



**POLICY FOR THE
SELECTION AND HIRING OF
PROFESSIONAL AND CONSULTING
SERVICES**

Policy for the
Selection and Hiring of
Professional and Consulting Services

1.0 General:

The Toronto Public Library Board should only utilize consultants and professional services when:

- (i) Library staff are fully occupied with other tasks and assignments and the project requires urgent completion;
- (ii) specific projects require certain technical capabilities, or unique and specialized advice not available in-house;
- (iii) the advice or services sought and the resulting expenditure, can be justified as being necessary to satisfy program requirements;
- (iv) independent expertise is required by legislation or regulation;
- (v) the Toronto Public Library Board has directed the use of external assistance; and/or
- (vi) priority capital projects require greater Library resources than are available.

As with most public agencies, the Library employs a number of full-time staff possessing professional skills and expertise. These in-house professionals are responsible for activities including project planning, assessment, design, construction and provision of support for the Library's operations. When professional and consulting services are utilized, the Library must assign the correct and sufficient in-house personnel to conduct proper interviewing and selection and to administer the resulting contract(s). In addition, it is essential that professionally competent Library staff be allocated to conduct and manage technical aspects of a program, regardless of whether that is accomplished by employees or consultants.

2.0 Intent of the Policy:

The intent of this policy is to:

- (1) Ensure that the Library awards professional and consulting contracts to qualified individuals and firms based on:
 - (i) adherence to the need/requirement to use such services, as per 1.0 above;
 - (ii) an open, fair and competitive process;
 - (iii) competence and expertise relative to the particular requirement;
 - (iv) ability to complete the task within the proposed time frame;
 - (v) experience and record of past performance with similar projects; and

- (vi) value for the funds expended;
- (2) Allow Directors the flexibility to engage consultants for low dollar value projects; and
- (3) Ensure that qualified individuals and firms interested in providing professional and consulting services have equal access to Library consulting opportunities under normal circumstances, excepting occasional sole-source procurement of consultants and professional services in accordance with approved Library policy.

3.0 Application of the Policy:

This policy shall apply to the selection and hiring of all professional and consulting services by the Library, unless otherwise authorized by the Board.

4.0 Definitions and Using the Request for Quotation or Request for Proposal Method:

4.1 Professional and Consulting Services Defined:

Professional and Consulting Services are defined as, but not limited to, those provided in the following categories:

- (i) Technical and Professional Consultants, who typically undertake activities for a defined assignment to assist managers in delivering services requiring the application of mandatory or essential technical skills by accredited professional or quasi-professionals (including architectural or engineering design, project supervision services, accounting, actuarial, medical, appraisal, scientific, community planning, banking/financial, surveying or landscape/interior design in nature);
- (ii) Management Consultants, who typically undertake planning, organizing and directing activities to assist managers in analyzing management problems and in recommending solutions for a defined assignment (can be operational, administrative, organizational or policy in nature);
- (iii) System Development Consultants, who typically undertake activities on a defined assignment to assist managers in developing and maintaining systems including information processing, telecommunications and office automation (can be analytical, project management, programming, testing or of an implementation nature); and
- (iv) Other consulting categories used at the Library include:
 - (a) Legal Consultants, determined in consultation with City legal staff;
 - (b) Research and Development Consultants, doing an investigative study to provide the Library with increased knowledge or information; and
 - (c) Creative Communications Consultants, inclusive of advertising, promotional, public relations and graphic design services.

“Consultant” is defined as any firm or individual providing time limited expertise, advice, or professional services that are not readily available from Library staff. The skills are not present

because it is not economical for the Library to hire staff for that purpose, or the work is not able to be accommodated internally in a timely fashion. Consulting services result in contracts (or other forms of agreement) and some are provided on a fee-for-service basis (many in Technical/Professional Services).

Not all services used by the Library constitute consulting services as defined above. Specifically, the following types of services are not considered consulting assignments/projects for the purposes of this policy. They are used by the Library to actually provide services on its behalf:

- (i) service provided under what is (legally) an employee-employer relationship;
- (ii) contracted-out/outsourced services: garbage/waste collection, certain repair work, snow clearing, for example;
- (iii) purchase of service contracts: language translation, certain testing/inspections, certain computer systems development, for example;
- (iv) managed services: concessions, certain facilities, for example;
- (v) fees: honoraria, special examiners' fees, employment/placement fees, training course instruction, for example; and
- (vi) tendered work for direct operational responsibilities of the Library (i.e., where what is to be done and how it is to be done are known, specifications are detailed, and suppliers compete only on price).

