



REQUEST FOR EXPRESSIONS OF INTEREST – 5123 EOI

**CONSULTING SERVICES – REVIEW OF PUBLIC WORKS, COMMUNITY
SERVICES-PARKS AND ENGINEERING FINANCIAL AND OPERATIONAL
REPORTING AND BUDGETING**

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 **3pm local time, March 18th, 2014** (the “Closing Date/Time”).

All queries to this Request for Expression of Interest shall be submitted

In writing to the attention of:

Julia Turick, Buyer II

Email: purchasing@richmond.ca

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1.0 Introduction

- 1.1. The City of Richmond (the “City”) invites responses to this Expressions of Interest (EOI) from a qualified Consultants interested in assisting the City to develop financial & operational reports and processes within existing and planned City systems for Public Works, Community Services-Parks and Engineering functional areas.
- 1.2. The desired future state structure will meet high level reporting requirements as well as detailed unit costing needs for project management and benchmarking purposes.

2.0 Background

- 2.1. The City currently uses PeopleSoft as its financial management application. An upgrade from version 9.0 to version 9.2 to this system is underway as separate project, which is planned to be implemented in November 2014. Included in the upgrade project is a redesign of the ledger chartfield structure, which is planned to be implemented in July 2014.
- 2.2. Operating departments within Public Works, Community Services-Parks and Engineering use Hansen 7 for operations management purposes. An upgrade to Hansen 8 is also being contemplated under a separate project.
- 2.3. The current processes of budgeting and financial & operational reporting, as well as methods of tracking unit costs has become inconsistent and led to reporting information which does not meet requirements.
- 2.4. The planned upgrades to PeopleSoft Financials & Supply Chain Management (FSCM) applications and the Hansen operations management application present an opportune time to review operational business process requirements as it relates to financial reporting and unit cost information and design a budget structure which meets both high level and detailed reporting needs.

3.0 Objectives

- 3.1. The objective of this EOI is to receive responses from a qualified Consultant to:
 - a) Undertake a business process review for each functional area involved in relation to financial, operational and unit costing reporting needs;
 - b) Propose organizational processes which meet financial and operational reporting requirements and achieve immediate improvements to current reporting challenges.
 - c) Propose improvements to facilitate mobile solutions, web-based HTML entry for work orders and services requests, and capital project management for Community Services projects.

- d) Optimize these improvements in conjunction with the planned upgrades to PeopleSoft FSCM and Hansen.
 - e) Develop and implement the identified improvements, once accepted by the operational departments and Finance.
 - f) Prepare documentation of financial & operational reporting and budgeting processes, procedures and timelines overall as well as for each individual functional area.
- 3.2. Respondents are advised to give consideration to potential difficulties with scheduling meeting times with managers involved due to the operational nature of the areas involved. In addition, allocations will be necessary to review and revise proposed structures as often as may be required to ensure operational needs are met. Allowance for these potential variables should be included in proponent responses.

4.0 Definitions

4.1. Throughout this EOI the following definitions apply:

- a) “City’s Designated Representatives” means the City’s employees or representatives who are authorized in writing to deal with the Consultant on behalf of the City in connection with the goods, materials, equipment and services or to make decisions in connection with the Contract;
- b) “Closing Time” means the closing date, time, and place as set out on the title page of this EOI;
- c) “Expression of Interest” or “EOI” means a statement of qualifications submitted in response to and according to the terms of this Request for EOI;
- d) “Consultant” means the same as “Selected Respondent”;
- e) “Project” means the scope of Work and Requirements described in this EOI;
- f) “Request for Expressions of Interest” or “RFEOI” means this document and related process;
- g) “Requirements” means all of the specifications, requirements and services set out in the EOI that describes the general requirements that the goods, materials, equipment and services must meet and the selected Respondent must provide;

- h) “Respondent” means an individual or a company (vendor) that submits, or intends to submit, a Response;
- i) “Response” or “Submission” means an EOI;
- j) “Selected Respondent” or “Successful Respondent” is the Respondent whose EOI, as determined through the evaluation criteria described in this EOI, provides the best overall value in meeting the requirements of the EOI, and with whom a Contract may be considered;
- k) “Work” means all the labour, materials, equipment, supplies, services and other items necessary for the execution, completion and fulfilment of the Requirements.

