



REQUEST FOR EXPRESSIONS OF INTEREST – 5050 EOI

5050 EOI - PERFORMANCE MEASUREMENT FRAMEWORK AND BEST PRACTICES RESEARCH -CONSULTANT

Expressions of Interest will be received at the Information Counter, Main Floor, Richmond City Hall, addressed to the Purchasing Section, 6911 No. 3 Road, Richmond, BC, V6Y 2C1, **until 12:00 noon, local time, on Thursday, January 15th, 2014** (the “Closing Date/Time”).

All queries related to this Request for Expression of Interest shall be submitted in writing to the attention of:

Sharon Bentley, Buyer II

email: purchasing@richmond.ca

The deadline for all enquiries is **3:00pm, local time on Friday, January 2nd, 2013.**

The City reserves the right not to respond to inquiries received after this deadline.

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1.0 Introduction

The City of Richmond (the “City”) is working towards the development of a Corporate Performance Measurement Program and invites Expressions of Interest (“EOI”) for consultancy services specializing in performance metrics for local governments.

2.0 Background

In 2012, a new Division (Administration and Compliance) was established within the City’s Finance and Corporate Services Department. This new Division combines the management of existing corporate services (including Customer Service, Business Licence and Risk Management, Economic Development, Corporate Partnership, and Business Advisory Services) with two newly formed work units – Performance and Innovation, and Corporate Compliance.

Overall, the Division’s mandate is to ensure:

- high value return for tax dollars expended (e.g. excellent customer services, business retention, community partnership);
- greater rigour and focus on how we operate;
- the reliability, integrity, efficiency and effectiveness of how the organization’s policy directives from Council, bylaws, administrative procedures, financial management, procurement procedures, financial controls and safeguards, and expenditure transactions are conducted, monitored, and enforced;
- professional standards and practices will be in place (e.g. compliance); and
- the corporate administration will continue to make the investment of time and resources needed to sustain a corporate culture of continuous improvement (productivity and innovation using the Enterprise Team model).

3.0 Objectives

- 3.1. Develop and/or refine the performance metrics of two “pilot” work units – Community Bylaws and Customer Service;
- 3.2. Develop a City framework and/or process for establishing performance metrics that can be used as a tool for establishing and/or refining performance metrics across the organization; and
- 3.3. Review best practices of a select number of national and local governments on their performance metrics with respect to several topic areas, e.g. Environmental Programs and Services; Emergency Management and Protective Services, etc.

4.0 Definitions

- 4.1. Throughout this EOI the following definitions apply:

- a) “Expression of Interest” means a statement of qualifications submitted in response to and according to the terms of this Request for Expressions of Interest;
- b) “Respondent” means an individual or a company (vendor) that submits, or intends to submit, a Response;
- c) “Response” or “Submission” means an Expression of Interest;

5.0 Scope

- 5.1. Work with Administration and Compliance staff and report to the Director, Administration and Compliance on all aspects of the project.
- 5.2. Work with the following two work units – Community Bylaws and Customer Service - as “pilots” on the development and/or refinement of their performance metrics.
- 5.3. Develop a City framework and/or process for establishing performance metrics that will assist Administration and Compliance:
 - a) work with individual Departments on the development and/or refinement of their performance metrics; and
 - b) incorporate performance metrics of work units across the organization into a Corporate Scorecard (under development).
- 5.4. Provide a recommended list of national and local governments to be included in the best practices research following a discussion with Administration and Compliance staff on selected topic areas.
- 5.5. Provide a listing of relevant performance metrics used by each of the municipalities chosen for the best practice review.
- 5.6. Prepare a written best practices research report and a PowerPoint (or similar) presentation on key findings from the research.

6.0 Pre-qualification Process

- 6.1. Interested parties are required to respond to this Request for Expressions of Interest in accordance with the terms of this EOI.
- 6.2. In the first phase of this potential two-phase process, responses to the EOI are being requested in order to afford the City the opportunity to evaluate Respondent’s expertise and to select a shortlist that may be invited to submit a proposal in response to a Request for Proposals. This EOI process is aimed at

encouraging businesses with the required level of experience and expertise to participate.

7.0 Requests for Proposals

- 7.1. Respondents, who are pre-qualified as a result of this EOI process, may be invited to submit proposals, if required, to a Request for Proposals (“RFP”) from the City. The City anticipates that, if required, the RFP will be distributed three to four weeks following the completion of the EOI process.

8.0 Qualification Criteria

- 8.1. The successful Respondent shall have the ability to accomplish all three objectives listed in section 3.0 above and perform the three tasks concurrently.
- 8.2. The successful Respondent shall have demonstrated experience working with local governments, and previously and successfully completed projects of a similar size and complexity to the scope of work described in this EOI.

