

THE REGIONAL MUNICIPALITY OF NIAGARA

REQUEST FOR PROPOSAL

CONSULTING SERVICES FOR A
COMPREHENSIVE NEEDS ASSESSMENT FOR
ENTERPRISE RESOURCE PLANNING (ERP) SYSTEMS

PROPOSAL NUMBER #2011-RFP-100

ISSUE DATE: Wednesday, December 21, 2011

PROPONENT INFORMATION MEETING:

Friday, January 6, 2012

Regional Headquarters, Campbell West, 2201 St. David's Rd. West, Thorold, Ont.

Council Chambers

Time -- 10:00 am -- 12:00 pm

CLOSING LOCATION:

THE PURCHASING OFFICE
THE REGIONAL MUNICIPALITY OF NIAGARA
CAMPBELL WEST BUILDING
2201 ST. DAVID'S ROAD
THOROLD, ONTARIO, L2V 4T7

CLOSING DATE AND TIME: THURSDAY, JANUARY 19, 2012

2:00 P.M. LOCAL TIME

BID IRREGULARITIES

RESPONSES FOR ADMINISTERING IRREGULARITIES CONTAINED IN BIDS

	<u>IRREGULARITY</u>	<u>RESPONSE</u>
1.	Late Bids	Automatic rejection. Returned unopened to the Proponent.
2.	Unsealed Envelopes	Automatic rejection
3.	Insufficient Financial Security	
	A) No bid deposit, uncertified cheque , or financial security not an original (e.g. a photocopy or a facsimile of a financial security)	Automatic Rejection
	B) Amount of Financial Security is insufficient:	Automatic Rejection
	i. Amount of Security is expressed as a percentage of the total bid sum	Automatic rejection, unless in the opinion of Purchasing Services and Legal Services, the insufficiency in the financial security is de minimus (trivial or insignificant).
	ii. Amount of Security is expressed as a dollar figure	Automatic Rejection
	C) Name, or signature of Supplier, or bonding company are missing or incomplete	Automatic rejection
	D) Failure to provide a letter of agreement to bond (if required)	Automatic rejection
4.	Bid Document – execution	
	A) Bids completed in erasable medium	Automatic rejection
	B) Signature of representative authorized to bind the Supplier missing or incomplete on the Bid Document.	Automatic Rejection
	ii. Electronic signature of representative authorized to bind the Supplier shown on Form of Bid	Two (2) working days to obtain original signature
	C) Form of Proposal or Quotation missing or incomplete	Two (2) working days * to correct to the satisfaction of Purchasing, otherwise automatic rejection
	D) Form of Tender missing or incomplete	Automatic rejection
	E) Signature of witness, if required, missing or incomplete	Two (2) working days * to correct, otherwise automatic rejection
	F) Date of Bid missing or incomplete	Two (2) working days * to correct, otherwise automatic rejection or, if stated in the Bid Solicitation, automatic rejection

5.	Incomplete, illegible or obscure Bids or Bids which contain information not called for, erasures, overwriting or strike outs (not initialed).	Two (2) working days * to correct to the satisfaction of Purchasing, otherwise automatic rejection
6	Document, in which all necessary Addenda have not been acknowledged.	Two (2) working days* to confirm Bid to the satisfaction of Purchasing Services or, if stated in the Bid Solicitation, automatic rejection.
7.	Failure to attend mandatory site visit (if required).	Automatic rejection
8.	Bid received on documents other than those provided in the Bid Solicitation	Automatic rejection, unless allowed for in the Bid Solicitation.
9.	Failure to insert the Proponent's business name in the space provided in the Bid Solicitation form.	Automatic rejection unless, in the opinion of Purchasing Services and Legal Services, the incomplete nature is trivial or insignificant.
10	Mathematical errors	Two (2) working days * to initial the corrections as made by the Corporation. Unless otherwise stated in the Bid, the unit price shall prevail and the total Bid price shall be adjusted accordingly. The Corporation reserves the right to waive initialing and accept Bid as corrected.
11	Qualified Bids (Bids qualified or restricted by an attached statement).	Automatic rejection
12	Bids containing minor obvious clerical errors.	Two (2) working days * to confirm Bid to the satisfaction of Purchasing Services.
13	Any other irregularities	The Director of Legal Services, or Designate, shall have authority to waive other irregularities or grant two (2) working days to initial such other irregularities considered to be minor.
*Where "working days" specified, this is from the hour the Proponent is notified by Corporation staff of the irregularity		

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(All Being Part of This Request for Proposal)

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INTRODUCTION

1. Who We Are

The Region employs approximately 3,618 people providing a range of services to citizens of the Niagara region. These services include water and wastewater services, waste collection and disposal, homes for the aged, regional roads, regional planning, public health, general social and employment assistance, children's services, social housing, and police services. The Region actively pursues opportunities to reduce the cost of its services to taxpayers while maintaining a high level of quality service.

2. Intent of this Request for Proposal (RFP)

It is the intention of the Regional Municipality of Niagara (the "Region") to retain consulting services for a comprehensive needs assessment of the financial systems and applications of the Region.

Areas of assessment will include but are not limited to: revenues/funding; purchasing; inventory and costing; payroll (integration with HR); banking and treasury; capital assets and capital project accounting; accounting and reporting; and budgeting and forecasting.

Also included will be an evaluation of the automation needs in these critical areas: business intelligence (access to real time or near real time information influential to decision making); workflow; manual processes; records management; and integration. Work flow documentation is expected.

The ideal vendor will have:

- Solid expertise in financial, accounting, business process evaluation, improvement and change management;
- Extensive experience with ERP (Enterprise Resource Planning) needs assessment for municipal governments;
- Significant, current knowledge of the ERP and "best of breed" vendor marketplace and related vendor software capabilities;
- A vendor/product independent perspective;
- Have experience working with municipalities; and
- Submitted a RFP that sufficiently outlines the scope of work to be performed.

The selected firm will have excellent operational and technical consulting depth in areas of interest to the Region under this RFP, and must be highly-effective communicators, particularly in translating technical concepts to non-technical audiences. They will have significant experience with public sector organizations.

Further, the Region has an interest in engaging a firm with the capability to, at the Region's discretion, assist with post-assessment activities such as system RFP development, change preparedness, product selection, and contract negotiation.

