



**THE CITY OF WINNIPEG**

**REQUEST FOR  
QUALIFICATIONS**

**101-2007**

**PROVISION OF A CONSOLIDATED 311 SERVICE FOR THE CITY OF WINNIPEG**

## TABLE OF CONTENTS

### PART A - BID SUBMISSION

Form A: Request for Qualifications	1
B1. Definitions	1
B2. Purpose of Document	2
B3. Scope of Work	2
B4. Background	2
B5. Existing Customer Service	3
B6. Winnipeg	3
B7. Enquiries	6
B8. Addendums	6
B9. Submission	6
B10. Description of RFQ Solicitation and Subsequent Processes	7
B11. Council Approvals	7
<b>Response Instructions</b>	
B12. Submission Content and Format	8
B13. Experience Of Proponent	9
B14. References	9
B15. Financial Stability	9
B16. Technology Requirements	10
B17. Transition and Transformation Approach	10
B18. Presence and Familiarity with the Province	10
B19. RFQ Evaluation Criteria	11
B20. Mandatory Requirements	12
B21. Non-Disclosure	12
B22. Confidentiality And Privacy	12
B23. Proponent's Costs and Expenses	12
B24. No Contract	13

## B1. DEFINITIONS

### B1.1 When used in this Request for Qualification:

- (a) **"AtFocus"** refers to the consultant hired by the City of Winnipeg in February 2006, to address the implementation of the 311 model of customer service with options regarding the scope of the initiative and associated costs and benefits;
- (b) **"AtFocus Report"** refers to the June, 2006, final report of the consultant firm AtFocus Inc., entitled "City of Winnipeg Final Report 311 Project: 311 Business Plan."
- (c) **"Business Day"** means any Calendar Day, other than a Saturday, Sunday, or a Statutory or Civic Holiday;
- (d) **"Calendar Day"** means the period from one midnight to the following midnight;
- (e) **"City"** means The City of Winnipeg as continued under The City of Winnipeg Charter, Statutes of Manitoba 2002, c. 39, and any subsequent amendments thereto;
- (f) **"City Council"** means the Council of The City of Winnipeg;
- (g) **"Contract"** means the combined documents consisting of the Request for Qualification package and any documents and drawings referred to and incorporated therein together with any submissions required to be made by the Contractor after award, and all amendments to the foregoing;
- (h) **"Contract Administrator"** means the person authorized to represent The City in respect of the Contract and is the Buyer unless otherwise specified hereinafter;
- (i) **"Contractor"** means the person undertaking the performance of the work under the terms of the Contract;
- (j) **"may"** indicates an allowable action or feature which will not be evaluated;
- (k) **"must"** or **"shall"** indicates a mandatory requirement which will be evaluated on a pass/fail basis;
- (l) **"Person"** means an individual, firm, partnership, association or corporation, or any combination thereof, and includes heirs, administrators, executors or legal representatives of a person;
- (m) **"Proponent"** means any person submitting a proposal in response to this Request for Qualifications;
- (n) **"RFP"** means Request for Proposals;
- (o) **"RFQ"** means Request for Qualifications;
- (p) **"should"** indicates a desirable action or feature which will be evaluated on a relative scale;
- (q) **"Site"** means the lands and other places on, under, in or through which the work is to be performed;
- (r) **"Submission Deadline"** means the time and date on the Request For Qualification cover sheet for final receipt of submissions;
- (s) **"Working Day"** means any Calendar Day, other than a Saturday, Sunday or a Statutory or Civic Holiday, on which the Contract Administrator determines atmospheric and Site conditions are such that the Contractor is able to work at least seven (7) hours.

