



# Agenda

## PROCUREMENT EXECUTIVE STEERING COMMITTEE

### Facilities Management Contract

Thursday, January 25, 2016

2:00 PM – 3:30 PM

s.15

Conference Phone: s.17

/ Participant: s.17 / Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCFD  
BROUWER, Shauna – JAG  
FELLOWS, Brian - MTICS  
DOHAN, Trish – CSNRS

LIVERSEDGE, Karen – MTICS  
MARSH, Pat – MTICS  
MERCHANT Brent - JAG  
POUTNEY, Richard – MTICS

TIME	#	ITEM	LEAD	Materials/verbal?
2:00 pm	1	<b>Session Introduction</b> – 5 mins <ul style="list-style-type: none"><li>Welcome and opening comments</li><li>Review the objectives and agenda</li><li>Actions from previous minutes</li></ul>	Sarf	Verbal
2:05 pm	2	<b>Project Update</b> – 10 mins <ul style="list-style-type: none"><li>Project status update</li></ul>	Karen	Status Report on SharePoint
2:15 pm	3	<b>Current State Report</b> – 30 mins <ul style="list-style-type: none"><li>Overview and discussion of current state assessment (Stakeholder, Market and inter-jurisdictional research findings to date)</li></ul>	Pat & Karen	Current State Report + 3 research summaries on SharePoint
2:45 pm	4	<b>Project Planning</b> – 20 mins <ul style="list-style-type: none"><li>Review project plan and upcoming activities, including:<ul style="list-style-type: none"><li>Portfolio team sessions</li><li>RFI submissions</li><li>End of Term Assessment</li></ul></li><li>Discuss requirements of ESC in these activities</li></ul>	Karen	Portfolio Team Sessions Process on SharePoint
3:05pm	5	<b>Project Charter</b> – 10 mins <ul style="list-style-type: none"><li>For approval</li></ul>	Karen	Project Charter on SharePoint
3:15 pm	6	<b>Change Management and Communications Frameworks</b> – 10 mins <ul style="list-style-type: none"><li>Endorse the approach and supporting documents</li></ul>	Karen	CM Framework on SharePoint
3:25 pm	7	<b>Session Closing and next-steps</b> – 5 mins	Sarf	Verbal



		<ul style="list-style-type: none"><li>• Discuss and confirm next-steps</li><li>• Future meeting topics</li></ul>		
3:30 pm		<b>SESSION CLOSE</b>		



## Summary

### PROCUREMENT EXECUTIVE STEERING COMMITTEE

#### Facilities Management Contract

Thursday, January 25, 2016

2:00 PM – 3:30 PM

s.15

Conference Phone: s.17

Participant: s.17

/ Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCDF  
BROUWER, Shauna – JAG

LIVERSEGE, Karen – MTICS  
MARSH, Pat – MTICS  
POUTNEY, Richard – MTICS  
HARVEY, Caylla – MTICS (scribe)

#### Absent:

FELLOWS, Brian – MTICS  
MERCHANT Brent – JAG  
DOHAN, Trish – CSNRS

#### 1. Session Introduction – Sarf Ahmed

- Sarf discussed membership of committee
  - s.22 – Dave Morel, new ADM of Strategic Initiatives and Partnerships Division
  - Dave will decide who will join the committee to replace Richard
- Create designated alternates so that we do not hold up any decisions that need to be made
- Perceived conflict of interest (COI) due to Brian's history with Brookfield
  - FMP Project team consulted with fairness advisor – determined there is no COI. Decided that Brian will not participate in the evaluation committee
  - May be a question during Question Period, Minister knows and is ready for any possible questions
- Previous minutes – Sarf did brief the Minister re: the project
  - No outstanding action items.

#### 2. Project Update – Karen Liversedge (SharePoint Document #1)

- Over the past month – stakeholder, surveys of other jurisdictions and market engagement were completed
- Working on End of Term Assessment – benchmarking, current costs and performance levels
- This is an item for ADM's of Corporate Services. Sarf or Brian will update DMs as needed

### 3. Current State Report – Karen Liversedge

- Current state report is a summary of all three research areas (**SharePoint #2**)
  - Discussed risk transfer graphic found on page 3 of this document
  - Supporting documents for this discussion include the full FMP Market Engagement Summary, NEFPP Questionnaire Responses, RPD Portfolio Team Session Process and the Stakeholder Engagement Survey. These documents can be found on the SharePoint site under [“Supporting Documents”](#)
- FM industry advisor (Louise Panneton) provided some slides (**SharePoint #3**)
  - Overview of participating companies from an industry perspective. All major players participated in the RFI
- Market Engagement:
  - Range of contracting approaches available from the market
  - It is possible to have a separation of certain aspects within one contract
- Outcomes based outsourcing is a current trend. Vested Outsourcing is one approach to achieving this kind of contract. The current MSA is also outcomes based.

