

# Appendix “A”

## Grouped Consultant Selection Process Document

# CITY OF LONDON

## GROUPED CONSULTANT SELECTION PROCESS

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### 1. INTRODUCTION

The following document is a reference guide for the City of London’s Grouped Consultant Selection process. The City of London’s Procurement of Goods and Services Policy outlines the processes to be followed in order to obtain the best value when purchasing goods or contracting services. The policy is a valuable resource and provides definitions for the procurement terminology used in this document. The policies guiding principle is that “procurement decisions will be made using a competitive process that is transparent, fair, and competitive”. This document should be read in tandem with the Procurement of Goods and Services Policy currently in force and effect. As noted in the policy, grouped consultant procurements may be undertaken for projects that are similar in nature, the consultant possess the skills necessary to undertake this type of work, and efficiencies are realized by the City. The following chapters provide the purpose of the process, application and scope of the process, and details on the four major steps in the process. This document is intended to act as a guide and outline of the overall process of grouped consultant selections. Each procurement process for grouped projects will have an associated REOI/RFQUAL and RFP document that will outline the detailed requirements for that particular group of projects. The detailed requirements presented in REOI/RFQUAL and RFP document operationalize and supersede any of the broad principles presented in this document.

### 2. PURPOSE AND DEVELOPMENT

The guiding principle for the grouped consultant selection process aligns with those of the overall Procurement of Goods and Services Policy:

*"To obtain the right services when needed while achieving best value through a transparent, fair and competitive process with a high focus on Customer Service."*

The development of the process included participation from top management, project managers, Purchasing and Supply Services, Legal Division, as well as a review by an independent Fairness Commissioner. The process also builds on the recommendations provided over several years from the City Auditor. The process has also been submitted to Committee and Council for endorsement.

The overall purpose of the grouped consultant process is to reduce the requirements related to an otherwise large number of single consultant appointments. The grouped selection reduces both administrative requirements and the overall number of reports required to be considered by Committee and Council. It accomplished this without increasing the City’s exposure to procurement-related risks.

Receiving a high quality of service at a fair cost is a key desired outcome of the grouped consultant selection process. In order to achieve this outcome, “Qualifications-Based Selection” best practices are used to select the preferred consultant. The Qualifications-Based Selection (QBS) requires that consulting services be awarded primarily based on qualifications and competency. Once qualifications and competency has been established, a competitive two-envelope based final selection process is used to award the consulting contract. The chapter titled “Selection and Evaluation Process” provides details on the integration of qualifications-based selection principles with the grouped consultant selection process.

### 3. GROUPED CONSULTANT SELECTION APPLICATION AND SCOPE

The grouped consultant selection process is to be applied to consultant appointments that are similar in nature. The decision to group consulting assignments should be considered early as part of the “Project Initiation” stage of the overall Project Management Process. The following list provides several examples of consultant appointments where grouped selection could apply:

- Growth related stormwater servicing,
- Infrastructure lifecycle renewal program,
- Major transportation infrastructure projects.

The procurement should be structured to align with the following two principles:

- When applicable, all work that is anticipated to be awarded related to a project should be included within a single procurement process. For example, a project that is being considered is to include three phases: preliminary design, detailed design, and construction administration should be incorporated into a single procurement process. In the case where there is limited information available to establish the value for the later phases of work and it is the intention to award the subsequent phases to the same consultant, the procurement documents will clearly outline that future phases of the work will be awarded to the successful consultant in accordance with the City of London’s Procurement of Goods and Services Policy.
- Contracts are to be structured so that if a Consultant performs poorly the contract can be terminated. The contract will be structured in way to allow termination at any time and at no cost to the City.

### 4. SELECTION AND EVALUATION PROCESS

The grouped consultant selection process includes four steps and is to be reviewed annually in the spirit of continuous improvement. Any revisions are to be completed within the context of updates to the overall Procurement of Goods and Services Policy. Grouped consultant appointments are to be awarded through a two-stage procurement process. The first-stage will be an open, publicly advertised call for combined expression of interest and request for qualification (REOI/RFQUAL). The qualification period will be defined in the REOI/RFQUAL document and will be typically for a two year period. Drafting of the REOI/RFQUAL and RFP documents should be undertaken as part of the “Project Planning” stage of the Project Management Process.

Stage-two of the procurement process includes issuing an invitational Request for Proposal to the firms qualified during the first stage of the process. RFPs may be issued several times during the REOI/RFOQUAL qualification period. The following sections provide further details on the various steps of the selection and evaluation processes and should be read in concert with the current Procurement of Goods and Services Policy.