## **B2. PURPOSE OF DOCUMENT**

- B2.1 The purpose of this Request for Qualifications (RFQ) is to identify experienced and capable Proponents and to short list the number of Proponents to be invited to respond to a Request for Proposals (RFP). The planned RFP will consider detailed proposals to assess a variety of service delivery models for the provision of 311 services to the public. The RFP will be issued to a short list of Proponents determined on the basis of the response to this RFQ. For greater clarity, persons that do not provide submissions to this RFQ will not be eligible to participate in the planned RFP process.
- B2.2 The primary objective of the 311 Customer Service Model at the City of Winnipeg is to assist citizens with non-emergency inquiries regarding City services 24 hours a day, 7 days a week, 365 days a year by phone, fax, email or Web. 311 is a single point of access – a “front door” to our City – where citizens can obtain information and request services. The City of Winnipeg is interested in exploring outsourcing service delivery options and identifying qualified Proponents.

## **B3. SCOPE OF WORK**

- B3.1 The work to be done under the ensuing contract will consist of all or some of the services related to the operation of a 311 call centre for the City of Winnipeg. Such services may include the provision of managed facilities, managed technology, managed hardware and software, staff, and managing staff.
- B3.2 The major components of the work may include:
- (a) equipment;
  - (b) technology;
  - (c) facilities;
  - (d) staff (staffing, staff training);
  - (e) interface with existing systems;
  - (f) communications equipment or communications carrier contract management.

## **B4. BACKGROUND**

- B4.1 In June 2002, the City of Winnipeg Auditor conducted a review of the Winnipeg Police Service Communications Centre. The Auditor recommended that the “City undertake a strategic planning initiative, under the direction of the Chief Administrative Officer, to develop a vision for the future provision of emergency and non-emergency communication services.”

As a result of these early recommendations, the City of Winnipeg began investigating the possibility of undertaking a 311 initiative as a way to improve access to City information and services through a centralized 311 number.

In October 2002 and May 2004, delegates from the City of Winnipeg conducted site visits to United States cities with 311 operations, namely Baltimore, Chicago, Dallas and Houston. They continued to research 311 technology and case studies.

In November 2004, the Mayor established the Red Tape Commission to review City operations and regulations in order to improve customer service and minimize red tape for citizens, businesses, and government.

The Red Tape Commission completed its final report in June 2005, and in July 2005 it was presented to the Executive Policy Committee of Council. Building on the research that had been done by the Administration, the Red Tape Commission included a recommendation to identify an appropriate 311 based solution. Recommendation 25 proposed that the Administration “Report to Council on the merits of a full transition to a 311-based customer service model, with the goal of obtaining a final Council decision on the City’s 311 service objectives as soon as possible.”

An administrative report was prepared and at its meeting in November 2005, City Council concurred with the report and adopted the following recommendations: 1) That a 311 model of customer service be adopted for the City of Winnipeg; 2) That a detailed business plan be prepared, with the assistance of an external consultant, to address the implementation of the 311 model of customer service with options regarding the scope of the initiative and associated costs and benefits.

The consultant firm AtFocus Inc. of Toronto, Ontario, was retained in February of 2006 to commence the work. In June 2006, AtFocus completed their report entitled “City of Winnipeg Final Report 311 Project: 311 Business Plan.”

An administrative report was prepared and at its meeting of January 24, 2007, City Council concurred with the report and adopted the following recommendations: 1) That the AtFocus Report be received as information; 2) That the Administration be directed to prepare business cases for three consolidated service delivery options of 311 service: a City of Winnipeg internally operated service, one which is outsourced to the private sector, and one which outsources infrastructure (technology and facility) and utilizes City staff.

## **B5. EXISTING CUSTOMER SERVICE**

- B5.1 AtFocus was retained by the City to provide a business plan to address the implementation of the 311 model of customer service with options regarding the scope of the initiative and associated costs and benefits. The consultant analyzed the state of the City’s existing customer contact point environment and the AtFocus Report details the current call taking environment at the City of Winnipeg. Proponents should refer to the section of the AtFocus Report entitled “City of Winnipeg Current State” pages 13 to 27.
- B5.2 The AtFocus Report is provided for information as an appendix to this document and is to be used only for the purpose of preparing an RFQ submission. The City makes no representations or warranties as to the accuracy or sufficiency of the AtFocus Report.