3. Date & Place for Receiving Proposal

All Bids must be sealed and be received by Purchasing Services, The Regional Municipality of Niagara, Campbell West Building, 2201 St. David's Road, Thorold, Ontario no later than 2 p.m. local time, **Thursday, January 19, 2012.**

Bids received after this deadline will not be accepted and will be returned unopened to the Proponent. Please note that Proponents are solely responsible to ensure that their Bids are received by Purchasing Services on or before the deadline. Purchasing Services will not accept any Bid after this deadline notwithstanding the reason for its late receipt.

Please also note that, in the event of any question regarding the timely receipt of any Bid, the time on the clock designated by Purchasing Services will absolutely prevail over any other time piece regardless of any discrepancies between the time on Purchasing Services' designated clock and actual time.

Bids will be opened for REGISTRATION OF BIDS RECEIVED only, at a public meeting at 2:15 p.m. local time, **Thursday, January 19, 2012.**

NO FURTHER INFORMATION WILL BE MADE AVAILABLE AT THIS TIME.

4. Proponent's Information Meeting

Proponents may wish to attend a general information meeting.

When: Friday, January 6, 2012 at 10:00 am to 12:00 pm

Location: The Regional Municipality of Niagara, Campbell West, Headquarters Building, Council Chambers, 2201 St. David's Road, Thorold, Ontario

The purpose of this meeting is to answer any questions and clarify any details relating to this Request for Proposal.

Proponents who do not attend the Mandatory Proponent's Meeting will not be considered for any potential agreement. Attendance at the meeting will be confirmed by a sign-in sheet.

5. Form of Proposal

Proposals shall be submitted in two envelopes addressed to Purchasing Services, at the address noted above, which clearly identifies the document(s) enclosed as a Proposal, gives note of the Proposal Number and the name and address of the Proponent.

Proposals must be submitted on the attached "Form of Proposal" and enclosed in an envelope addressed to Purchasing Services at the address noted above, which clearly identifies the document(s) enclosed as a Proposal, gives note of the Proposal Number and the name and address of the Proponent.

The Form of Proposal is to be submitted in envelope "A".

The Proposal Form must be properly completed and witnessed in the spaces provided on the Form and signed by the Proponent or responsible official of the firm bidding.

The Region bears no responsibility for any Proposals(s) which are lost or misplaced

Request for Proposals that are not signed by an authorized signing officer may be considered incomplete and subject to disqualification at the discretion of the Region.

6. Documentation

Twenty (20) sets of documents plus one (1) CD are required for each Proposal. At least one set must carry original signatures and be marked as "MASTER". Additional sets may be photocopied and marked as "DUPLICATE".

7. Proposal-Envelope "A"

In addition to the Form of Proposal, page , the Proponent shall provide a proposal to undertake this assignment which shall include a clear outline, including the following general items, in a brief Letter of Proposal to undertake this assignment. The Proposal should include items listed hereunder, but also include other considerations based on the Proponent's understanding of the Project.

The proponent will have the requisite experience, resources, qualifications, and the capacity to successfully meet the outcomes of the solution offered over the long term. The Proponent is therefore requested to provide detailed information that clearly demonstrates the Proponent's qualifications, experience and resources available to deliver an exceptional result within the requisite timeframe. The Proponent shall identify its team members and their qualifications and experience in ERP planning, Accounting/Business processes, IT, Municipal, facilitation and research skills.

Proponents are to provide the following information in regards to the project team and resources:

- An organizational chart showing reporting relationships for the team including any sub-consultants. The proponent shall not change team members at any time after submitting its proposal without the approval of the Region's project manager in writing.
- Resume for each key project team member and the roles that each team member will be assumed in the execution of this project.
- Statements confirming staff availability for the duration of the assignment, and confirmation that the firm or assigned staff do not have a conflict of interest, and if one exists, the nature of the conflict.
- Qualifications of the Proponents' Project Manager, to provide effective management of the assignment and timely decisions, including decisions on behalf of the project team, including sub-consultants as required to maintain schedule and/or budget.
- The Proponent's proposed methodology for carrying out the work.
- Commitment (time and resources) expected to be provided by Niagara Region

References/Experience:

- Proponents are to provide a minimum of three (3) references that can be contacted where similar projects are in progress or have been completed within the past five years.
- Proponents are required to provide as part of their proposal the names, contact numbers, and dates worked who can certify the Proponent's ability to perform projects of a similar complexity.

Methodology:

Proponents are required to provide a detailed methodology that describes key elements of their proposed approach to meet the objectives and deliverables resulting the the successful completion of the project.

Project Schedule:

A detailed work plan and a weekly project schedule which will identify all major components of this project and their anticipated start and completion dates. The work plan shall address the tasks outlined in the Scope of Work.

Note:

Proponents shall not include any details of man-hours except in the sealed cost envelope "B".

8. Proposal Cost-Envelope "B"

Total costs for the consulting staff on the project team for all components of the project, including optional items, broken down by components, staff person's hourly rate and total hours on project including the costs for sub-Proponents;

Disbursement costs which may include mileage, telephone charges, printing and reproductions, fax charges, courier services, and computer services etc;

A fee schedule indicating a per diem rate or hourly rate for each Proponent and sub-Proponent staff on the project team for the entire project duration;

The Proponent shall note that the Region may not consider extra items once the proposal envelope B is opened. The Region will consider the estimated total service cost for this project as an upset limit based on the work plan and the project duration assumed and will not consider extra items unless prior written approval is obtained from the Region.

Upset Limit: Once the successful proposal has been approved, minor revisions to the scope of the assignment may be negotiated. Where such work has been requested and approved by the Region, the Proponent shall submit proper documentation of any additional service to support invoices beyond the limit of the upset figure

9. Proposal Presentation and Proponent Interview

The Region may require each proponent to give an oral presentation in support of their proposal to exhibit or otherwise demonstrate the information contained therein. Questions will be posed to each Proponent, as they arise, during and after each presentation. Regional staff will grade these presentations and these grades will be used, in part, to score the Proponent's Proposal.

10. Additional Recommendations

Proponents are encouraged to submit any value added recommendations for consideration by the Region.

11. Negotiations

In the event that a prepared proposal does not precisely and entirely meet the requirements of this Request for Proposal, the Region reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to the proposal.

12. Joint Proposals

In the event that a joint Proposal is submitted on behalf of two or more companies, the name and role of each partner in the joint Proposal must be clearly identified and the document signed by an authorized officer of each company.

If a joint Proposal is to be considered it will be necessary for one of the companies listed in the document to be named as the prime Consultant and to accept responsibility for the level and quality of service provided and coordinate services as required by the Region.

