

## Notice of Contract Purchase Agreement



**State Of Rhode Island and Providence Plantations**  
**Department of Administration**  
**Division of Purchases**  
**One Capitol Hill**  
**Providence, RI 02908-5860**

<b>V E N D O R</b>	<b>IKNOW LLC</b> <b>100 OVERLOOK CENTER 2ND FL</b> <b>PRINCETON, NJ 08540</b> <b>United States</b>
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<b>LEAN PROCESS IMPROVEMENT SERVICES - MPA-486</b>	
Award Number	<b>3487631</b>
Revision Number	<b>0</b>
Effective Period	<b>01-SEP-2016 - 31-AUG-2019</b>
Approved PO Date	<b>03-OCT-2016</b>
Vendor Number	<b>49843</b>

<b>S H I P  T O</b>	<b>MASTER PRICE AGREEMENT</b> <b>SEE BELOW</b> <b>RELEASE AGAINST, RI MPA</b> <b>United States</b>
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Type of Requisition	<b>ARCH, ENG &amp; CONSULT</b>
Requisition Number	
Change Order Requisition Number	
Solicitation Number	<b>CR-47</b>
Freight	<b>Paid</b>
Payment Terms	<b>NET 30</b>
Buyer	- <b>Walsh, Gail</b>
Requester Name	
Work Telephone	

This Purchase Order is issued pursuant to and in accordance with the terms and conditions of the solicitation and applicable federal, state, and local law, including the State of Rhode Island's purchasing regulations, available at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

CONTRACT TERM:  
9/1/16-8/31/19

WITH AN OPTION TO RENEW FOR (2) ONE-YEAR TERMS.

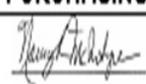
PROVIDE LEAN PROCESS IMPROVEMENT CONSULTING SERVICES IN ACCORDANCE WITH THE PROVISIONS OF CONTINUOUS RECRUITMENT #47/MPA-486. EXECUTIVE BRANCH AGENCIES WILL ACCESS SERVICES ONLY AFTER APPROVAL FROM THE LEAN REVIEW COMMITTEE ESTABLISHED BY THE DEPARTMENT OF ADMINISTRATION, AND ACQUISITION OF THREE QUOTES FROM QUALIFIED MPA VENDORS.

VENDOR PRICING IS ATTACHED.

### INVOICE TO

The State of Rhode Island accepts electronic invoices via its supplier portal. To register and submit electronic invoices, visit the supplier portal at <http://controller.admin.ri.gov/iSupplier/isup/index.php>

To submit paper invoices, mail to: Department of Administration Controller, One Capitol Hill, 4th Floor, Providence 02908.

<b>STATE PURCHASING AGENT</b>
 Nancy R. McIntyre

STATE AGENCY CONTACT:  
ANDREW MANCA  
(401) 574-8471  
ANDREW.MANCA@OMB.RI.GOV

SUPPLIER CONTACT:  
DR. BERNARD L. PALOWITCH, JR.  
(732) 742-3796  
BPALOWITCH@IKNOW.US

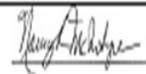
Reference Documents: New England Lean Cost  
Proposal.pdf

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**STATE PURCHASING AGENT**



Nancy R. McIntyre

**Contract Terms and Conditions**

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**Terms and Conditions****PURCHASE ORDER STANDARD TERMS AND CONDITIONS****TERMS AND CONDITIONS FOR THIS PURCHASE ORDER****PURCHASE AGREEMENT AWARD**

THIS IS A NOTICE OF AWARD, NOT AN ORDER. Any quantity reference in the agreement or in the bid preceding it are estimates only and do not represent a commitment on the part of the state to any level of billing activity, other than for quantities or volumes specifically released during the term. No action is to be taken except as specifically authorized, as described herein under AUTHORIZATION AND RELEASE. ENTIRE AGREEMENT - This NOTICE OF AWARD, with all attachments, and any release(s) against it shall be subject to: (1) the specifications, terms and conditions set forth in the Request/Bid Number cited herein, (2) the General Terms and Conditions of Contracts for the State of Rhode Island and (3) all provisions of, and the Rules and Regulations promulgated pursuant to, Title 37, Chapter 2 of the General Laws of the State of Rhode Island. This NOTICE shall constitute the entire agreement between the State of Rhode Island and the Vendor. No assignment of rights or responsibility will be permitted except with the express written permission of the State Purchasing Agent or his designee. CANCELLATION, TERMINATION and EXTENSION - This Price Agreement shall automatically terminate as of the date(s) described under CONTRACT PERIOD unless this Price Agreement is altered by formal amendment by the State Purchasing Agent or his designee upon mutual agreement between the State and the Vendor.