Action	Task	By whom	By when
1	Re-read current state report summary	All	February

### 4. Project Planning - Karen

- Discussed the project schedule graphic document (**SharePoint #4**)
  - A detailed schedule can be found under [“Supporting Documents”](#)
- Election date
  - Must have the approval to procure by March 15<sup>th</sup> at the latest
- November/December 2016 we will need to have our contract and procurement documents ready
- Karen went over short term schedule (**SharePoint #5**)
- Karen went over the draft decisions document that she is currently working on with the core project team
  - Team is going to go through the document and choose what decisions ESC will need to make
  - 30-40 decisions need to be made by June 30<sup>th</sup>

Action	Task	By whom	By when
1	Sarf, Brian, Pat and Karen to meet and discuss how to bring forward the decisions that this group will have to make	Sarf	Early

			February
2	Karen to provide key decision list to ESC when complete	Karen	Early February

**5. Project Charter – Karen (SharePoint #6)**

- ESC has approved the Project Charter

**6. Change Management and Communications Framework – Karen (SharePoint #7)**

- Discussed the change management and communications framework plan that will unfold over the course of the project
- ESC has endorsed the Change Management and Communications Framework document

**7. Session Closing and Next Steps**

- Next meeting is scheduled for March, 2016
- Steering committee needs to meet more regularly based on the decision document
- Sarf, Brian, Pat and Karen to meet to discuss the decision matrix and figure out how often ESC should meet

Action	Task	By whom	By when
1	Add membership contact list to SharePoint site	Caylla	January 27
2	Sarf to schedule a meeting with Brent Merchant, Shauna Brouwer, Pat Marsh and Karen Liversedge to update Brent on the project	Sarf	Complete
3	Sarf to schedule a meeting with Trish Dohan to update her on the project	Sarf	Early February
2	Schedule additional sessions with Executive Steering Committee in order to meet decision deadline	Sarf/Brian/Pat /Karen	Early February



# Agenda

## PROCUREMENT STEERING COMMITTEE

### Facilities Management Contract

Thursday, March 17, 2016

9:00 AM – 10:30 AM

s.15

Conference Phone: s.17

' Participant: s.17 / Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCFD  
BROUWER, Shauna – JAG  
CLARK, Elenore – JAG

DOHAN, Trish – CSNRS  
FELLOWS, Brian – MTICS  
LIVERSEGE, Karen – MTICS  
MARSH, Pat – MTICS

#### Regrets:

MERCHANT Brent – JAG; MOREL, David – MTICS

TIME	#	ITEM	LEAD	Materials/verbal
9:00 am	1	<b>Session Introduction – 5 mins</b> <ul style="list-style-type: none"> <li>Welcome and opening comments</li> <li>Review the objectives and agenda</li> </ul>	Sarf	Verbal
9:05 am	2	<b>Project Update – 5 mins</b> <ul style="list-style-type: none"> <li>Project status update</li> </ul>	Karen	Document #1 on SharePoint
9:10 am	3	<b>RPD Functional Review – 10 mins</b> <ul style="list-style-type: none"> <li>Overview of the work undertaken by RPD in assessing what will be in and out of scope in the future contract, including: <ul style="list-style-type: none"> <li>Approach</li> <li>Preliminary outcomes</li> <li>Next steps</li> </ul> </li> </ul>	Pat	Verbal
9:20 am	4	<b>Key Directions – 65 mins</b> <ul style="list-style-type: none"> <li>Discuss purpose and approach to Key Directions</li> <li>Explore each of the following Key Direction topics <ul style="list-style-type: none"> <li>Service Provider Compensation (Pricing Model) – Facility Management</li> <li>Agent vs Principal</li> <li>Term and Options</li> </ul> </li> <li>Obtain confirmation on recommended direction for each topic area</li> <li>Process review</li> </ul>	Pat & Karen	Document #2 on SharePoint & Discussion
10:25 am	5	<b>Session Closing and next-steps – 5 mins</b> <ul style="list-style-type: none"> <li>Discuss and confirm next-steps</li> <li>Future meeting topics</li> </ul>	Sarf	Verbal
10:30 am		<b>SESSION CLOSE</b>		



