

Barkley Community Forest Corporation

REQUEST FOR PROPOSALS: General Manager (Contractor)

The Barkley Community Forest Corporation (BCFC) is seeking written proposals for a contractor who is a progressive innovative person with experience in forest and natural resource management to fill the role of general manager of the Barkley Community Forest. The General Manager will have the responsibility to manage all aspects of the community forest tenure in accordance with the conditions of the tenure and vision and strategic direction established by the Board of Directors (Board) of the BCFC.

The Barkley Community Forest is located in the Maggie River watershed on Barkley Sound between Ucluelet and Macoah. The forest covers 6760 hectares and has a current AAC of 27, 000m³ per year. Operations are currently nearing completion of the first five-year harvest program.

Information and details on this contract can be found on the Barkley Community Forest Website at the barkleyforest.ca or by contacting Terry Smith, Board Chair, at tdsmith@telus.net.

The contract will have a term of one year with options for an annual renewal offer for an additional 4 years. Amount of work varies with an expected average of 80 to 120 days per year.

Written proposals must be submitted via email to Terry Smith tdsmith@telus.net by 16:00 PST on January 11, 2019.

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Evaluation Criteria

The Board of the BCFC has established the following rating guide to assist the Board and prospective applicants determine key emphasis areas for the selection of a General Manager. This guide will be used by the Board to rate proposals for the position of General Manager, BCFC.

Prospective applicants should refer to the overall requirements of the General Manager position for the BCFC to understand more completely what is expected of this position.

In their proposal, applicants should describe, and may wish to add, examples of past work which demonstrates knowledge and experience.

References recommended.

Note the point system is ranked out of 100.

	EVALUATION CRITERIA	POINTS
1.	Knowledge and experience managing forest tenures in BC with community forest tenures including submission of plans, permits, and post-harvest reports to Provincial Agencies.	15
2.	Knowledge and experience planning, tendering, awarding and administering contracts for all types of consulting or forestry work such as: accounting, forest surveys, forest engineering, road construction, assessments, timber harvesting or selling timber sales.	15
3.	Knowledge and experience developing a five to seven-year strategic plans and budgets, annual plans and budgets and submitting these plans to the Board for approval.	15
4.	Knowledge and experience maintaining financial control, budgeting for expenditures and revenue collection including requiring annual audits and reporting.	15
5.	Demonstrated ability to work with diverse groups and expectations including public groups and stakeholders from community organizations.	10
6.	Demonstrated ability to work with the Board including progress reports for the Board, the public, and shareholder partners and to promote the work on the community forest with the public and communities.	10
7.	Ability to demonstrate excellence in forest management and leadership with innovative practices and management of all resources in the community forest.	10
8.	Knowledge of the Barkley Community Forest and local area.	5
9.	Place of residence in the local area (Ucluelet/Macoah 100%; Tofino/Port Alberni 50%; Vancouver Island 25%).	5

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Introduction

The Shareholders of the BCFC being Toquaht Nation Government and the District of Ucluelet were awarded a Community Forest Agreement in 2011. The shareholders appoint a Board of Directors (Board) to oversee their interests with the management of the community forest agreement.

Board members represent the shareholders and provide oversight and input into strategic long-term plans for sustainable natural resource and forest management and financial returns as well as for approval of annual budget and operational work plans. This may come in the form of vision statements or similar guidance which is completed in collaboration with the General Manager of the Barkley Community Forest Corporation (BCFC). The Board is responsible for recruiting and supervising the General Manager.

The General Manager is accountable to and reports to the Board of the BCFC.

The General Manager is accountable for ensuring the management of the Barkley Community Forest Agreement, and the financial success of the long term and day-to-day operations of the Barkley Community Forest Corporation, including overseeing forestry and other natural resource operations, marketing timber and other resources, and community engagement and financial control and budgeting. This will involve engaging and supervising qualified and competent contractors to complete all work related to the management of the BCFC community forest.

