



**CITY OF GRAND FORKS**

**REQUEST FOR PROPOSAL**

**PLANNING AND ENGINEERING DEPARTMENT**

**FUNCTIONAL SERVICES REVIEW**

**Date of Issue:** March 13, 2015

### **Overview of the Requirements**

The City of Grand Forks is seeking proposals from registered planning consultants to provide a functional service review of the City of Grand Forks Planning and Engineering Department. The purpose of this review is to evaluate the department's organizational structure/resources and related services and programs with the view of creating a more efficient and effective organization going forward – one that is proactive at taking advantage of opportunities and strengths and at addressing risks and weaknesses, while providing innovative service delivery and maximum value for taxpayer dollars.

Proponents are encouraged to read this RFP document thoroughly and to submit any questions before the deadline for enquiries.

The Requirements, as stated in Section 5 of this RFP are envisioned by the City at the time of writing of this RFP, but may change or be refined as per the Proposals received, during discussions and negotiations.

The objective of this RFP is to select the Proponent with the best combination of capability and experience to efficiently and cost-effectively undertake and successfully complete the functional service review of the City of Grand Forks Planning and Engineering Department.

Interested Proponents must demonstrate their ability to achieve a high standard of quality in the provision of consulting services for a project of this nature, size, and complexity. All proposals marked "**Planning and Engineering Department Functional Service Review, Confidential – Do Not Open**", will be received by **2:00 PM, local time on or before March 24, 2015**, at:

City of Grand Forks,  
Box 220, 7217 4<sup>th</sup> Street  
Grand Forks, BC  
V0H 1H0

Attention: Sarah Winton, Deputy Corporate Officer  
E-mail: [swinton@grandforks.ca](mailto:swinton@grandforks.ca)

## City of Grand Forks Designated Contact Person:

**Attention:** Sasha Bird, ASCT, Manager of Development and Engineering,  
City of Grand Forks  
Box 220, 7217 4<sup>th</sup> Street  
Grand Forks, BC  
VOH 1H0  
Phone: 250.442.4146  
E-mail: [sbird@grandforks.ca](mailto:sbird@grandforks.ca)

The City of Grand Forks reserves the right to accept or reject any and all proposals and to waive irregularities and informalities at its discretion. The City reserves the right to accept a proposal other than that with the highest evaluated score without stating reasons. By submitting a proposal, the proponent waives any right to contest, in any proceedings or action, the right of the City to accept or reject any proposal in its sole and unfettered discretion. Without limiting the generality of the foregoing, the City may consider any other factor besides capability to perform the work, in its sole and unfettered discretion.

This Request for Proposal does not commit the City to award a contract or pay any costs incurred in the preparation of a proposal, or attendance at an interview meeting with City staff.

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## 1.0 REQUEST FOR PROPOSAL (RFP)

### 1.1 DEFINITIONS

Throughout this Request for Proposal, terminology is used as follows:

- a) "City" means The Corporation of the City of Grand Forks;
- b) "Contract" means the written agreement resulting from this RFP executed by the City and the successful Proponent;
- c) "Consultant" means the preferred Proponent that City enters into a contract for the services;
- d) "Deliverables" means the specific products and outcomes that the City and the Consultant agree will result from the Planning and Engineering Department Functional Service Review;
- e) "Must", "Mandatory", "Will" or "required" means a requirement that must be met in order for a proposal to receive consideration;
- f) "Proponent" means an individual or a company that submits, or intends to submit, a proposal in response to this "RFP";
- g) "Proposal" means a submission by a Proponent in response to this RFP;
- h) "RFP" means this Request for Proposal;
- i) "Services and Programs" means the main functions that are being undertaken by the Planning and Engineering Department and other organizations in providing public services to the citizens, taxpayers, residents and businesses of Grand Forks;
- j) "Should", "May" or "Desirable" means a requirement having a significant degree of importance to the objectives of the RFP.