13. Withdrawal of Proposal

A Proposal may be withdrawn unopened after it has been deposited, if such request is received in writing by Purchasing Services prior to the time specified for the opening of Proposals.

14. Clarification

It will be the Proponent's responsibility to clarify any details in question before submitting a bid. All official correspondence in regard to the specifications should be directed to and will be issued by Andrea Maleszyk, Manager Purchasing Services, Telephone 905-984-3662. Fax 905-682-8521, or Email, the Purchasing Office of the Regional Municipality of Niagara, 2201 St. David's Road, Thorold, Ontario. The Regional Municipality of Niagara bears no responsibility for any oral communication, instruction or suggestions. Email andrea.maleszyk@niagararegion.ca.

Any questions must be received in writing no later than Friday, January 13, 2012.

15. Acceptance or Rejection of Proposals

The Region reserves the right in its total discretion to accept or reject any Proposal, for any location, for any reason whatever and to accept or reject any bid if considered in its best interest, and to award by location to one or more Proponents. The lowest or any Proposal will not necessarily be accepted

16. Proposal Expiry Date

Proponents hereby acknowledge that offers contained within their Proposal shall remain open for acceptance by the Region for a period of not less than ninety (90) days from the closing date established for Proposals.

17. Award

No announcement or award is made until a written recommendation is prepared and approved in accordance to the Purchasing By-law. The award is also contingent upon the availability of approved funds.

18. Progress Payments

Payments will be made on a monthly basis.

19. Billing

Invoicing addresses and other billing information will be supplied to the successful Proponent.

20. Intent of Scope of Work

It is the intent of the attached scope of work to describe specific details of services required. It is the responsibility of the successful Proponent to supply any service not described in the scope of work but which may be reasonably implied to discharge the scope of work covered in this Request for Proposal.

21. Harmonized Sales Tax (HST)

All base prices shall exclude HST. Payment under the Contract shall be subject to value added taxes in effect at the time of invoicing. Pricing also assumes that the transition to HST will occur as announced by government.

22. Liability Insurance Policy

The Proponent and all sub-Proponents shall purchase and maintain at all times during the term of this Agreement, or as otherwise set out in this Agreement, the insurance coverage listed below:

(a) Comprehensive General Liability Insurance

Commercial General Liability insurance insuring the Proponent and covering all Services as described in the Agreement. The policy will be extended to include bodily injury and property damage, personal and advertising injury, products and completed operations, blanket contractual, a severability of interest and cross liability clause to a limit of not less than TWO MILLION DOLLARS (\$2,000,000) per occurrence. A commercial general liability policy that has an aggregate limit will be acceptable. The policy shall be endorsed to include the Owner as an additional insured. The policy shall include a cross liability clause written as follows:

The insurance as is afforded by this policy shall apply in respect to any claim or action brought against anyone insured by any other insured. The coverage shall apply in the same manner and to the same extent as though a separate policy had been issued to each insured. Any breach of

a condition of this policy by any insured shall not affect the protection given by this policy to the owner.

- (b) Non-owned Automobile to a limit of no less than TWO MILLION DOLLARS (\$2,000,000)
- (c) Errors and Omissions Liability

Errors and Omissions liability insurance insuring the Proponent in an amount not less than TWO MILLIONS DOLLARS (\$2,000,000) per claim and in the aggregate. The coverage under the policy shall be maintained continuously during the term of this Agreement and for two (2) years after the termination or expiration of this Agreement and shall cover insurable losses arising out of or in association with an error or omission in the rendering of or failure to render the Services.

- (d) Automobile Insurance

Automobile Insurance (OAP1) for both owned and leased vehicles with inclusive limits of not less than TWO MILLION DOLLARS (\$2,000,000).

- (e) Other Insurance

Any other type (e.g. Environmental), form or as otherwise may be required from time to time as identified at any time by either party.

- (f) All policies of insurance shall: (a) be written with an insurer licensed to do business in Ontario; (b) be non-contributing with, and will apply only as primary and not excess to any other insurance or self-insurance available to the Proponent; and (c) contain an undertaking by the insurers to notify the Owner in writing within thirty (30) days before any material change in risk or cancellation of coverage.
- (g) If coverage under the Errors and Omissions policy is cancelled within the two (2) year period after the termination or expiration of this Agreement, the Proponent shall provide the Owner with notice within thirty (30) days of cancellation and shall be required to purchase an extended reporting endorsement to confirm that coverage is maintained.
- (h) Certificates of insurance originally signed by authorized insurance representatives, or if required by the Owner, certified copies of all the above-mentioned policies, shall be delivered to the Owner prior to the commencement of the Services. All subsequent policy renewals and certificates of insurance thereafter, during the time that this Agreement is in force, shall be forwarded to the Owner within sixty (60) days of their renewal date.

23. Insurance Certificate

Immediately upon Award, the successful Proponent shall provide the Region with a Certificate of Insurance acceptable to the Region and, if requested by the Region, certified copies of the insurance policies. The Certificate of Insurance must comply with the insurance requirements outlined in this Bid Solicitation and must be on the Region's form of Certificate of Insurance, which can be found on the Region's website – www.niagararegion.ca/business/fpr/cert-insurance.aspx. If the Certificate of Insurance is provided in a non-original form (e.g. a facsimile, photocopy or scanned electronic copy), the Proponent acknowledges and agrees that the Region is fully entitled to treat any such Certificate as an original and that the Proponent will be responsible for the accuracy and validity of the information contained therein.

24. Failure to Perform

Failure to comply with all terms and conditions of this Proposal, and failure to supply all documentation as required herein, within the specified time period, shall be just cause for

cancellation of the award The Region shall then have the right to award to any other Proponent, or call new Proposals

25. Collusion

A reasonable suspicion or collusion between two or more Companies will be sufficient cause for the rejection of all Proposals so affected. It will be the responsibility of the User Department and Purchasing Services to determine if collusion has occurred.

26. Incurred Costs

The Region will not be liable nor reimburse any Proponents for costs incurred in the preparation of Proposals, attendance at meetings/related travel costs, or any other services that may be requested as part of the evaluation process.

27. Conflict of Interest

The Proponent shall disclose to the Region prior to award of the agreement, any potential conflict of interest. If such a conflict of interest does exist, the Region may, at its discretion, withhold the award until the matter is resolved or refuse to award.