## **B6. WINNIPEG**

- B6.1 Winnipeg is an important Canadian city, and the capital of the province of Manitoba. Located in Western Canada, Winnipeg plays a prominent role in transportation, finance, manufacturing, agriculture and education. It is known as the Gateway to the West. The City is located near the geographic centre of North America. It lies in a flood plain at the confluence of the Red and Assiniboine rivers and started around the point now commonly known as The Forks. It is protected from flooding by the Red River Floodway. Winnipeg covers an area of 663 square kilometers.

Winnipeg is the province's largest city with a population of 650,100 people (2005 Statistics Canada). This represents an increase of 23,000 people since 1998. Historically Winnipeg had modest population growth in the late 1980’s, no population growth in the 1990’s and renewed population growth since the late 1990’s. The resumed growth is attributed to a significant increase in immigration and there are less people leaving Winnipeg for other parts of Canada.

The climate in Winnipeg is very extreme; overall, it is one of the coldest large cities in the world, with temperatures averaging below freezing from mid-November through much of March. Cold weather and snow often extend into April. Summers are typically warm with average temperatures above 25 °C (77 °F) and much sunshine is received throughout the year. Spring and fall tend to be rather contracted seasons, each averaging little over six weeks.

The Conference Board of Canada is forecasting continued modest population growth in Winnipeg which is projected to be 750,000 by 2026, a 16% increase compared to today. The age composition of Winnipeg's population will change over time. Some of the trends over the next two decades include:

- a gradual increase in children 0 to 4 years old; (an extra 4,500 children)
- a gradual reduction in children 5 to 14 years old, followed by a turn around in 2013 with a gradual increase back to today's level;
- a relatively constant number of 15 to 24 year olds;
- an increase in the number of people aged 25 to 34 years old; (an extra 14,000 people)
- initially a decrease of 35 to 44 year olds (about 10,000) followed by a reversal in 2011 with an increase of 16,000 people; (by 2026, a net increase of 6,500 people)
- a wave effect in the number of people aged 45 to 54: an initial increase of 8,000 by 2010 followed by a decrease of 15,000 through to 2020, followed by an increase back to today's level;
- A constant increase of people aged 55 to 64; (an extra 31,000, nearly 50% more people)
- The biggest change of all age groups: as the baby-boomers age, there will be an extra 51,000 people aged 65 and over. (60% more seniors)

These trends will have an effect on City services. Recreation and leisure needs for those aged 55 and over will increase significantly. The incidence of crime will likely be fairly constant. With the again baby-boomers, additional emergency medical services will be needed as well as expanded transit services for seniors. The overall population growth will require increased planning efforts and expanded water, sewer, and road infrastructure.

There has been a significant increase in demand for new homes in Winnipeg. This is due to the modest population growth, low apartment vacancy rates, low unemployment, and a shortage of listings. New house construction began an upward trend in 2000 and in 2003, was almost double that of 1999. Even though Winnipeg has seen a 25% increase in its house prices over the last 5 years, Winnipeg is still a low housing cost city (Royal LePage's Survey of Canadian House Prices). Only Regina was identified as more affordable than Winnipeg. In 2005, the CMHC identified Winnipeg as having one of the lowest apartment vacancy rates in Canada (1.7%). Only Calgary (1.6%), Vancouver (1.4%) and Quebec (1.4%) reported lower rates. With the projected population increase, 40,000 to 45,000 additional dwellings will need to be constructed over the next 22 years.

Over the next 5 years about 35,000 jobs will be created, averaging 7,000 additional jobs per year. Of these, 75% of them will be in the service sector such as commercial services, retail trade, healthcare, transportation and communication. The other 25% will be in the goods producing sector such as manufacturing and construction. Winnipeg's unemployment rate is expected to continue to hover just below 5% which is about 2% below the overall Canadian rate. There are many areas with labour shortages such as: accountants, engineers, technicians, doctors, nurses, professors, teachers, retail salespersons, mechanics, trades people, truck drivers. Until the gap closes between the salaries in Winnipeg and the other large competitor cities, these labour shortages will likely continue.

