



**Solicitation Information  
March 11, 2015**

**RFP #7549401**

**TITLE: Transportation Management Assessment and Review Services**

**Submission Deadline: March 25, 2015 at 11:30 a.m.**

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [lisa.hill@purchasing.ri.gov](mailto:lisa.hill@purchasing.ri.gov) no later than March 18, 2015 at 12:00 p.m. (ET) .Questions should be submitted in a *Microsoft Word attachment*. Please reference the RFP #7549401 on all correspondence. Questions received, if any, will be posted on the Internet as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

**PRE BID CONFERENCE - NO**

**PRE-BID CONFERENCE MANDATORY- NO**

**SURETY REQUIRED: - NO**

**BID BOND REQUIRED: - NO**

**DISK BASED BID: - NO**

**Vendors must register on-line at the State Purchasing Website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)**

Note to Vendors:

Offers received without the entire completed four-page RIVP Generated Bidder Certification Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION FORM**

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**RHODE ISLAND DEPARTMENT OF ADMINISTRATION  
DIVISION OF PURCHASES**

**REQUEST FOR PROPOSAL (RFP)  
RFP 7549401**

**TRANSPORTATION MANAGEMENT ASSESSMENT AND REVIEW SERVICES**

**I. INTRODUCTION:**

The **State of Rhode Island** has an extensive transportation network that is managed and stewarded through the following agencies. **The Rhode Island Department of Transportation (RIDOT)** is charged with design, construction, maintenance and inspection of a wide range of transportation infrastructure. These include 1,102 miles (2,908 lane miles) of state roads and highways, 772 bridges, and 777 traffic signals. Additionally, RIDOT has constructed a 50-mile (80 km) network of off-road bike paths and signed more than 90 miles (140 km) of on-road bike routes across the state. Its headquarters are located in Providence. Rhode Island ports are handled by the **Commerce RI**, and airports in Rhode Island are overseen by a subsidiary **Rhode Island Airport Corporation**. In addition, the **Rhode Island Public Transit Agency (RIPTA)** provides public transportation, primarily buses. The main hub of the RIPTA system is Kennedy Plaza, a large bus terminal in downtown Providence, Rhode Island. The authority serves over 71,000 people a day, in 38 out of 39 Rhode Island communities. The **Rhode Island Turnpike and Bridge Authority (Authority)** was created in 1954 by the Rhode Island General Assembly as a body corporate and politic, with powers to construct, acquire, maintain, and operate bridge projects as defined by law. The Authority was responsible for the construction of the Claiborne Pell Bridge (formerly the Newport Bridge) which was opened for traffic on June 28, 1969 and has been responsible for the operation and maintenance of the Mount Hope Bridge between Bristol, Rhode Island and Portsmouth, Rhode Island and the Claiborne Pell Bridge between Newport, Rhode Island and Jamestown, Rhode Island since 1964 and 1969, respectively.

**II. PROJECT DESCRIPTION:**

The Rhode Island Department of Administration / Office of Purchases, on behalf of the Rhode Island Department of Transportation (RIDOT) is soliciting proposals from qualified consultant firms (RESPONDENT) to provide a comprehensive management assessment conducted across the aforementioned transportation agencies to evaluate overall organizational, management and delivery effectiveness, in accordance with the general Scope of Work defined herein.

Respondents will be required to conduct a management evaluation and review to assess general effectiveness and performance relative to industry standards and best practices as compared to similar agencies in the United States. The goal of this investigation is to determine the operational challenges and corresponding improvement opportunities for Rhode Island's transportation agencies. Additionally, Respondents shall also provide recommendations for implementation.

Respondents are instructed to submit a **combined TECHNICAL/ COST PROPOSAL** response as described in detail herein. Detailed Cost Proposals shall provide for services to be performed over a maximum **SIX**

(6) MONTH contract term and shall include all materials, equipment, labor, overhead, quality control, and all other elements necessary for the completion of the work.