**4.1. STEP 1: EXPRESSION OF INTEREST/PRE-QUALIFICATION (REOI/RFOQUAL)**

All grouped consultant selections should begin with an open, publicly advertised expression of interest/pre-qualification as detailed in the Procurement of Goods and Services Policy. The REOI/RFOQUAL process shall be administered by Purchasing and Supply Services with support from the Project Manager. Further details on the REOI/RFOQUAL process can be found in the current Procurement of Goods and Services Policy.

Evaluation of the various submissions may vary based on the types of projects or service area and will be specified in the REOI/RFOQUAL document. The following table is a typical evaluation table that may be used for some groups of projects. This table may vary depending on the nature and specific requirements of the project.

**Table 1 Typical REOI/RFOQUAL evaluation table.**

<b>Evaluation Criteria</b>	<b>Weighting</b>	<b>Scoring Guide</b>
<b>Understanding of Project Success Factors and General Approach</b>	30%	Ranking of the Consultant’s understanding of the project relative to the requirements outlined in the procurement document.
<b>Experience &amp; Knowledge of projects of a similar nature</b>	35%	A ranking of the Consultant’s experience on successful projects undertaken for municipal clients of a similar nature.
<b>Qualifications &amp; Skills of Staff Included in Project Team</b>	20%	A ranking of the projects team’s overall experience. This score will include rating the experience of both junior and senior staff on the project while considering the relative time each will be dedicating to the project.
<b>Consultant Performance Rating Score</b>	15%	The Consultant Performance Rating Score is calculated on an annual basis based on the consulting company’s performance on previous City of London assignments. Consultants without scores from the previous year will be given their most recent score within 5 years. If the consultant has not been rated in the last 5 years they will receive a score equal to the mean average of all consultant scores from the previous year.

All submissions will be reviewed by a selection committee composed of a minimum of three (3) City staff and ranked in accordance with the evaluation criteria included in the REOI/RFQUAL document. If the Consultant's submission receives a score of less than 70% based on the evaluation criteria, the consultant will not be short-listed.

For certain categories of projects, the Project Manager may sort the projects and qualified consultants into categories based on project complexity. In these cases, the explanation of the categories and the associated evaluation criteria will be outlined in the REOI/RFQUAL document.

#### 4.2. STEP 2: REQUEST FOR PROPOSAL (RFP)

The second-stage of the selection process shall include a Request for Proposal (RFP) issued to short-listed firms that have successfully satisfied the REOI/RFQUAL. The short-listed firms shall include at a minimum of three (3) qualified firms for each project. The RFP will require these firms to state their approach to the proposed project and their experience and knowledge of projects similar in nature. The RFP process shall be administered by the Purchasing and Supply Division with support from the Project Manager and project partners. Further requirements for RFPs are provided in the current Procurement of Goods and Services Policy. The intention of this selection process is to provide a transparent and fair process that aims to pair consultants with projects that match qualifications. The consultants will be short listed based on the information provided in the REOI/RFQUAL document.

All submissions will be reviewed by a selection committee composed of a minimum of three (3) City staff and ranked in accordance with the evaluation criteria included in the RFP document. Similar to the RFQUAL stage discussed in the previous section, evaluation of the various submissions may vary based on the types of projects or service area.

Proponents will be selected using a best value based selection process utilizing a "two (2) envelope method"; procurement process in which submissions are received in two (2) separate envelopes.

- The first envelope consists of the technical proposal and work plan; and
- The second envelope consists of the cost proposal information.

##### 4.2.1. TECHNICAL PROPOSAL EVALUATION

The technical evaluation will be completed by a by a selection committee composed of a minimum of three (3) City staff and ranked in accordance with the evaluation criteria included in the RFP document. The consultant will be requested at a minimum to provide a work plan and a matrix indicating the resources assigned to the project in the form of hours per staff member per project task. Depending on the nature of the project, consultants may be required to prepare a presentation for the City of London prior to the evaluation of the technical submission. Similar to the RFQUAL stage discussed in the previous section, evaluation of the various submissions may vary based on the types of projects or service area. The following is a typical evaluation table:

Table 2 Typical RFP evaluation table.