28. Access to Information/Confidentiality of Information

- The disclosure of information received relevant to Bid Solicitations or Awards shall be made by the appropriate officers in accordance with the provisions of all relevant privacy legislation including primarily the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56, as amended.
- All Suppliers who contract with the Corporation shall adhere to or exceed the standards set in the *Municipal Freedom of Information and Protection of Privacy Act* or the *Personal Health Information Protection Act, 2004*, S.O. 2004, c. 3, Sched. A, or other relevant Ontario or federal privacy legislation or common law as may be passed or amended from time to time, as if they were agents of the Corporation as relates to the confidential and secure treatment, including collection, use, disclosure or retention, of personal (health) information, other confidential information of the Corporation, and all records thereof which they come into contact with in the course of performing Services or providing Goods to the Corporation.

29. Agreement on Internal Trade

Proponents should note that procurements falling within the scope of Chapter 5, Procurement, of the Agreement on Internal Trade are subject to that chapter but that the rights and obligations of the parties shall be governed by the specific terms of each particular Proposal. For further reference please see the Internal Trade Secretariat website at www.ic.gc.ca/eic/site/ait-aci.nsf/eng/h_il0000.html

30. Vendor Performance

The Corporation may, in its sole discretion, reject a Bid if a Proponent:

- (i) has, at any time, threatened, commenced or engaged in legal claims or litigation against the Corporation;
- (ii) is involved in a claim or litigation initiated by the Corporation;

- (iii) previously provided goods or services to the Corporation in an unsatisfactory manner;
- (iv) has failed to satisfy an outstanding debt to the Corporation;
- (v) has a history of illegitimate, frivolous, unreasonable or invalid claims;
- (vi) provides incomplete, unrepresentative or unsatisfactory references; or
- (vii) has engaged in conduct that leads the Corporation to determine that it would not be in the Corporation's best interests to accept the Bid.

31. Indemnification

The successful Proponent shall indemnify and save harmless the Region, its elected officials, officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs), interest or damages of every nature and kind whatsoever arising out of the negligence, errors, omissions, fraud or willful misconduct of the successful Proponent, its officers, employees, agents and subcontractors, or any of them, attributable to or in connection with the delivery or performance of the goods and services contemplated in this Request for Proposal, except to the extent that same is attributable to or caused by the negligence of the Region, its officers, employees and agents, or any of them. This indemnity shall be in addition to and not in lieu of any insurance to be provided by the successful Proponent in accordance with this Request for Proposal.

32. Lobbying Restrictions

- (a) Proponents, their staff members, or anyone involved in preparing a submission shall not engage in any form of political or other lobbying whatsoever or seek to influence the outcome of the purchasing process or subsequent contract, if any. This restriction extends to all of the Region's staff and members of Council.
- (b) The Region may reject any submission by a Proponent that engages in such lobbying, without further consideration, and may terminate that Proponent's right to continue in the purchasing process.
- (c) All communications shall be made through Purchasing Services. No Proponent or person acting on behalf of a Proponent or group of Proponents, shall contact any elected official, consultant or any employee of the Region to attempt to seek information or to influence the process.
- (d) Elected officials shall refer any inquiries about the Request for Proposal process to the Commissioner of Corporate Services.

33. Reserved Rights of the Region

The Region reserves the right to:

- a) make public the names of any or all Proponents;
- b) request written clarification or the submission of supplementary written information in relation to the clarification request from any Proponent and incorporate a Proponent's response to that request for clarification into the Proponent's submission;
- c) assess a Proponent's submission on the basis of:

- I. information provided by references;
 - II. the Proponent's past performance on previous contracts awarded by the Region;
 - III. the information provided by a Proponent pursuant to the Region exercising its clarification rights under this RFP process; or
 - IV. other relevant information that arises during this RFP process;
- d) verify with any Proponent or with a third party any information set out in a submission;
 - e) check references other than those provided by any Proponent;
 - f) disqualify any Proponent whose submission contains misrepresentations or any other inaccurate or misleading information;
 - g) disqualify any Proponent or the submission of any Proponent who has engaged in conduct prohibited by this RFP;
 - h) select any Proponent other than the Proponent whose submission reflects the lowest cost to the Region or the highest score;
 - i) cancel this RFP process at any stage;
 - j) cancel this RFP process at any stage and issue a new RFP for the same or similar work;
 - k) accept any submission in whole or in part; or
 - l) reject any or all submissions;

and these reserved rights are in addition to any other express rights or any other rights which may be implied in the circumstances and the Region shall not be liable for any expenses, costs, losses or any direct or indirect damages incurred or suffered by any Proponent or any third party resulting from the Region exercising any of its express or implied rights under this RFP.

34. Award

Negotiations, if any, must be successfully concluded and documented before a final recommendation is made. The first ranked Proponent, having acceptable terms and conditions, will be recommended for award. If approved, the Region will notify the successful Proponent in writing of the acceptance of its Proposal. The successful Proponent shall be bound to execute an agreement with the Region within fourteen (14) days of contract award. The date of the contract award shall be taken as the date on which the Proponent is notified of the acceptance of its Proposal. It is the intent of the Region to award a contract approximately February 1, 2012.

35. Negotiations

In the event that a prepared Proposal does not precisely and entirely meet the requirements of this Request for Proposal, The Region reserves the right to enter into negotiations with the selected Proponent(s) to arrive at a mutually satisfactory arrangement with respect to any modifications to the Proposal.

36. Written Agreement

A written agreement shall be executed by the successful Proponent and the Region. See sample

agreement Appendix B. The final terms and conditions of the agreement will be negotiated between the successful Proponent and the Region in accordance to clause #38, Negotiations.

37. Performance Unsatisfactory

The contract will be deemed to be in default when the Proponent fails to:

- Perform any specification, term or requirement included herein, in a good and proper manner.
- Provide any deliverable(s) in accordance with the requirements incorporated in the contract
- Adhere to specified delivery requirements and/or dates.

38. Force Majeure

Neither party shall be responsible for delays or non-performance of this Agreement resulting directly or indirectly from impediments beyond its reasonable control (other than financial inability or by application of Applicable Law), including, without limitation, any delay caused by fire or other impediment beyond the reasonable control of such party and not caused by an act or omission of such party, provided in the event of such delay or non-performance, the party continues to act reasonably to resolve such delay or non-performance.

39. Purchasing By-Law

Bids will be solicited, received, evaluated, accepted and processed in accordance with the Region's Purchasing By-law as amended from time to time. In submitting a bid in response to this solicitation, the Proponent agrees and acknowledges that it has read and will be bound by the terms and conditions of the Region's Purchasing By-law.

The Purchasing By-Law can be viewed on the Region's website, www.niagararegion.ca.

