

The Practical Guide for Effective Evaluation of FM Service Proposals



Today's Agenda

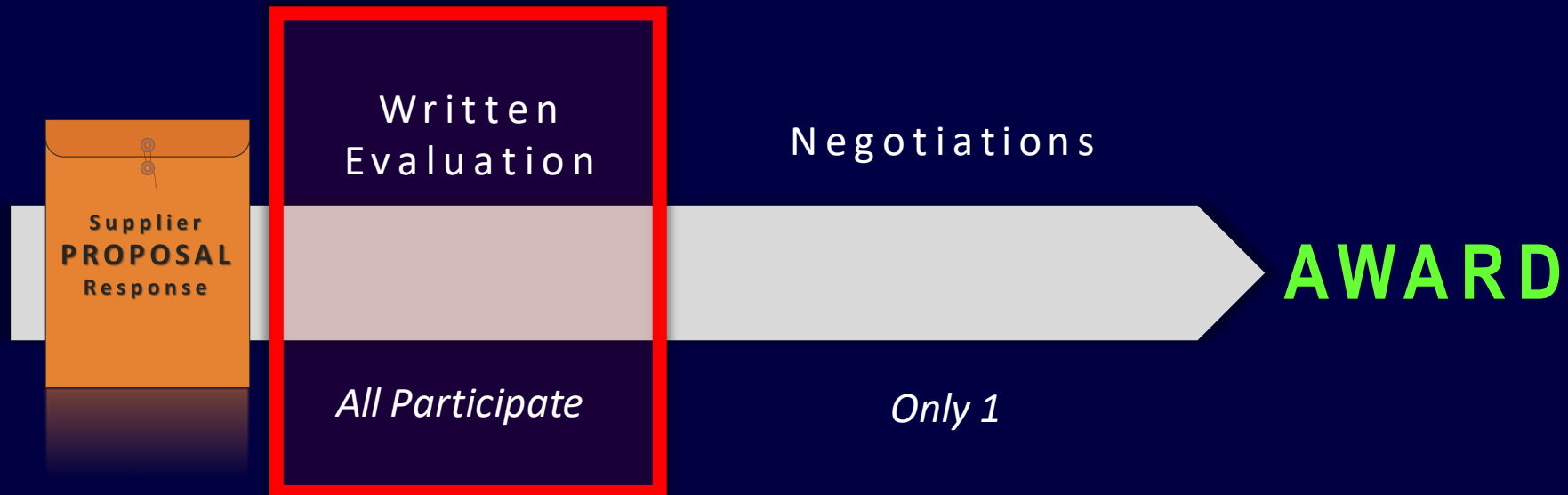
- **Six recommendations to streamline evaluations**
- **Explain how this approach saves money**
- **Recommendations for industry partners**

Fair...Open...Transparent

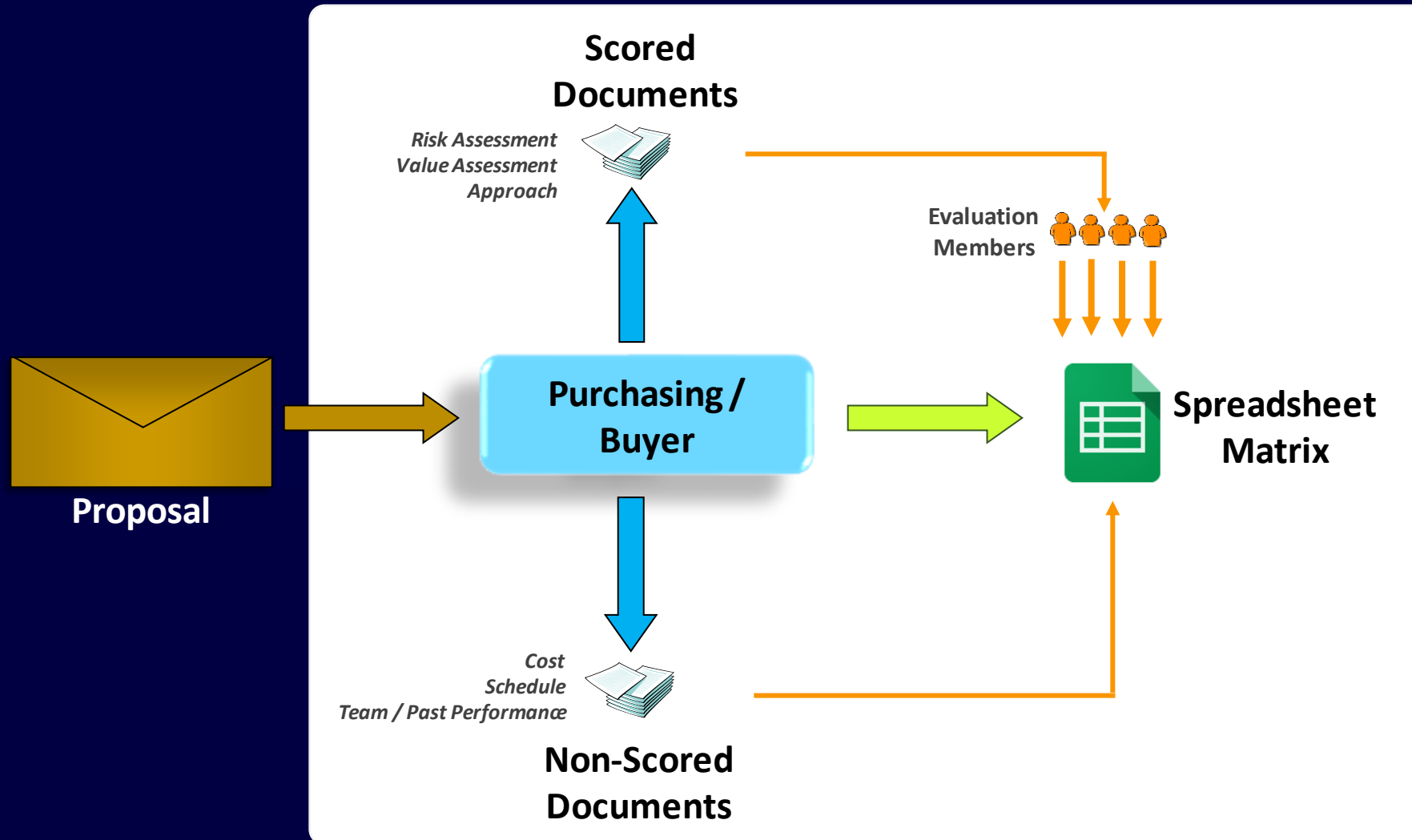
- Why?
- Obvious reason is to stay out of jail or the courtroom
- But this is what drives good vendors to your projects, and gets them to invest their time and effort