9.0 Submission Details

- 9.1. Respondents are requested to submit 3 (three) hard copies and 1 (one) soft copy of their EOI marked “5050 EOI – Performance Measurement Framework and Best Practice-Consultant” to the Purchasing Division, Information Counter, Main Floor, Richmond City Hall located at 6911 No. 3 Road, Richmond, BC V6Y 2C1. Submissions will be received on or before:

until 12:00 noon, local time, on Thursday, January 15th, 2014

- 9.2. Submissions will be evaluated at the discretion of the City based upon the information contained in the submissions. Questions relating to this EOI may be directed to Sharon Bentley, Buyer II, Finance Department by email to purchasing@richmond.ca. Inquiries and responses relating to the EOI will be posted on BC Bid (<http://www.bcbid.gov.bc.ca/open.dll/welcome?language=En>) and the City’s website (<http://www.richmond.ca/busdev/tenders.htm>). It is the sole responsibility of each Respondent to check these sites on a regular basis for amendments, addendums, or questions related to this EOI.
- 9.3. Note: Any submission will not necessarily be accepted. Respondents are advised they have no claim for compensation in the preparation of their submissions and that by submitting an EOI, each Respondent shall be deemed to have agreed that it has no claim. All submissions received by the City shall be subject to the *Freedom of Information & Protection of Privacy Act* of British Columbia.

10.0 Format Requirements

- 10.1. Responses submitted shall consist of:

I. Title Page (1 page)

- a. The title page should identify the EOI number identified on the cover page of these pre-qualification documents, Closing Time (as specified in section 9.1), Respondent's name, address, telephone number fax number, email address and contact person's name.
- b. Table of Contents/Index

II. Corporate Experience:

- a. Describe the type of company (for example: corporation, partnership, sole proprietor) and if a joint venture, clearly state this and state who the joint venture parties are and identify who is acting as the lead.
- b. Describe the company/entity size, depth and annual sales volume (in dollars).
- c. Provide client references, where possible.
- d. Provide a history of litigation or claims made against the Respondent during the 3 (three) years immediately prior to the Closing Time.

III. Corporate Capability:

- a. Describe capability (financial, experience and workload capacity) to undertake the role of Consultant.
- b. Provide resumes of proposed key personnel.
- c. To assist the City in developing a project budget respondents are requested to provide the City with the following: name, title, hourly rate for each person and an estimated number of hours for each person for each section in 3.1, 3.2 and 3.3.
- d. Provide a letter from a bonding company confirming the Respondent's binding capability and provide a certificate of existing commercial general liability insurance.

IV. Completed and Current Projects:

- a. List 3 (three) relevant projects, name of client, value of the projects, company personnel involved and client/owner references with contact names and telephone numbers.

- b. Describe capacity to undertake this project and describe any other projects that the Respondent has scheduled during the anticipated time frame.

V. Outline of Services to be Provided:

- a. Provide a brief discussion of your methodology and approach to providing the requirements of the Performance Measurement Framework and Best Practice-Consultant.
- b. Provide a Project Timeline and Quotation Form (Part B)

11.0 Review of Submissions

- 11.1. The City will review the responses to this Request for EOI to determine whether, in the City's opinion, the Respondent has demonstrated that it has the required experience and qualifications to fulfill the obligations of the services identified in this EOI.

12.0 Inquiries

- 12.1. City, in its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with the Proposal and may seek clarification from the Respondent's bankers and clients regarding any financial and experience issues.
- 12.2. Subsequent to the receipt and review of responses the City reserves the right to issue a RFP for all or any part of the requirement described herein or to negotiate with any Respondent or with any number of Respondents concurrently for the purpose of entering into an agreement or to cancel this process in its entirety.

13.0 Non-Conforming Submissions

- 13.1. Submissions which fail to conform to the Format Requirements or which fail to conform to any other requirement of these Documents may be rejected by the City. Notwithstanding the foregoing or any other provision of these Documents. The City may at its sole discretion elect to retain for consideration Proposals which deviate either materially from the format requirements set out in hereto or which otherwise fail to conform to any other requirement of these EOI's except the requirement of delivery of the Proposal prior to Closing Time.

14.0 Notifications and RFP Process

- 14.1. Following the Closing Time, the City will only notify those Respondents who are selected as being pre-qualified and may be invited to submit their proposal under an RFP process, if required.

- 14.2. The City will not accept any response from a shortlisted respondent to any further call for proposals that clearly identifies a change in the respondent's initially proposed team.
- 14.3. The City may unilaterally take the following actions, and shall not be liable for any such actions:
- a) amend the scope and description of the services to be procured under any RFP process as described in this EOI, and the qualifications that may be required to meet those requirements. In such event, proposals may be invited from those Respondents who meet the resulting amended requirements;
 - b) reject or accept any or all Submissions;
 - c) cancel the EOI process at any time and reject all responses; or
 - d) cancel the EOI process and start an RFP process with the same or an amended set of documents, information and requirements.
- 14.4.** Subsequent to the receipt and review of the Responses, the City reserves the right, in its sole discretion, to issue a RFP for all or part of the requirements described herein or **to enter into negotiations with any Respondent or with any number of Respondents for the purpose of entering into an agreement, or to cancel this process in its' entirety.**
- 14.5. The Respondent acknowledges and agrees that any submission is in no way whatsoever, an offer to enter into an agreement and a submission by any Respondent does not in any way whatsoever create a binding agreement. The Respondent acknowledges that the City has no contractual obligations whatsoever arising out of the EOI process.
- 14.6. The Respondent acknowledges and agrees that the pre-qualification of a Consultant pursuant to this EOI is only a preliminary step in the City's procurement process. Each successful Respondent will be evaluated further under any subsequent RFP (if required) evaluation process.