40. De-Briefing

After the selection has been made, an unsuccessful firm may request a debriefing session to discuss their Bid by contacting the project manager. The project manager will conduct a debriefing, by telephone, for the purpose of explaining the evaluation process, discussing only the firm's Bid, its ranking, and explaining why they were not selected. The following is the project manager contact information:

Name: Adam Pigeau
Phone Number: 905-685-4225, extension 3427

Only the Bid of the unsuccessful Proponent will be reviewed.

41. Exclusion

Except as expressly and specifically permitted herein, no Proponent shall have any claim for any compensation of any kind whatsoever, as a result of participating in this RFP, and by submitting a proposal each Proponent shall be deemed to have agreed that it has no claim.

42. Minor Non-Compliance

Bids which fail to conform to the requirements of this invitation in form or content may be disqualified as non-compliant. However, the Region may, in its sole discretion, waive minor non-

compliance and retain, for consideration and possible award, bids which do not conform to the requirements of the invitation in form or content, where such bids appear to offer the best value to the Region. Proponents are cautioned that any such retention of non-conforming bids for evaluation and possible award will be a rare event and solely at the Region's discretion. Proponents are urged to ensure their bid is fully compliant with all requirements of the invitation.

43. Accessibility Regulations for Contracted Services

Contracted employees, third party employees, agents and others that provide customer service on behalf of the Region is 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 the Form of Proposal, the Proponent has agreed to be in full compliance with this regulation. For further information please go to www.niagararegion.ca/business/tenders.

44. Unbalanced or Unreasonable Cost Estimates

Bids that contain costs which appear to be unbalanced or unreasonable as likely to adversely affect the interests of the Owner may be rejected.

44. Evaluation

i) Method

The Proposals will be subject to a comprehensive analysis and evaluation, based upon the best overall value to the Region.

The two envelope system will be utilized with the Form of Proposal and the Proposal itself submitted in envelope "A". Only the pricing information shall be submitted in envelope "B".

The Proposals will be evaluated and scored based on the listed criteria excluding the cost component. Each criteria will be scored between 0 and 5 and will be multiplied by the weight to establish the weighted score. The total technical weighted scores for each bid will be tabulated. Only the top three Proponents' Envelope "B" containing the pricing information will be opened.

The pricing information envelopes from the Proponents that are not short listed will be returned to the Proponents. The lowest priced Proposal will receive the maximum score for the cost element. Proposal costs will be prorated proportionally from the lowest cost to the highest cost. Total weighted scores will be tabulated.

ii) Criteria

Proposals will be scored based on the following:

CRITERIA	WEIGHTING%	Points	Weighted Points
1. PROPOSAL (Envelope A)			
Completeness, comprehensiveness and clarity of the Proposal	15%		
Research and Facilitation Skills (including sub consultants) - Accounting/Business Process expertise, IT expertise; expertise ERP Planning etc.	15%		
Experience and Past Performance Record on Municipal and/or Similar Projects	20%		
Methodology, resources and project schedule (scope detail required)	35%		
SUBTOTAL – Technical Proposal	85%		
2. FEE PROPOSAL (envelope B)	15%		
TOTAL	100%		

iii) Criteria and Weighting

Submissions will be received and evaluated by a team consisting of members from various Departments within the Region. Each criteria listed in section 34 (ii) will be receive the following rating:

- 5 – Perfect or ideal
- 4 – Good
- 3 – Average
- 2 – Barely Average
- 1 – Barely Acceptable
- 0 – Not Acceptable

The Region reserves the right to request specific requirements not adequately covered in the Proponent's submission for clarification. During the evaluation process, the Region may require supplementary information from a Proponent to verify, clarify or supplement the information provided in their submission.

Following the evaluation, the three short listed candidates be invited to meet with the Region's evaluation committee to:

- Clarify the particulars of the Region's scope of work or conditions of supply;
- Clarify the Proponent's suggested solutions and methods of work;
- Discuss options for alternative methods of achieving the Region's desired results; and
- Explore alternative ways the Region can achieve the best possible service, supply and/or performance of the work.

Each Proponent shall satisfy the Region as to their ability and experience in supplying the services offered in their submission. The Region will not award a contract to any Proponent that cannot furnish evidence satisfactory to the Region, in its sole discretion, that they have the necessary ability, dedication, equipment, capital, and experience to provide the services required.

SCOPE OF PROJECT

1) Key deliverables from the needs assessment include:

- A recommendation if the Region would benefit from an ERP system and how;
- Workflow documentation and best practice recommendations (recommendations to integrate with ERP system if one recommended);
- Best practice recommendations for current systems integrated into the current financial system (i.e. alternative systems, should they be maintained, etc.)

2) Questions to be addressed:

- What are the strengths and weaknesses of the Region's current financial applications? What "gaps" exist in workflow processes, application functionality and integration as compared to best practices? What capabilities do more modern systems have that may benefit the Region?
- What alternatives are available to the Region in the procurement of a new system, including (but not limited to): continuing with existing vendors, moving to a new system or a hybrid solution? Have open source and cloud computing technologies matured to a level worthy of consideration? Based on the analysis of Region's needs, what are the advantages and disadvantages of these and other alternative approaches the consultants may identify?
- Will current business processes need to undergo change in order to successfully implement and operate a new system. What additional processes may be required?
- What financial resources will be required to purchase, operate and maintain the consultant's approaches?
- What would be the estimated timeline for implementation?
- Recommendations on improving existing workflow and process and staffing support levels.

3) Information regarding the Region's current financial system:

The Region's current Financial Application, Smartstream from INFOR (formally GEAC), was originally implemented in 2001.

