## 

****

**Procurement Management Plan**

**(Procurements > $100,000)**

INSERT PROJECT/PROGRAM NAME

**Month, Year**

*The information contained in this document is copyright   
© Toronto and Region Conservation Authority*

Table of Contents

[1. INTRODUCTION 1](#_Toc55224355)

[2. ROLES AND RESPONSIBILITIES 1](#_Toc55224357)

[3. IDENTIFICATION OF NEEDS 1](#_Toc55224358)

[4. SUPPLIER SOURCING 2](#_Toc55224362)

[5. COST ESTIMATING 4](#_Toc55224364)

[6. COMPETITIVE PROCUREMENT DOCUMENTS 5](#_Toc55224394)

[7. EVALUATION CRITERIA 5](#_Toc55224395)

[8. AUTHORIZATION/APPROVALS 8](#_Toc55224396)

[9. PROCUREMENT TIMELINES 8](#_Toc55224457)

[10. PROCUREMENT RISKS 10](#_Toc55224458)

[11. LESSONS LEARNED 10](#_Toc55224461)

1. **INTRODUCTION**

The purpose of a procurement management plan is to identify and outline procurement requirements prior to initiating a procurement process.

This template supplements TRCA’s [Procurement Guidebook](https://torontoregion.sharepoint.com/sites/TRCAPolicies/Policies/CS-3.01_Procurement_Guidebook_v1_2020-01-02.pdf) and is for high risk and/or high-profile procurements with an **estimated value of > $100,000.** The plan will serve as a guide for managing procurement throughout the project/program procurement life cycle and may be updated as acquisitions needs change. Resources and effort applied should be proportionate to the nature, scope, value, complexity, and risk of the procurement.

This template covers common elements included in a procurement. However, it will have to be tailored to the requirements of the project/program. If assistance is required in preparing a procurement management plan, please contact procurement services.

2. **ROLES AND RESPONSIBILITIES**

The project/program team will include:

[Modify as required]

|  |  |  |
| --- | --- | --- |
| **Role** | **Name** | **Tasks/Responsibility** |
| Project/Program Manager |  |  |
| Procurement Lead |  |  |
| Opening Committee |  |  |
| Evaluation Committee |  |  |
| Contract Administrator |  |  |

1. **IDENTIFICATION OF NEEDS**

**Summary of Needs**

|  |  |
| --- | --- |
| **What and Why** | |
| Is it a project-based or program-based procurement?  *Note: Program-based procurement supports ongoing operations such as; annual snow removal and waste management. Project-based procurement typically occurs when there is a specific project activity/goal to be met, an example would be professional engineering design services.* | * Project-Based * Program-Based |
| What are the specific goods and/or services to be procured? | Insert |
| Key objective of procurement/statement of work: | Insert |
| Which TRCA strategic goal(s) does the project/program align with? | Insert (e.g. building the living city, foster sustainable citizenship, building partnerships and new business models etc.) |
| What is the procurement’s proposed outcome/deliverable? | Insert (e.g. feasibility study report, design drawings, snow removal services, etc.) |
| What are the requirements in terms of quality standards/performance specifications? | Insert |
| List any possible alternative or substitute goods and/or services: | Insert |
| **Where** |  |
| Location where the services will be taking place: | Insert |
| Location where goods will be delivered: | Insert |

1. **SUPPLIER SOURCING**

**Internal**

Internal sourcing involves using TRCA in-house staff resources to perform the services required.

|  |  |
| --- | --- |
| Does TRCA have experienced staff with the required skills to carry out the work? | * Yes * No   If **“YES”** provide a rational why the decision has been made to externally source the services. Insert\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

**External**

External sourcing involves assessing the capacity and capability of suppliers to perform services and/or provide goods. Supplier information can be gathered formally or informally.