### 1.2 ENQUIRIES

All enquiries related to this RFP are to be directed, in writing, to the City of Grand Forks Designated Contact Person by **12:00 noon, local time, March 19, 2014**. Information obtained from any other source is not official and should not be relied upon. Enquiries and responses will be recorded and will be posted on the City's website at [www.grandforks.ca](http://www.grandforks.ca) by 4:00 PM the next business day. Questions received after the inquiry deadline will not be answered.

### 1.3 CLOSING DATE

#### 1.3.1 FINAL DATE AND TIME FOR RECEIPT OF SUBMISSIONS

Sealed submissions, clearly marked on the outside of the envelope with the words "**Planning and Engineering Department Functional Service Review, Confidential – Do not Open**", will be received at the office of Sarah Winton, Deputy Corporate Officer, **2:00 PM, local time, March 24, 2015**. Submissions will not be opened publicly.

Submissions can be submitted electronically. The City accepts no liability for lost emails or undeliverable emails. It is up to the Proponent's sole responsibility to ensure that the RFP arrives on the closing date and at the closing time. If submitting by mail, submissions and their envelopes should be clearly marked with the name and address of the Proponent and the program title.

### **1.3.2 CONTACTS DURING THE RFP PROCESS**

The Designated Contact Person for the Corporation of the City of Grand Forks is the City's only representative authorized to communicate and otherwise deal with Proponents and all Proponents must communicate and otherwise deal with that person only. Contact with any other City representative, including Members of Council, officers or employees of the City regarding this RFP or a Proponent's submission may result in that proposal being removed from consideration for this and any future competitions.

In the case of a Proponent having a dispute with their submission being removed under this clause, a formal appeal letter must be presented to the Designated Contact Person within five working days of notice of removal, stating clearly the reason(s) that they feel that their submission should be reinstated. Under this process the Chief Administrative Officer, at his/her sole discretion, will make the final decision.

### **1.4 LATE SUBMISSIONS**

Late submissions will not be accepted and will be returned, unopened, to the Proponent. In this case, the City has no obligation to proceed.

### **1.5 NO OBLIGATION TO PROCEED**

Although the City fully intends at this time to proceed through the RFP process, the City is under no obligation to complete the RFP process. The receipt by the City of any information (including any submissions, ideas, plans, drawings, models or other materials communicated or exhibited by any intended Proponent, or on its behalf) shall not impose any obligations on the City.

### **1.6 SUBSEQUENT INFORMATION**

Proponents are advised that all subsequent information regarding this RFP including any addendums will be posted on the City's website at [www.grandforks.ca](http://www.grandforks.ca). Notification will not automatically be sent to Proponents. It is the Proponent's sole responsibility to ensure all notifications, addenda and additional information is obtained. All addenda must be acknowledged in your submission on the Certification Document.

### **1.7 EXAMINATION AND INTERPRETATION OF DOCUMENTS**

Each Proponent shall review all RFP documents and shall promptly report and request clarification of any discrepancies, deficiencies, or errors. Any such request must be submitted at least 5 working days prior to the Closing Date. Where such requests result in a change in the RFP, the City will prepare and issue an addendum to the RFP.

Request for clarification shall only be by written request, either couriered, hand delivered, email or faxed to the City' designated contact All requests must be submitted in accordance with clause 1.2 herein.

## **1.8 EVALUATION COMMITTEE**

Evaluation of proposals will be by a committee formed by the City.

## **1.9 EVALUATION AND SELECTION**

The evaluation committee will check Proposals against the mandatory criteria. Proposals not meeting all mandatory criteria will be rejected without further consideration. Proposals that meet all the mandatory criteria will then be evaluated and scored against the desirable criteria. By responding to this RFP, Proponents will be deemed to have agreed that the decision of the evaluation team will be final and binding.

## **1.10 DOCUMENTS**

A completed set of the forms from Schedule A, B and C must be included with the proposal (Certification Document, Fees and Proponent Information).