***CONFLICT OF INTEREST: The successful RESPONDENT and any sub-respondent(s) will be precluded from participating in any resultant solicitations derived from RFPS prepared by the RESPONDENT as part of this contract. RIDOT will be the sole judge as to whether or not any conflict of interest exists.***

Proposals received shall be in accordance with guidelines as outlined in this request and the State's General Conditions of Purchase which can be accessed online through the *Rhode Island Vendor Information Program*, or "RIVIP" as it is known, @

<http://www.purchasing.ri.gov>

All Respondents are advised to read all sections of this request and to follow instructions carefully as failure to make a complete submission may result in rejection of the proposal.

***NOTE: This is a Request for Proposals (RFP), not an Invitation for Bid: responses will be evaluated on the basis of the relative merits of the proposal, in addition to price. There will be no public opening and reading of responses received by the Office of Purchases pursuant to this request other than to name those Respondents who have submitted proposals.***

### III. GENERAL NOTIFICATIONS

- All Respondents shall register online at the RIVIP'S Internet website @ [www.purchasing.ri.gov](http://www.purchasing.ri.gov)
- A fully completed signed ***RIVIP Bidder Certification Cover Sheet*** – All three pages shall accompany response submitted. Failure to make a complete submission inclusive of this three-page document may **result in disqualification**. A copy of this 3-PAGE certification form should be in all proposals (originals and copies) submitted to the State for consideration.
- Should there be a need for assistance in registering and/or downloading any document, call (401) 574-8100 for RIVIP HELP DESK technical assistance. Office Hours: 8:30 AM – 4:00 PM.
- The State does not require E-VERIFY compliance in any of its purchasing and/or hiring of services; however, Respondents are hereby advised that in line with the Federal Acquisition Regulations any federal contract based on the services requested may require that the State obtain evidence of E-VERIFY compliance from the successful Respondent.
- The Rhode Island Department of Transportation, in accordance with Title VI of the Civil Rights Act of 1964, 42 U.S.C. §§ 2000d - 2000d-4 and 49 C.F.R. Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964, issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, Disadvantaged Business Enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, sex, national origin, age, or disability in consideration for an award.

- All costs associated with developing or submitting documents in response to this Request and/or in providing oral or written clarification of its content shall be borne by the Respondent. The State assumes no responsibility for these costs.
- It is intended that an award pursuant to this Request will be made to a Prime Respondent, who will assume responsibility for all aspects of the work. Joint venture(s) and will not be considered, but subcontract(s) are permitted provided that Sub-Respondent(s) proposed are clearly identified along with the type of work to be performed in response to this RFP.
- All pricing submitted will be considered **firm and fixed** unless otherwise indicated herein.
- RIDOT will not increase the contract or any purchase order (either dollar amount or time) for items not included in the submitted proposal documents. The State reserves the right to purchase part of the proposal or the entire proposal.
- Submissions in response to this solicitation are considered to be irrevocable for a period of not less than one hundred and twenty (120) days following the established due date and may not be withdrawn without the express written permission of the State Purchasing Agent.
- Responses misdirected to other State locations or which otherwise are not received by the State Division of Purchases by the established due date for any cause will be determined to be late and will not be considered. The office clock, for the purpose of registering the arrival of a document, is in the reception area of the Department of Administration (DOA), Division of Purchases, 2<sup>nd</sup> Floor, One Capitol Hill, Providence, Rhode Island.
- Respondents are advised that all materials submitted to the State for consideration will be considered to be public records as defined in RI Gen Laws 38-2, without exception, and will be released for inspection immediately upon request once an award is made.
- In accordance with RI Gen. Laws 7-1.1-99, no foreign corporation (a corporation established other than in Rhode Island) has the right to transact business in this State until it has procured a Certificate of Authority to do so from the Office of the Secretary of State (401) 222-2357.
- Although there is **NO DBE GOAL** assigned to this project, RIDOT encourages the utilization of DBE Firms on all projects. At the point of project completion RIDOT will determine and assess the overall DBE participation, if any, which will be attributed to the fulfillment of the Department's annual DBE Goal requirement.

#### **IV. REQUIRED FORMS**

Besides the ***RIVIP Bidder Certification Cover Sheet*** - as required at the State level and obtained through the RIVIP website- RIDOT also requires that the following **FORMS (2)** be completed and included in your submission package.