|  |  |
| --- | --- |
| **Formal Supplier Sourcing** [Add this section if applicable – modify as required]   * Request for Expression of Interest (RFEI); * Request for Information (RFI). | |
| A [select **RFEI or RFI**] process is required due to: | * Incomplete information is available about the required goods and/or services. * Insufficient supplier/product research is available. * There is a lack of information about the supplier market’s ability to deliver the goods and/or services. |
| **RFEI** - The following qualifications and capabilities are required to supply the goods and/or services: | Insert |
| **RFI** - The following targeted questions about the goods and/or services will be requested from suppliers: | Insert |

|  |  |
| --- | --- |
| **Informal Supplier Sourcing** [Add this section if applicable – modify as required]   * Internet search; * Consultation with internal/external stakeholders; * Trade journals; * Etc. | |
| Who are the key suppliers in the market? | Insert |
| What is supplier competition primarily based on? | * Price * Quality * Delivery time * Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Supplier availability and capacity to the provide the good/service is: | * Scarce * Abundant * Low * Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| What is the anticipated level of supplier interest? | * High * Medium * Low |

**Repeat Purchases**

[Add this section if applicable – modify as required]

If a procurement was previously conducted for the same type of goods and/or services fill in the table below. If a repeat purchase results in the selection of a new supplier a transition plan must be developed to manage the changeover, for instance switching propane fuel suppliers. Transition arrangements should be addressed during negotiations with the new supplier.

|  |  |
| --- | --- |
| **Repeat Purchases** | |
| Date the previous procurement was conducted: | Insert |
| Has the template been updated since the previous procurement was conducted? Make sure you will be using the most up to date template. | * Yes * No |
| Were the goods and/or services delivered on time, on budget, to specification, etc.? | * Yes * No   If **“No”** explain how previous issues can be addressed in the current procurement.  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Awarded contract cost: | Insert $ |
| Actual contract cost = actual contract cost + change orders | Insert $ |
| Is a supplier transition plan required? | * Yes * No |
| If a transition plan is required:  What impact will it have on service delivery?  What transition concerns will need to be managed include, if any?  What is the transition plan that will be put into place? | * None * Minor * Moderate * Significant   Explain \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Insert\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_  Insert\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

1. **COST ESTIMATING**

*Note: Applicable taxes must not be included when estimating the project/program cost. Please see section 10.1.4 – Cost Estimating in the Procurement Guidebook for the various types of cost estimating techniques that can be used.*

|  |  |
| --- | --- |
| Funding source: | * Capital Funds * Operating Funds |
| Applicable account code: | Insert |
| Cost estimating technique: | * Top-Down * Analogous * Parametric * Three Point * Bottom Up * Other \_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Approved budget: | Insert $ |
| Estimated Cost = Provisional Items + Contingency + Contract Extension(s):  *(Note: Estimated cost does not necessarily equal the approved budget; it may be higher or lower.)* | Insert $ |
| Is the estimated cost in line with the approved budget? | * Yes * No   Explain \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| Is there an existing TRCA VOR Arrangement in place?    Are there opportunities to aggregate spend beyond TRCA i.e. using collaborative buying organizations?  Are there potential opportunities to aggregate spend for efficiency and cost savings by collaborating with other TRCA divisions who purchase the same goods and/or services to conduct a VOR? | * No * Yes   If **“Yes”**  Existing TRCA VOR Arrangement Insert\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   * No * Yes   If **“Yes”**   * Non-TRCA VOR Arrangement (e.g. OECM, the Province of Ontario, etc.)   Insert \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_   * No   If **“No”** Explain: *e.g. we are the only division in TRCA that purchases the goods/services required.\_\_\_\_\_\_\_\_*   * Yes   If **“Yes”**   * TRCA divisions who currently purchase or may require the same goods and/or services.   Insert \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

1. **COMPETITIVE PROCUREMENT DOCUMENTS**

Procurements > $100,000 must be posted on Biddingo and use formal TRCA templates.

|  |  |
| --- | --- |
| Formal solicitation document/template  *(Note: The type of template used is dependent on the goods/services that will be purchased. See Section 10.4 -Competitive Procurement Documents in the Procurement Guidebook if you require assistance determining which template is the most appropriate for your project/program).* | * RFP * RFQ * RFT * RFT * RFSQ |
| When does the contract have to start? | Insert |
| When does the contract have to be completed? | Insert |
| Contract term | Insert contract term including options to extend (e.g. 2+1+1) |
| What TRCA agreement template will be used? | * Consulting * CCDC Unit Price * CCDC Stipulated Price * CCDC Design Build * Purchase Order Terms and Conditions * Vendor of Record Agreement * Other\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