## **1.11 AUTHORIZED SIGNATOR**

The proposal must be signed by the person(s) authorized to sign on behalf of the Proponent and to bind the Proponent to statements made in the RFP.

## **1.12 CHANGES TO PROPOSAL WORDING**

The Proponent shall not change the wording of its proposal after closing and no words or comments will be added to the Proposal unless requested by the City for purposes of clarification.

## **1.13 PROPONENT EXPENSES**

Proponents are solely responsible for their own expenses in preparing a proposal and for any subsequent negotiations with the City. The City will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the proposal, loss of anticipated profit in connection with any final Contract or any other matter whatsoever.

## **1.14 ACCEPTANCE OF PROPOSALS**

This RFP is not an agreement to purchase goods or services. The City is not bound to enter into a Contract with any Proponent. Proposals will be evaluated using the mandatory and desirable criteria provided herein. The City will be under no obligation to receive further information, whether written or oral, from any Proponent.

## **1.15 DEFINITION OF CONTRACT**

Notice in writing to a Proponent that it has been identified as a successful Proponent will not constitute a Contract. Only if a Proponent and the City enter into a subsequent full written Contract will a Proponent acquire any legal or equitable rights or privileges relative to the goods or services.

## **1.16 MODIFICATION OF TERMS**

The City reserves the right to modify the terms of this RFP at any time in its sole discretion. This includes the right to cancel this RFP at any time without entering into a Contract.

**1.17 OWNERSHIP OF PROPOSALS**

All documents, including Proposals, submitted to the City become the property of the City. They will be received and held in confidence by the City and will be subject to the provisions of the Freedom of Information and Protection of Privacy Act.

**1.18 CONFIDENTIALITY OF INFORMATION**

All Proponents and any other person who through this RFP process gains access to confidential financial information of the City's are required to keep strictly confidential all information which in any way reveals confidential business, financial or investment details, programs, strategies or plans, learned through this RFP or subsequent RFP process. This requirement will continue with respect to such information learned by the successful Proponent, if any, over the course of any Contract for service which arises out of this RFP process.

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

**1.19 PROPONENTS' MEETING**

No Proponents' meeting is planned for this RFP.

**1.20 INTERVIEWS WITH PROPONENTS**

The City reserves the right to interview any or all Proponents, subsequent to submission of all proposals.

**2.0 SERVICES**

**2.1 SERVICES**

Following execution of the Contract, the successful Proponent will provide the City with a work program and associated fees for the project. The scope of the work program will be defined, in consultation with the City, and the subsequent fees and scope will be agreed to between the parties.

**2.2 PROPOSED SCHEDULE**

The following activities and dates are proposed by the City and shall be considered by the Proponents in the preparation of their Proposal.

<b>Activity</b>	<b>Proposed Date</b>
Issue RFP	March 13, 2015
Close RFP	March 24, 2015
Select preferred proponent	March 27, 2015
Contract in place with preferred proponent	March 27, 2015
Project start date	March 30, 2015



## 2.3 FORM OF CONTRACT

Any Contract with a Proponent will be substantially similar to the terms and conditions of the City's General Services agreement.

## 3.0 EVALUATION CRITERIA

### 3.1 EVALUATION PROCESS

Proposals will be checked against the mandatory criteria. Submissions not meeting all mandatory criteria will be rejected without further consideration. Submissions that do meet all the mandatory criteria will then be assessed and scored against the desirable criteria.

### 3.2 MANDATORY CRITERIA

The following are mandatory criteria. Proposals not clearly demonstrating that they meet all the mandatory criteria will receive no further consideration during the evaluation process.

Item	Mandatory Criteria
a)	Proposal must be received at the closing location by the specified closing date and time.
b)	Certification Document, Fees and Proponent Information completed.
c)	The correct number of copies of the proposal must be submitted.

### 3.3 DESIRABLE CRITERIA

Proposals meeting the mandatory requirements will be further assessed against the criteria outlined in the SCORECARD, a copy of which is contained in Schedule D.

