

Community Services Coordination Network will implement a procurement process to ensure that goods and services, including construction, consulting services and information technology are acquired through a process that is open, fair, transparent and managed consistently and in compliance with the Broader Public Sector Expense Directive.

A. GUIDING PRINCIPLES

Community Services Coordination Network will ensure that the procurement process is ethical and is guided by the following principles.

(i) *Integrity and Due Diligence*

Honesty, care and due diligence must be demonstrated within and between Community Services Coordination Network, suppliers and other stakeholders. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

(ii) *Accountability and Transparency*

In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public funding. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

(iii) *Compliance and Continuous Improvement*

Individuals involved with purchasing and supplying goods and services must comply with all applicable legislation and regulations and continually work to demonstrate leading practices.

(iv) *Segregation of Duties*

Segregation of duties prevents any one person from controlling the entire procurement process. The five typical functional procurement roles that require approval are requisition, budgeting, commitment, receipt, and payment. At least three of the five procurement roles must be segregated.

(v) *Authority and Accountability*

Prior to commencement, any procurement of goods, non-consulting services, and consulting services must be approved by the appropriate authority level. Any non-competitive procurement of goods, non-consulting services, or consulting services must be approved by an authority one level higher than the requirements for competitive procurement.

The overall value of procurement must not be reduced by dividing it into multiple procurements to circumvent the approval requirements.

Goods and Non-Consulting Services:

Procurement Value (not including taxes)	Procurement Method	Approval Authority
Up to but not including \$5,000	Verbal Quote	Manager of Finance and Administration
\$5,000 up to but not including \$10,000	Written Quote	Executive Director
\$10,000 up to but not including \$25,000	Invitational Competitive (minimum of 3 qualified suppliers invited to bid)	Executive Director
\$25,000 up to but not including \$100,000	Invitational Competitive (minimum of 3 qualified suppliers invited to bid)	Board of Directors
\$100,000 or more	Open Competitive	Board of Directors

Consulting Services:

Procurement Value (not including taxes)	Procurement Method	Approval Authority
\$0 up to but not including \$25,000	Invitational Competitive (minimum of 3 qualified suppliers invited to bid)	Executive Director
\$25,000 up to but not including \$100,000	Invitational Competitive (minimum of 3 qualified suppliers invited to bid)	Board of Directors
\$100,000 or more	Open Competitive	Board of Directors

B. PROCUREMENT PROCESS KEY COMPONENTS

The procurement of goods, non-consulting services and consulting services will be comprised of the following key components:

- (i) *Planning*
Goods and services that are required to meet business requirements are determined and potential supply sources are identified. The appropriate procurement method is determined, necessary approvals specified and the timeframe to complete the procurement process defined.
- (ii) *Information Gathering*
Where results of informal supplier or product research are insufficient, formal processes such as a Request for Information (RFI) or Request for Expression of Interest (RFEI) may be used if warranted. A response to RFI or RFEI must not be used to pre-qualify a potential supplier and must not influence the chances of the participating suppliers from becoming the successful proponent in any subsequent procurement opportunity.
- (iii) *A Request for Supplier Qualification (RFSQ)*
This request may be conducted to gather information about supplier capabilities and qualifications in order to pre-qualify suppliers for an immediate product or service need or to identify qualified candidates in advance of expected future competitions. The terms and conditions of the RFSQ document must contain language that disclaims any obligation of Community Services Coordination Network to call on any supplier to provide goods or services as a result of the pre-qualification. This process can be used to develop a Vendor of Record list.
- (iv) *Posting Competitive Procurement Documents*
Calls for open competitive procurements must be made through an electronic tendering system that is readily accessible by all Canadian suppliers.
- (v) *Timelines for Posting Competitive Procurements*
Community Services Coordination Network will provide suppliers a minimum response time of fifteen (15) calendar days for goods and services valued at \$100,000 or more. This will be increased to thirty (30) calendar days for procurements of high complexity, risk, and/or dollar value.
- (vi) *Bid Receipt*
The bid submission date and closing time (Monday to Friday, excluding holidays) must be clearly stated in competitive procurement documents.

Submissions delivered after the closing time must be returned to the supplier unopened.

(vii) *Evaluation Criteria*

Evaluation criteria must be developed, reviewed, and approved by the appropriate authority prior to commencement of the competitive procurement process. Competitive procurement documents must clearly outline mandatory, rated, and other criteria that will be used to evaluate submissions, including the weighting of each criterion. Mandatory criteria (i.e. technical standards) should be kept to a minimum to ensure that no bid is unnecessarily disqualified.

Maximum justifiable weighting must be allocated to the price/cost component of the evaluation criteria. The evaluation criteria can only be altered by means of an addendum to the competitive procurement documents. Suppliers may be requested to provide alternative strategies or solutions as part of their submission. Criteria must be established to evaluate alternative strategies or solutions prior to the commencement of the competitive procurement process. Alternative strategies or solutions can only be considered if they have been explicitly requested in the competitive procurement documents.

(viii) *Evaluation Process Disclosure*

Competitive procurement documents must fully disclose the evaluation methodology and process to be used in assessing submissions, including the method of resolving a tie score. Competitive procurement documents must state that submissions that do not meet the mandatory criteria will be disqualified.

(ix) *Evaluation Team*

An evaluation team will be established who will be responsible for reviewing and rating the bids. The size and qualifications of the team will be appropriate to the complexity and value of the procurement. Each team member must be made aware of the restrictions related to the utilization and distribution of confidential and commercially sensitive information collected through the competitive procurement process and refrain from engaging in activities that may create or appear to create a *conflict of interest*. Team members will sign a *conflict-of-interest* declaration and *non-disclosure* of confidential information agreement.