The General Manager is responsible for leadership and co-ordination of natural resource management, which includes ensuring compliance with all obligations regarding forest management, harvesting, reforestation, and environmental protection, worker and public safety to the satisfaction of the Ministry of Forests, Lands and Natural Resource Operations and other Ministries or agencies with the Province of BC, in accordance with the BCFC's commitments to the long-term sustainability of the forest and other natural resources, commitments to the community, and the BCFC Community Forest Agreement's Foundation Statements.

Contract Position

This is a contract position. Working under Board-approved strategic and annual operating plans, the General Manager will have the responsibility to determine how and when most functions will get done. Frequent interaction with the Board will be required with reporting and review of operations and budgets.

The General Manager will be expected to abide by operational policies and procedures developed by the General Manager and approved by the Board.

General Duties and Expectations of the General Manager

The contracted General Manager of the BCFC will work with significant autonomy to determine how work will be completed. In doing so, the General Manager is expected to fulfill the following duties:

1) **Strategic Direction.**

Assist and provide input to the Board of the BCFC with the review and/or establishment of mission and vision statements and other key strategic direction for the community forest to reflect all matters of importance to the shareholders and communities. This may come in a variety of forms and documents. Final approval of these types of documents will come from the Board.

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2) **Long Term Planning.**

Develop and/or maintain long term five to seven year strategic operational and financial plans and projections for Board approval which will meet established strategic direction and further guide annual plan and budget development as well as clearly set out expectations to the shareholders and communities as to how operational and financial goals will be realized.

3) **Annual Plans.**

Fully manage the day to day activities within the community forest as laid out in annual operating plans and budgets approved from time to time by the Board.

4) **Financial Management.**

Develop and keep a current long-term financial plan that addresses operational and capital requirements, organizational needs, revenue shortfalls or surpluses, reserve or accrued funds for short and long-term liabilities; develop documented procedures to ensure the integrity of BCFC's internal management systems and annual external auditing requirements.

5) **Engaging Consultants and Contractors.**

Provide leadership to all engaged consultants/contractors in the management of the community forest. This involves striving for excellence and innovation in forest and natural resource management, safety, and environmental protection as well as fiscal budgeting. Expectations include maintaining an open, effective, and fair contractor selection criteria and process to ensure high quality work, fiscal management, and protection of the health and safety of all consultants or contractors hired to work for the BCFC.

6) **Overall Operating Policies.**

Develop, document and maintain operational policies and practices for but not limited to tendering processes, works contract awards, timber sale awards necessary for the effective and efficient operation of the organization and the BCFC.

7) **Outside Communication.**

Develop or maintain plans and strategies for communicating and building relationships with the shareholders, community, key stakeholders, contractors, natural resource products buyers. These plans and strategies will need to be approved by the Board clarifying the role of the Chair of the Board and the General Manager relative to who and on which issues will be the principal spokesperson.

8) **Information to the Board.**

Develop and maintain a process to succinctly but fully inform the Board of ongoing operations and progress on annual plans and budgets and emerging issues and in doing so seek advice or approval from the Board for variances or amendments to these plans and budgets or other factors needed to deal with an emerging issue.

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Typical Activities that will be required of the General Manager