- **CONFLICTS DISCLOSURE STATEMENT:** In line with directions stated, completed FORM(s) must be signed and submitted accordingly.

- **W-9 FORM:** Must be completed and signed by authorized agent of your Firm. Form may be downloaded at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

**CONFLICTS DISCLOSURE STATEMENT** is attached to solicitation and shall be completed and copies submitted along with each TECHNICAL PROPOSAL submission. ("ORIGINAL" & COPIES). For **W-9 FORM**, one (1) unbound "Original" copy is required at time of submission. Copies of W-9 need not be included in individual proposal submissions.

**V. INSTRUCTIONS FOR PROPOSAL CONTENT AND FORMAT**

**NOTE: TECHNICAL AND COST PROPOSAL documents shall NOT be submitted separately but are to be combined into one complete submission; Proposal format shall include:**

- SECTION 1) TECHNICAL PROPOSAL** Information presented first based on elements described below and
- SECTION 2) Itemized COST PROPOSAL** documentation

**SECTION 1: TECHNICAL PROPOSAL**

Upon review of the Scope of Work (SOW), Technical Proposal content shall include at a minimum the following information for RIDOT review and subsequent final selection recommendation.

- **Letter of Transmittal:** A Letter of Transmittal shall accompany each response signed by an owner, officer, or other authorized agent of the firm.
- **RIVIP BIDDER CERTIFICATION FORM:** ALL three (3) Pages shall accompany each response submitted. Failure to make a complete submission of this document may result in disqualification. **(SEE GENERAL NOTIFICATIONS).**
- **PROPOSAL Format:** PROPOSAL shall be bound or contained in a single volume. All pages of the proposal are to be numbered in consecutive order. All documentation submitted with the proposal shall be contained in that single volume. PROPOSAL shall be prepared on **8 1/2" x 11"** letter sized white paper printed on both sides sequentially numbered and limited in length to a total of **25 PAGES** – exclusive of exhibits, which shall be tabbed and included in the bound submission. Font size shall be a minimum of **12 POINTS** for all submittals. ALL documentation in excess of 25 PAGE MAXIMUM will be removed and discarded. PROPOSAL shall contain a Table of Contents that cross-references each requirement with specific pages in the PROPOSAL submission.
- **RIDOT Scope of Work and Addenda:** Respondents shall be included as part of TECHNICAL PROPOSAL submission a copy of RIDOT'S original RFP and any supplemental Addenda, as applicable.

**BACKGROUND AND PREVIOUS EXPERIENCE:**

- **Company Introduction:** Respondents are to include a complete description and other relevant information documenting the firm's professional practice and expertise relative to the services requested.

- **Relevant Experience:** Respondents are to include a comprehensive listing of similar projects and/or clients served similar in concept to the project being proposed.

Names, addresses, and telephone numbers of at least THREE (3) previous clients who are familiar with the services provided by your firm shall be included. By so listing, specific permission is granted to RIDOT to contact said individuals to verify the satisfactory performances of the services provided. Respondent acknowledges that RIDOT is granted specific permission to discuss past performance of Respondent and any of its proposed team members on any projects.

- **Existing Workload:** Respondents are to include a current listing of all projects contracted to perform.

#### **ORGANIZATION AND STAFFING:**

- **Staff Qualifications:** Respondents are to include an overview of experienced personnel presently on staff including resumes, curricula vitae or statements of prior experience and/or qualification of key personnel to be assigned to project. Staff assignments and concentration of effort for each staff member are to be addressed.
- **Sub-Respondent(s):** As applicable, disclosure of any sub-respondent firm(s)' organizational structure and business background as well as the type of work they will perform **must** be documented in response to this Request. Full disclosure of the proposed team to be assigned this project is required in the Proposal.

