

Attachment 2: Request for Proposal PMO Program Manager Services

 Toronto Parking Authority 33 Queen St. East Toronto, Ontario M5C 1R5 www.greenp.com		RFP Issued	4/13/2021
<u>INVITATION TO PARTICIPATE</u> Proposals in response to this RFP must be completed, properly executed by the Bidder and received at the Toronto Parking Authority by 12 O'CLOCK (LOCAL TIME) ON THE SPECIFIED CLOSING DATE or your proposal will be declared non-compliant.		Deadline for Bidder questions	
		RFP closing date (local Toronto time)	4/26/2021
		Date evaluation expected to be complete	4/30/2021
		Approval and award date	5/12/2021
		Contract start date (latest)	5/17/2021
RFP#:	PMO2021-01		
Buyer:	Anjli Mehta		
Email:	proposalresponse@greenpparking.com		

Invitation to the Prospective Bidders:

You are invited to submit a proposal, in accordance with PMO2021-01, to Toronto Parking Authority (TPA) to lead the design and implementation of a new Project Management Office for Toronto Parking Authority (TPA) and provide project management services as required.

This Request for Proposal (RFP) provides interested qualified, experienced Bidders with sufficient information to enable them to prepare and submit proposals for consideration by TPA. The Service Agreement is for a term of 18 months plus an optional 6 month extension.

All questions must be submitted electronically to proposalresponse@greenpparking.com

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Table of Contents

1	Introduction	3
2	Background, Objectives and Scope	3
3	Project Schedule and Contract Period	3
4	RFP Contacts	4
5	Service Requirements	4
5.1	Summary	4
5.2	Detailed Requirements	4
5.3	Service Delivery Requirements	5
6	Eligibility	6
7	Access to Information and Protection of Privacy.....	6
8	Response Requirements	7
8.1	Pricing Response	7
8.1.1	Estimated Cost – Daily Rate	7
8.1.2	Other Expenses	7
9	Evaluation	7
9.1	Mandatory Criteria.....	7
9.2	Desirable Criteria	8

Request for Proposal

Project Management Office

1 Introduction

Toronto Parking Authority (TPA) is seeking a Program Manager to develop and lead the Project Management Office (PMO) to provide governance and support to the TPA's portfolio of projects, ensuring controls are in place according to Enterprise standards and realizing financial and strategic benefits.

2 Background, Objectives and Scope

TPA is a self-sustaining public corporation owned by the City of Toronto, contributing significant revenues to the City's general reserves while successfully meeting its mandate to provide safe, attractive, conveniently located and competitively priced off and on-street public parking and Bike Share services as integral components of Toronto's transportation system.

TPA strives to be thought of as the preferred choice of parkers and be seen as the leader in parking and Bike Share. In this regard, TPA is seeking to modernize the organization to deliver top quality, efficient services by enhancing foundational internal capabilities. The organization has been on a journey of transformation and is in the process of fundamentally rethinking its business to compete more effectively in a different playing field as the operational focus moves from Real Estate to Parking and Mobility operations. TPA is provisioning an organizational Project Management Office (PMO) to support its financial and strategic goals.

The vendor will be responsible to define, implement, socialize, and reinforce PMO standards, guidelines, and best practices across Organizational Programs, Portfolios, and Projects. Activities include:

- Establishing a well-defined Project Intake process designed to improve the strategic value of capturing, evaluating and prioritizing all proposed ideas for projects, products, and services as well as routine operational activities;
- Defining, socializing, measuring and tracking Key Risk Indicators (KRIs) to manage and limit the frequency and severity of operational loss resulting from program/project management activities within respective Departments;
- Promoting a project management culture, institutionalizing organizational processes, managing enterprise-level projects, programs, portfolios, and improving their organization's overall performance; and
- Define the Organization Change Management (OCM) framework in conjunction with the PMO.

3 Project Schedule and Contract Period

The initial contract will be for a period of 18 months. TPA reserves the right to extend the contract for up to one six-month extension beyond the initial contract period, for an overall maximum of 2 years in total. Any extension will be granted upon agreement from both TPA and the Proponent, and will be upon the existing terms and conditions. Depending on the outcome of the evaluation and the need for

different types of expertise that may be proposed across the bids received, TPA will endeavor to make a single award but may award contracts for this RFP to multiple successful Proponents.

4 RFP Contacts

Questions about this RFP should be directed to the individuals listed below, or their designate(s):

Anjali Mehta
Human Resources and Transformation
33 Queen St. East
Toronto, Ontario
M5C 1R5
Email: proposalresponse@greenpparking.com

5 Service Requirements

5.1 Summary

The Project Management Office (PMO) Program Manager is a contract position of up to 18 months to lead the design and implementation of a new Project Management Office for Toronto Parking Authority (TPA) and provide project management services as required. This role works with key stakeholders, in providing scalable solutions to achieve the Organization's business objectives. A collaborative systems-thinker with a continuous improvement focus and innovative mindset, the ideal candidate is a strong leader delivering results with experience in supporting technology roadmaps and driving multiple medium to large scale initiatives and working with cross functional teams, within a matrix environment. The delivery of projects will be performed in collaboration with project team members and stakeholders, ensuring the integration, coordination, timing and consistency of processes aligned with TPA's strategy and vision.