Evaluation Period

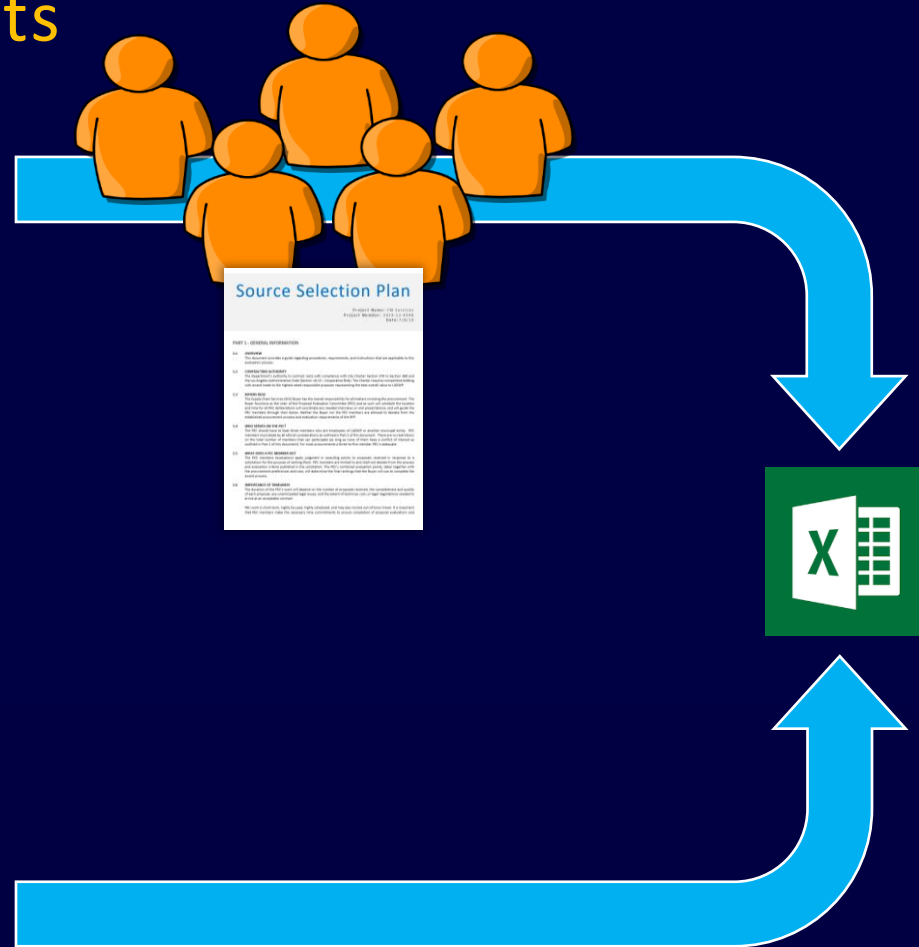
- Evaluation period is an area of weakness for many owners...
- Can be an area where transparency and fairness both disappear



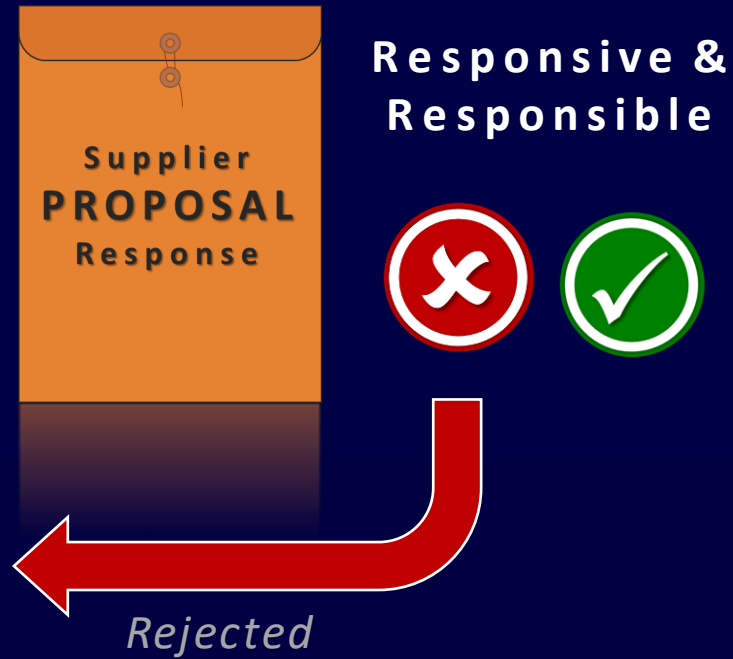
How The Submittal Process Works



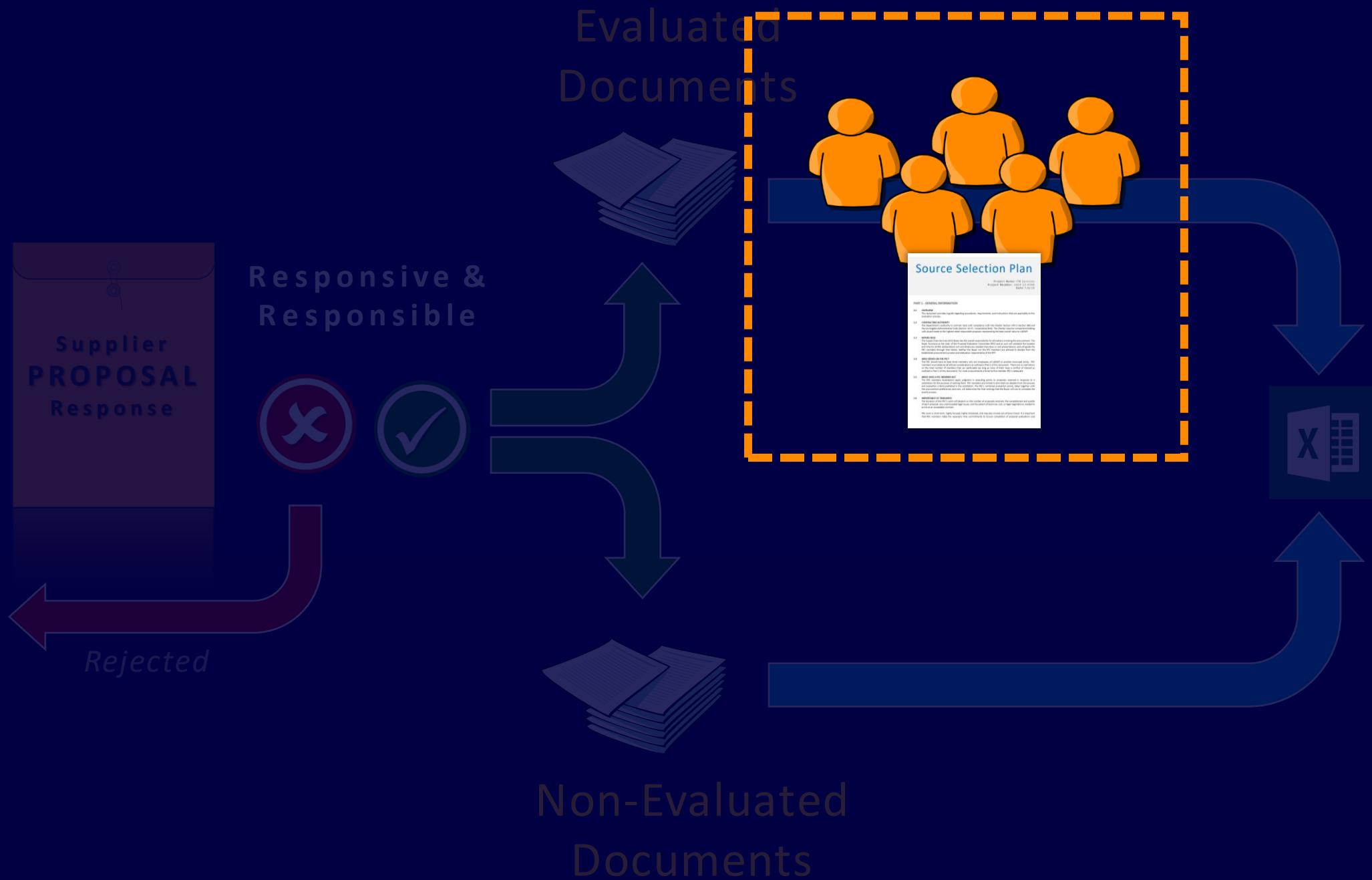
Evaluated Documents



Non-Evaluated Documents



Responsive &
Responsible



What We Have Learned...