Winnipeg's average salary has increased 36% in the last 10 years. The rest of Canada also had significant increases. Relative to other cities, Winnipeg's wages are still low. On average, wages in Calgary, Ottawa, Toronto and Edmonton are 25% to 40% higher than in Winnipeg. This is a significant issue when trying to retain or attract employees as well as dealing with community affordability. Annual inflationary change is expected to continue in the 2% range. Wage settlements have been slightly above inflation. Winnipeg has a low cost of living, the 3<sup>rd</sup> lowest of major Canadian cities.

To truly measure a city's affordability, income levels and cost of living must be compared. Even though Winnipeg is a low cost city, when after-tax income is considered, Winnipeg's community affordability is close to the average Canadian city (Federation of Canadian Municipalities, HRDC 2004 report). The Community Affordable Ratio (CAR) was developed by the Federation of Canadian Municipalities in partnership with Human Resource Development Canada. The CAR is the median after-tax income divided by the cost of standard basket of selected goods and services.

B6.2 The political representation for the City of Winnipeg is a Mayor and 15 Councillors, each representing a city ward. The current Mayor and Council were elected in October 2006. Their term of office ends in 2010.

The administrative structure for the City of Winnipeg is a Chief Administrative Officer (CAO) providing overall supervision for the following departments: Corporate Finance, Property Assessment, Corporate IT, Corporate Services, Community Services, Fire Paramedic Service, Winnipeg Police Service, Public Works, Transit, Water and Waste, and Planning, Property and Development.

Since 1992, overall municipal government revenues have not changed significantly. There has however been a shift: taxation revenues have decreased and fees and charges have increased. Property and business taxes made up 51% of the City's revenues in 1992. In 2003, these same revenues accounted for 43% - a \$66 million reduction. During this same period, user fees and charges increased from 25% to 31% of City revenues – a \$66 million increase.

The City of Winnipeg provides many services to its citizens. By service, the representation is distributed as follows: Public Safety (25%), Transportation (23%), Environmental (23%), Planning and Development (4%), Leisure and Wellness (15%), Internal Support (10%). For additional information on City services, refer to the City of Winnipeg web site at: <http://winnipeg.ca/interhom/Departments/>.

The City of Winnipeg has a workforce of approximately 8,500 members represented by eight bargaining units:

- Amalgamated Transit Union (ATU) - Local 1505
- Canadian Union of Public Employees (CUPE) - Local 500
- Professional Paramedics Association of Winnipeg (PPAW)
- United Fire Fighters of Winnipeg (UFFW) - Local 867 of IAFF
- Winnipeg Association of Public Service Officers (WAPSO)
- Winnipeg Fire Paramedic Senior Officers' Association (WFPSOA)
- Winnipeg Police Association (WPA)
- Winnipeg Police Senior Officers' Association (WPSOA)

## **B7. ENQUIRIES**

B7.1 Any Proponent who has questions as to the meaning or intent of any part of this document or who believes this document contains any error, inconsistency or omission should make an enquiry prior to the Submission Deadline requesting clarification, interpretation or explanation in writing to the City at the following address:

Inspector Shelley Hart  
Contract Administrator  
CAO Secretariat  
3<sup>rd</sup> Floor, 510 Main Street  
Winnipeg, Manitoba R3B 1B9  
Phone: (204) 986-3111 Fax: (204) 949-1174  
Email: [smhart@winnipeg.ca](mailto:smhart@winnipeg.ca)

## **B8. ADDENDUMS**

B8.1 The Contract Administrator may, at any time prior to the Submission Deadline, issue addenda correcting errors, discrepancies or omissions in the RFQ, or clarifying the meaning or intent of any provision therein. The Contract Administrator will issue each addendum at least two (2) Business Days prior to the Submission Deadline, or provide at least two (2) Business Days by extending the Submission Deadline.