The PMO Program Manager is responsible for the timely and effective facilitation of the Organization's projects involving technology and operations. The incumbent is charged with improving the consistency, predictability, and efficiency of the Organization's project delivery capability. The PMO Program Manager provides leadership in best practices and is highly customer-focused, ensuring consistency with customer expectations. The PMO Program Manager must also ensure that the operational issues of the PMO are managed, focusing on the project interface with project leaders, project teams, technology and application / operational interfaces.

5.2 Detailed Requirements

The Program Manager must have strong practical experience in project management gained through managing large and complex projects, having successfully delivered programs and projects in a non-projectized environment, including the following:

- Strong knowledge and handling of program and project management methodology and techniques including extensive knowledge and expertise in program and project management, portfolio management, and systems development lifecycle methodologies;
- Strong analytical skills to support the collection and analysis of all sources of information to determine the cause of a problem or error and the development of a solution;
- Strong organizational skills for coordinating or preparing estimates of the time, personnel and any other resources necessary to complete a project;

- Strong project management skills for developing, coordinating, and controlling the steps necessary to carry out many projects simultaneously within an established timeframe with properly aligned resources; ensuring project completeness;
- Strong documentation and technical writing skills to support the preparation and updating of written materials and explanations accompanying new projects, system enhancements, and day-to-day operational activities;
- Strong interpersonal and communication skills;
- Experience of successfully delivering in a unionized and non-unionized environment considered an asset;
- Strong understanding of the wider objectives of the program;
- Ability to work positively with the wide range of individuals involved in program management;
- Strong leadership and management skills;
- Strong knowledge of budgeting and resource allocation procedures; and
- The ability to find innovative ways to resolve problems.

5.3 Service Delivery Requirements

Key requirements are including the following:

- Set the direction for the Organization's project governance and leadership structure. Garner support for the project management standards from the Executive Sponsor and Steering Committee and ensure these stakeholders have representation within the project governance Organization;
- Define, implement, and ensure adherence to sound project management disciplines, including the development of specific and detailed project plans in a standard format; clarity of roles and responsibilities for all project participants;
- Enable communications between governance representatives and PMO constituents and relay project information across all parties;
- Create and promote a collaborative environment within the Organization, where knowledge and skills are shared to facilitate efficient and timely delivery of project services to clients;
- Accountable for organizing, updating and documenting program communications and distribute the documentation in a timely manner.
- Manage the content of the program and project status reporting;
- Manage the resource tracking systems, workload forecasting, and time posting programs.
- Oversee the tracking resources, prioritization of projects, and provide program guidance to personnel;
- Participate in the recruitment of key skilled resources to ensure program objectives met;
- Develop program governance:
 - Defining the program governance (controls);
 - Planning the overall program and monitoring the progress;
 - Daily program management throughout the program life cycle;
 - Managing risks and issues and taking corrective measures;
 - Coordinating the projects and their interdependencies;
 - Managing and utilizing resources across projects;
 - Managing stakeholders' communication;
 - Aligning the deliverables (outputs) to the program's outcome; and
 - Managing the main program documentation;

- Lead and deliver key technology projects for the Organization, including technology, industry software upgrades and business transformation initiatives;
- Participate in the assessment, strategy development and execution of plans for the Organization;
- Plan, manage and execute complex projects involving multiple stakeholders at multiple levels, including project design and scoping, aligning stakeholder expectations, defining the project approach, project management, providing project updates and timely project delivery;
- Establish positive and collaborative relationships with stakeholders and business partners, and demonstrate a clear understanding of internal and external customer requirements and measurement criteria;
- Lead and/or participate in the definition, design, and implementation of technology systems and work processes that support and integrate the overall business technology platform, including enterprise applications;
- Facilitate project intake and internal prioritization of requests as needed;
- Support the development business cases and large complex Requests for Proposals that drive scalable technology solutions providing operational benefits to the business and ensuring sufficient resource capacity for delivery of technology or business initiatives;
- Implement process for and report progress against plan and manage the impact to the budget, resources, and timelines;
- Serve as a liaison between vendors, internal customers, and internal personnel regarding problems with technological solutions;
- Serve as a liaison for the implementation, and maintenance of existing, new or enhanced systems or processes;
- Analyze utilization and conduct training sessions and presentations; and
- Other duties as assigned.

6 Eligibility

Proposals will not be evaluated if the Proponent's current or past corporate or other interests may, in Toronto Parking Authority's sole opinion, give rise to a conflict of interest in connection with the project described in this Request for Proposal. This includes, but is not limited to, involvement by a Proponent in the preparation of this Request for Proposal. If a Proponent is in doubt as to whether there might be a conflict of interest, the Proponent should consult with TPA's Contact Person prior to submitting a proposal.