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released

1) Have a SSP Prepared and Issued Before RFP is Released

- Do not try to figure out the evaluation process after RFP is released....TOO LATE
- Create a SSP prior to releasing RFP. This allows the evaluators and SME's time to provide input before releasing the RFP.
- Minimizes time spent trying to figure things out (or do something that is not permitted based on the RFP language)

Source Selection Plan

Source Selection Plan

OVERVIEW

This Source Selection Plan (SSP) provides a guide regarding procedures, requirements, and instructions that are applicable to this evaluation process. Evaluators must review the schedule below and consider if they have any scheduling conflicts that may impact their ability to meet the requirements listed below.

10/23	Documents provided to Evaluators
10/30	Evaluators submit scores to Buyer (Evaluations Due by 4 pm)

ANONYMOUS PROPOSALS

To maximize fairness of the evaluation process, documents evaluated by the evaluation committee will not contain any names that may be used to identify the vendor. The Buyer will assign a unique code to each document. Evaluators will be provided coded copies of the documents that are to be evaluated and scored. Evaluators are prohibited from any attempts to determine or identify the company/vendor names for the documents that are being evaluated.

INDIVIDUAL ASSESSMENTS

Evaluators shall exercise independent judgment when reviewing and evaluating proposals. Evaluations must be performed individually amongst the evaluators. The scoring must not be based on a group consensus or discussion. This is to avoid any unintentional influence or bias of the evaluators. Evaluators must not discuss the documents or their ratings with any individual besides the Buyer (including other evaluators). Evaluators must not seek additional information or clarification of any document on their own. If any clarification or advice from other experts in the field is necessary, the evaluator shall contact the Buyer. The Buyer will then determine if any additional information will be provided to all of the evaluators.

SCORING

Each evaluator shall individually read and score the coded proposals/documents. Evaluators should individually score the proposals based on the criteria established in the solicitation. Proposals must be evaluated solely on the stated criteria listed in the solicitation. Only material presented in the written proposals can be considered in the evaluation. Evaluators should use logic and/or verifiable performance documentation (provided by the vendor in the proposal document) to assist in determining the rating.

Evaluations are to be performed on 1-5-10 scale, as described below:

- A "10" represents that the evaluator is 'extremely satisfied' with the document being evaluated (as it relates to the requirements described in the next section). The evaluator strongly believes that this Proposer should be interviewed, and/or would be very comfortable hiring the Proposer based on their document.
- A "5" represents that the document is acceptable, but does not significantly differentiate itself from the competing proposals. The evaluator is 'neutral' or indifferent with their approach, risk assessment, or value innovation (as it relates to the requirements in the next section).
- A "1" represents that the evaluator is 'extremely dissatisfied' with the document being evaluated (as it relates to the requirements described in the next section). The evaluator does not believe that interviewing this Proposer is necessary, and/or would be very uncomfortable hiring the Proposer based on their document.

OBJECTIVES OF EACH DOCUMENTS

Approach & Methodology

The Approach & Methodology document should:

- Demonstrate that the Proposer can visualize what they are going to do to successfully deliver this project.
- Provide a concise synopsis of the critical tasks that will be undertaken to meet or exceed W&R's expectations (cost, performance, delivery, quality, etc.).
- Summarize their implementation approach (installation, configuration, integrations, testing, training, etc.).
- Summarize their transitioning approach (knowledge transfer, training, organizational change management, etc.).
- Summarize the Proposers goals and objectives.
- Provide sufficient information to demonstrate their understanding of the requirements and how to meet or exceed these requirements.

Risk Assessment Approach

The Risk Assessment Approach gives the opportunity for the Proposer to differentiate its capabilities based on its ability to visualize, understand, and minimize risk to W&R and the risk to a successful outcome of the project. The Risk Assessment Approach should:

- Address pertinent risks, issues, challenges, or problems that are unique and applicable to this project or service.
- Described each risk in non-technical terms and contain enough information to describe to an average reader why the risk is a valid risk and the significance of this risk to the project/service.
- Explain how they will avoid or minimize the risks from occurring, or identify strategies that can be followed or used to mitigate these risks (in non-technical terms).

Evaluators should keep in mind that the Risk Assessment approach is broken down into two subparts: Controllable Risks and Non-Controllable Risks. Controllable Risks includes risks, activities, or tasks that are controllable by the Proposer, or by entities/individuals that are subcontracted by the Proposer. This includes things that are part of the technical scope of what the Proposer is being hired to do. Non-Controllable Risks includes risks, activities, or tasks that are not controllable by the Proposer. This may include risks attributed by W&R, W&R personnel, risks that are caused by other parties not hired by the Proposer, completely uncontrollable risks, or items that can contribute to contingency.

Value & Innovation Assessment

The Value & Innovation Assessment provides Proposers with an opportunity to suggest any value-added options, ideas, or opportunities that will benefit W&R. This may include ideas regarding future solution enhancements, innovative technology or requirements, changes to implementation timelines, alternative implementation approaches, goals, deliverables, methodologies, etc., provided these alternatives fall within the scope and constraints of this project/service. This may include scope additions, scope reductions, and/or scope alternates. Proposers are advised to suggest relevant ideas that explain how they will:

- Reduce risk
- Reduce cost
- Improve timelines
- Improve the quality of services being offered
- Enable W&R to leverage emerging technologies.

RATING FORMS

Rating Forms are attached. Evaluators should use these Forms to submit their ratings. Evaluators should briefly describe strengths, weaknesses, or deficiencies with each document (to provide insight as to why they assigned the particular score/rating). The comments should be brief but adequately reflect how the conclusions and rankings of each proposal were made. The explanations must be rational and consistently applied from proposal to proposal. The Buyer will not tell an evaluator how to exercise independent judgment, but will make sure the written description of how the proposals were scored is rational, understandable, and is not in conflict with the requirements of the solicitation.

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released
2. Evaluators have bias

2) Evaluators Have Bias

- Every human has had their own journey in life with different experiences and life lessons. This results in biases in everything we do, including when we are asked to evaluate proposals.
- Bias is not always a 'bad' thing...going through a painful experience may cause an individual to be biased towards avoiding a similar situation from reoccurring. That can be a benefit to an owner organization from repeating the same 'bad' mistake again.
- However, bias can always be a 'tricky' subject during the public procurement process.

Example

- Project to renovate lighting in student dormitories throughout campus.
- We received a number of proposals, but one Contractor stated that one of the challenges the University may face is having male electricians work in female dorms (rooms, bathrooms, etc.). Make female students uncomfortable.
- Therefore, to mitigate this concern, this vendor would hire only female electricians to work in the female dorms and male electricians to work in the male dorms.
- We had 5 evaluators. 4 thought this was a great idea....but the other said that this was a horrible idea, and gave this contractor a 1 out of 10 rating. When asked why...he stated that he is an electrician, and his father was a electrician for all his life. Based on this long history, he knows that this contractor is lying because there is no such thing as female electricians!!! Wow! This is not made up. At first everyone laughed...assuming he was joking...but things became awkward when we realized he was serious. He said that he has never met 1 single female electrician...and to think that this contractor could get an entire team to perform the work is a straight out lie. Therefore, gave them a 1 score.
- This person was not a 'bad' guy. He didn't have anything against 'women'. He honestly believed (based on his person experience and person bias), that this was not a feasible option.
- This is a REAL example. It shows you how personal experience is not always a good thing when it comes to bias.