Ministry of  
Technology, Innovation  
and Citizens' Services





## Summary

### PROCUREMENT EXECUTIVE STEERING COMMITTEE

#### Facilities Management Contract

Thursday, March 17, 2016

9:00AM – 10:30AM

s.15

Conference Phone: s.17

' Participant: s.17 / Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCFD  
BROUWER, Shauna – JAG  
CLARK, Elenore - JAG  
DOHAN, Trish – CSNRS

FELLOWS, Brian - MTICS  
LIVERSEGE, Karen – MTICS  
MARSH, Pat – MTICS  
HARVEY, Caylla – MTICS (scribe)

#### Absent:

MOREL, David – MTICS  
MERCHANT Brent – JAG

#### 1. Session Introduction – Sarf Ahmed

- Discuss the first set of key directions to provide direction for the project
- Review of Key decisions can be made by email if more time is needed

#### 2. Project Update – Karen Liversedge

- Review status report
- Project plan will be posted to SharePoint when complete – couple of weeks
- Project portfolio team meetings held over the last couple of months, including Courts, Corrections, Office, and several Broader Public Sector clients – very productive and informative
- End of Term Assessment (requirement from SPO) on track for end of April
- Working within RPD to confirm the scope of the contract – to what degree should functions be outsourced (Functional Review)
- MSA drafting has begun with internal and external legal, based on Industry advisor template

#### 3. RPD Functional Review - Pat Marsh

- RPD completed a functional review to help decide the scope of the new contract:
  - In what areas would it make business sense to increase the operational and tactical roles of the service provider to allow RPD staff to focus on core and strategic activities?
- At the same time, exploring options for how to set requirements to take best advantage of improvements in technology and IMS systems?

- e.g.: most service providers are now able to provide transparent reporting to staff and clients
  - Highlights so far include:
    - Improved stratification of Project delivery services and clear roles for all parties
    - More visible presence of FM with the new model (still using data centre for tracking requests)
  - Future discussion needed on the role of the FMU
  - Project Team is working with RPD Senior Management on communications to staff and clients for results of the functional review
    - will distribute materials to ESC when complete
- 4. Key Directions – Pat and Karen**
- Reviewed PowerPoint presentation (available on SharePoint site)
  - Project team is asking ESC for endorsement of Key Directions, rather than approval of Key Decisions as originally proposed, due to the interlinked nature of decision points. Future negotiations or decisions may require change in directions, which ESC will be consulted on, or advised of.

**Key Direction 3.1(a) – Compensation for Facility Management – Fees and Operating Expenses (OPEX)**

- **Option 3:** s.13,s.17  
s.13,s.17

**- Endorsed**

- Revise PowerPoint as noted:  
s.13
- Noted that we are putting together benchmarking s.13,s.17  
s.13,s.17

**Key Direction 4.4 – S.13,s.17**

- **Option 1:** s.13,s.17
  - Current contract names Service Provider as Principal

s.13,s.17

- Add to PowerPoint:
  - s.13,s.14
- Include consideration of advantages and disadvantages from vendor perspective (are the recommended options accepted by the market?)
- Other contracts demonstrate all 3 options are acceptable to market

**Key Decision 4.5 – Initial Term of Agreement:**

- **Option 1: s.13,s.17** **Endorsed**
  - s.13,s.17
  - 
  - 
  - 
  -
- 

Action	Task	By whom	By when
1	Brief TB analyst and Teri Lavine to discuss financial Key Directions	Pat/Karen	prior to June/July decision point
2	Revise Key Direction ppt as noted and customize deck for TB to ensure their concerns are addressed	Karen	April 7, 2015
3	Create a summary of all Key Directions and post to SharePoint	Karen	April 15, 2017

**5. Session Closing – Sarf**



- ESC will reconvene April 15, 2016

# Agenda

## PROCUREMENT STEERING COMMITTEE

### Facilities Management Contract

Friday, April 15, 2016

9:00 AM – 10:30 AM

s.15

Conference Phone: s.17

/ Participant: s.17 / Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCFD  
BROUWER, Shauna – JAG  
CLARK, Elenore – JAG  
DOHAN, Trish – CSNRS

FELLOWS, Brian – MTICS  
LIVERSEDGE, Karen – MTICS  
MARSH, Pat – MTICS  
MERCHANT Brent – JAG  
MOREL, David – MTICS