By responding to this RFP, Proponents will be deemed to have agreed that the decision of the Evaluation Team will be final and binding. It is the Proponent's responsibility to ensure that their submitted proposal addresses all evaluation criteria to receive full consideration.

## 4.0 PROPOSAL FORMAT

### 4.1 NUMBER OF COPIES

Three (3) bound copies of the Proposal must be submitted, if being submitted by mail. Only one (1) electronic copy is required if submitting by email.

### 4.2 MAXIMUM PAGES

Proposals shall consist of a package of not more than 17 printed pages, excluding Project Data Sheets and Resumes, and using a minimum font size of 10. All pages are to be consecutively numbered.

### 4.3 FORMAT AND SEQUENCE

The following format and sequence must be followed in order to provide consistency in Proponent proposals and ensure each Proposal receives full consideration.

- Transmittal/Cover Letter (1 page)
- Table of Contents (1 page)
- Proponent's Certification, Fees and Information Documents: Signed by authorized company representative (4 pages)
- Copy of Professional Errors and Omissions Insurance (1 page)

The main body of the proposal must be organized under the following headings and limited to the maximum number of pages specified for each heading.

1. Understanding of the objectives and Consultant's approach to meeting those objectives (**maximum 2 pages**):
  - The Proposal should demonstrate a clear and coherent understanding of the City's requirements and needs and the opportunities and challenges that may surface during the period of the Contract.
  - Indicate why you are interested in the City as a client.
2. Consultant Experience (**maximum 3 pages**):
  - Provide details of consultant's experience that is relevant to the City's needs and objectives.
  - Demonstrate quality control and management techniques used by the firm to complete projects within budget and on time.
  - Provide examples of successful project delivery by key staff members.
  - Indicate local knowledge and experience.
  - Examples of innovative or non-traditional approaches to solving problems.
  - Identify number of years Proponent has been in business.
3. Consultant Team (**maximum 3 pages**):
  - The Proposal should demonstrate that the team and its members have all the necessary skills and abilities to undertake the work that will be required.
  - Resumes of key personnel should be provided in an Appendix.
  - Identify proposed sub consultants.
  - Demonstrate experience and expertise of the proposed team members.
  - Specify each team member's role and responsibility on previous projects.
  - Identify capacity of team to commit to City's objectives and priorities.
4. Approach to Project Management (**maximum 2 pages**):
  - Describe the firm's project management approach and team organization during programming, design and construction phases.
  - Describe systems used for planning, scheduling, and managing implementation services.
  - Describe the firm's experience with dispute resolution.

- Describe the firm’s efficiencies, effectiveness, and problem resolution.

5. Appendices:

- Curriculum Vitae including references (**maximum 2 pages per Team member**).

## 5.0 REQUIREMENTS

### 5.1 SUMMARY OF REQUIREMENTS

The City of Grand Forks requires an expert consultant to review the Planning and Engineering Department functions and service delivery to identify cost saving opportunities, areas for potential improvements and innovative solutions for the Department as per the agreed project work plan. The objective of this RFP is to identify and refocus the department by raising everyone’s level of awareness as to the purpose and cost-benefit of the City’s services and programs; thus creating a renewed commitment to sustainability going forward. The review will need to financially quantify savings from opportunities identified during the project, identify impacts resulting from recommendations of the Consultant and the development of an executable implementation plan of opportunities identified during the review. The purpose of this RFP is to select a proponent that best meets the requirements as described in section 5.3 Project Scope. In the event that the final quote for the above works exceeds the approved budget, the City reserves the right to delete any of the individual items listed in the Scope of Work.

### 5.2 BACKGROUND

Grand Forks is a picturesque community, located in the southern interior of British Columbia, in what is commonly known as the Boundary Country, a region found between the Okanagan Valley and the Kootenays. The hub of the Boundary Country, Grand Forks, is strategically located on the Canada/US border, 522 km/324 mi east of Vancouver and 726 km/451 mi west of Calgary, Alberta. Access is via the Crowsnest Highway #3, Grand Forks Airport and two border crossings, one located approximately 20 km east and one approximately 8 km west of Grand Forks.