The provisions, authority levels and procedures in place for the retention of these non-consulting services and the practices on the procurement (and contracting) of goods and services may be found in the Toronto Public Library Purchasing Policy. Information on delegated spending commitment authorities and other relevant information may be found in the Toronto Public Library Financial Control Policy. Please consult with Purchasing for any clarification.

4.2 Consulting Assignments/Projects:

A consulting assignment, or project, has a defined scope of work with specific objectives and deliverables. Consulting assignments may be obtained by a Request for Quotation (RFQ) or a Request for Proposal (RFP) using either the pre-qualification process or non pre-qualification process, described in section 5.0 below.

4.3 Request for Quotation (RFQ):

A Request for Quotation is a solicitation from the Library to external suppliers inviting them to submit an offer to the Library so that it can purchase specified consulting or professional services at a fixed price as to the total amount, or on a unit cost basis, or both.

4.3.1 Using the RFQ Process:

A Request for Quotation from qualified proponents is the appropriate method to use when tasks and deliverables for a technical, professional or managerial problem are highly specific. As a result, there is a low likelihood of much variation among the approaches to be submitted. An RFQ usually specifies a fixed cost or project upset limit and the most competitive price is the major factor for evaluation. Such calls will not result in a negotiated contract, but will result in either an executed formal contract and/or a purchase order, as required.

4.4 Request for Proposal (RFP):

A Request for Proposal is a solicitation from the Library to external suppliers to submit an offer to furnish goods or services, including professional or consulting services, as a basis for negotiations for entering into a contract.

4.4.1 Using the RFP Process:

A Request for Proposal from qualified proponents is the appropriate method to use when there is a complex technical, professional or managerial problem or matter to be resolved for which there is often no clear or single solution. While the goal, timing, requirements or results desired is often describable, the method or way of reaching results may be left to proponents to submit for comparative evaluation. As a result, price is not usually the primary factor for evaluation, although value and cost-effectiveness will still be evaluated and will be required of the successful proponent.

4.4.2 Sole Source Situations:

Sole Source shall mean entering into a commitment without the issuance of a Request for Quotation (RFQ) or a Request for Proposal (RFP). This is applied only in cases where normal purchasing procedures are not possible (i.e. emergencies, time constraints or where for economic reasons it is not possible to follow accepted procedures).

4.5 Proponents List:

This is a list of firms and individuals that have requested to be placed on an appropriate Proponents List for consideration for projects of all values and to be selected to provide submissions for consulting and professional services assignments. (Note: This is not the department requested "Pre-qualified" Proponents List described in section 4.7 below).

See Appendix 1 for information on how a Proponents List will be established.

4.6 Qualified Proponents:

A Proponent means any legal entity submitting a proposal in response to a Request issued by the Library. Qualified Proponents shall be defined as individuals and firms demonstrating a proficiency in the application of professional and consulting services within their areas of expertise. They should possess current member status/accreditation in their appropriate governing professional body if applicable.

4.7 Pre-Qualified Proponents List(s):

This is a list of firms and individuals that, through an evaluative pre-qualification process, have met the qualification criteria, have been placed on a Pre-Qualified List, and may be selected for projects of all values to provide submissions. The need for establishing a Pre-Qualified List(s) of individuals and firms is at the discretion of the client department. The list would include individuals and firms who have demonstrated the necessary expertise to perform required assignments.

Pre-qualification for individuals and firms that have requested to be pre-qualified and placed on an appropriate pre-qualified proponent's list can be in accordance with one of the following distinct processes:

- (a) a pre-qualification process that occurs once every year by way of a public advertisement by Purchasing for the purpose of creating a pre-qualified proponents list or augmenting an existing pre-qualified proponents list. In addition, other proponents can request to be pre-qualified any time during the year; and
- (b) a pre-qualification process that applies for an extended and defined period of time, to not exceed two years. During the defined period, no new proponents will be added to the pre-qualified proponent's list. This method of pre-qualification requires approval by the Board.