1. **EVALUATION CRITERIA**

**Mandatory Criteria**

*Note: Mandatory criteria/requirements are assessed on a pass/fail basis. If a submission does not meet all mandatory criteria/requirements the proponent will have to be disqualified and no further evaluation of the submission will be required.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Mandatory Criteria** | **Document Type** | **Required** | **Submitted** |
| Submission Deadline | All RFx’s | Always | Received by Submission Deadline |
| Acknowledgement Form | All RFxs | Always | With proponent’s bid |
| Conflict of Interest Form | All Rfxs | Always | With proponent’s bid |
| Insurance COI | All RFxs | Always | Upon contract award |
| WSIB | All RFxs | Always | Upon contract award |
| Health & Safety Statement | All Rfxs | Dependent on type of services/goods required | With proponent’s bid |
| Surety’s Letter of Prequalification | RFSQ | Required for construction goods/services | With proponent’s bid |
| Statement of Insurability | RFSQ | Dependent on type of services/goods required | With proponent’s bid |
| Digital Bid Bond | RFT | Dependent on type of services/goods and the dollar value of the procurement. Please refer to the Contract and Insurance Policy for further direction.  <https://torontoregion.sharepoint.com/sites/TRCAPolicies/Policies/CS-5.08-P_Contract_Secutiry_and_Insurance_v1_2019-12-01.pdf> | With proponent’s bid |
| Agreement to Bond/Final Contract Security | RFT | Dependent on type of services/goods and the dollar value of the procurement. Please refer to the Contract and Insurance Policy for further direction.  <https://torontoregion.sharepoint.com/sites/TRCAPolicies/Policies/CS-5.08-P_Contract_Secutiry_and_Insurance_v1_2019-12-01.pdf> | With proponent’s bid |
| Fair Wage Policy | City of Toronto contracts only | City of Toronto contract only | With proponent submission |
| Other | Insert | Insert | Insert |

**Rated Criteria**

[Rated criteria is only required when using an RFP template. Add this section if applicable - modify as required. Delete this section if not applicable].

|  |  |  |
| --- | --- | --- |
| **Rated Criteria** | **Weight** | **Minimum score** |
| Proponent’s Information and Profile | <@> |  |
| Key Personnel | <@> |  |
| Experience and Methodology | <@> |  |
| Scope of Work Capabilities |  |  |
| Proposed Work Plan and Timeframe | <@> |  |
| **Sub-Total** | <@> | <@> |
| **Pricing**  [Pricing will be scored using the relative price formula where each proponent receive a percentage of the total possible points allocated to price by dividing the lowest bid price by the Proponent’s price. For example, if a total of 20 points is being awarded for pricing, and the lowest price offered by one Proponent is $120.00, that Proponent will receive 100% of the possible points (120/120 = 100% or 20 points). A Proponent who bids $150.00 will receive 80% of the possible points (120/150 = 80% or 16 points) and a Proponent who bids $240.00 will receive 50% of the possible points (120/240 = 50% or 10 points).] | <@> | <@> |
| **Sub-Total** | <@> | <@> |
| References   * References are checked at TRCA’s discretion * Only the Preferred Proponent’s references will be checked. * The Preferred Proponent will “pass” this stage of the evaluation if no references that are checked disclose information that, in TRCA’s sole discretion (acting reasonably), raises material concerns with the Preferred Proponent’s ability to effectively perform the Scope of Work. | Pass/Fail | Pass |
| **TOTAL** | <@> | <@> |

**Rating Scale**

The following scale can be used to evaluate bids against the rated criteria above.

| **DESCRIPTION** | **DEFINITION** | **SCALE** |
| --- | --- | --- |
| **Excellent** | Exceeds the requirement. Exceptional demonstration of relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with supporting evidence. | 9-10 |
| **Good** | Satisfies the requirement. Above average demonstration of relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with supporting evidence. | 7-8 |
| **Acceptable** | Satisfies the requirement. Average demonstration by the supplier of the relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services, with supporting evidence. | 5-6 |
| **Minor Reservations** | Satisfies the requirement with minor reservations. Some minor reservations of the supplier’s relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. | 3-4 |
| **Serious reservations** | Satisfies the requirement with major reservations. Considerable reservations of the supplier’s relevant ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. | 1-2 |
| **Unacceptable** | Does not meet the requirement. Does not comply and/or insufficient information provided to demonstrate that the supplier has the ability, understanding, experience, skills, resource and quality measures required to provide the goods / services. | 0 |