(a) The Addenda will be available on the Bid Opportunities page at The City of Winnipeg, Corporate Finance, and the Materials Management Branch internet site at <http://www.winnipeg.ca/matmgt/bidopp.asp>

(b) The Proponents are responsible for ensuring that all addenda have been received and are advised to check the Materials Management Branch internet site for addenda shortly before the Submission Deadline.

## **B9. SUBMISSION**

B9.1 The Submission Deadline is 4:00 p.m. Winnipeg time, February 16, 2007.

B9.2 The RFQ submissions will not be opened publicly.

B9.3 The RFQ submission shall be submitted enclosed and sealed in an envelope clearly marked with the RFQ number and the Proponent's name and address.

B9.4 RFQ submissions determined by the Manager of Materials to have been received later than the Submission Deadline will not be accepted and will be returned unopened.

B9.5 The City may extend the Submission Deadline by issuing an addendum at any time prior to the time and date specified for the submission of proposals.

B9.6 RFQ submissions submitted by facsimile transmission (fax) or internet electronic mail (e-mail) will not be accepted.

B9.7 RFQ submissions shall be submitted to:

The City of Winnipeg  
Corporate Finance Department  
Materials Management Branch  
185 King Street, Main Floor  
Winnipeg MB R3B 1J1



**B10. DESCRIPTION OF RFQ SOLICITATION AND SUBSEQUENT PROCESSES**

- B10.1 The City is considering a variety of service delivery models for 311 services. These service delivery models include a City of Winnipeg internally operated service, one which is outsourced to the private sector, and one which outsources infrastructure (technology and facility) and utilizes City staff.
- B10.2 After receiving the submissions to this RFQ the Administration will follow a three Phase process for soliciting and negotiating the best possible arrangements for the taxpayers of Winnipeg from the RFQ and RFP processes. The three phases and their anticipated timelines are as follows:

Preliminary schedule for this project is as follows:

Phase	Timing
I. RFQ Evaluation	Approximately 3 weeks from date of Final Receipt of Submissions.
II. RFP Detailed Proposal Solicitation and Evaluation	Approximately 12 weeks from issuance of RFP
III. Negotiation and Due Diligence, City Council Approval and Award of Contract	Approximately 4 -10 weeks from completion of Phase II (above)

- B10.3 Phase I – RFQ Evaluation:
- (a) The City anticipates approximately three (3) weeks to review all RFQ submissions received. After completion of Phase I, the City will shortlist the most qualified Proponents. Only those Proponents on the shortlist will be invited to submit a detailed proposal in response to the RFP of Phase II.
- B10.4 Phase II – RFP Detailed Proposal Solicitation and Evaluation:
- (a) The City will invite the Proponents determined to be qualified under the RFQ process to submit detailed proposals. The City anticipates approximately 12 weeks to solicit, review and evaluate the detailed proposals submitted. The evaluation of the detailed proposals may culminate in the Administration entering into negotiations with Proponents of the most advantageous detailed proposals in response to the RFP.
- B10.5 Phase III – Negotiation and Due Diligence:
- (a) It is anticipated that the final recommendation for award of contract will be presented to Council in May 2007.

**B11. COUNCIL APPROVALS**

- B11.1 Following the negotiation of terms and due diligence, the Administration will ultimately present recommended option(s) to Council for approval from the Proponent determined to have the most advantageous proposal to the City.
- B11.2 Proponents are advised that Council has not determined whether the consolidated 311 service will be operated internally by City staff or outsourced to the private sector. The Administration has been directed to prepare business cases for three consolidated service delivery options of 311 service: a City of Winnipeg internally operated service, a service which is outsourced to the private sector and one which outsources infrastructure (technology and facility) and utilizes City staff. Information received by the City pursuant to this RFQ/RFP process will be utilized in the preparation of those business cases. The business cases will be submitted to the Alternate

Service Delivery Committee for consideration and recommendation to Standing Policy Committee(s), Executive Policy Committee and ultimately Council.