Number of Evaluators

- So how can you mitigate the potential risk of evaluator bias...that may not be defensible???
- Suggestion = you have at least 3-5 evaluators. The more evaluators you have... the more you can mitigate someone with significant bias.
- Most simple projects you only need 3
- But you should have 5 on more risky, more complex....or you are worried about a biased evaluator

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released
2. Evaluators have bias
3. Avoid consensus meetings!

3) Avoid Consensus Meetings

- **Should be avoided at all costs!!!**
- **Nothing can increase your procurement risk as allowing influence into the evaluation process!**
- **Consensus meetings are basically meetings where evaluators change their scores to reflect what the boss (or someone that is superior in position) says**
- **Obviously no one will ever say that...they will claim it is an opportunity for evaluators to discuss things and review things that other evaluators may have missed...but that is the reality is, they become a tool to allow influence in the evaluation process.**

Example 1

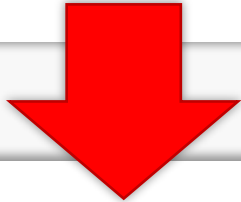
- Example: IT Project to install a Tax-Accounting system for a State
- 3 vendors proposed.
- 5 evaluators. During consensus meeting, the internal IT “expert”, stated that Vendor 1 proposal may sound great....but they actually don’t have a major component of what the State needs (which is data warehousing). This individual had done a lot of research and determined that this vendor is not capable of doing the work.
- So the evaluators all adjusted their scores based on what their internal expert said (went from 9-10 ratings to 6-7 ratings).
- However, since there were only 3 vendors, they were all invited into the interview period.
- During interviews, this same vendor was asked about their inability to perform ‘data warehousing’. The supplier laughed at the question, and said that they have one of the largest data warehousing systems in North America. They went on to list major institutions that were using their systems.
- After the interviews were over...the IT expert apologized to everyone and said that they were not aware of this suppliers background. This is a rare occurrence for an internal expert to admit they were wrong (in most cases they will claim that the supplier is lying)...but unfortunately, the scores for the proposals were already adjusted by the influence of one person.

Example 2

- In another example, 7 evaluators reviewed the qualifications of 3 suppliers.
- The individuals scores are shown:
- During the consensus meeting...they discussed the pro's and con's...however, one evaluator (Rater 4), eventually took over the discussion, and kept providing reasoning why their score was accurate. Eventually...after 2 hours of discussions, one evaluator said, "okay fine, I give up, just change my score to whatever you all want...I don't care anymore...I just want to get out of this meeting"!!! Then 3 other evaluators agreed and went along with this person. What we saw, was that all the other evaluators changed their score to match what this one evaluator was saying!!!
- However....story is not over....after all the scores were changed and agreed to, the procurement officer said, please provide me the justifications for these changes so I can defend your actions in court. After a quick 15 minute discussion, the committee changed all their scores to 8's so that they wouldn't have to provide justifications for differences in scores...and so they could get out of this meeting!!!

	FIRM A	FIRM B	FIRM C
RATER 1	7.0	7.0	8.0
RATER 2	7.0	8.0	9.0
RATER 3	7.0	8.0	9.0
RATER 4	9.0	7.0	8.0
RATER 5	7.0	8.0	9.0
RATER 6	5.0	6.0	7.0
RATER 7	7.0	7.0	8.0

RATER AVERAGE: 7.0 7.3 8.3

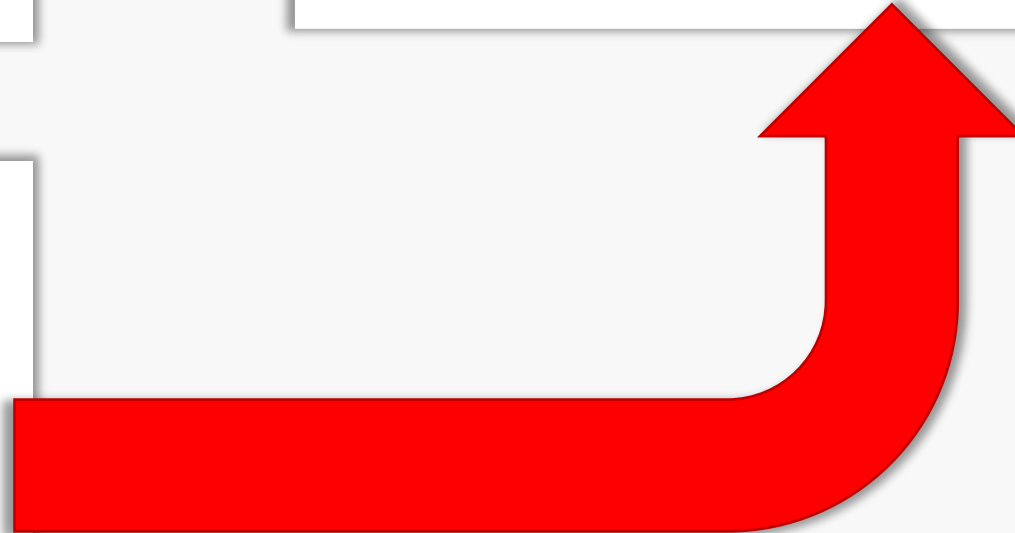


	FIRM A	FIRM B	FIRM C
RATER 1	9.0	7.0	8.0
RATER 2	9.0	7.0	8.0
RATER 3	9.0	7.0	8.0
RATER 4	9.0	7.0	8.0
RATER 5	9.0	7.0	8.0
RATER 6	9.0	7.0	8.0
RATER 7	9.0	7.0	8.0

RATER AVERAGE: 9.0 7.0 8.0

	FIRM A	FIRM B	FIRM C
RATER 1	8.0	8.0	8.0
RATER 2	8.0	8.0	8.0
RATER 3	8.0	8.0	8.0
RATER 4	8.0	8.0	8.0
RATER 5	8.0	8.0	8.0
RATER 6	8.0	8.0	8.0
RATER 7	8.0	8.0	8.0

RATER AVERAGE: 8.0 8.0 8.0



- **It's amazing what actually happens behind the scenes!!!!**
- **These examples are not unique...they happen frequently.**
- **Which is why we NEVER recommend consensus meetings.**
- **They result in a lot of time being wasted, but more importantly, it encourages evaluator influence which goes against core procurement principles!**
- **If you want to streamline your evaluation process, and improve the fairness, just use the average evaluator scores. This is simple, takes less time, and easier to justify.**

Individual Evaluations



- Evaluations must be performed **individually** (not group consensus)
- Evaluators must **not discuss** with anyone (only contact Buyer for clarification)
- Evaluations should be **non-biased** (use logic and/or verifiable performance documentation to assist in determining the rating.)
- Evaluators must be **honest and fair** as possible with the rating (with the understanding that these ratings are not being used to award an actual project, but to pre-qualify vendors into an overall program). The Buyer reserves the right to **clarify any ratings**, request additional evaluator comments, or modify/reject a rating.

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released
2. Evaluators have bias
3. Avoid consensus meetings!
4. Have submittal forms

4) Have Submittal Forms

- Major problem with RFP's....is they don't think ahead and plan for when proposals come in.
- You can get a wide range of documents that are very difficult to navigate.
- Simple solutions...create a template for EACH and EVERY document you want them to submit. Do not allow them to submit on their own template or forms.