1. **AUTHORIZATION/APPROVALS**



|  |
| --- |
| **REQUISITION ORDER > $50,000** |
| Authorized Buyer |
| Manager |
| Procurement & Legal Services |
| Controller |

|  |  |  |
| --- | --- | --- |
| **PROCUREMENT AWARD** | | |
| **> $100,000** | **> $250,000** | **> $500,000** |
| Authorized Buyer | Authorized Buyer | Authorized Buyer |
| Manager | Manager | Manager |
| Senior Manager and Associate Director | Senior Manager and Associate Director | Senior Manager and Associate Director |
| Director or Senior Director | Director or Senior Director | Director or Senior Director |
| Procurement and Legal Services | Procurement and Legal Services | Procurement and Legal Services |
| Controller | Controller | Controller |
|  | CFOO | CFOO |
| CEO | CEO |
| Executive Committee | Executive Committee |
|  | Board of Directors |

|  |  |
| --- | --- |
| **PURCHASE ORDER** | |
| **> $0** | **> $0 and PO as Agreement** |
| Authorized Buyer | Authorized Buyer |
| Accounting Services | Procurement and Legal Services |
|  | Accounting Services |
|  |

1. **PROCUREMENT TIMELINES**

A procurement timeline must be developed for the entire procurement process, project schedule and completion date usually affect procurement deadlines. Key participant availabilities should be checked as extra days may need to be added to account for workloads, vacation schedule, etc.

|  |  |  |
| --- | --- | --- |
| **Task** | **Date** | **Estimated Duration (Working Days)** |
| Procurement Planning |  |  |
| RO Approval | | |
| * Authorized Buyer |  |  |
| * Manager |  |  |
| * Senior Manager or Associate Director |  |  |
| * Director or Senior Director |  |  |
| * Procurement Services |  |  |
| * Legal Services |  |  |
| * Controller |  |  |
| Document Drafting |  |  |
| Document Review | | |
| * Peer |  |  |
| * Procurement, if required |  |  |
| Advertise on Biddingo.com (minimum 15 calendar days) |  |  |
| Site Visit/Bidders Conference |  |  |
| Bid Receipt Deadline & Opening |  |  |
| Proposal Evaluation/Tender Results Review |  |  |
| Procurement Report Drafting |  |  |
| Escribe Report Deadlines (if applicable) | | |
| * Draft Report |  |  |
| * Draft Report Due to Director |  |
| * Report Due to Clerk |  |
| * Agenda Review SLT |  |
| * Meeting Agenda Release |  |
| * Executive/Board of Directors Meeting |  |
| * Executive/Board of Directors Meeting Minutes Link Posted   *Note: Meeting Agenda can be linked immediately after the board approves the procurement. Once the Board resolution is posted the link must be update in the database.* |  |
| Procurement Report Approvals | | |
| * Manager |  |  |
| * Senior Manager or Associate Director |  |  |
| * Director or Senior Director |  |  |
| * Procurement Services |  |  |
| * Legal Services |  |  |
| * Controller |  |  |
| * CFOO |  |  |
| * CEO |  |  |
| Award Notification |  |  |
| Agreement Drafting |  |  |
| Agreement Peer Review |  |  |
| Agreement Legal Review/Approval, if required |  |  |
| Vendor Signature |  |  |
| TRCA Signature |  |  |
| **Contract Start Date** |  |  |
| **Total Estimated Procurement Duration** |  |

1. **PROCUREMENT RISKS**

[Add this section if applicable – modify as required]

Information on risk and mitigation strategies can be found at <https://hub.trcastaff.ca/hub-spaces/risk-management/risk-toolkits/>

|  |  |
| --- | --- |
| Possible Risk(s) associated with the procurement: | Insert |
| Likelihood of risk(s): | * High * Medium * Low |
| Risk(s) mitigation strategy (strategies): | Insert |

1. **LESSONS LEARNED**

|  |  |
| --- | --- |
| The procurement process was carried out effectively and no issues were experienced: | * Yes * No |
| Opportunities for improving future related procurements: | Insert |