5.0 Project Requirements

5.1. Requirements of the project are:

- a) Steady State Assessment:
 - 1. Meet with individual managers and administration staff in Public Works (Water, Sewer, Sanitation/Recycling, Fleet Operations, Roads, Administration), Community Services-Parks and Engineering (Facilities and Project Development) to:
 - i. Understand and identify key financial information and benchmarks which are required for efficient and effective management of operations and also the City as a whole. Evaluate current PeopleSoft financial reporting, review and analytical processes, and budget development. Identify key offline reporting and tracking processes which are used by managers, with a focus on delivering from the PeopleSoft application in the future. Evaluate how Hansen is currently used for tracking costs and developing unit rate costing for benchmarking and project management purposes. Identify improvements to the collection and reporting of unit costs and other benchmarks in the future.
 - ii. Evaluate the current process for facilitating community initiated receivables for Community Services-Parks, Public Works and Engineering;
 - iii. Evaluate the current process for capital project management within Hansen. Identify improvements to data collection and timely reporting processes;
 - iv. Evaluate the billing and recording process for utilities and other revenues through the Tempest application, and understand the impact to financial and operational reporting.

2. Meet with Finance staff to:

- i. Gain a sound understanding of the existing reporting tools available within PeopleSoft and financial reporting requirements as it relates to operations, including operating, capital and receivable accounts.
- ii. Understand the objectives of the planned PeopleSoft upgrade as it relates to this project, including the Chartfield design initiative. Help to translate the Chartfield design changes for Public Works, Community Services-Parks and Engineering Management.
- iii. Understand the objectives of the PeopleSoft upgrade as it relates to current processes such as capital project management, community initiated receivables management, procurement and expenditure processing.
- iv. Understand and evaluate current operating and capital budgeting processes, to identify improvements and resources required to create more efficient processes.

3. Deliverables:

- i. Overall summary of opportunities to improve budget process, with recommendations to pursue.
- ii. Summary of opportunities to improve current PeopleSoft reporting. In conjunction with Finance and the Upgrade Team, identify and document the approach to implement.
- iii. Visual mapping of current budget process/approach used in Public Works, Community Services-Parks and Engineering.
- iv. Summary of opportunities to use the Hansen system to deliver better reporting of unit rate costing and other metrics, with recommendations to pursue.

b) Desired Future State:

1. Review the planned Hansen upgrade and gain an understanding of the benchmarking/unit costing capabilities available. Identify capabilities of Hansen v.8, and identify best ways to leverage cost recording, unit costing, inventory management, and reporting in Hansen vs. PeopleSoft.
2. Review the planned PeopleSoft upgrade to gain an understanding of how the application can assist Public Works, Community Services-Parks and Engineering managers most effectively. Work with the PeopleSoft Upgrade Team to develop a chartfield structure and reporting which meets operational management needs.
3. Identify any opportunities available within existing PeopleSoft and Hansen reporting capabilities to address challenges and recommend budget structure modifications and re-tooling to improve tracking

efficiency while meeting financial reporting requirements and operational unit pricing requirements (short/immediate term improvements).

4. Design a budget structure for Public Works, Community Services-Parks and Engineering Operations within the planned PeopleSoft upgrade project which meets financial reporting and operational budget tracking requirements at the high level (long term) including:
 - i. Propose methodologies for cost/unit tracking which will best serve operational requirements around unit costing and project management.
 - ii. Assist and train Public Works, Community Services-Parks and Engineering managers in methodologies to generate reports from PeopleSoft which meet operational needs and requirements.

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 will 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. It is preferable that the Selected Respondent(s) shall have previously and successfully completed projects of a similar size and complexity to the scope of work described in this EOI. Submissions will be evaluated on the basis of the overall best value to City, including, but not limited to:
 - a) Demonstrated ability and capacity of the Respondent to provide the Requirements, including its reputation and resources; experience and qualifications of those staff to be assigned to the Services, references and/or the City's own experience, if applicable;
 - b) Ability to communicate and work effectively with the City;

- c) Demonstrate readiness of the Respondent to provide the Requirements within the timeline;
 - d) Proposed financial proposal;
 - e) Compliance to EOI Requirements; and,
 - f) Clarity and brevity of the response.
- 8.2. Preference may be given to Responses offering innovative concepts, those that require the least impact to City resources, and environmentally beneficial goods or services.
- 8.3. The City may, prior to Contract award, negotiate changes to the scope of the Work, the materials, the Requirements or any conditions with any one or more of the Proponents without having any duty or obligation to advise any other Proponents or to allow them to vary their prices as a result of changes to the scope of Work, the materials, the Specifications, or any conditions, and the City shall have no liability to any other Proponent as a result of such negotiations or modifications.
- 8.4. Reference checks may also be conducted by the City.