Should the client department choose to pre-qualify proponents in either fashion, the pre-qualification process must be in accordance with the policies and practices of Purchasing. Subsequent award of contracts will be in accordance with section 7.1.

All requests to be included in a Pre-Qualified Proponents List(s) will be evaluated using various criteria to be developed for areas including, (a) experience; (b) technical ability; (c) financial capabilities; and (d) available resources.

See Appendix 2 for information on how a Pre-Qualified Proponents List will be established and maintained. Also see Appendix 3 for information on how a Pre-Qualified Proponents List will be used.

4.8 Pre-Qualification of Proponents (POP) and Request for Expressions of Interest (REOI):

Pre-qualification is an important mechanism to screen and review proponents interested in being considered for Library consulting and professional service assignments. The Library will use pre-weighted evaluative criteria to be developed for evaluation areas such as prior experience, financial stability, and technical information pertinent to known categories of projects that frequently arise. Pre-qualification helps the issuer define their project scope and streamlines the process of issuing an RFQ or RFP at a later time.

One common method of pre-qualification is the issuance of a Request for Expression of Interest (REOI). This is often important as a stage preceding a particular RFQ/RFP to assist the issuer in determining whether their project scope is clear and reasonable and to establish a pre-qualification process short-listing the proponents invited to respond to any subsequent RFP.

Pre-qualification of respondents will be based on pre-determined evaluation criteria to be developed for evaluation areas such as, prior relevant experiences, quality of work, financial stability and other areas of suitability for Library consulting projects.

5.0 How to Retain Professional and Consulting Services:

Justification Analysis

A justification analysis is required prior to the engagement of a consultant. This justification outlines in general terms the costs and benefits of using a consultant, including the reasons why the consulting study cannot be conducted by internal staff in whole or in part.

Professional and consulting services are typically retained using either a Request for Quotation or Request for Proposal according to the following methods:

5.1 Without Pre-Qualification:

The issuance of a Request for Quotation or Request for Proposal will usually be through newspaper/journal advertisements, use of the Library proponents list(s), and/or advertisement on the Library's Internet web site. The process to establish a Proponents List(s) is described in Appendix 1 to this report.

5.2 With Pre-Qualification, the methods include:

- (i) the regular pre-qualification process, that is: the issuance of a Request for Expression of Interest (REOI) for the purpose of pre-qualifying proponents on a specific project. Issuance of a subsequent RFQ or RFP will be only to those evaluated as meeting the REOI qualifications, and Board approval is not required for this pre-qualification process; or
- (ii) the exception pre-qualification process, that is: the issuance of a Request for Expression of Interest for the purpose of pre-qualifying proponents for an extended period of time to not exceed two years. Issuance of a subsequent Request for Quotation or Request for Proposal will be only to those evaluated as meeting the REOI qualifications. Board approval is required for this pre-qualification process. See Appendix 2 for the process to establish and maintain a Board approved Pre-Qualified Proponents List(s).

5.3 Sole-Source Procurement:

Sole-source procurement is discouraged, but is permitted under certain circumstances and within the authorization limits specified in the Toronto Public Library Financial Control Policy . The circumstances can include extreme urgency and, economy or value in continuing prior work

6.0 Evaluation Team and Process:

An Evaluation Team shall be established for all projects. It shall be comprised of departmental staff member(s) with the relevant experience to evaluate proponents' submissions. The size of the Evaluation Team shall be reflective of the complexity and dollar value of the assignment. Staff representatives from Finance and the City Librarian's Office shall be included on the Evaluation Team and City of Toronto Legal Services will be consulted, where appropriate, especially for complex or high profile projects and those having corporate-wide implications.

Purchasing may be involved as a facilitator in the selection team at the discretion of the Director, Administration, or at the request of the department.

The Evaluation Team, in consultation with Purchasing, will be responsible for evaluating all submissions whether solicited from pre-qualified or non-pre-qualified methods as described in section 5.0. This includes requests from firms and individuals to be added to the consulting and professional services Pre-qualified Proponents List(s), as well as all replies to Request for Expressions of Interest documents/requests to be pre-qualified. It also includes all Requests for Quotation or Requests for Proposal submissions, and participation in making recommendations for award.