15.0 Information Disclaimer

- 15.1. The City and its directors, officers, employees, agents consultants and advisors are not liable or responsible for any oral, verbal or written information, or any advice, or any errors or omissions, which may be contained in this EOI or otherwise provided to the Respondent or Consultant pursuant to this EOI.
- 15.2. The Respondent shall conduct its own independent investigations and interpretations and shall not rely on the City with respect to information, advice,

or documentation provided by the City. The information contained in this EOI is provisional and will be superseded by the RFP and/or other agreement documents.

- 15.3. The City makes no representation, warranty, or undertaking of with respect to this EOI and the City and its directors, officers, employees, agents, consultants and advisors, shall not be liable or responsible for the accuracy or completeness of the information in this EOI or any other written or oral information made available to any interested person or its advisors, and any liability however arising, is expressly disclaimed by the City.

16.0 Intent to Enter Into an Agreement

- 16.1. By submission of an EOI, the Respondent agrees that, should it be identified as the successful respondent, it is willing to enter into agreements subject to negotiations, if required, as necessary to complete the transactions contemplated in the Respondent's Response to this Request for EOI.

17.0 Modification of Terms

- 17.1. The City reserves the right to modify the terms of this EOI at any time at its sole discretion. This includes the right to cancel this EOI at any time without liability to any Respondent.

18.0 Ownership of Submissions

- 18.1. All documents submitted to the City, including Expressions of Interest, and any drawings, plans and models (as applicable), become the property of the City and will not be returned to Respondents. They will be received and held in confidence by the City, subject to the provisions of Section 15.0.

19.0 Right to Not Accept Any EOI

- 19.1. The City reserves the right to not accept any EOI and is not bound to enter into an agreement with any Respondent or issue a Request for Proposal. In the event that no EOI is selected, the City will declare the EOI terminated, in which case the City reserves the right to enter into negotiations with any party, regardless of whether or not such party previously participated in the EOI.

20.0 No Commissions

- 20.1. The City will not pay any commission to any Respondent or any agent acting on behalf the Respondent in connection with any transaction arising from the EOI. Any agent working with or for an interested party is assumed to be compensated by the Respondent.

21.0 Use of this Request for Expressions of Interest

21.1. This document, or any portion thereof, may not be used by others for any purpose other than for the submission of Expressions of Interest.

22.0 Confidentiality, Freedom of Information and Protection of Privacy

22.1. All submitted EOIs shall become the property of the City. The City reserves the right to release information to the public about the EOIs received and any agreement(s) entered into. As the property of the City, EOIs will be considered government records, which are public documents and subject to the *Freedom of Information and Protection of Privacy Act* of British Columbia. However, any commercial information that could cause potential economic harm to a Respondent's business interests should be identified as such.

22.2. Information pertaining to the Site obtained by the Respondent as a result of participation in this EOI is confidential and must not be disclosed without written authorization from the City.

23.0 No Claim for Compensation of Expenses

23.1. The City is not liable to pay such costs and expenses or to reimburse or compensate a Respondent under any circumstances.

23.2. As such, Respondents are advised they are responsible for bearing all costs of preparing and submitting an EOI and any subsequent discussions with the City. Respondents shall have no claim for compensation in the preparation of their submissions and by submitting an EOI, each Respondent shall be deemed to have agreed that it has no claim.

24.0 Conflict of Interest

24.1. Respondents are responsible for ensuring that any and all conflicts of interest or potential conflicts of interest are disclosed in their Submission. Failure to disclose a conflict of interest may result in the rejection of the EOI.

25.0 No Solicitation

25.1. If any directors, employees, officers, agents, consultants, or representatives, or other representative of a Respondent makes any representation or solicitation offering a personal benefit to any officer, employee, agent, consultant, or elected official of the City, concerning the Respondent's EOI, the City reserves the right to reject the Respondent's Response to this Request for EOI.

26.0 No Lobbying

26.1. From the date on which this EOI is issued until the EOI process is terminated, Respondents (including any directors, employees, officers, agents, consultants, or

representatives) should not communicate with the City, directly or indirectly, about the EOI except via the designated Contact Person in Section 9.2.

27.0 Publicity

- 27.1. Respondents must not issue any news release or other public announcement that discloses details of this Request for EOI, or the Respondent's Response to this EOI, without the prior written consent of the City.