- 1) Meeting Province of BC requirements on the community forest tenure for managing forest harvesting on a sustainable basis by conducting timber supply analysis as required for management plans, submitting and gaining approval for Forest Stewardship plans, cutting permits, road permits and other necessary approvals by the Province to allow harvesting under the licence.
- 2) Meeting a high level of financial control, record keeping and accounting practices to ensure full value for contract work completed for BCFC and for timber or other products sold by BCFC.
- 3) Overseeing the maintenance of records, conducting surveys and conducting reforestation, waste assessments, road maintenance and deactivation, hazard abatement, and reporting to ensure licence post-harvest obligations are completed.
- 4) Development and maintenance of a tendering and award process for all contracts issued by the BCFC which is open, fair and documented and meets legal and industry standard processes.
- 5) Ensuring all contracts including works contracts for road construction and other development and timber harvesting are given adequate supervision to ensure compliance with all permits issued by the Province and any additional requirements required by the BCFC.
- 6) Ensuring that all activities occurring under authority of the BCFC are being conducted in compliance with requirements of WorkSafe BC and the BC Forest Safety Council and maintaining all policies established by BCFC regarding the work place health and safety of contractors, visitors and the general public.
- 7) Ensuring excellence in forest and natural resource management on the community forest by meeting or exceeding all Provincial legislation and by becoming certified under one or more independent forest management certification regimes.
- 8) Engaging the public in various community forums and venues to explain and promote the community forest tenure and work being completed on the tenure.
- 9) Providing complete, accurate updates for the Board and attending Board meetings as needed to explain progress or issues with the ongoing work on the community forest.
- 10) Attending meetings or workshops with provincial officials, other community forests or industry groups to maintain familiarity with developments in the program or industry.
- 11) Exploring and developing additional resource use in the forest and co-operating outside Tourism, wildland recreation, or other community groups to promote local use of the forest.

Requirements of the General Manager

The Board will require the following from the General Manager:

- 1) A commitment not to divulge information on sensitive or confidential issues as defined by the Board without the expressed written consent of the Chair of the Board.
- 2) Not to make public statements or take part in demonstrations that reflect negatively on the Board or BCFC until the General Manager and Board have had a full discussion on the issue.

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- 3) Not to use knowledge gained from work or information while engaged by the Board for personal or other benefit.
- 4) Declare conflict of interests with any activities, outside contractors or buyers before awarding contracts or other businesses.
- 5) Allow the Board to do required background checks or complete reference checks from time to time as part of the engagement process.

Contract Term, Remuneration and Workload

The contract offer is expected to include the following:

- 1) The term will be one year with an option for an annual renewal offer of the contract for an additional 4 years. Renewal offers and acceptance will be at the discretion of the Board and contractor and can introduce new or different conditions.
- 2) Remuneration will be based on a day rate (or portion thereof) and will depend on the qualifications and experience of the contractor. Interested persons should describe their expectations for remuneration in the application. This may be reviewed prior to hire. Vehicle and personal expenses will be paid in addition at rates comparable with Province of BC rates.
- 3) Workload may vary significantly by year as harvesting activity occurs. It is expected that the contract will average between 80 to 120 days per year.

Location of Services and Office Space

- 1) An office space and boardroom are at the Toquaht Nation Building in Ucluelet, 1971 Peninsula Road. The office will have a phone, internet, BCFC computer, and room for filing and desk for working. Mail and courier will be delivered to this address. The office will not be staffed and access to the General Manager or others with BCFC will be by pre-established appointment only. It will be expected that the General Manager will have phone forwarding established and a system for mail pickup defined to meet the needs of the manager and the BCFC. A cloud-based file storage system is being established to allow access to most data needs from remote locations.
- 2) Banking needs will be continued in Ucluelet.
- 3) The Board will require regular updates and will meet monthly in the boardroom noted above.
- 4) The position will require considerable field work in forested conditions. The General Manager will be expected to have a vehicle suitable for use on coastal logging roads.

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Experience and Qualifications

The General Manager will be expected to have:

- 1) At least five years' experience working with Province of BC forest tenures or some equivalent natural resource tenure and have good knowledge of forest tenure including community forest tenure. Registration as an RPF or RFT with the Association of BC Professional Foresters or a similar natural resource management designation would be an asset.
 - 2) Proven experience managing budgets including financial control for spending and receipt of revenues.
 - 3) Proven experience tendering and administering BC contracts for engineering, cruising, post-harvest silviculture treatments, and road construction or similar types of contracts.
 - 4) Experience tendering contracts or timber sale agreements for harvesting timber from cutting permits on the community forest or similar resources.
 - 5) Experience working collaboratively with Boards, public bodies as well as the public and organizations with community ownership.
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