4) Have Submittal Forms

- Also...Don't allow the vendors to add comments to any forms (this can make evaluating simple forms...especially in IT services...very time consuming to evaluate).
- If you are asking a “Yes” / “No” question, then that is all the vendor should propose (do not allow comments)

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released
2. Evaluators have bias
3. Avoid consensus meetings!
4. Have submittal forms
5. Reduce length of evaluated documents

5) Reduce Length of Evaluated Documents

- 50 pages vs 5 pages....which is better? Which one will you actually read and evaluate? Which one will contractors actually spend more time preparing?

Keys to Effective Proposal Evaluations

1. Have a Source Selection Plan (SSP) prepared and issued BEFORE the RFP is released
2. Evaluators have bias
3. Avoid consensus meetings!
4. Have submittal forms
5. Reduce length of evaluated documents
6. Ask for the Right Info at the Right Time

6) Ask For the Right Info At Right Time

- Is asking for a Safety Plan on a \$500 Million project good idea???

Case Study

(2017 High Tech Facility - \$ Billion)

Contents included:

1. Cost
2. Experience
3. Capacity
4. Innovation
5. CX, QA, QC Processes
6. Management Approach
7. Cost Management
8. Cost Control Approach
9. Similar Experience
10. Contract Exceptions
11. Goals
12. KPI
13. Insurance
14. Safety Plan



Average Size of Safety Plan: **356 Pages**



Time Spent Evaluating:

2.5 Weeks

Deviation in Safety Plan Score:

1.52%



- **Not saying the Safety isn't important...but these are 'canned' / 'copy-and-paste' documents.**
- **They don't help you differentiate**
- **They are a waste of time to try and read as evaluators**
- **Not saying don't get this info...get it during your negotiation period prior to award...but has almost 0 value during evaluation.**
- **Same can be said with org charts...very rarely do evaluators give different scores for these documents.**

- So focus on documents/topics that truly differentiate vendors.
- Our research has found that this is primarily 2 documents (which we won't cover in this webinar), but it is the Risk/value.

Evaluation Period



Procurement Activities

1

Advertise / Issue the RFP

2

Proposal Due Date

- Proposals Evaluated
- Shortlisting
- Interviews & Discussions
- Negotiations

3

Award Date

6-10
Weeks

The Proposal Format

- Paper size
- Font size
- Language
- Package documents (& cost)
- Number of copies
- Hardcopy vs electronic

SECTION 4 PROPOSAL REQUIREMENTS

4.1 DUE DATE AND TIME

All proposals are due at the date and time specified in the Anticipated Procurement Schedule in Section 1.3. Late proposals will not be accepted or considered. The Proposal SHALL be deemed received by City when it has been physically received by a staff member of City's Vendor Liaison Center (VLC) before the proposal closing date and time. Delays due to mail handling, including, but not limited to, City's internal mail handling, will not excuse late delivery of proposal. All submittals that are hand-delivered must be time stamped at the VLC public counter in order to be accepted. It is the responsibility of the Proposer to ensure that the proposal is received by City by the specified deadline.

4.2 GENERAL FORMAT

All materials submitted SHALL become a part of the proposal, and may be incorporated in a subsequent contract between City and the selected Proposer. All responses/submittals to this RFP SHALL be made in accordance with the format outlined below. Failure to submit in the requested format or failure to submit all the required forms may cause a proposal to be deemed non-responsive. The format for the proposal includes the following:

- Shall be written in the English language
- All pages consecutively numbered
- Prepared simply, economically, and without unnecessary promotional materials
- SHALL be submitted on recycled paper that has a minimum of 30-percent post-consumer recycled content
- Be on standard 8 1/2" x 11" paper size
- Be single-spaced with a minimum font size of ten

4.3 HARDCOPY SUBMISSION REQUIREMENTS

Proposers SHALL submit one (1) hardcopy proposal package as outlined below:

- SHALL be submitted in a sealed package.
- The Fee Schedule **MUST** be submitted in a separate sealed envelope within the proposal package.
- The proposal SHALL be bound in a three-ring binder. Please do not bind the proposals in any other fashion to allow for easy duplication and distribution (if copies are requested, the copies may be bound in any other fashion).
- The package SHALL include all required submittals.
- The package SHALL be addressed and mailed to the City and clearly labelled as follows:

*Vendor Liaison Center
Attention: Jennifer Washington
RFP Number: 201586 – Western Yard Project
222 North Hope Street
Los Angeles, CA 90012*

- The proposal package SHALL contain two (2) separate and sealed envelopes:
ENVELOPE 1: Contains Submittal Form A-I
ENVELOPE 2: Contains **only** Submittal Form J (Fee Schedule)

- Note: City may request an electronic copy of the hardcopy proposal (in Adobe PDF format) after the hardcopy proposal has been submitted. Instructions for electronic submission will be emailed to the contact person(s) listed in the Proposer's proposal.



Templates

SUBMISSION FORM A – RESPONDENT DETAILS

PROJECT INFORMATION

RFP Number: PRN-1920-046
Project Name: Broderick Rd, Mixed Waste Stockpiles Removal Services

RESPONDENT INFORMATION

Trading name: enter details
Registered name: enter details
[If the Respondent trades under its formal name, enter details]
Australian Business Number (ABN) or equivalent: enter details
If no ABN is held, state the reason why: enter details
Australian Company Number or equivalent: enter details
Place of incorporation: enter details
Date of incorporation: enter details
Address of registered office: enter details
Principal office in Australia or equivalent: enter details

CONTACT INFORMATION

List the primary contact person nominated to answer the Authority's requests for further clarification.

Name: enter details
Position: enter details
Postal address: enter details
Telephone: enter details
Email address: enter details

ADDENDA ACKNOWLEDGEMENT

The Respondent acknowledges receipt of the following addenda, and has incorporated addenda into their proposal. Failure to identify and sign for all addendum may subject the Respondent to disqualification. The Respondent must list all addenda's (by number), then initial and received and incorporated them into your Proposal. The Respondent may add more rows.

Number	Initials & Date	Number	Initials & Date	Number	Initials & Date

CERTIFICATIONS

No	Criteria	Response*
1	The Respondent is presently engaged in the business of providing the services & work required in this RFP.	True False
2	The Respondent confirms that it has the financial strength to perform and maintain the services required under this RFP.	True False
3	The Respondent confirms that they can obtain and maintain all necessary insurance as required on this project.	True False
4	The Respondent can provide (if requested) financial records for the organisation for the past three years.	True False
5	The Respondent has not had any contracts terminated by the Authority (within the past five years).	True False
6	The Respondent certifies that it is not currently debarred, suspended, proposed for debarment, or declared ineligible for award by any Governmental entity.	True False
7	The Respondent certifies, within the last 5 years, they have not been convicted or had judgment rendered against them, or any employees for: fraud, embezzlement, theft, forgery, bribery, falsification or destruction of records, false statements, or tax evasion.	True False
9	The Respondent is not (now or in the past) been involved in bankruptcy or reorganised proceeding.	True False
10	The Respondent has never, any time, failed to complete a project.	True False
11	The Respondent certifies that they do not have any (real or perceived) conflicts of interest with the Authority.	True False

* Please attach additional information on any subject where the Respondent responded "False" to a question above. Failure to attach information may result in disqualification.