(x) *Evaluation Matrix*

Each evaluation team member must complete an evaluation matrix, rating each of the submissions. Records of the evaluation scores must be retained for audit purposes. Evaluators must ensure that everything they

say or write about the submissions is fair, factual, and fully defensible.

(xi) *Winning Bid*

The submission that receives the highest evaluation score and meets all mandatory requirements set out in the competitive procurement documents must be declared the winning bid.

(xii) *Non-Discrimination*

Community Services Coordination Network must not discriminate or exercise preferential treatment in awarding a contract to a supplier as a result of a competitive procurement process.

(xiii) *Executing and Establishing the Contract*

The agreement between Community Services Coordination Network and the successful supplier must be formally defined in a signed, written contract before the provision of supplying goods or services commences using the form that was released with the procurement documents (or developed subsequently if an alternative procurement strategy was used). Where an immediate need exists for goods or services, and the Community Services Coordination Network and the supplier are unable to finalize the contract, an interim purchase order may be used. The justification of such decision must be documented and approved by the appropriate authority.

(xiv) *Termination Clauses*

All contracts must include appropriate cancellation or termination clauses. When conducting complex procurements, the use of contract clauses that permit cancellation or termination at critical project life-cycle stages should be considered.

(xv) *Term of Agreement Modifications*

The term of the agreement and any options to extend the agreement must be set out in the competitive procurement documents. An approval by the appropriate authority must be obtained before executing any modifications to the term of the agreement.

(xvi) *Contract Award Notification*

For procurements valued at \$100,000 or more, Community Services Coordination Network will post, in the same manner as the procurement documents were posted, contract award notification. The notification must be posted after the agreement between the successful supplier and Community Services Coordination Network has been executed. Contract

award notification must list the name of the successful supplier, the agreement start and end dates, and any extension options.

(xvii) *Supplier Debriefing*

For procurements valued at \$100,000 or more, Community Services Coordination Network will inform all unsuccessful suppliers about their entitlement to a debriefing. This notification will be in the competitive procurement documents. Unsuccessful suppliers will have 60 calendar days following the date of the contract award notification to request a debriefing.

(xviii) *Contract Management*

Payments must be made in accordance with the provisions of the contract. All invoices must contain detailed information sufficient to warrant payment. Any overpayments must be recovered in a timely manner. Assignments must be properly documented. Supplier performance must be managed and documented, and any performance issues must be addressed. For services, Community Services Coordination Network will establish clear terms of reference for the assignment. The terms should include the objectives, background, scope, constraints, staff responsibilities, tangible deliverables, timing, progress reporting, approval requirements, and knowledge transfer requirements. Expense claim and reimbursement rules will be established and ensure all expenses are claimed and reimbursed in accordance with that policy.

(xix) *Procurement Records Retention*

For reporting and auditing purposes, all procurement documentation must be retained for a period of seven years.

(xx) *Conflict of Interest*

Community Services Coordination Network will monitor any conflict of interest that may arise as a result of employees, students, Board of Directors, Members of Community Services Coordination Network, advisors, external consultants, or suppliers involvement with the procurement activities. All involved in the procurement activities must declare actual or potential conflicts of interest. Where a conflict of interest arises, it must be evaluated and an appropriate mitigating action must be taken.

(xxi) *Bid Dispute Resolution*

Competitive procurement documents must outline bid dispute resolution procedures to ensure that any dispute is handled in an ethical, fair, reasonable, and timely fashion.

(xxii) *Non-Competitive Procurement*

A competitive procurement process should be employed to ensure optimum value for money. However, special circumstances may arise that require the use of non-competitive procurement for a sole/single source. Prior to the commencement of non-competitive procurement, the Sole/Single Source Form and supporting documentation must be completed and approved by the appropriate. The allowable exception applicable to this non-competitive procurement is as follows:

- Where an unforeseeable situation of urgency exists and the goods or services cannot be obtained in time by means of open procurement procedures; failure to plan and allow sufficient time for a competitive procurement process does not constitute an unforeseeable situation of urgency.
- Where goods or services regarding matters of a confidential or privileged nature are to be purchased and the disclosure of those matters through an open tendering process could reasonably be expected to compromise confidentiality, cause economic disruption or otherwise be contrary to the public interest.

PROCEDURES

- 1.0 The Executive Director or designated authority for the procurement process will initiate the process by identifying the business requirements that are needed and the required corresponding procurement process.
- 2.0 The Executive Director or designated authority for the procurement process will identify potential suppliers or service providers and develop a Request for Information or Request for Expression of Interest or Request for Proposal.
- 3.0 The Executive Director or designated authority for the procurement process will invite and/or post bid requests or Request for Proposals. If a non-competitive procurement process is utilized, a Sole/Single Source Form and supporting documentation must be completed.
- 4.0 The Executive Director or designated authority for the procurement process will review bids submitted and review based on established

criteria. An evaluation team will review, rate the bids received, conduct interviews (if required), complete an evaluation matrix and determine the successful bid.

- 5.0 The Executive Director or designated authority for the procurement authority will develop a contract specifying goods and services to be supplied, timeframes, conditions for cancellation or termination of the contract and any other applicable provisions.
- 6.0 The Executive Director or designated authority for the goods and services to be supplied will ensure all contractual obligations are met.