7 Access to Information and Protection of Privacy

Information obtained by a Proponent in relation to this RFP, or information or data that the successful Proponent is required to have access to and/or stores in order to fulfill the obligations under a contract resulting from this RFP must not be accessed from or be stored outside of Canada. For clarity, this includes accessing or storing information and data through or in a "cloud" for which the main server is located outside of Canada, and any backup servers.

The successful Proponent will be required to sign a Confidentiality and Non-Disclosure Agreement with TPA and must abide by the specific requirements of such agreement, in addition to complying with all applicable laws in relation to protection of privacy, information access, disclosure or use. The Confidentiality and Non-Disclosure Agreement will be incorporated into the overall contract for the project and any breach of any term of the Confidentiality and Non-Disclosure Agreement may result in the immediate termination of the overall contract between TPA and the successful Proponent.

8 Response Requirements

This section describes the pricing responses to be included in the proposal. See Appendix A.

8.1 Pricing Response

8.1.1 Estimated Cost – Daily Rate

Provide the daily rate for your proposed services. Provide appropriate details to support these figures, including estimates of the work effort.

8.1.2 Other Expenses

Estimate any other project expenses that may be incurred, once the proposed personnel are on site at the primary work location. These types of expenses will require prior approval from TPA after the contract begins and also must comply with TPA standards. These should be included in your estimated costs.

9 Evaluation

An evaluation committee will be formed by TPA and may include employees, contractors or key stakeholders of the TPA. All personnel will be bound by the same standards of confidentiality. The criteria against which proposals will be evaluated are identified below. Proponents should ensure that they fully respond to all criteria in order to be comprehensively evaluated. TPA may request and receive clarification from any Proponent when evaluating a proposal. The evaluation committee may invite some or all of the Proponents to appear before the committee in order to clarify their proposals. In such event, the evaluation committee may consider such clarifications in evaluating proposals.

The proposal will be first be evaluated against Mandatory Criteria. Those that meet the Mandatory Criteria will then be evaluated on the desirable criteria.

9.1 Mandatory Criteria

The proposal must meet all of the following mandatory criteria and clearly demonstrate that these are met in a substantially unaltered form. If the proposal fails to meet any one of these criteria, it will be deemed to be non-compliant and will receive no further consideration during the evaluation process:

1. Bachelor's degree, business or information technology preferred, with over 10 years' experience delivering transformative programs or projects;
2. Significant program, project and change management experience in major transformation initiatives; PMP is required;
3. Experience developing, transforming and/or leading a PMO;
4. Demonstrated strong leadership skills;
5. Experience in analyzing and solving complex business problems;
6. Excellent communication skills, with track record of presenting to and providing strategic support to senior leadership;
7. Experience in technology infrastructure, software development and policy/procedure development;
8. Experience in scalable technology-based solutions;
9. Excellent problem-solving, analytical, and evaluative skills with the ability to multitask, adapt to changing priorities, be decisive under ambiguity and meet tight timelines;
10. Able to develop and maintain effective relationships at all levels of the Organization and external stakeholders;

11. Team player - Able to work with diverse stakeholder groups towards the delivery of new technologies and implementation of systems;
12. The proponent provides a guarantee that the successful candidate will remain with TPA for a minimum of one year. In the event that the successful candidate does not complete one year of service, the vendor will undertake a second search under the same terms and conditions as the original contract, without any additional fee. If an additional search is required, expense reimbursement will be at the sole discretion of TPA; and
13. All proposals/quotes must be submitted in Canadian dollars (CDN) exclusive of all taxes.

9.2 Desirable Criteria

If the proposal meets the Mandatory Criteria it will be further evaluated using the Desirable Criteria. Proponents will also be evaluated according to the following evaluation criteria:

- Proponents are to provide services that offer the best value for TPA's investment, and provides the required services and functionality for the lowest total cost of ownership; and
- Proponents with experience in developing large complex Request for Proposals.

Appendix A

Please submit this completed Appendix A along with documentation evidencing proponent's ability to meet both mandatory and desirable criteria.

Contact and Company Information

Name of Individual / Organization: _____

Mailing Address: _____

City: _____ Province: _____ Postal Code: _____

Phone: _____ Email: _____

Fee Proposal

TOTAL DAILY RATE: \$_____ (excluding HST)

OTHER EXPENSES \$_____ (excluding HST)

Note: Please provide as an estimated total for the duration of the engagement

References

Proponents who are ultimately considered for providing services to the TPA will be required to provide at minimum two (2) references for work similar in scope to the services required by TPA.

Insurance

The successful proponent will be required to carry a minimum of \$2,000,000 of BOTH Commercial Liability and Professional (E&O) Liability insurance coverage.