STATEMENT OF CERTIFICATIONS AND ASSURANCES

The Respondent does, hereby, expressly affirm, declare, confirm, certify, and assure ALL of the following:

- The Respondent has thoroughly reviewed this RFP, contract documents, including the proposed draft agreement, and all pertinent appendices, **Appendix**, and attachments include as part thereof, and that we fully understand all elements required for the full completion of the project as defined therein.
- The Respondent further certifies that, if selected as the successful organisation, we will enter into the contract agreement for the purposes of restricting competition as to any matter relating to such prices with any other firms or with any other competitor.
- The Prices quoted in his Proposal have not been arrived at independently without collusion, consultation, communication or respondent to any other firm or competitor prior to the final date and time for submission of such proposal.
- No attempt has been made or will be made by respondent to induce any other person, partnership, or corporation to submit or not to submit a proposal for the purpose of restricting competition.
- The Response submitted in response to the RFP shall remain valid for at least 30 days subsequent to the date of the Response opening and thereafter in accordance with any contract pursuant to the RFP.

By signature below, the signatory certifies legal authority to bind the responding entity to the provisions of this RFP and any contract awarded pursuant to it. The Authority may, at its sole discretion and at any time, require evidence documenting the signatory's authority to be personally bound or to legally bind the responding entity.

DO NOT SIGN THIS DOCUMENT IF YOU ARE NOT LEGALLY AUTHORISED TO DO SO BY THE ENTITY RESPONDING TO THIS RFP.

SIGNATURE & DATE:

PRINTED NAME & TITLE:

NAME OF FIRM:

DATE:

Approach & Methodology

SUBMISSION FORM B – APPROACH & METHODOLOGY

SPECIAL REQUIREMENTS: This Supplier Submission Form must not contain any names that can be used to identify who the Respondent is, must not identify the Respondents cost/fee, and must not exceed the page limits specified in the RFP (reference RFP Sections 2.4).

Introduction, Objectives and Expectations

We would like to explain our vision for our bespoke approach to this project. In this section we will describe the major steps and individual activities within each step to meet the project objectives of removing the C&D waste stockpiles with zero safety or environmental incidents, under budget, ahead of schedule and in accordance with our company's accredited ISO14001, 9001 & AS 4801 Certification.

Recycling Targets

Following a detailed review of the RFP, associated addendums, tender clarifications, site visits and our many years of recycling this type of material we have designed an approach that will target to recycle 56% of the stockpiled C&D waste on site. To achieve this, we will concentrate our efforts on the all untreated wood, brick and concrete and steel items only. The other items identified in your sample breakdown in the RFP are neither cost effective to try to remove from the waste stream or guaranteed to be introduced into the recycling markets for such streams. Even if separated the resultant streams would have a very high potential of being contaminated to the point that they would not be viable for the end markets. The remaining 44% will be sent to the appropriate landfills following sampling, analysis and final waste categorisation.

To achieve this 56% recycling target, we will implement the following steps in the sequence read. As you read Ref will be made in places to the Risk Assessment below, i.e. Risk 2 Controllable, Risk 1 Non-controllable etc. The numbers are not in severity of risk, only identification purposes.

Management of the Site - acting as Principal Contractor (PC) for the duration of the works

From Contract start date we will take control of the entire site as PC. Initially taking over the existing site set up and security services, over the next 6 weeks a site-specific integrated Health, Safety and Environmental Management Plan (HSEMP) will be designed, implemented and shared with all relevant parties and Stakeholders involved in the project. This plan will also define the roles and responsibilities and reporting structure of all key personnel within the Project. The process for designing, reviewing, approving and implementing this plan will include a series of Stakeholder Risk Assessment Workshops, site familiarisation walkovers and hazard transfer meetings, emergency management desk top investigations and simulations (CFA, VIC Police, EPA and WorkSafe Vic) and traffic management assessments both on and off site. During this period there will also be a requirement to chair on and off-site meetings with the relevant project Stakeholders to understand current, and design future communication strategies covering local community and businesses consultation, media release coordination and ongoing daily, weekly and monthly progress reporting requirements to EPA.

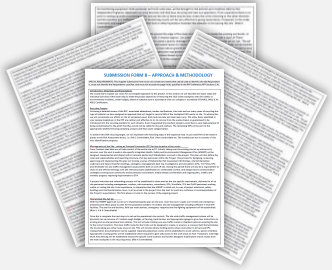
A project induction and onboarding process will be established to share and set the site-specific requirement, delivered to all on site personnel including management, workers, sub-contractors, consultants, EPA, WorkSafe, CFA and CoGG personnel working within or visiting the site. From experience, its imperative that the HSEMP is rolled out, by way of project inductions, safety briefings and site familiarisation tours, to all involved in the project from the start to avoid any confusion or misinterpretation of the Project's expectations. This first phase is crucial to the success of the ongoing project.

Operational Site Set Up

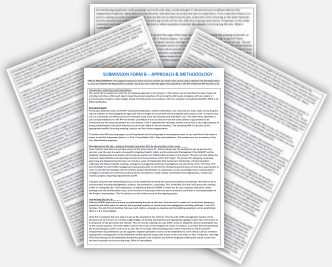
With the HSEMP approved we move to implementing the plan at site level. Over the next 2 weeks we'll install extra temporary amenities and office space to cater for the projected numbers of workers and site management including sufficient IT and WIFI facilities. The site first aid facilities, field eye wash stations, emergency response and fire-fighting equipment will be established. (Risk 1, 2 & 3 Controllable)

Once this is complete the next step is to set up the operational site controls. The site wide traffic management system will be physically set up inclusive of 2 mobile weigh bridges, all fencing, hard barriers and appropriate signage to give clear instructions to arriving and on-site personnel and vehicles. This will include creating one-way traffic routes to shepherd vehicles entering the site to the correct locations. The main traffic route for the trucks will be designed to create, in essence, a conveyor belt that eliminates the trucks taking any other route once on site. This will include vehicle holding points where instruction to drivers and EPA transportation documentation can be supplied. Separate pedestrian routes will be established to avoid vehicle / person interface. Appropriate crossing points will be established where required to gain safe access to the work areas on foot. Temporary 1.8m high Work Area fencing will be established around the specific work locations and further designate mobile plant transit routes from the main stockpiles to the recycling areas. (Risk 4 Controllable).

Supplier A



Supplier B



Supplier C



Evaluation Committee

Scoring Form

Approach & Methodology

Supplier A = **7.5**

Supplier B = **6.0**

Supplier C = **9.5**

Criteria	Weight
Cost	25%
Approach & Methodology (Proposal)	15%
Experience (Proposal)	10%
References (Proposal)	5%
Interview – Key Personnel	40%
Demonstrations	5%



Approach Example



- **RISK:** Noise from our demolition may result in student/staff complaints (since we will be doing demo in an in-operational library during finals week).
- **VENDOR 1 Solution**
Partnering is a key to success on any project. We will work with the user to develop the best strategies that can be implemented to minimize the impact of noise from demolition.
- **VENDOR 2 Solution**
To minimize this risk, we have planned to demolition during off hours and weekends. We will also install rubber sheets on the floors and foam pads around the wall to diminish noise and vibrations.

Approach Example



- **RISK:** Without adequate training, users may not comprehend how to use the new system.

- **VENDOR 1 Solution**

We will provide a thoughtful training plan that offers creative ways to drive change management and enhance learning retention. Our implementation approach also empowers the Client to deliver ongoing training assistance to the user community to keep utilization of the system effective.