TIME	#	ITEM	LEAD	Materials/verbal
9:00 am	1	<b>Session Introduction – 5 mins</b> <ul style="list-style-type: none"> <li>Welcome and opening comments</li> <li>Review the objectives and agenda</li> </ul>	Sarf	Verbal
9:05 am	2	<b>Project Update – 5 mins</b> <ul style="list-style-type: none"> <li>Project status update</li> </ul>	Karen	Verbal
9:10 am	3	<b>Key Directions – 75 mins</b> <ul style="list-style-type: none"> <li>Discuss purpose and approach to Key Directions</li> <li>Explore each of the following Key Direction topics <ul style="list-style-type: none"> <li>Service Provider Compensation (Pricing Model) – Project Management</li> <li>Payments to Service Provider</li> <li>Contract – Single Provider versus Multi-Provider Model</li> </ul> </li> <li>Obtain confirmation on recommended direction for each topic area</li> <li>Process review</li> </ul>	Pat & Karen	<a href="#">Document on SharePoint</a> & Discussion
10:25 am	4	<b>Session Closing and next-steps – 5 mins</b> <ul style="list-style-type: none"> <li>Discuss and confirm next-steps</li> <li>Future meeting topics</li> </ul>	Sarf	Verbal
10:30 am		<b>SESSION CLOSE</b>		





## Summary

### PROCUREMENT EXECUTIVE STEERING COMMITTEE

#### Facilities Management Contract

Friday, April 15, 2016

9:00AM – 10:30AM

s.15

Conference Phone: s.17

/ Participant: s.17

/ Moderator: Karen Liversedge

#### Attendees:

AHMED, Sarf – MTICS – (Chair)  
BAWA, Reg – MCFD  
BROUWER, Shauna – JAG - absent  
DOHAN, Trish – CSNRS

FELLOWS, Brian - MTICS  
LIVERSEGE, Karen – MTICS  
MARSH, Pat – MTICS  
MERCHANT Brent – JAG  
MOREL, David – MTICS  
HARVEY, CAYLLA (scribe)

#### 1. Session Introduction – Sarf Ahmed

- Discuss the second set of key directions to provide direction for the project

#### 2. Project Update – Karen Liversedge

- Review status report
- Streams of work underway: to support contract decisions and language, and also reviewing what needs to be changed within RPD to support future contract
- s.13

#### 3. Key Directions – Pat and Karen

- Reviewed PowerPoint presentation (available on SharePoint site)

#### Key Direction 3.1(b) – Compensation for Project Management Fees and Project Costs

- Option 2: s.13,s.17

Endorsed

s.13,s.17

- Revise PowerPoint as noted:

- Slide 4: Update s.13  
clarity

to provide more

- s.13
  - s.13
  - s.13,s.17
- s.13,s.17

- **Only Option:** s.13,s.17 **Endorsed**
  - ESC agreed that there are s.13,s.17
  - s.13,s.17
  - Unanimously endorsed with no changes

**Key Direction 3.2 – Payments to Service Provider**

- **Option 1:** s.13,s.17 – Endorsed
- s.13,s.17

- **Revise PowerPoint as noted:**
  - Add information explaining the current model
  - Add s.13

**Key Decision 4.1 – s.13,s.17**

- **Option 2:** s.13,s.17
- Endorsed**
  - This option will change slightly based on the responses received once the RFP is posted s.13,s.17
- s.13,s.17

- Noted that the project team should speak to risk management regarding warranties and guarantees that would have to be put in place for s.13.s.17
- s.13,s.17
- s.13,s.17
- **Revise PowerPoint as noted:**
  - Include more information explaining why option 2 is the recommended option, in particular, s.13



- This will be compulsory when presenting to Treasury Board. This applies to all key directions with financial implications.
- Explain why s.13,s.17  
s.13,s.17
- Include Province wide advantages/disadvantage: s.13,s.17 not just information internal to RPD

#### 4. Session Closing – Sarf

- ESC will reconvene May 17

Action	Task	By whom	By when
1	Update 1 <sup>st</sup> set of key directions and upload to SharePoint	Karen/Pat	End of April
2	Update 2 <sup>nd</sup> set of key directions and upload to SharePoint	Karen/Pat	End of April
3	s.13,s.17	Karen	End of April
4	Speak to risk management s.13,s.17 s.13,s.17	Karen	End of April
5	Confer following meeting with SPO and TB	David/Pat/Karen	23 April 16
6	Prepare cost/benefit analysis for key directions with financial implications	Pat/Karen	August 16