Smartstream modules currently in use:

- Asset Management
- Allocations
- Budget
- Payables
- Receivables
- Projects
- Purchasing
- Ledger

3) Continued:

Number of Departments and Entities:

- 2 Ledger Entities
- 5 Payable Entities
- 16 Receivable Entities
- 2 Project Entities
-

Number of General Ledger Object Codes:

- Cost Centres – 780 active
- Accounts – 1,910
- Activities – 3,398

Number of Years of detail G/L transaction history available for access –12 years (2000 to current)

	2009	2010	2011 (Jan 1 – Nov 30)
Budget Entries – initial load	71,303	69,088	66,515
Budget Entries – after load	12,500	4,574	3,370
Manual Journal Entries	4,863	4,688	4,229
Purchase Orders created	674	699	552
A/P cheques written	46,184	43,889	40,586

Number of Active Vendors – 2,588

Number of Assets -10,336 – Asset Cost \$1.9 billion, Net Book Value \$1.166 billion

Numerous independent, finance-related Microsoft® Excel and Access-based shadow systems are also in place across the organization, with Cognos used widely to create reports

The following is a list of interfaces required to operate using the current system, Smartstream:

<i>Banking</i>	<ul style="list-style-type: none"> ▪ Royal Bank – cleared cheque load ▪ SDMT payments ▪ Cash receipts from locations (senior's homes)
<i>Billing</i>	<ul style="list-style-type: none"> ▪ Point Click Care (resident's billing) ▪ Compucare (Senior's Day programs only) ▪ Geoware – Landfill & Recycling billing ▪ NRPS - Retiree Billing ▪ NRPS - Ontario Police Video Training Membership billing ▪ NRPS – Special Duty billing ▪ Legal Time Management System billing ▪ Service Centre billing ▪ Water/Wastewater billing
<i>Budget</i>	<ul style="list-style-type: none"> ▪ Budget loads from spreadsheets
<i>Ledger</i>	<ul style="list-style-type: none"> ▪ PeopleSoft Journals ▪ Payment Utility – Enbridge ▪ Landfill Journals ▪ Recycling ▪ MMS Journals ▪ Wastewater

<i>Payables</i>	<ul style="list-style-type: none">▪ Payment Utilities▪ Niagara Regional Housing Utilities▪ Visa payment▪ Telecom invoice payment (Bell, Rogers, Telus Mobility)▪ e-expense payment▪ Parklane – WSIB payment▪ Debenture payments▪ Respite invoice payment▪ Childcare invoice payment▪ Homecare invoice payment▪ Photocopy Payment Tracking
<i>Projects</i>	<ul style="list-style-type: none">▪ Public Works – labor distribution▪ PeopleSoft Capital Project Journals▪ PeopleSoft Expense Project Journals▪ MMS project journals

Appendix B – Brief descriptions of the departments and key responsibilities that make up the Region.

I/We, the undersigned, having the authority to bind the company, certify that I/We have examined all Sections of this Request for Proposal (Introduction, Information to Proponents & General Conditions, Evaluation, Form of Proposal, and all Appendices), do hereby submit a proposal to enter into an Agreement with the Regional Municipality of Niagara, in accordance with the Terms and Conditions specified in this Request for Proposal document, subject to amendment by any addendum/addenda which are acknowledged below:

ADDENDUM/ADDENDA (If applicable **must** be filled in by Proponent.)

I/We, the undersigned, acknowledge that I/We have received addendum/addenda Numbers ____* to ____* inclusive, and that all changes specified therein have been included in the prices submitted.

COMPANY:	CONTACT NAME:
(Must Show Correct Legal Company Name)	(please print)
ADDRESS:	SIGNATURE:
	(I/We have the authority to bind the Corporation)
	TITLE:
	WITNESS:
POSTAL CODE:	SIGNATURE:
TELEPHONE NUMBER:	TITLE:
FAX NUMBER:	DATE:
E-MAIL ADDRESS (Must supply if available):	

APPENDICEX (A)

THIS AGREEMENT made in triplicate this ____ day of October 2011.

- **BETWEEN** -

THE REGIONAL MUNICIPALITY OF NIAGARA

2201 St. David's Road, P. O. Box 1042
Thorold, Ontario, L2V 4T7

Hereinafter called the "Region" (of the first part)

- **AND** -

CONSULTANT NAME

Address

Hereinafter called the "Consultant" (of the second part)

WHEREAS on (date), the Region issued Request for Proposal # (insert number) (if applicable and Addendum # (insert number) dated (Insert Date) for (enter the description of work) (the "RFP");

AND WHEREAS on (enter date of Consultant's proposal) the Consultant submitted a bid in response to the RFP (the "Bid");

AND WHEREAS the Region wishes to enter into an agreement with the Consultant for the services, as more particularly described in the RFP and the Bid, attached hereto as Schedule "A" and forming part of this Agreement (the "Services");

NOW THEREFORE THIS AGREEMENT WITNESSETH that in consideration of the premises and other good and valuable consideration, the sufficiency whereof is acknowledged hereby by the parties, the parties hereto agree with each other as follows:

1. The Consultant shall provide the Services pursuant to all the terms and specifications set out in Schedule "A". If there should be any conflict between the provisions of this Agreement and the provisions of Schedule "A", the provisions of this Agreement shall prevail.
2. The term of this Agreement shall commence _____.
3. The Region shall pay the Consultant for Services as outlined in Schedule "A".
4. If either party, acting reasonably, determines that the other party has failed to perform its obligations pursuant to this Agreement, then such party may terminate this Agreement upon giving at least thirty (30) days' written notice to the other party.
5. The Consultant shall indemnify and save harmless the Region, its elected officials, officers, employees and agents from and against any and all claims of any nature, actions, causes of action, losses, expenses, fines, costs (including legal costs), interest, or damages of every nature and kind whatsoever arising out of the negligence, errors, omissions, fraud or willful misconduct of the Consultant its officers, employees, agents and subconsultants, or any of them, attributable to or connected with the performance, non-performance or purported performance of the Consultant obligations pursuant to this Agreement, except to the extent that same is attributable or caused by the negligence of the Region, its officers, employees and agents, or any of them. Further, this indemnity shall survive the expiration or early termination of this Agreement and continue in full force and effect.

6. This Agreement together with its schedule constitutes the entire understanding between the parties. Any change, addition to, or waiver of the terms hereof must be specifically agreed upon, in writing, and signed by both parties. Failure on the part of either party to insist upon the strict observance of any of the terms and/or conditions herein shall not operate as a waiver of such party's right to require the future observance of any such terms or conditions.

7. This Agreement shall not be assigned, in whole or in part, by either party hereto without the prior written consent of the other party. This Agreement, all its covenants, promises and conditions shall ensure to the benefit of and be binding upon the parties hereto and their respective permitted successors and assigns.

8. Either party may terminate this Agreement at any time, without notice, for just cause which shall include, without limitation, dishonesty, fraud, willful deceit or failure to properly fulfill the obligations hereunder where such failure is not remedied within ten (10) days after notice of same is given.

9. This Agreement shall be construed and interpreted in accordance with the laws of the Province of Ontario, Canada.

IN WITNESS WHEREOF the parties hereto have duly executed this Agreement.

(CONSULTANT NAME)

Per: _____
Name:
Position:

Per: _____
Name:
Position:
I/We have authority to bind the Corporation.