- **VENDOR 2 Solution**

We have devised a training program that we have successfully executed on our past 7 implementations. We place users in a 1hr training (we will provide users with laptops that have the system pre-loaded), and follow up with a brief exam. Any user that scores below an 80%, we will then target them for additional hands on training. This approach has lead to an overall adoption rate of 95% in less than 3 months.

Approach Example



- **VENDOR 1**

RISK: The local water company must have the water turned on by June in order for us to water the newly installed recreational fields (or the grass will die).

SOLUTION: We will coordinate and plan our schedule with the water company as soon as the award is made to make sure that we get water to the site to irrigate the fields.

- **VENDOR 2 Solution**

RISK: The local water company must have the water turned on by June in order for us to water the newly installed fields (or the grass will die). On past projects, the water company has failed to meet the schedule 90% of the time.

SOLUTION: To minimize this risk, we will coordinate our schedule with the water company as soon as we are awarded the project. If they fail to meet our schedule, we can connect temporary waterlines to the nearby fire hydrants, or we can also rent water trucks to irrigate the fields.

Approach Example

Controllable Risk



RISK: A poor roofing system can result in roof leaks, which may inconvenience building occupants, and increase complaints, maintenance, damage, etc.

Vendor A Solution:

- Use our extensive roofing history to install the best system for your needs.

Vendor B Solution:

- To minimize this risk, our proposed roofing system has been installed on over 400 roofs and has had an average roof age of 18 years, in which 99% of the roofs don't leak and 100% of the end clients are satisfied.

Vendor C Solution:

- To minimize this risk, we are proposing a thermally-welded roofing system that has a tensile strength of 2,130 PSI, elongation of 300%, tear strength of 312lbs, has been tested for 10,000, and has a cold brittleness of -30°C.



Approach Example



#1

Safeguarding the health and safety of our people and customers is our moral responsibility and essential to the success of our business. We have worked hard to establish a safety culture where our people instinctively take individual and collective responsibility for their own safety and that of those around them, and act accordingly

#2

From the food we serve, the places where we work, or our day-to-day operations, we make sure safety is an “every-moment-every-day” mindset for our employees. We work hard to create a safety culture where all employees can stop any situation in which they feel unsafe. And we’re constantly improving our safety programs so that we can continue to create safer environments today and in the future.

#3

Health and safety is a global strategic priority for our Firm. We are committed to a global health and safety culture and world class health and safety performance. We know that integrating health and safety into everything we do minimizes risk to people and property.

Approach Example



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So... does this save money?

Seattle City Light



- **Background & Motivation for Change**
- **Pilot Project**
- **Current Status & Next Steps**

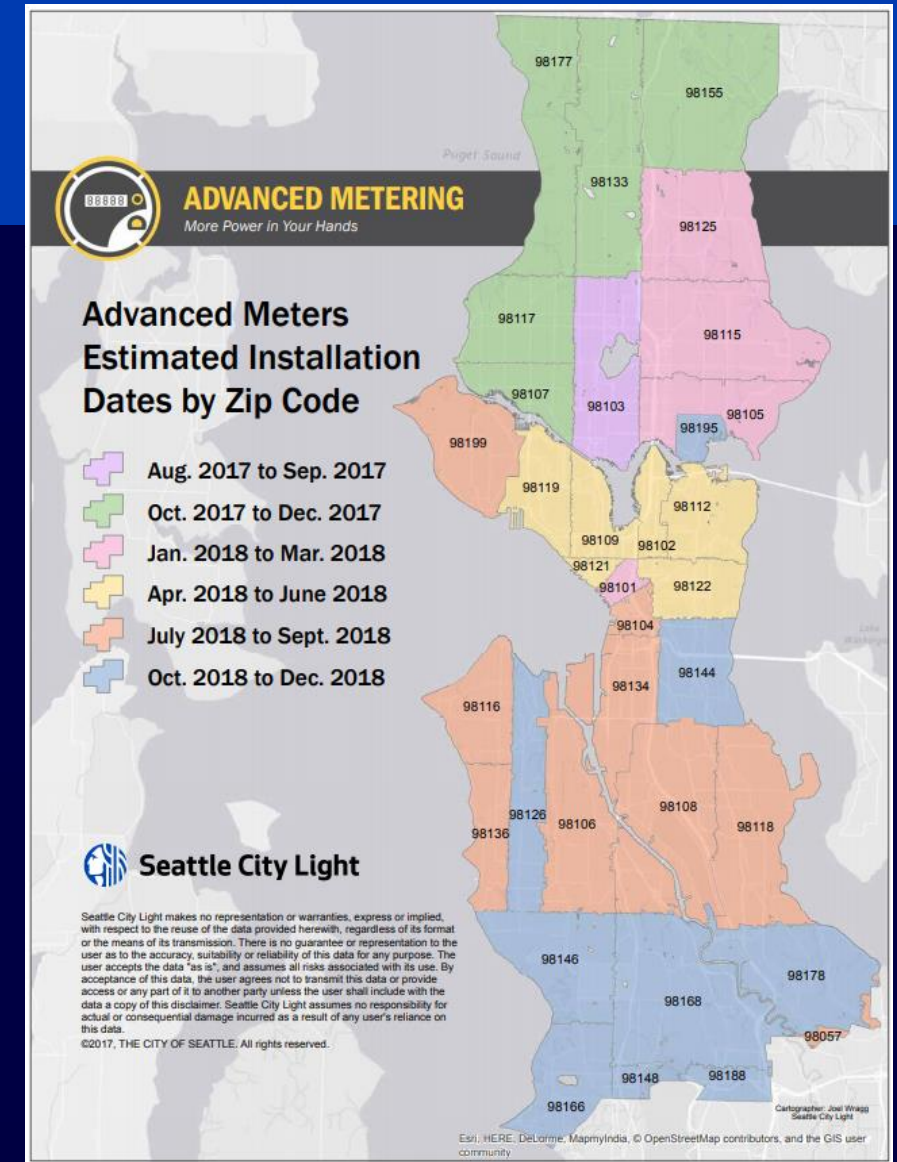
Background & Motivation for Change

**BECAUSE WE'VE
ALWAYS DONE IT
THIS WAY**



Pilot Project

- Advanced Metering Infrastructure (AMI) Organizational Change Management Consultant
- RFQ in early 2016
 - 3 year term



Pilot Project: Gaining Support

- The Interviews were an “ah ha” moment.
 - Eliminated the usual fluff
 - Focused on the actual people doing the work
 - Very apparent who knew their stuff
- City Light Project Team became comfortable.
 - “We are confident that we selected the best Consultant team...We know the people on [Consultant’s] team will fit this project very well.”