6.1 Evaluation Process:

All calls for RFQ's and RFP's should have an evaluation process that is applied in a fair manner to all respondents. Mandatory criteria and procedures in the call document are not to be deviated from in the evaluation process. A term, condition or requirement for evaluation not explicitly stated in the call document or addenda cannot later be used to evaluate submissions, nor can any method of scoring/weighting contained in the call document be changed. For these reasons, it is critical that the development of the call document and its terms and conditions, expected deliverables and process of evaluation, be carefully prepared. Characteristics of a good evaluation process include, for example:

- (i) clear specifications and evaluation criteria, terms and conditions;
- (ii) evaluation team members additional to those who developed the proposal call;
- (iii) evaluation team members apprised of duties, for example: objectivity, conflict of interest declarations, no preferential treatment, confidentiality/copyrights;
- (iv) a process that is, and is perceived as being, free of interference (could include for example a Board determined prohibition on lobbying);
- (v) evaluation processes at arms-length from the political process;
- (vi) objective selection of the best value also most compatible with meeting all specifications, criteria and requirements (more details below);
- (vii) pre-prepared evaluation forms matching the mandatory criteria and other requirements in the proposal document;
- (viii) individual Evaluation Team member scoring/assessment before combining and consolidating scores to select the front-runner(s); and
- (ix) a justifiable process of fair and consistent treatment of all respondents.

With respect to establishing best value within an RFP, the evaluation criteria for pricing must be a minimum of 25 percent of the available points. Scores for the cost criterion will be calculated as follows: (a) The lowest cost proposal will receive 25 percent of the available points; and (b) The remaining proposals are assigned points based on the following formula: (lowest priced proposal divided by the price of the next lowest proposal multiplied by 25 percent). The only

exception to this requirement is when the two-envelope system, that separates technical and costing information as outlined in section 7.1(b) is utilized. Special exemption from this requirement can only be obtained through prior Board approval.

The Evaluation Teams must provide to Purchasing a detailed summary of the evaluation results, in order to permit fulfillment of complete due diligence practices. Evaluation Teams must also make available to Purchasing upon request, all replies and individual evaluation sheets from Evaluation Team members. Purchasing will be responsible for retaining the detailed individual evaluation sheets for audit and other purposes.

7.0 User Guide: Selection and Award by Project Value:

The following information is found in summary form in Table 1 to this report.

7.1 Selection and Award Procedures:

This section contains information on selecting and awarding contracts. Different steps are required according to the value category of a project, namely:

- (i) Category 1: Where the cost does not exceed \$50,000, inclusive of all taxes; and
 - (ii) Category 2: Where the cost is in excess of \$50,000, inclusive of all taxes.
- (a) Category 1 – Where the cost does not exceed \$50,000:

The appropriate department will prepare the necessary scope of work, specific deliverables and evaluation criteria and weighting (see Appendix 4), together with a detailed work plan for their project or task as required. The department will obtain competitive pricing submissions from a minimum of three (3) proponents, where possible from the Library's Proponents List or Pre-Qualified Proponents List on a rotating basis, and in accordance with Library Policies and applicable legislation.

Once the submissions have been received and evaluated, and the highest scoring proponent (for RFP's) or lowest bidder meeting the specification (for RFQ's) has been selected, the department will:

- (i) if the cost is within set limits, forward to Purchasing the necessary purchase requisition to the current DPO limit (see Table 1; Category1) and all the proponents invited to submit must be rotated to the bottom of the applicable category list for future consideration; or
- (ii) for assignments in excess of the current DPO limit, the department will forward to Purchasing a summary of the bids received, including the evaluation summary, together with a purchase requisition. Purchasing will review the information, ensure proper procedures have been followed, and issue the necessary Purchase Order and all the proponents invited to submit must be rotated to the bottom of the applicable category list for future consideration.

In (i) above where Purchasing is not involved in the process, the department(s) are accountable for compliance with the policy and responsible for the retention of all documentation relating to

each transaction. The possibility of splitting the total cost of the assignment such that two or more DPO's or Purchase Orders are issued for the same project work is strictly prohibited.

(b) Category 2 – Where the cost is in Excess of \$50,000:

The appropriate department will prepare the necessary scope of work, specific deliverables, and evaluation criteria and weighting (see Appendix 4), together with a detailed work plan for the project or task as required, and forward this document and a purchase requisition to Purchasing for processing.

