

Scope of Work Outline

June 1, 2020

Municipality of Brockton

Municipal Modernization Funding – Procurement Policy and Procedure Review

Background:

The Municipality of Brockton has the third highest population in the County of Bruce, it also has the third lowest tax assessment base as a significant portion of Brockton's tax assessment is comprised of the farm tax class which pays only 25% of the residential rate. Brockton also has significant infrastructure needs, with three (3) landfill facilities, extensive roads and numerous bridges and culverts. In the past, the Municipality of Brockton has been required to approve higher tax rates to off-set the reduced assessment base and still provide the infrastructure and services needed for the municipality which has a vast rural area and population base.

As a result, it is crucial that the Municipality of Brockton take all steps necessary to ensure that it is paying the best possible price for goods and services. Implementing and ensuring a purchasing and procurement policy based on best practices that reduces administrative burden, ensures fairness and transparency for all stakeholders, reduces costs and encourages greater competition when soliciting bids, particular given Brockton's extensive infrastructure needs.

Purpose:

The purpose of this proposal is to provide a third party review of our current Purchasing and Procurement Policy, practices and processes to reduce purchasing costs, determine opportunities to ensure compliance with legislative and trade treaty requirements, streamline administrative process amongst various municipal departments and to ensure a fair, transparent and competitive procurement process for all stakeholders.

Value to residents

- Lower cost – confidence that the best possible price has been obtained
- Greater predictability and reduction of liability
- Greater number of bids for projects
- Faster staff turn-around time so projects completed in timely manner

Value to Municipal Departments

- Clear concise process
- Templates that meet compliance with legislative and trade treaty requirements
- One information source to track multiple tenders and tendering
- Reduction in staff time due to efficiencies in process

Value to Contractors

- Easier bidding process to reduce costs, which could be passed along in the bid price
- Assurance of fair process
- Predictability of requirements and assurance that requirements imposed on all contractors

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Main Project Elements:

The Modernization grant funding is for a consultant's report, not including implementation.

There are three parts to the study:

1. Review of the Municipalities Purchase and Procurement Policy and comparison to municipalities of similar size

This includes a review of the current information and policies available. A complete comparison of information and purchasing limits from similar sized municipalities and ensure compliance with all legislative and trade treaty requirements.

Provide recommendations for efficient tools and resources for the Municipality to ensure consistency amongst all departments, accountability, openness and transparency, and ensure all processes are completed in an unbiased manner with proper reporting to all stakeholders.

2. Evaluation of current processes and of software used by comparable municipalities to enhance our processes and transparency.

Review of current process and review of tracking software used by municipalities of similar size for process improvements and for data transparency. Review methods and requirements for electronic bids or proposals to be submitted.

3. Process Assessment for Current Workflow Management with Outputs

This involves a review with municipal staff of current workflow management to identify opportunities for process improvements and to develop detailed recommendations for configuration enhancements to Brockton's workflow management system. Based on recommendations found development of hard copy, accessible, templates, checklists, Purchasing and Procurement Policy and Request for Proposal templates for various sized projects.

Deliverables:

1. Complete a compressive review of our current Purchasing and Procurement Policy
 - Ensure compliance with legislation and trade treaties;
 - Ensure we have an effective, open and transparent process;
 - Comparison and recommendation for purchasing limits and thresholds;
 - Integration of energy efficiencies within purchasing policy;
 - Integration of ergonomics into policy to comply with Health and Safety legislation;
 - Integration of accessibility into policy to assist with legislative compliance set for 2025;
 - Clear outline of staff and Council authorization and responsibility
2. Detailed recommendations and recommended changes ensure consistency amongst all departments, accountability, openness and transparency, and ensure all processes are completed in an unbiased manner, such as:
 - Checklists

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- Procedure Guide that:
 - defines the scope of work;
 - outlines the steps for preparing and circulating the bid document;
 - establishes a criteria for evaluating bids;
 - preparing and, where relevant, negotiating the contract;
 - provides a process for monitoring performance and addressing poor performance of suppliers
- Standard template for the following:
 - Request for Tenders;
 - Request For Proposal;
 - Request For Quotation;
 - Request For Information
- 3. Provide recommendation of potential software available to streamline process, enhance documentation and enhance our efficiency and accountability
- 4. All deliverables shall be provided in an accessible manner.
- 5. All deliverables shall be consistent with Brockton Branding Guidelines

Potential risk with the existing policies, procedures and practices:

- Procurement procedures may be differing from one department to another within the municipality or local board
- Policies and procedures may not have kept up with new, more effective methods of procurement
- Procurement practices set out in policies and procedures are being used, but the circumstances in which they are being used are not those that were intended by the policy
- Current methods not necessarily resulting in the best price

Timing:

Quote and Proposal are requested by June 12, 2020.

The grant requires a draft report to the province August 31, 2020, with a final report due to the province September 18, 2020.

To align with Brockton Council meetings the draft report should be completed no later than August 17, 2020 so it can be presented to Council August 25, 2020. The final report is due August 28, 2020 to enable the reporting to Council on September 8, 2020 before the final report is due to the Province. Recommendations on sub-sections may be presented as they come available. The consultant is required to present the report to Council at both meetings.

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Coordination and Communications:

- CAO, CFO and Clerk to lead and coordinate discussions between department heads for consultant review.

Budget:

Funding for this study is in the range of \$45,000- \$65,000