**AUTHORIZATION AND RELEASE**

In no event shall the Vendor deliver goods or provide service until such time as a duly authorized release document is certified by the ordering Agency. A Direct Purchase Order (DPO) shall be created by the agency listing the items ordered, using the pricing and format set forth in the Master Blanket. All pricing shall be as described in the Master Blanket and is considered to be fixed and firm for the term of the Agreement, unless specifically noted to the contrary herein. All prices include prepaid freight. Freight, taxes, surcharges, or other additional charges will not be honored unless reflected in Master Blanket.

**MULTI YEAR AWARD**

THIS IS A MULTI-YEAR BID/CONTRACT. PER RHODE ISLAND STATE LAW 37-2-33, CONTRACT OBLIGATIONS BEYOND THE CURRENT FISCAL YEAR ARE SUBJECT TO AVAILABILITY OF FUNDS. CONTINUATION OF THE CONTRACT BEYOND THE INITIAL FISCAL YEAR WILL BE AT THE DISCRETION OF THE STATE. TERMINATION MAY BE EFFECTED BY THE STATE BASED UPON DETERMINING FACTORS SUCH AS UNSATISFACTORY PERFORMANCE OR THE DETERMINATION BY THE STATE TO DISCONTINUE THE GOODS/SERVICES, OR TO REVISE THE SCOPE AND NEED FOR THE TYPE OF GOODS/SERVICES; ALSO MANAGEMENT OWNER DETERMINATIONS THAT MAY PRECLUDE THE NEED FOR GOODS/SERVICES.

**PARTIAL PAYMENTS**

PARTIAL OR PROGRESS PAYMENTS MAY BE MADE. PAYMENT WILL BE AUTHORIZED UPON RECEIPT AND ACCEPTANCE BY THE AGENCY OF THE PORTION OF THE CONTRACT OR PURCHASE ORDER COMPLETED BY THE VENDOR. PAYMENT UPON THE RENDERING OF A PROPERLY SUBMITTED INVOICE.

**CAMPAIGN FINANCE COMPLIANCE**

**CAMPAIGN FINANCE:** In accordance with RI General Law 17-27-2, Every person or business entity providing goods or services of \$5,000 or more, and has in the preceding 24 months, contributed an aggregate amount in excess of \$250 within a calendar year to any general officer, or candidate for general office, any member, or candidate for general assembly, or political party, is required to electronically file an affidavit regarding political contributions at:

<https://secure.ricampaignfinance.com/RhodeIslandCF/Public/VendorAffidavit.aspx>

#### **ARRA SUPPLEMENTAL TERMS AND CONDITIONS**

For contracts and sub-awards funded in whole or in part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto, such contracts and sub-awards shall be subject to the Supplemental Terms and Conditions For Contracts and Sub-awards Funded in Whole or in Part by the American Recovery and Reinvestment Act of 2009. Pub.L.No. 111-5 and any amendments thereto located on the Division of Purchases website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

#### **DIVESTITURE OF INVESTMENTS IN IRAN REQUIREMENT:**

No vendor engaged in investment activities in Iran as described in R.I. Gen. Laws §37-2.5-2(b) may submit a bid proposal to, or renew a contract with, the Division of Purchases. Each vendor submitting a bid proposal or entering into a renewal of a contract is required to certify that the vendor does not appear on the list maintained by the General Treasurer pursuant to R.I. Gen. Laws §37-2.5-3.

For all Purchase Orders issued on behalf of the University of Rhode Island, Community College of Rhode Island, and Rhode Island College, vendors will receive a confirming order from the respective entity prior to proceeding.