Evaluation Criteria	Weighting	Scoring Guide
<b>Methodology, Approach and Understanding of Project Goals and Objectives</b>	40%	A ranking of the Consultant’s understanding of the project relative to the requirements outlined in the procurement document.
<b>Project Team Members Qualifications</b>	20%	A ranking of the projects team’s overall experience.
<b>Experience on Directly Related Projects</b>	20%	A ranking of the Consultant’s experience on successful projects undertaken for municipal clients of a similar nature.
<b>Recommendations/Innovative Ideas</b>	20%	A ranking of the Consultant’s recommendations and innovative ideas provided for the proposed project.

The onus is on the consultant to show their knowledge, understanding and capacity to conduct the work outlined in the RFP as part of the first envelope submission. The detail and clarity of the written proposal submission will be considered indicative of the consultant’s expertise and competence.

Through the RFP submissions, the Consultant must provide a work plan that will include a matrix showing the number of hours per staff member per task. Consultants should make any recommendations about measures/approaches that would make the most effective use of resources available for the work.

Submissions receiving a score of 70% or above will move on to the next step of the process which includes opening the second envelope. Submitted proposals that receive a score of less than 70% based on the evaluation criteria included in the RFP document will be disqualified.

#### 4.2.2. COST PROPOSAL EVALUATION

Each RFP submission will have its associated fees evaluated relative to the other RFP submissions for the same project. Similar to technical evaluation, evaluation of the fees may vary based on the types of projects or service area. As noted previously, the cost proposal information will be contained in the second envelope.

The second envelope may be opened and evaluated only after the information in the first envelope has been evaluated in accordance with the requirements of the Request for Proposals document. The

consultant that provides the best value for cost will be selected as the successful consultant. The best value for cost will be calculated using the technical score determined during the evaluation of the first envelope submission and the bid price provided in the second envelope submission. This could be done by including costs as one of the evaluation criteria, with the different proposals being given a different score based on their relative cost. It is also possible to do this by calculating an "Evaluated Bid" by giving a weighting to the cost proposal based on the technical score. For each project, the particulars and method for considering cost will be described in the RFP.

When the bid price submitted by the successful consultant is equal to or less than the City's internal estimate or budget allocation a recommendation will be brought to Committee and Council to award the contract to the successful consultant. The award of contracts where the bid price exceeds the City's internal estimate or budget allocation are subject to the provision of the City of London's Procurement of Goods and Services Policy.

#### 4.3. STEP 3: PROJECT EXECUTION

As outlined in the City's Project Management Process, managing scope, budget, schedule, and project team members are several key elements of the Project Execution phase. As many of these aspects are highly affected by Consultant performance, it is key that the Project Manager communicates performance expectations to the Consultant early and often. Providing this input on an ongoing basis will ensure that the Consultant is aware of their performance and allowed to course correct, if required, in a timely fashion.

#### 4.4. STEP 4: CONSULTANT EVALUATION

The final step of the grouped consultant selection process is providing the Consultant with a final evaluation. The Consultant Performance Review is a method of measuring the performance of a consultant's work on a particular project and projects done over the course of the previous year. These reviews are aggregated annually and are used to calculate the Consultant's "Consultant Performance Rating Score". The Consultant Performance Rating Score is then used in the REOI/RFQUAL evaluation table to determine whether the Consultant is eligible for pre-qualification. This score is included to provide an incentive for high performance. Scores are aggregated without regard for service area. Consultants without a recent score will be given the most recent score they have received within the past 5 years. Consultants that do not currently have a rating or have not been rated in the last 5 years will receive a score equal to the arithmetic mean average of all consultant scores from the previous year.

Project Managers take the lead in the consultant evaluation process. Project Managers are to focus on criteria such as scheduling, budget control, and effectiveness in public consultation, the use of innovation, effective clear communication and accuracy of deliverables. The Consultant Performance Review template has been included as "Appendix 'A': Consultant Performance Review Form".

## 5. CONCLUSION

The Grouped Consultant Selection process provides an efficient, high value, low risk, and cost effective means of awarding a large number of Consultant assignments. The guiding principles of providing a competitive process that is transparent, fair, and competitive have formed the basis for this process. As noted in the Procurement of Goods and Services Policy, grouped consultant procurements may be undertaken for more than one project if the projects are similar in nature, the Consultants possess the skills necessary to undertake this type of work and efficiencies are realized by the City. The Grouped Consultant Selection process incorporates industry best practice principles such as Qualification Based Selection and links to the City's Project Management Process. Moving forward, this process will be administratively reviewed through a continuous improvement program in tandem with updates to the corporate Procurement of Good and Services Policy.

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