- B11.3 Notwithstanding any other section of this document, The City of Winnipeg may, in its sole discretion, at any time by written notice, terminate the RFQ solicitation or evaluation process or, after the selection of Proponents determined to be qualified under the RFQ process, elect not to proceed with more detailed proposal submissions and, by written notice, terminate the process. After termination as described above, the City will be under no obligation to any Proponent.

## RESPONSE INSTRUCTIONS

### B12. SUBMISSION CONTENT AND FORMAT

- B12.1 Submissions must be made in the prescribed format with the content set out under the evaluation criteria in the Evaluation Criteria Table (see B19).
- B12.2 Proponents shall submit **one (1) original** and **six (6) paper copies** plus **one (1) copy in an MSOffice compatible electronic format** on a standard CD. If there is any discrepancy between the electronic version and the original hard copy, the original hard copy shall take precedence.
- (a) Each requirement shall be addressed in a separate section clearly marked with the corresponding letter;
  - (b) Each section shall contain no more than **6 pages** (standard 8.5x11 “), using a printing font with a 12 pitch. The 6 pages include all graphics.
- B12.3 The RFQ submission shall consist of the following minimum requirements:
- (a) Form A: Request for Qualifications (Section A)
  - (b) Experience of Proponent (Section B)
  - (c) References (Section C)
  - (d) Financial Stability (Section D)
  - (e) Technology Requirements (Section E)
  - (f) Transition and Transformation Approach (Section F)
  - (g) Presence and Familiarity with the Province of Manitoba (Section G)
- B12.4 Further to B12.3(a) the Proponent shall complete Form A: Request for Qualifications, making all required entries.
- B12.5 Paragraph 2 of Form A: Request for Qualifications shall be completed in accordance with the following requirements:
- (a) if the Proponent is a sole proprietor carrying on business in his own name, his name shall be inserted;
  - (b) if the Proponent is a partnership, the full name of the partnership shall be inserted;
  - (c) if the Proponent is a corporation, the full name of the corporation shall be inserted;
  - (d) if the Proponent is carrying on business under a name other than his own, the business name and the name of every partner or corporation who is the owner of such business name shall be inserted.
- B12.5.1 If the submission is submitted jointly by two or more persons, each and all such persons shall identify themselves in accordance to Clause B12.5

- B12.6 In Paragraph 3 of Form A: Request for Qualifications, the Proponent shall identify a contact person who is authorized to represent the Proponent for purposes of this RFQ.
- B12.7 Paragraph 7 of Form A: Request for Qualifications shall be signed in accordance with the following requirements:
- (a) if the Proponent is sole proprietor carrying of business in his own name, it shall be signed by the Proponent;
  - (b) if the Proponent is a partnership, it shall be signed by the partner or partners who have authority to sign for the partnership;
  - (c) if the Proponent is a corporation, it shall be signed by its duly authorized officer or officers and the corporate seal, if the corporation has one, should be affixed;
  - (d) if the Proponent is carrying on business under a name other than his own, it shall be signed by the registered owner of the business name, or by the registered owner's authorized officials if the owner is a partnership or a corporation.
- B12.8 The name and official capacity of all individuals signing Form A: Request for Qualifications shall be printed below such signatures.
- B12.9 All signatures shall be original and shall be witnessed except where a corporate seal has been affixed.
- B12.10 If a submission is submitted jointly by two or more persons, the word "Proponent" shall mean each and all such persons, and the undertakings, covenants and obligations of such joint Proponents in the submission, shall be both jointly and several.

### **B13. EXPERIENCE OF PROPONENT**

- B13.1 Further to B12.3(b) the Proponent shall submit information in sufficient detail for the City to evaluate their experience in the customer service call centre industry, including 311, by providing qualifications, successes, proven problem solving abilities, number of contracts, names of clients and the details of the scope and volume of each contract.