Pilot Projects

#	Project	Type	Size	Sched.
1	AMI Change Management	Professional Services	\$900K	3 yrs
2	Boundary General Overhauls	Engineering	\$3.1M	6 yrs
3	Annual Audit	Professional Services	\$1.2M	5 yrs
4	Continuous Improvement Roster	Professional Services	\$1M	3 yrs
5	Microgrid for Resiliency	Engineering	\$400K	2.5 yrs
6	Demand Side Management	IT Software	\$850K	3 yrs
7	Building Analytics	IT Software	\$850K	3 yrs
8	Skagit Relicensing	Engineering	\$1M	4 yrs
9	PCB Tracking & Condition Assessment	IT Software	\$900K	1.5 yrs

Current Status & Next Steps: initial outcomes at city light

- **Time Savings on City Light's Major RFPs/RFQs**
 - 50% reduction in Evaluation time (per proposal)
 - 75% reduction in Interview time (per vendor)
 - 50% reduction in total procurement duration
 - 3mo from RFP/RFQ release to signature-ready
 - Elimination of marketing "fluff" results
- **Project Performance Improvements**
 - Enhanced Scope of Work (SOW)
 - Fewer contract amendments

ROI

- **SCL average hourly unloaded rate of \$42.45**
 - **50.01% overhead rate**
 - **SCL average hourly loaded rate of \$63.68**
- **50% reduction in evaluator proposal reviews**
 - **Save 20 hours (1/2 work week) per person involved**
 - **Average 5 people (4-6) involved**
 - **\$6,368 saved per proposal review = 20 hours * 5 people * \$63.68 rate**

ROI, cont'd

- **75% reduction in time per interview (2-3 interviews per proposal, 4-6 people involved)**
 - An average of 5 people involved per interview each save 2 hours
 - \$636.80 dollars saved per interview = 2 hours * 5 people * \$63.68 rate
 - \$1,273.60 saved per proposal from interviews (conservative estimate) = \$636.80 * 2 interviews

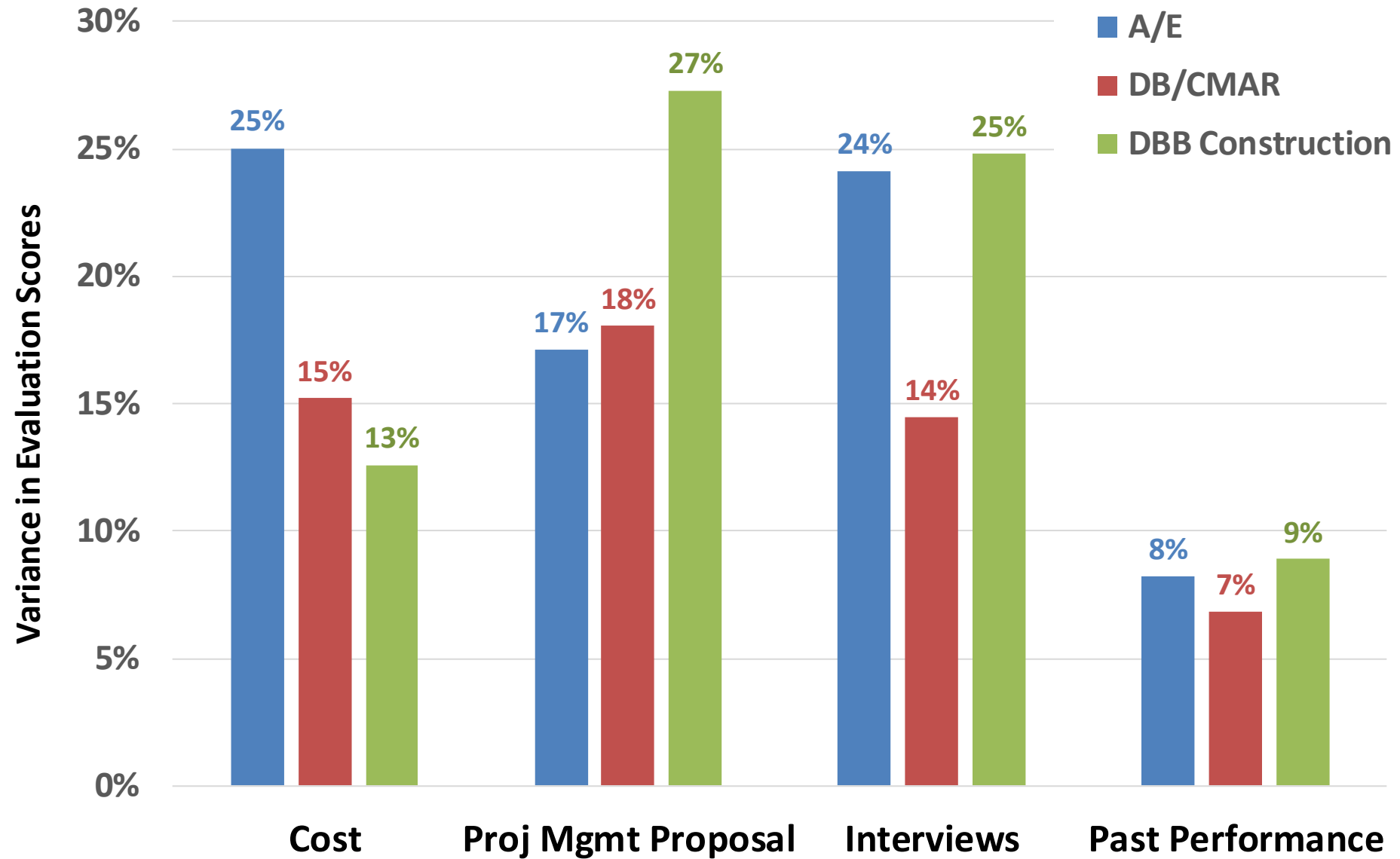
ROI, cont'd

- **50% faster timeline duration from RFQ release to Contract Award**
 - Typically 3-4 months in SCL procurement
 - SCL Evaluators: XPD could have completed selection AND clarification within 2 months if we hadn't run into vendor delays
 - Typically 6-8 months in City of Seattle procurement
 - SCL saves 2 months for average of 5 people involved

\$20,377.60 saved during Contract Award

Proposal Development Recommendations

Data from 1,850 Proposals:



Does this help Evaluators differentiate & dish out points?

- Does this truly differentiate our proposal? Or can competitors say the nearly same thing?
- Have we explained a step-by-step, actionable plan?
- Is it project-specific? (pass the “copy-and-paste” test?)
- Have we considered the potential impacts?
 - Based upon experience, what is the best vs. worst vs. most likely outcome? Do we have examples we can highlight?
- Are we explaining our recommendations & qualifications rather than overly selling & marketing?
- Does this answer the OWNER’s concern / interest?

What can you write in a proposal to “move the needle”?

- Simplar study on Construction Contractor Proposals
- The only correlating factors with favorable owner evaluation scores:
 - Focus on actionable project plan/approach
 - Ensure that you have project-specific content
 - Identify scope- or design-related risk elements (with recommended solutions)
 - Identify potential concealed conditions

ADVANCING YOUR PROPOSAL

Stay Ahead of the Competition

In many cases, the difference between winning a project and going home empty-handed is a matter of a few points. Have you ever wondered what evaluators are looking for when they rate your proposal? Our team has reviewed over 7,000 vendor proposals and observed how evaluators rate and score your documents.

Proposal Integration

Our team has thousands of hours of experience reviewing proposals. We understand what companies are looking for, and will help you prepare proposals that put you ahead of the competition! Our team can review and redline your previous proposals, provide feedback to strengthen your upcoming proposal response, and provide specific recommendations of the content that really catches the attention of owner evaluation teams.

Interview Prep Course

Interviews, or oral presentations, can be the single most important factor in the selection process. Our team has observed thousands of interviews/presentations and understand the fundamental qualities to 'ace' your interview. Our interview prep course includes:

- Fundamental education and training regarding the interview process
- Understanding what evaluators are looking for
- 3 most important factors that will cause you to lose the interview
- Prep questions and mock interview

[Download 4 Steps To Stay Ahead of the Competition](#)

www.simplar.com/proposal-training/

Summary

1. Have a Source Selection Plan (SSP) before RFP release
2. Evaluators have bias
3. Avoid consensus meetings!
4. Have submittal forms
5. Reduce length of evaluated documents
6. Ask for the Right Info at the Right Time

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