THE REGIONAL MUNICIPALITY OF NIAGARA

Per: _____
Name:
Position:

Per: _____
Name:
Position:
I/We have authority to bind the Corporation.

APPENDIX (B)

Corporate Services – Financial Management and Planning:

Sub-Divisions	Staffing	Key Responsibilities
Financial Reporting (5 FTE)	Manager 2 accounting analysts 2 accountants	<ul style="list-style-type: none"> ➤ Prepare financial statements & manage all external audits and reporting. ➤ Internal quarterly reporting including managing financial close process and in year forecasting exercises ➤ Complex accounting transactions (EFB's/Investments/HST/Reserves/Landfill Liabilities/Chargebacks etc) ➤ Corporate Finance Policy Setting ➤ Various Analytics & Analysis
Accounting Services (9 FTE)	Manager <u>Accounts Payable</u> 1 Sr. A/P Accountant 3 A/P Clerks <u>Accounts Receivable</u> 1 Collections Clerk 1 Cash Receipts Clerk 1 Billing Clerk <u>Banking</u> 1 Banking Accountant	<ul style="list-style-type: none"> ➤ Provide accounting services to all departments. ➤ Payment processing (cheques, wires, etc) ➤ Invoice creation ➤ Collections ➤ Bank reconciliations ➤ Corporate Accounting Policy Setting ➤ Various Analytics & Analysis
Current & Capital Budgets (6 FTE)	Associate Director 5 analysts <ul style="list-style-type: none"> • Current Budgets Analyst • Capital Budgets Analyst • Tangible Capital Assets Analyst • Capital Accounting Analyst • Sr. Financial Analyst 	<ul style="list-style-type: none"> ➤ Corporate Finance Policy Setting ➤ Long term/multi-year planning ➤ Corporate guidance and guidelines for budget preparation ➤ Corporate asset capitalization process ➤ Capital & project transaction accounting ➤ Develop capital financing strategies ➤ Manage debenture issues and cash flow forecasting ➤ Structure maintenance ➤ Various Analytics & Analysis
Purchasing (7.5 FTE)	Manager 1 Purchasing Analyst 3 Purchasing Agents 2.5 Purchasing Office Assistants	<ul style="list-style-type: none"> ➤ Overall management and strategic direction for the uninterrupted flow of supplies and services ➤ Develop procurement policies and procedures ➤ Manage the bidding and contract process ➤ Manage the Purchasing Card Program ➤ Manage the Contractor Management Program ➤ Prepare various approval and information reports to Senior staff and Committees ➤ Issue Purchase Orders and Contracts ➤ Analyze market conditions
Administration (3 FTE)	Deputy Treasurer/Director FMP Admin Assistant System Administrator <u>Note:</u> Treasurer is also Commissioner of Corporate Services and not included in FMP.	<ul style="list-style-type: none"> ➤ Overall management and strategic direction to all financial functions ➤ Developing and managing the financial management processes and policies ➤ Manage and maintain the Financial System (GEAC) & Financial Reporting Module
FMP (30.5 FTE)		

Department	Corporate Services
Nature of Business	<p>Information Technology, Legal Services, Human Resources, Property & Facility Management, and Financial Management.</p> <p>Service and support department for the entire corporation – provision of back-office functions to enable staff to perform their respective roles</p>
Number of Site Locations	<p>One main site (Campbell Building) for most functions (HR, Legal, Financial Management, IT) – however a number of other sites that we manage in Properties – 49 various sites across the Region in most of the 12 municipalities</p> <p>Additionally, POA courts currently in four locations – St Catharines, Welland, Niagara Falls, Fort Erie</p>
Number of Employees	207 (182 CS - 25 POA)
Number of Employees - Encoding Invoices	7 plus FMP staff
Number of Employees - Billing/Cash Collection	8 plus FMP staff
Number of Employees - HR Coding Function	3 plus HR staff
Annual Revenues/Funding	2012 Budget - \$1 2 million
Types of Revenue/Funding Transactions	<p>Inter-functional transfers (chargebacks) between departments for various services: IT support, products, insurance, payroll, telecommunications, etc.</p> <p>Revenue derived from service provided for other municipalities, agencies, boards, commissions (mix of flat-fee and \$/hr costs).</p> <p>Minimal amount of user fee charges for the general public A/R transactions – wide variety (included in the FMP needs analysis)</p> <p>Investment, rental agreements, information loaded through the ICON system for POA.</p>
Annual Expenses	2012 Budget - \$14.4 million
Types of Expense Transactions	<p>Personnel costing, payments to vendors, municipal partners (upper & lower) for a host of services, real estate transactions, utilities, contractors, soft services, legal bills, insurance claims, repairs & maintenance, etc</p> <p>A/P transactions – wide variety (included in the FMP needs analysis)</p> <p>Chargebacks for services provided.</p> <p>Leasing costs apportioned to departments (printing, copying products)</p> <p>Purchasing cards, P O s</p>

<i>Department</i>	<i>ICP</i>	<i>Community Services</i>
<i>Nature of Business</i>	<p>Integrated Community Planning consists of six divisions:</p> <ul style="list-style-type: none"> • Administration – responsible for departmental leadership and participation in overall corporate management • Regional Clerk's Office – administrative, legislative and support services to Regional Council and the Regional Administration; including Records & Information Management Printing mail and courier services • Corporate Communications – responsible for the planning implementation of a range of internal/external communication activities • Regional Policy Planning – Regional Policy Plan, local municipal official plan approvals streamlining planning services. implementation of various plans and incentives • Regional Emergency Planning – leading the development maintenance and growth of emergency management in Niagara integrate emergency management practices with local municipalities, enhancing regional responses to address hazards and vulnerabilities • Community & Corporate Planning – focus on integration of planning economic, social environmental and cultural activities working with partners and community groups to lead or support community planning initiatives in the region 	<ul style="list-style-type: none"> • Deliver Ontario Works Program and related services • Homelessness Programs (HHH) • Seniors Services (8 LTC Homes Seniors Community Programs) • Children's Services (5 Regional Ctrs 79 Licensed Ctrs)
<i>Number of Site Locations</i>	2 - HQ CW & Collier Rd Records Storage Facility	15
<i>Number of Employees</i>	53	1514
<i>Number of Employees - Encoding Invoices</i>	6 (part time)	21
<i>Number of Employees - Billing/Cash Collection</i>	4 (part time)	17
<i>Number of Employees - HR Coding Function</i>	4 (part time)	0
<i>Annual Revenues/Funding</i>	2012 Budget - \$782 thousand	2012 Budget - \$188.1 million
<i>Types of Revenue/Funding Transactions</i>	<ul style="list-style-type: none"> • Federal Grants • Fees: postal and mail service, MNR aggregate, policy plan amendment • Special projects revenue • Event revenue • Sale of publications • Miscellaneous revenue 	Provincial Revenue Federal Revenue Reserve funding Resident and Client Fees Union Billings Misc Rev (cafeteria sales Meals on wheels, Vendor rebates)
<i>Annual Expenses</i>	2012 Budget - \$7.6 million	2012 Budget - \$224.5 million
<i>Types of Expense Transactions</i>	<ul style="list-style-type: none"> • Personnel costs • Administrative expenses • Materials, supplies & utilities • Repairs and maintenance • Purchasing services & other operating expenses • Financial expenditures • Capital equipment • Interfunctional operating charges and recoveries • Project Tracking 	Goods and services, supplies & utilities, machinery and equipment interfunctional operating charges (WSIB, INS etc) benefits paid to OW clients and training dollars paid to agencies to provide training, educational and employment supports Respite workers payments

