, if requested, such as proof of good standing with Workers' Compensation Board, applicable licensing, professional designations, etc.

Insurance & Liability Requirements

Successful proponents will be required to enter into a Consultant/Client agreement. The intention of the agreement will be to hold the consultant responsible for deliverables and indemnify all Partners from any damage incurred as the result of errors or omissions or negligence on the part

of the Contractor. The Contractor shall be required to provide proof of insurability to a maximum value of \$5,000,000.

5.0 SUBMISSION AND EVALUATION

5.1 Submission of Proposal

- i. On behalf of the Partners, the Town of Wolfville will receive electronic proposals in pdf format until **4:00 pm local time on Wednesday, April 9, 2025.**
- ii. Proposals must be signed by an authorized signatory of the consultant firm.
- iii. The total proposal submittal shall be submitted to Glenn Horne, CAO, at ghorne@wolfville.ca and marked "Proposal – HR Needs Assessment & Service Delivery Options" in the subject line.
- iv. All communications and questions for clarification regarding the contents of this RFP shall be forwarded to the same email as above. All requests for clarification must be received in writing at least four (4) working days prior to the closing date to allow written clarification to be issued to all respondents. Verbal responses are only binding when confirmed by written addenda.
- v. Proposals can be mailed or hand delivered to:
Glenn Horne, Chief Administrative Officer
359 Main Street, Wolfville NS, B4P 1A1

Proposals submitted by mail or hand delivered must include a pdf copy of the proposal and any associated materials.
- vi. Proposals will not be publicly opened.
- vii. The submission of a proposal shall be deemed to indicate that the proponent has read, understood and considered all addenda issued prior to the closing date and time.
- viii. Late proposals shall not be considered.
- ix. All proposals shall be and remain irrevocable unless withdrawn prior to the designated closing time.

5.2 Proposal Content

Proposals should be detailed enough to demonstrate how the Vendor's expertise, staff, and resources best meets the needs of the Municipality as described in this RFP.

The proposal shall include the following information:

- Corporate background.
- Corporate procedures.
- Current total staffing and clients.

- Description of the Proponent's understanding of the assignment and deliverables required for the work proposed to meet the objectives.
- Description of how the Scope of Work will be delivered, including:
 - methodology,
 - project schedule,
 - key milestones, and
 - communications strategy for key stakeholders.
- Summary of related municipal experience.
- References from two clients that have had similar engagements completed by your organization
- Corporate Organizational Chart.
- Completed "Recent Experience Summary Form" (see Appendix A) or equivalent.
- CV of all principal staff or summary.
- CV of staff and resources that are proposed to have direct responsibility to principal staff (maximum one page per person).
- Schedule of fees of staff & resources identified.

5.3 Evaluation Process

All submissions received prior to closing will be evaluated by a Review Panel consisting of representatives from each Partner. Proposals will be evaluated using the criteria set in 5.4.

5.4 Evaluation Criteria

Proposals will be evaluated and ranked according to the following criteria:

Corporate - 10%

- managerial ability;
- corporate stability;
- professional integrity;
- unique/innovative corporate features.

Technical Ability – 40%

- alignment of proposal with defined scope of work;
- experience with similar projects;
- proven ability with similar projects;
- technical resources/in house services and/or partner services;

Project Team – 20%

- Team experience with similar projects
- Human resources and qualifications of key personnel, including back up personnel.
- Communications and reporting procedures and availability of key staff

Quality of Proposal – 10%

- level of effort, presentation, and thoroughness

Cost - 20%

- fee structure reflective of quantity and quality of work requested in RFP

6.0 TERMS AND CONDITIONS

6.1 Agreement

By submitting a proposal in response to this RFP, the Vendor agrees to abide by the terms and conditions outlined in this RFP. All proposals shall remain irrevocable unless withdrawn in writing prior to the designated closing time.

6.3 Privilege

The Partners reserve the right to:

- i. Suspend or cancel the RFP at any time for any reason without penalty.
- ii. Reject any and all bids or accept any bid or part thereof and may award all or a portion of the work to one or more bidders.
- iii. Waive any informalities, formalities, technicalities or to reject any or all proposals based on the Bidder's lack of proven experience, performance on similar projects or the suitability of proceeding with the execution of the work.
- iv. In the event that a number of suppliers submits bids in substantially the same amount or score, the Partners may, at their discretion, call upon those Bidders to submit further bids.
- v. No term or condition shall be implied, based upon any industry or trade practice or custom, any practice or policy of the Partners or otherwise, which are inconsistent with the provisions contained herein.

6.4 Confidentiality

This document may not be used for any purpose other than the submission of a proposal.

By submitting a Proposal, the Bidder agrees to public disclosure of its contents subject to the provisions of the *Municipal Government Act* relating to Freedom of Information and Protection of Privacy. Anything submitted in the Form of Proposal that the proponent considers to be "personal information" or "confidential information" of a proprietary nature should be marked confidential and will be subject to appropriate consideration of the *Municipal Government Act* as noted above.

The work described in this RFP is being conducted with public funds, and the fees and expenses proposed in the bidder's submission will be made public.

6.5 Law

The law applicable to this RFP and any subsequent agreements shall be the law in force in the Province of Nova Scotia.

In responding to this RFP, vendors warrant their compliance with all appropriate Municipal, Provincial and Federal regulations, laws and orders. Respondents must agree to indemnify the Town of Wolfville and its employees if they fail to comply, and the Town of Wolfville reserves the right to cancel any agreement arising from this RFP if the proponent fails to comply with the above.

The selected vendors shall indemnify the Partners, its officers and employees against any damage caused to the Partners as a result of any negligence or unlawful acts of the successful proponent or its employees. Similarly, the successful proponents shall agree

to indemnify the Town of Wolfville, its officers and employees against any claims or costs initiated by third parties as a result of any negligence or wrongful acts of the successful proponent or its employees.

6.6 Proposal Submission and Evaluation

6.6.1 Proposal Preparation

All expenses incurred in the preparation and presentation of the response to this RFP are entirely the responsibility of the bidder. This includes but is not limited to labour, materials and the cost of site visits if applicable.

6.6.2 Method of Submission

Facsimile or telephone responses will not be considered.

6.6.3 Completeness

It is the bidder's responsibility to ensure that their proposal is complete and is delivered to the Partners in the manner and by the date and time indicated. Proposals submitted after the above noted time will not be considered.

6.6.4 Changes to Submission

Changes in a submission will not be considered. Submissions may be withdrawn and resubmitted in whole if received by the Partners prior to the established closing date and time. Changes or resubmissions will not be accepted after the established closing date and time.

6.6.5 Data and Documents

All data and information collected and work products either directly for, or in support of the work outlined in this RFP, are the property of the Partners.

6.6.6 Conflict of Interest

The Partners reserve the right to disqualify bidders if there is an existing or recent business or personal relationship which can be perceived as causing a conflict of interest. Proposals shall contain a declaration of conflict of interest.

Appendix A - Recent Experience Summary Form

Consultant:

Project Name & Location:	Year Completed	Consultant Fee Value	Construction Value if Applicable (thousands)	Category of Service
Owner/Client:				
Description:				

Project Name & Location:	Year Completed	Consultant Fee Value	Construction Value if Applicable (thousands)	Category of Service
Owner/Client:				
Description:				

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