Purchasing, in consultation with the client department, will select all the proponents from the Library's Proponents List or Pre-Qualified Proponents List(s) and request a detailed submission from the proponents. In addition, the opportunity will be advertised, where required (i.e. no pre-qualified proponents list) in the appropriate media (Library's web site, national newspaper, trade journal, etc).

Short-Listing of Pre-Qualification Proponents List:

For large and complex projects, the cost of preparing a submission may be prohibitively high. Where the Pre-Qualified Proponents list(s) has in excess of ten potential proponents, the department, in consultation with Purchasing, may choose to have Purchasing further pre-qualify/short-list proponents. The Expression of Interest process would be used to invite responses. All proponents scoring 75 percent or better on the REOI phase will be invited to provide submissions through an RFQ/RFP process.

Using a Two-Envelope System:

In addition, for large and complex RFP projects, the client department may also, at their sole discretion, choose to use a two-envelope system selection process. In this case a Request for Proposals document is issued by Purchasing and the individuals/firms are directed to submit detailed written proposals for the provision of the required services. Under the two-envelope system, each of the individuals/firms submit both a technical proposal based on the RFP's specified Terms of Reference, as well as a fee/cost proposal outlining the cost of the work assignment. The fee proposal or "Cost of Services" portion of the proposal must be submitted in a separate sealed envelope (i.e., separate from the technical information portion of the proposal).

Proposals are received by Purchasing and are evaluated by the Evaluation Team (See Appendix 5). If the selection process is a two-stage, (i.e., Request for Expressions of Interest, followed by a Request for Proposals) the Evaluation Team would normally be comprised of the same staff who participated in the evaluation of the REOI in order to ensure consistency. The technical proposals are evaluated, scored and ranked, without reference to cost, based on specific, pre-determined technical criteria for evaluation areas such as relevant firm experience, project team qualifications/experience, personnel time allocation, understanding of scope of work, methodology/thoroughness of approach, quality and completeness of proposal submission, etc. The "cost of services" submission for a particular consulting firm is opened only if the firm scored an average mark of 75 percent or better on the technical component of the proposal. If a firm scored below the 75 percent threshold, the fee proposal envelope is returned unopened.

For the short-listed firms (i.e., scored 75 percent or better on the technical proposal), the fee proposal is then taken into account in the overall evaluation process. A "cost/point", based on

the total costs shown in the fee proposal and the points awarded in the technical evaluation, is calculated for each of the short-listed firms as ranked. The firms are then ranked with the firm having the lowest cost/point being ranked first. The assignment must be awarded to the firm with the lowest cost/point, unless otherwise approved by the Board. In the event of a tie in cost/point, the contract will be awarded to the proponent with the higher technical score component.

Once the proposals have been received and evaluated, and the Evaluation Team has determined the highest scoring proponent (for RFP's) or the lowest bidder meeting the specifications (for RFQ's), the necessary approvals for the award must be received as per the Toronto Public Library Purchasing Policy. Then, Purchasing will issue the Purchase Order and arrange for Legal Services to prepare and execute the contract as required.

Architectural and Engineering Design Consultants:

Architectural and Engineering design consulting services should be considered a special category of assignments given their often complex, multi-stage, and high value characteristics. In such cases, the RFP method of soliciting consultants should be used, preferably the two-envelope system described above, rather than competitive price proposals (RFQ's or tenders). In addition, the negotiation of payment for projects using the percentage of construction cost payment method shall use the Fee Schedules of the associations as a guideline only. The goal should be to use a "service and fee control" approach. This means that a combination of payment methods (hourly-rate, fixed-price and percentage of established construction costs) should be negotiated for different stages of a project as appropriate and applicable.

8.0 Delegation of Authority:

Notwithstanding the above categories describing the value of consulting and professional services assignments, the Library Board, as per the Toronto Public Library Financial Control Policy has delegated certain spending commitment authorities to the City Librarian.

Appendix 1

Process to Establish and Maintain a Proponents List(s)

Purchasing, on behalf of the client department(s), shall place advertisements in the appropriate media once every year for the purpose of:

- (i) Providing individuals and firms the opportunity to register for professional and consulting services assignments according to various project categories; and
- (ii) Establishing a list of potentially qualified proponents.

The number of separate lists required for each professional category shall be at the discretion of the client department(s), in consultation with Purchasing.