Department	Public Health	EMS
Nature of Business	Health Promotion. Prevention Protection	<ul style="list-style-type: none"> • Ensure provision of Land Ambulance Services in municipality in accordance with municipality's citizens' needs (Ambulance Act 6 (1) (b). • Provide Ambulance Dispatch Services for the Region of Niagara
Number of Site Locations	5	17
Number of Employees	384	291 5
Number of Employees - Encoding Invoices	2	1
Number of Employees - Billing/Cash Collection	10	1
Number of Employees - HR Coding Function	10	2
Annual Revenues/Funding	2012 Budget - \$29.4 million	2012 Budget - \$20.5 million
Types of Revenue/Funding Transactions	Provincial Ministry Funding - Annual Base Funding - One Time Funding (Capital and Operational) Sales Revenue User Fees	MOHLTC Bi-monthly funding transfers Special Events Revenue General / Patient Chart Fees Union Billings Sale of Assets Cross Boarder Billing
Annual Expenses	2012 Budget - \$36.3 million	2012 Budget - \$36.6 million
Types of Expense Transactions	Personnel Costs (~80%) Property Lease (Chargeback) Supplies Purchased Services Cell Phone	Salaries / PRC 80% Medical Supplies \$400,000 Equipment \$250,000 Fuel \$450,000 R&M Vehicles \$500,000 R&M Equipment \$250,000

<i>Department</i>	<i>Public Works (Levy)</i>	<i>Waste Management (Rate)</i>	<i>W&WW Services (Rate)</i>
Nature of Business	Includes Development Services, Transportation and Administration/Financial Services. Development Services is responsible for the coordinating and developing the Regional portion of development related planning applications circulated from the area municipalities. Includes responsibility for processing and providing recommendations on development related policy plan amendments and non-exempt policy plan amendments. Transportation is responsible for the planning, design, operation and maintenance of the regional road network. This includes Niagara Specialized transit and Inter-municipal Transit. Capital works for roads, structures, and new traffic signals. The management and servicing of the Region's fleet is also included in the overall program.	Various services and programs such as recycling, household hazardous waste, composting, waste collection and disposal services, policy and planning and capital works.	Responsible for the operation of water and sewer treatment and trunk systems, master servicing plans, water and sewer approvals, laboratory services, environmental monitoring and capital works.
Number of Site Locations	6	4	18
Number of Employees	211.6 FTE	36.6 FTE	229.6 FTE Total (129.6 FTE Wastewater & 100 FTE Water)
Number of Employees - Encoding Invoices	8 FTE	2 FTE	8 FTE
Number of Employees - Billing/Cash Collection	6 FTE	8 FTE	0 FTE
Number of Employees - HR Coding Function	6 FTE	2 FTE	13 FTE
Annual Revenues/Funding	2012 Operating Revenues - \$4M (excl. Levy) Average Annual Capital Revenues (2012-21) - \$8M	2012 Operating Revenues - \$18M (excl. Requisition of \$34M)	2012 Operating Revenues - \$2M (excl. Rate & requisition of \$105M)
Types of Revenue/Funding Transactions	Grants Fees & Service Charges Other Revenue Reserves Long Term Financing Municipal Contributions Subsidies Journal Entries	Grants Fees & Service Charges Other Revenue Reserves	Grants Fees & Service Charges Other Revenue Reserves
Annual Expenses	2012 Gross Operating Budget - \$28M Average Annual Capital Budget (2012-21) - \$59M	2012 Gross Operating Budget - \$52M Average Annual Capital Budget (2012-21) - \$3M	2012 Gross Operating Budget - \$107M Average Annual Capital Budget (2012-21) - \$56M
Types of Expense Transactions	Invoices Payment Certificates Purchase Orders VISA E-expense Journal Entries Salaries	Invoices Payment Certificates Purchase Orders VISA E-expense Journal Entries Salaries	Invoices Payment Certificates Purchase Orders VISA E-expense Journal Entries Salaries

<i>Department</i>	<i>Niagara Regional Police</i>	<i>Niagara Regional Housing</i>
Nature of Business	The Niagara Regional Police Service is dedicated to serving and protecting residents and visitors within the Regional Municipality of Niagara	Social Housing
Number of Site Locations	13	1
Number of Employees	702 Uniform and 322 Civilian Authorized Employees	43 NRH/5 OSS
Number of Employees - Encoding Invoices	Manual Coding: +75 Entry in Smartstream: 1	2 NRH/2 OSS
Number of Employees - Billing/Cash Collection	Manual Coding for Entry at Region: 2	2 OSS
Number of Employees - HR Coding Function	Kronos Time and Attendance Encoding: + 280 PeopleSoft Access: +15	
Annual Revenues/Funding	2012 Budget - \$13 0 million	2012 Budget - \$22 7 million
Types of Revenue/Funding Transactions	• Provincial Subsidies Grants Reserve Transfers and Other Revenue	Federal/ Provincial Government Funding Tenant Rent Laundry and communication tower revenue Grants Rebates Tender packages Interest Misc
Annual Expenses	2012 Budget - \$139.9 million	2012 Budget - \$49.3 million
Types of Expense Transactions	Personnel Costs - \$116 7 million Other - \$10 4 million	GEAC Provider Subsidy Miscellaneous expense like office supplies, legal bills, consultants cell phones etc. E-Expense Visa YARDI Property Management Work orders (purchasing) Property Management Invoices Construction and capital relating to owned units NRH Visa Utilities and usage information Rent supplement Taxes