The current population consists of approximately 4,000 people throughout the 10.44 square kilometres within the boundaries of the City of Grand Forks.

The City of Grand Forks has approximately \$127 million (\$26.5 million NBV) in tangible capital assets consisting of but not limiting to the following:

- Land & Buildings
- Roads
- Sidewalks
- Electrical System
- Water & Sewer System
- Fleet (including Protective Services)
- Airport
- Vehicles, Machinery & Equipment
- Information Technology

The City has not experienced significant growth or development over all most the last decade. The City is looking to find innovative ways to live within its means and determine what it can and cannot afford given the realities. A key goal for the City is to stream line the day-to-day operations. The City, like many other local governments and organizations, needs to periodically ensure that it is meeting the needs of its constituents and customers and ensure that it is adjusting to its external environment including the present day economic environment and outlook. As such, the City needs to stream line its operations and processes so that it is delivering services and programs that provide maximum benefit and value.

### **5.3 PROJECT SCOPE**

The City of Grand Forks envisions the following base terms and related steps for conducting the review. Proponents may suggest other steps or processes for meeting the outcomes or objectives:

- Review the main services or functions being performed by the Planning and Engineering Department;
- Review the costs, revenues and net financial impact of all services and programs;
- Review the current method of service delivery;
- Review the number of full time equivalent staff members (FTE's);
- Analyze services and programs – classify and gauge the benefits (e.g. legislated, discretionary, etc. and provide criteria for gauging service/program benefits including criteria for determining the impact of service reduction or discontinuance);
- Review organizational structure – review departmental charts, reporting relationships, spheres of authority, accountability mechanisms, etc.
- Compare services and programs and organizational structure to those in comparable municipalities and to best practices;
- Compare the City's costs, revenues, net financial impact, service delivery method, number of FTE's, level of cost recovery, etc. to those in comparable municipalities and to best practices;

### **5.4 DELIVERABLES**

- Provide a summary of the research/consultation process including how it was conducted, who was consulted for input, and the results or findings.
- Provide detailed results of the Service and Program analysis (classifications and benefits) and comparative review (comparisons with other municipalities and best practices) including the rationale for chosen classifications, benefit criteria and comparables.
- Provide specific recommendations in regards to changes in Services/Programs and resources including whether specific services should be reduced, expanded, discontinued or delivered in an alternate way and whether specific Services and Programs are best delivered by the District, the non-profit sector or the private sector. In other words recommend a new service delivery model.
- Based on the recommended service delivery model, recommend changes to the organizational and governance structures including applicable departments, divisions, services, updated reporting responsibilities, etc., with the view of the future and with a view of maximizing innovation, adaptability and accountability.
- Provide findings related to any additional value-added products approved by the District.

- Provide and present draft interim/milestone reports at the end of each phase as identified in the Project Plan including a list of all assumptions made.
- Provide details of financial impacts and any corresponding service level impacts that will result from any recommendations.
- Provide and present final reports (one public report/presentation and one closed report/presentation) detailing findings and recommendations including the expected improvements, efficiencies and savings that would result from any recommendations and provide a high level implementation plan. All supporting documentation and assumptions need to be included in the reports.

The City of Grand Forks requires the final report to be submitted by May 1, 2015.

## SCHEDULE A - CERTIFICATION DOCUMENT

### Certification:

We have carefully read and examined the RFP document and have conducted such other investigations as were prudent and reasonable in preparing this Proposal.

We certify that the statements made in this proposal are true and complete. These statements represent our proposal to the Corporation of the City of Grand Forks. We agree to be bound by statements and representations made in this proposal.