In addition to this annual advertisement for interested proponents, any individual or firm expressing an interest throughout the year will be placed on the appropriate proponent's list(s).

Purchasing, in consultation with the client department(s) will establish and maintain the proponents list(s) of interested individuals and firms for professional and consulting services opportunities.

The intent of this process is when the Library issues an RFP, or REOI, or RFQ (for projects of all values) those individuals/firms on the Proponents List in the appropriate project category, shall be contacted and invited to submit a response. Where appropriate, per section 7.1(b), additional submissions from individuals or firms not on the Proponents List can also be expected in response to Library calls advertised and posted on the web site.

This process encourages full consideration, evaluation and, if required a short-listing of an unlimited number of submissions and is open to all those interested in the specific call. This is in contrast with using the Pre-Qualified Proponents List process, described in Appendix 2, where individuals or firms qualified to perform the work are invited to compete.

Appendix 2

Process to Establish and Maintain Pre-Qualified Proponents Lists:

Purchasing, on behalf of the client department(s), shall place advertisements in the appropriate media once every year for the purposes of:

- (i) providing individuals and firms the opportunity to pre-qualify for professional and consulting services assignments in the Library;
- (ii) maintaining a list of pre-qualified proponents; and
- (iii) augmenting an existing pre-qualified proponents list.

In addition to the annual advertisement for interested proponents, any individual or firm expressing an interest throughout the year will be evaluated and if qualified, placed on the appropriate proponent's list(s). The exception to this annual and ongoing process is the ability for departments (with Board approval) to pre-qualify proponents for a specific, defined period of time, per section 4.7(b), to not exceed two years. In this situation, no additional proponents will be qualified and added to a list of proponents.

The number of separate lists required and the assignment of proponents to the categories for the Board approved pre-qualified proponents list(s) shall be at the discretion of the client department, in consultation with Purchasing. Proponents will be pre-qualified under two broad classifications:

- (a) expertise: includes criteria such as experience and technical ability; and
- (b) financial capability: includes criteria such as value of contracts completed to-date, financial stability of the firm, and availability of resources.

An Evaluation Team will review and pre-qualify, in accordance with pre-determined, clearly defined evaluation criteria, each individual and firm seeking to pre-qualify for professional and consulting service assignments. The criteria for pre-qualification shall be prepared by the client department, in consultation with Purchasing and shall be communicated to interested firms by Purchasing. In addition, proponents will be evaluated based on performance and qualifications on an on-going basis by departments. Proponents may be deleted from the pre-qualified list(s) if requested by the department, and in consultation with Purchasing and City of Toronto Legal Services.

The intent of this process is when the Library issues an RFP, or REOI, or RFQ, for projects of all values, that all those on the Pre-Qualified Proponents List in the appropriate project category, shall be contacted and invited to submit a response. Purchasing, in cooperation with the client department(s) will establish and maintain the list(s) of interested pre-qualified individuals and firms for professional services consulting opportunities.

Proponents will be evaluated based on performance and qualifications on an on-going basis by departments. Proponents may be deleted from the pre-qualified list(s) if requested by the department, and in consultation with legal Services and Purchasing.

Appendix 3

The Use of a Pre-Qualified Proponents List

When individuals and firms are invited to submit proposals and where individuals and firms are taken from a list of Pre-Qualified Proponents List, the following process applies:

- (a) the department, in consultation with Purchasing, will determine the level of expertise required for a particular assignment as per specific criteria including; experience; technical ability; financial capabilities; and available resources; and
- (b) once the appropriate professional/skill category has been determined to reflect the level of expertise needed, detailed proposals will be obtained from those pre-qualified proponents. An exception to this requirement is where a project requires proponents with multiple qualifications and must be selected from multiple lists. In such cases, the pre-qualified proponents will be selected from a number of lists.

