



City of Richmond

January 6, 2013

Business and Financial Services Department
Finance Division
Telephone: 604-276-4218
Fax: 604-276-4162

Attention: To All Proponents

Dear Proponents:

**Re: 5050 EOI –Performance Measurement Framework and Best Practices Research-
Consultant- Addendum# 1**

This Addendum includes items of clarification, forms part of the Contract Documents and shall be read, interpreted and coordinated with all other parts. Please review and consider the following information in the preparation of your quotation:

Delete: 10.V.b “and Quotation Form (Part B)”

1. Question: Can you confirm the dates for questions and submissions as the RFI indicates Thursday Jan 15, 2014 but Jan 15, 2014 is a Wednesday.

Answer: Closing date is Wednesday, January 15, 2014

2. Question: Given the few days remaining to submit a response by mail would it be possible to obtain the remaining documents by email rather than regular mail (only the 5050 EOI document was downloadable, not the other documents such as the Quotation form Part B)?

Answer: All submission must be in dropped off at Front of House as per EOI instruction.

3. Question: Item 10.III. D - Can the City clarify its requirement in terms of amount for bonding and general insurance, and indicate its flexibility or preference in cases where the amounts would be beyond a small firm's current insurance policies (e.g. waive or lower the requirement or have the small firm go through a larger firm that would comply with the requirement (at a premium)).

Answer: No Bid bond is required for 5050 EOI. The winner of the EOI needs to provide the following insurance document prior to signing the agreement: Professional liability insurance with a minimum limit of

\$250,000.00 for each occurrence and \$500,000.00 aggregate and Comprehensive general liability insurance with a minimum limit of \$2,000,000 per occurrence with a cross-liability clause.

4. Question: Will the City's corporate scorecard be sufficiently developed to identify objectives that cascade down to business units at the time to start this project? If not when is the planned date to achieve this?

Answer: The City's corporate scorecard would not have been sufficiently developed at the time the project starts. We are unable to provide a timeline for the corporate scorecard at this time.

5. Question: If strategic objectives have been identified in the balanced scorecard, at which level have related performance indicators been identified to (i.e. City, Department, Division, unit, project, individual?).

Answer: Strategic objectives have not been identified in the corporate scorecard.

6. Question: Are there transformation initiatives (process or technology) currently impacting the Bylaw and Customer Service units?

Answer: There are process and technology initiatives that are currently impacting Community Bylaws. In the case of Customer Service, a review of processes for continuous improvement takes place as opportunities arise (e.g. retirements).

7. Question: Is there a known time constraint or hard deadline for the completion of the work for this project?

Answer: While there is no hard deadline for the project, we would like to have the project started as soon as possible and for all of the work to be completed in an expeditious manner. A reasonable project timeline would be 4-6 months.

8. Question: How familiar are the Bylaw and Customer Services business units employees with performance measurement concepts (i.e. to determine the level of support required to identify the performance indicators). In our experience when staff are not familiar with performance measurement, several work sessions are required to develop the indicators, whereas when they are familiar with PM concepts, only a few hours may be sufficient to identify and validate the performance indicators).

Answer: The level of familiarity with performance measurement concepts varies across business units and employees.

9. Question: With respect to the development or refinement of performance indicators for the two pilots, what level of detail is the City looking for for each performance indicator (e.g. Performance indicator vs. KPI, Direct vs. Indirect, recipient (City vs. clients), data source, collection method, frequency, ownership, etc.)? The level of detail required directly

impacts the amount of work to conduct and therefore the project budget.

Answer: As “pilots”, the consultant will be expected to walk us through the complete process of identifying metrics that are meaningful and reflect the outcomes the work units want to achieve. This exercise will assist with the framework development (item 3.2).

10. Question: Is there a savings, benefits realization, or expenditure reduction initiative in place or planned for the City of Richmond? This may impact ranking and types of performance indicators to identify, and should be taken into consideration for the development for the performance measurement framework.

Answer: The City is currently involved in service level reviews of Departments/Divisions/Work Units. The main goals of these reviews are: to examine operational activities for efficient, effective, and appropriate use of resources; and, to identify process improvement and resource re-allocation that can increase efficient and effective service delivery.

11. Question: Will the RFP process give preference to consultants located in BC or will it be open to consultants anywhere in Canada?

Answer: At this time, the City is open to entertaining consultants from anywhere in Canada.

12. Question: On Page 4 of the EOI, item 10.III requires budgeted hours for each objective. Would the City entertain a fixed price for objective 3.2 (Framework development)?

Answer: Yes, the City is open to a fixed price for objective 3.2.

13. Question: Is there an incumbent (i.e. a consultant that is already involved with the City and who plans on responding to this RFI)?

Answer: There is no current consultant on performance measurement. The City had engaged the services of a performance measurement consultant in July 2013 for a short-term project. We have no knowledge if the consultant plans to respond to this EOI.

14. Question: Could you please advise on the: expected completion date for project work and the expected budget range for project work.

Answer: As mentioned in #4 above, a reasonable project timeline would be 4-6 months. The proposals from this EOI process will help us understand the work that will be involved and the budget that will be required to complete the project. Respondents are, therefore, strongly encouraged to provide as much detail and a breakdown of the budget by project objective.

Yours truly,

A handwritten signature in cursive script, appearing to be the initials 'SB'.

Sharon Bentley, SCMP
Buyer 2