### **B14. REFERENCES**

- B14.1 Further to B12.3(c) the Proponent shall include 3 (three) references for recent projects similar in size, scope and value for customers in North America. Each reference shall consist of a company name, contact name, email address, phone number and a brief description of the project.
- B14.2 Reference checks will not be restricted to only those submitted by the Proponent, and may include organizations representing persons companies or individuals known to have done business with the Proponent.

### **B15. FINANCIAL STABILITY**

- B15.1 Further to B12.3(d) the Proponent shall include:
- (a) audited financial statements for the last two full years; or
  - (b) the annual reports for the last two full years, or
  - (c) sufficient information to assess the financial stability of the company (certified by the Proponent's Chief Financial Officer).
- B15.2 This information should cover a period of no less than two full fiscal years and disclose the material items on the balance sheet and the profit and loss statement.

B15.3 The Proponent shall authorize the City to perform a credit check upon request.

**B16. TECHNOLOGY REQUIREMENTS**

B16.1 Further to B12.3(e) the Proponent shall submit information in sufficient detail for the City to evaluate if the Proponent operates state of the art call centres in terms of elements such as: facilities, ergonomics, communications equipment, call routing technology, ability to measure, monitor, and report service levels, currency of hardware, software.

**B17. TRANSITION AND TRANSFORMATION APPROACH**

B17.1 Further to B12.3(f) the Proponent shall submit information in sufficient detail for the City to evaluate if the Proponent has an established, well prepared approach to transition of client work within their facilities, staff training, staff retention, knowledge management and continuous productivity improvement.

**B18. PRESENCE AND FAMILIARITY WITH THE PROVINCE**

B18.1 Further to B12.3(g) the Proponent shall submit information in sufficient detail for the City to evaluate the Proponent's expertise dealing with public sector clients and any operations or clientele in the Province of Manitoba.

## B19. RFQ EVALUATION CRITERIA

B19.1 The evaluation committee may, in addition to the evaluation criteria described below, apply other evaluation criteria which the evaluation committee determines have become relevant during the evaluation process. The evaluation committee will apply the same criteria and methods to the evaluation of all RFQ submissions.

	<b>EVALUATION TABLE</b>	<b>SCORE</b>
<b>A1.</b>	<b>CONFORMANCE TO MANDATORY REQUIREMENTS</b>	<b>PASS/FAIL</b>
<b>A2</b>	The City of Winnipeg may reject a proposal as being non-responsive if: a) the proposal submission is incomplete, obscure or conditional; b) the proposal submission contains deletions, alterations or other irregularities.	<b>PASS/FAIL</b>
<b>B.</b>	<b>EXPERIENCE</b> The Proponent will be evaluated to assess if they specialize in call centre operations, the size of call centres being operated currently and in the recent past, and the strategic focus given to call centre operations by the company.	<b>30</b>
<b>C</b>	<b>REFERENCES</b> The reference contacts will be interviewed by the City. It is critical that the reference contacts agree to such interviews. If the references cannot be checked, the score assessed will be zero. The City will evaluate if the Proponent's clients feel that the Proponent meets or exceeds its contractual obligations.	<b>20</b>
<b>D</b>	<b>FINANCIAL STABILITY</b> The Proponent will be evaluated to assess if they can assume the risks related to such service contracts and make the necessary investments to deliver the expected service levels.	<b>PASS/FAIL</b>
<b>E</b>	<b>TECHNOLOGY REQUIREMENTS</b> The City will evaluate if the Proponent operates state of the art call centres in terms of elements such as: facilities, ergonomics, communications equipment, call routing technology, ability to measure, monitor and report service levels, currency of hardware, software.	<b>20</b>
<b>F</b>	<b>TRANSITION AND TRANSFORMATION APPROACH</b> The City will evaluate if the Proponent has an established, well prepared approach to transition of client work within their facilities, staff training, staff retention, knowledge management and continuous productivity improvement	<b>20</b>
<b>G.</b>	<b>PRESENCE AND FAMILIARITY WITH THE PROVINCE</b> The City will evaluate the Proponent's expertise dealing with public sector clients, with the public at large and any operations or clientele in the Province of Manitoba.	<b>10</b>
	<b>MAXIMUM SCORE</b>	<b>100</b>

B19.2 The format for responses to each criteria is described in Submission Content and Format B12.