#### **MPA BID AWARD (STATEWIDE APPLICABILITY)**

STATEWIDE APPLICABILITY - Political Subdivisions (cities, towns, schools, quasi-public agencies), as authorized by law, may participate in this Agreement. All ordering and billing shall be between the vendor and the political subdivision (only).

**Cost Proposal (Revised)**

# **Lean Process Improvement Services**

**RI Department of Administration**

**September 10, 2016**



**Iknow LLC  
100 Overlook Center, 2nd floor  
Princeton, New Jersey 08540-7814**

**(609) 419-0500**

**[www.iknow.us](http://www.iknow.us)**

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# 1. Cost Proposal (Revised)

## 1.1 Cost Matrix

Iknow's maximum unit costs for the three Modules are presented in Table 1. These rates are fully burdened rates.

Table 1 **Iknow's Maximum Unit Rates for the Three Modules**  
\$USD

Lean Module No.	Unit		
	Full-Day (7 hours)	Half-Day (3.5 hours)	Hourly
1	\$2,240	\$1,120	\$320
2	\$2,240	\$1,120	\$320
3	\$2,240	\$1,120	\$320

These maximum unit costs will remain fixed for the duration of the contract.

## 1.2 Alternative Fee Structures

Iknow is willing to work with the State's Agencies under alternative fee structures. Iknow will prepare a competitive quote using the alternative fee structure requested by the Agency.

## 1.3 Iknow's Hourly Labor Rates

For time and materials-based contracts, professional fees for consulting services will be billed on actual hours, using Iknow's standard hourly labor rates for state and local government. Please see Table 2. The hourly labor rates are fully burdened rates. These labor rates will remain fixed for the duration of the contract.

Table 2 **Iknow's Maximum Hourly Labor Rates for State and Local Government Projects—2016**

<b>Job No.</b>	<b>Job Title</b>	<b>Hourly Rate \$USD/hour</b>
<b>Business Consultants</b>		
1	Engagement Director (Project Director)	\$320.00
2	Senior Engagement Manager	\$305.00
3	Engagement Manager (Project Manager)	\$290.00
4	Consultant	\$275.00
5	Analyst	\$275.00
6	Intern	\$195.00
<b>Specialists</b>		
7	Business Process Re-Engineering Specialist	\$320.00
8	Business Requirements Specialist	\$320.00
9	Collaboration Specialist	\$320.00
10	Communications Specialist	\$320.00
11	Content Conversion / Content Migration Specialist	\$320.00
12	Enterprise Search Specialist	\$320.00
13	Knowledge Governance Specialist	\$320.00
14	Organizational Change Management Specialist	\$320.00
15	Taxonomy Specialist	\$320.00
16	Training Specialist	\$320.00
<b>Subject Matter Experts</b>		
17	Industry, Business Process, or Functional Subject Matter Expert	\$320.00
<b>Technical Consultants</b>		
18	Applications Engineer	\$290.00
19	Content Architect	\$305.00
20	Data Analyst	\$275.00

21	Database Administrator	\$290.00
22	Database Analyst/Programmer	\$290.00
23	Database Manager	\$290.00
24	Documentation Specialist	\$320.00
25	Functional Analyst	\$275.00
26	Information Analyst	\$275.00
27	Information Architect	\$305.00
28	Knowledge Engineer	\$305.00
29	Programmer	\$290.00
30	Project Engineer	\$290.00
31	QA Engineer	\$290.00
32	QA Manager	\$290.00
33	Security Architect	\$305.00
34	Software Engineer	\$290.00
35	Software Systems Engineer	\$290.00
36	Solution Architect	\$305.00
37	Systems Analyst	\$275.00
38	Systems Engineer	\$290.00
39	Systems Integration Engineer	\$290.00
40	Technical Director	\$305.00
41	Test Engineer	\$290.00
42	User Experience Architect	\$305.00
43	User Interface Designer	\$275.00
<b>Content Creation</b>		
44	Graphic Designer	\$275.00
45	Language Translator	\$220.00
46	Video Designer	\$275.00
47	Writer	\$220.00