9.0 Submission Details

- 9.1. Respondents are requested to submit 2 (two) hard copies and 1 (one) electronic copy of their Expression of Interest marked “5123 EOI –Consultant - Review of Public Works, Community Services-Parks and Engineering Financial and Operational Reporting and Budgeting” 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:

3:00pm local time, March 18h, 2014

- 9.2. Submissions will be evaluated at the discretion of the City based upon the information contained in the submissions.
- 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 Enquiries and Addenda

- 10.1. Clarification of terms and conditions of the EOI document and EOI process and all other inquiries shall be directed to:

Julia Turick, Buyer II
purchasing@richmond.ca
City of Richmond

- 10.2. The deadline for inquiries for this EOI is **5:00pm, local time, Thursday, March 13th, 2014**. The City reserves the right not to respond to inquiries received after this deadline.
- 10.3. The City, its agents, consultants, elected officials and employees shall not be responsible for any information given by way of oral or verbal communication.
- 10.4. The City will only respond to questions that are submitted in writing. Any questions that are received and answered that affect the EOI process, any interpretation of, additions to, deletions from, or any other corrections to the EOI document, may be issued as written addenda by the City. It is the sole responsibility of potential Respondents to check the following website to ensure that all available information has been received prior to submitting a Response.
- 10.5. 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.
- 10.6. The decision to issue or not issue an addendum is entirely at the sole discretion of the City.
- 10.7. Each addendum will be incorporated into and become part of the EOI document. No amendment of any kind to the EOI is effective unless it is contained in a written addendum issued by the City's Purchasing Section.
- 10.8. 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.
- 10.9. Notwithstanding the foregoing or any other provision of these Documents, the City may at its sole discretion elect to retain for consideration Responses which deviate either materially from the format requirements set out in hereto or which otherwise fail to conform to any other requirement of this EOI.

11.0 Format Requirements

- 11.1. Responses submitted should be no more than 10 (ten) pages in length and contain:

I. Title Page, Table of Contents and Executive Summary

- a. The title page should identify the EOI number identified on the cover page of this document, Closing Time (as specified in section 9.1), Respondent's name, address, telephone number fax number, email address and contact person's name.
- b. The Table of Contents should reference the applicable section, sub-section and page numbers (e.g. Section C pages x-x, Sub-Section Part 1 page x-x). Pages should be consecutively numbered.
- c. The executive summary should provide a synopsis of the Respondent's overall approach and key points of its Submission. This summary should be a maximum of one page.

II. Respondent 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 for whom the Respondent has provided the similar projects as this EOI, with an emphasis on similar type organizations, for the past 5 (five) years).
- 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.
- c. 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.
- b. Provide a Project Timeline.

VI. Financial

- a. In this section, Respondents should provide cost estimate to assist in developing a budget for this project, including hourly rates.

12.0 Review of Submissions

- 12.1. The City will review the Expressions of Interest submitted 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.

13.0 Inquiries

- 13.1. 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.
- 13.2. 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.

14.0 Non-Conforming Submissions

- 14.1. 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.

15.0 Notifications and RFP Process

- 15.1. 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.
- 15.2. The City will not approve any change in the structure of formation of a short listed Respondent.
- 15.3. 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 Proposals; or
 - d) cancel the EOI process and recommence in respect of the same RFP with the same or an amended set of documents, information and requirements.
- 15.4. Subsequent to the receipt and review of the Responses, the City reserves the right, in its sole discretion, to issue a Request for Proposal (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.**
- 15.5. 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.
- 15.6. 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.

16.0 Information Disclaimer

- 16.1. 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.
- 16.2. 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.
- 16.3. 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.

17.0 Intent to Enter Into An Agreement

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

18.0 Modification of Terms

- 18.1. 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.

19.0 Ownership of Submissions

- 19.1. 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 23.0.

20.0 Right to Not Accept Any Expression of Interest

- 20.1. The City reserves the right to not accept any Expression of Interest and is not bound to enter into an agreement with any Respondent or issue a Request for Proposal. In the event that no Expression of Interest 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.

21.0 No Commissions

21.1. 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.

22.0 Use of this Request for Expressions of Interest

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

23.0 Confidentiality, Freedom of Information and Protection of Privacy

23.1. All submitted Expression of Interests shall become the property of the City. The City reserves the right to release information to the public about the Expression of Interests received and any agreement(s) entered into. As the property of the City, Expression of Interests 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.

23.2. 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.

24.0 No Claim for Compensation of Expenses

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

24.2. 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.

25.0 Conflict of Interest

25.1. 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 Expression of Interest.

26.0 No Solicitation

26.1. 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 Expression of Interest, the City reserves the right to reject the Respondent's Response to this Request for Expression of Interest.

27.0 No Lobbying

27.1. 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 10.

28.0 Publicity

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

29.0 Freedom of Information and Protection of Privacy Act (BC)

29.1. Respondents should note that the City is subject to the Freedom of Information and Protection of Privacy Act (British Columbia), which imposes significant obligations on the City's Consultants to protect all personal information acquired from the City in the course of providing any service to the City.