B19.3 The evaluation committee may recommend up to 12 (twelve) RFQ Proponents to be invited to submit a detailed proposal in response to the RFP in Phase II of the process. The recommended Proponents will be those receiving the highest evaluated total scores.

## **B20. MANDATORY REQUIREMENTS**

- B20.1 The following are, at minimum, the mandatory requirements for Phase I:
- (a) The proposed call centre facility shall be located and all data shall be stored in Canada.
  - (b) All requirements A to G, as set out in the Evaluation Table B19 are mandatory.

## **B21. NON-DISCLOSURE**

- B21.1 Proponents must not disclose any details pertaining to their RFQ and the selection process in whole or in part to anyone not specifically involved in their submission, without the prior written approval of the City. Proponents shall not issue a news release or other public announcement pertaining to details of their RFQ submission or the selection process without the prior written approval of the City.
- B21.2 Proponents are advised that an attempt on the part of any Proponent or any of its employees, agents, contractors or representatives to contact any members of City Council or their staff or any member of City Administration, other than the person designated for enquiries herein, with respect to this RFQ solicitation may lead to disqualification.

## **B22. CONFIDENTIALITY AND PRIVACY**

- B22.2 Information provided to a Proponent by the City or acquired by a Proponent by way of further enquiries or through investigation is confidential. Such information shall not be used or disclosed in any way without the prior written authorization of the City. The Proponent shall not make any statement of fact or opinion regarding any aspect of the RFQ and RFP to the media or any member of the public without the prior written authorization of the City.
- B22.3 The protection of personal information and privacy will be fundamental aspects of the 311 service. Proponents shall comply with all applicable privacy legislation, including but not limited to the Personal Information Protection and Electronic Documents Act (Canada) ("PIPEDA"). In addition, Proponents are advised that The City of Winnipeg is subject to The Freedom of Information and Protection of Privacy Act (Manitoba) ("FIPPA") and that the Contractor will be expected to comply with the obligations imposed upon the City pursuant to FIPPA.
- B22.4 To the extent permitted, the City shall treat all submissions as confidential, however the Proponent is advised that any information contained in any submission may be released if required by City policy or procedures, by The Freedom of Information and Protection of Privacy Act (Manitoba), by other authorities having jurisdiction, or by law.
- B22.5 All RFQ submissions submitted to the City will be kept in confidence with the City administrators for the sole purposes of evaluating and developing the best possible strategic option for the City of Winnipeg. RFQ submissions will become the property of the City of Winnipeg. The City will have the right to make copies of all RFQ submissions for its internal review process and to provide such copies to its staff, legal, technical and financial advisors and representatives.
- B22.6 All information will become and remain the property of the City of Winnipeg, none will be returned. If the application contains any proprietary or trade secret information, said information must be indicated as such.

## **B23. PROPONENT'S COSTS AND EXPENSES**

- B23.1 Proponents are solely responsible for their own costs and expenses in preparing and submitting an RFQ submission and participating in the RFQ including the provision of any additional information or attendance at meetings.

**B24. NO CONTRACT**

- B24.1 By submitting an RFQ submission and participating in the process as outlined in this document Proponents expressly agree that no contract of any kind is formed under, or arises from this RFQ and that no legal obligations will arise. The City will have no obligation to enter into negotiations or a Contract with a Proponent, even though one or all of the Proponents are determined to be responsible and qualified, and the proposals are determined to be responsive.
- B24.2 If the City proceeds to issue an RFP only to Proponents determined to be qualified under the RFQ process, the City will have no obligation to award a Contract where:
- (a) Council determines not to proceed with the outsourcing service delivery options;
  - (b) only one submission is received; or
  - (c) in the judgment of the City, the interests of the City would best be served by not entering into a Contract.