Appendix 4
Sample Proposal Evaluation Form– Highest Point

Areas for Evaluation *	Available Points to be Awarded	Proponent's Score
Proposal Structure, Attributes and Contents		
(1) Demonstrated understanding of the scope of the Work, and the RFP goals, objectives, and requirements.	20 for example	
(2) Relevant experience, qualifications and successes demonstrated including ability to provide dependable, reliable, timely and accurate service and deliverables.	20 for example	
(3) Degree of professionalism, skill, creativity and originality reflected in, and appropriateness of, proposed designs and production materials and method.	15 for example	
(4) Proposed schedule, methodology and approach to performing the Work.	10 for example	
(5) Ability to meet critical date.	10 for example	
(6) Total Proposal Price.	25 minimum	(lowest priced proposal divided by the price of the next proposal) X25
Totals	100	
Proponent Must Score Minimum of 75 Percent to Qualify for the Short List and Further Evaluation		
Proponent's Presentation of Proposal and Performance During Interview	50 for example	
Proponent's Ability to Answer Questions	50 for example	
Total Points:	100	

* This sample form does not include the detailed criteria needed for evaluation. Criteria are to be developed per area of evaluation for each Request for Proposal.

Appendix 5
Sample Proposal Evaluation Form for Two-Envelope System– Lowest Cost per Point

Areas For Evaluation *	Available Points to be Awarded	Proponent's Score
(A): Envelope Number One: Technical Proposal Proposal Structure, Attributes and Contents		
(1) Demonstrated understanding of the scope of the Work, and the RFP goals, objectives, and requirements.	20 for example	
(2). Relevant experience, qualifications and successes demonstrated including ability to provide dependable, reliable, timely and accurate service and deliverables.	20 for example	
(3) Degree of professionalism, skill, creativity and originality reflected in, and appropriateness of, proposed designs and production materials and method.	20 for example	
(4) Proposed schedule, methodology and approach to performing the Work.	20 for example	
(5) Ability to meet critical date.	20 for example	
Totals	100	
Proponent Must Score Minimum of 75 Percent to Qualify for Cost of Service Envelope to Be Opened and Further Evaluation		
Proponent's Presentation of Proposal and Performance During Interview.	50 for example	
Proponent's Ability to Answer Questions.	50 for example	
Totals	100	
(B): Envelope Number Two: Cost of Services Fee Proposal for Cost of the Assignment		
A Cost/Point Based on the Fee Proposal Divided by Technical Score (B/A)	Lowest Cost Per Point	

* This sample form does not include the detailed criteria needed for evaluation. Criteria are to be developed per area of evaluation for each Request for Proposal.

Table 1: Professional and Consulting Service Selection Approach
As applicable to each of the Pre-Qualified and Non Pre-Qualified Proponents list(s)

Category 1 (Section 7.1a)	Category 2 (Section 7.1b)
Projected Fees not to exceed \$50,000 (all taxes included)	Projected Fees in excess of \$50,000 (all taxes included)
Department prepares scope of work, deliverables, evaluation criteria and weighting.	Department prepares scope of work, deliverables, evaluation criteria and weighting.
Department selects a minimum of three (3) proponents on a rotating basis from Proponents List or Pre-Qualified Proponents List and obtains submissions.	Purchasing, in consultation with the Department, selects all proponents from the appropriate Proponent's List or Pre-Qualified Proponent's List, advertises where appropriate, issues document and receives submissions. Department, in consultation with Purchasing, may choose to pre-qualify proponents through an Expression of Interest process.
<p>Evaluation Team reviews, evaluates and scores submissions according to the evaluation criteria and recommends the award as follows:</p> <p>(a) To the Departmental Purchase Order Limit of \$7,500.00, the department may award the project, forward to Purchasing the purchase requisition and maintain a record of the evaluation results.</p> <p>(b) In excess of the DPO limit of \$7,500.00 and to a maximum of \$50,000.00, the department will forward to Purchasing a detailed summary of the evaluation results supporting their recommendation for award and Purchasing will review the information to ensure that proper procedures have been followed and issue the necessary purchase order.</p>	<p>Evaluation Team reviews, evaluates and scores submissions according to the evaluation criteria and recommends the award as follows:</p> <p>(a) To a maximum of the City Librarian's authorization limit specified in the Financial Control Policy, the department will forward to Purchasing the detailed summary of evaluation results supporting their recommendation for award and Purchasing will review the information to ensure that proper procedures, authorizations have been followed and issue the necessary purchase order and Legal Services will prepare a contract where required</p> <p>(b) In excess of the City Librarian's authorization limit specified in the Financial Control Policy, and in addition to the above, the department and Purchasing will jointly recommend to the Board and once approved, Purchasing will issue the necessary purchase order and Legal Services will prepare the contract where required.</p>