Print Company Name and Address: \_\_\_\_\_  
\_\_\_\_\_

Print Name and Title of Authorized Signing Officers: \_\_\_\_\_  
\_\_\_\_\_

Signature of Authorized Signing Officer: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

E-mail address: \_\_\_\_\_

### Acknowledgement of Addenda

We acknowledge receipt of the following addenda which become part of this RFP:

ADDENDUM #	
ADDENDUM #	
ADDENDUM #	

Signed this \_\_\_\_\_ day of \_\_\_\_\_, 2015.

**SCHEDULE B – FEES**

**1.1 CONTRACT INITIATION**

*(1) The fee for Contract Initiation services is as follows:*

\_\_\_\_\_ dollars (\$\_\_\_\_\_).

*This is based on an estimate of \_\_\_\_\_ hours.*

*(2) The fee is net of Goods and Services Tax. GST will be added at time of invoicing.*

**1.2 AD-HOC FEES**

*(1) The hourly charge for Ad-hoc fees is as follows: \_\_\_\_\_ per hour.*

*(2) The fee is net of Goods and Services Tax. GST will be added at time of invoicing.*

## SCHEDULE C - PROPONENT INFORMATION

1.1 LEGAL NAME AND ADDRESS

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1.2 OWNERSHIP STRUCTURE

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1.3 REFERENCES

Company	Contact Person	Telephone	Email

1.4 Proof of COMMERCIAL GENERAL LIABILITY INSURANCE (Type of coverage, carrier, and amount of coverage). The minimum amount of \$5,000,000 per occurrence that indemnifies the City against any and all injuries and claims and names the City of Grand Forks as additional insured.

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1.5 WorkSafeBC INSURANCE

Number \_\_\_\_\_

1.6 CITY OF GRAND FORKS BUSINESS LICENCE

Number: \_\_\_\_\_



## SCHEDULE D – SCORECARD

1. **Understanding Our Objectives** – How well has the Proponent demonstrated that they understand our unique objectives and circumstances?

10	8	6	4	2
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High level of understanding, we're on the same wavelength

They are treating this as a generic project

2. **Their Approach** – How well does the Proponents' approach address our objectives and circumstances?

15	12	9	6	3
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Excellent approach – covers all the bases in a logical manner

Their approach is narrowly focused – City staff will have to cover numerous other elements

3. **Their Team** – What resources is the Proponent willing to commit to Grand Forks and how well can the proponents team deliver the goods to ensure a successful project?

10	8	6	4	2
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Excellent Team with the right combination of experience, skills and local knowledge. The team is well led

Weaknesses noted in experience and skills. Capacity to meet deadlines is a concern

4. **Their Track Record** – What is the Proponents' track record in other similar sized communities?

5	4	3	2	1
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Outstanding – a lot of experience and consistently satisfied clients

Not a lot of experience and/or some client dissatisfaction

5. **Their Capabilities** – How relevant is the Proponent’s expertise and capabilities in reference to our anticipated needs with respect to creative and innovative solutions?

20	15	10	5	0
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Highly capable – all elements are well covered

Narrow range – basic support

6. **Financial Cost/Benefit to the City** – How much does the Proponent believe in this review as it relates to cost and being a valuable benefit for the City?

10	8	6	4	2
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Highly beneficial

Cost/Benefit ratio does not suite our current needs.

7. **Trustworthiness** – How confident are we that we can place our trust in the Proponent and to always act in the best long-term interests of the City (rather than their own short-term self interest)?

10	8	6	4	2
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High Level of Trust

Low Level of Trust

8. **Project Management** – What does the proponent’s PM program and approach look like?

10	8	6	4	2
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Highly capable, systematic and organized

Hit or miss

9. **Overall Impression** – What is the reviewers overall impression of the suitability of the Proponent for this project?

10	8	6	4	2
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Highly Impressed

Moderately impressed

Not very impressed

Total Score \_\_\_\_\_ / 100

Reviewed by: \_\_\_\_\_

Proposal Submitted by: \_\_\_\_\_