#### **PROJECT WORK PLAN/ SCHEDULE:**

- **Project Approach:** Respondents shall provide a detailed technical synopsis of their proposed services based on the SOW requested by the RIDOT including any technical issues that will or may be confronted at each stage of the project. *Alternative* approaches and/or methodologies to accomplish the intended results of this solicitation are encouraged. However, proposals that depart from or materially alter the terms, requirements or SOW as defined by this Request will be rejected and considered non-responsive.
- **Work Plan:** Respondent shall submit a complete and comprehensive project work plan inclusive of proposed deliverables and activity milestones associated with each defined task.
- **Project Schedule:** Respondent shall provide a project schedule to be utilized for delivery of anticipated tasks and proposed deliverables.
- **Reporting Requirements:** Any reports generated will be submitted both in hard copy and electronically for ease of review. The successful Respondent will be prepared to discuss findings in a coordinated team meeting environment should this be required.
- **Supplemental Information:** Respondents are encouraged to submit any other information deemed useful to provide RIDOT with sufficient relevant information to evaluate the firm's qualifications and technical approach to the project.

## **SECTION 2: COST PROPOSAL**

- The Cost Proposal will reflect a **SIX (6) MONTH** administrative and operating services all-inclusive price- itemized for all deliverables and critical activity milestones.
- Cost Proposal prices will be considered **firm and fixed**.
- Cost Proposal must include hourly rates.
- Failure to fully-disclose pricing requested may result in disqualification.

## **VI. VENDOR QUESTIONS RELATING TO SOLICITATION**

Any pertinent questions subsequent to this solicitation may be e-mailed to LISA HILL at [Lisa.Hill@purchasing.ri.gov](mailto:Lisa.Hill@purchasing.ri.gov). Responses to questions submitted for the subject project will be posted as an ADDENDUM to the initial solicitation. Interested VENDORS are responsible to monitor the RI Division of Purchases website [www.purchasing.ri.gov](http://www.purchasing.ri.gov) to obtain any posted Addenda.

**E-mailed questions relating to this solicitation will not be accepted after NOON on MARCH 18, 2015.**

## **VII. SUBMISSION REQUIREMENTS AND DUE DATE**

**Combined TECHNICAL/COST PROPOSAL ("Original" and FIVE (5) copies)** shall be sent to the Division of Purchases by the specified deadline to the address listed below. RIDOT recommends that the TECHNICAL/COST Proposal submission be submitted not only in hard copy form but also on CD-ROM. Clearly labeled CD ROM should be attached to the **inside cover of each Proposal submission**. RIDOT requires that the electronic version of said Proposals be submitted in Adobe PDF format

Requested documentation is to be either mailed or hand delivered in a sealed envelope marked: *RFP# 7549401 – Transportation Management Assessment and Review Services* by **MARCH 25, 2015 no later than 11:30 A.M.** to:

**BY COURIER OR MAIL:**  
RI Department of Administration  
Division of Purchases (2<sup>nd</sup> fl)  
One Capitol Hill  
Providence, RI 02908-5855

**NOTE:** *Proposals received after the above referenced due date and time will not be considered. (SEE GENERAL NOTIFICATIONS)*

## **VII. EVALUATION AND SELECTION**

The State will establish a Technical Evaluation Committee (TEC) that will evaluate and score combined TECHNICAL/ COST proposals received utilizing the following criteria resulting in a final ranking and recommended selection:

<b>SELECTION CRITERIA:</b>		<b>MAXIMUM POINTS</b>
<b>1.</b>	<b>STAFF QUALIFICATIONS</b>	<b>0-25 POINTS</b>
<b>2.</b>	<b>QUALITY OF THE PROJECT WORK PLAN/SCHEDULE</b>	<b>0-25 POINTS</b>
<b>3.</b>	<b>RELEVANT EXPERIENCE</b>	<b>0-20 POINTS</b>
<b>4.</b>	<b>COST PROPOSAL</b>	<b>0-30 POINTS</b>
<b>MAXIMUM SCORE</b>		<b>100 POINTS</b>

**CONTRACT AWARD**

Contractual arrangements will be established between the State and the selected RESPONDENT in line with departmental policy and State Purchasing regulations. The successful Respondent must be prepared to provide necessary data to support all costs associated with project expenditures.

At any point during the review process, any proposal found to be substantially non-responsive will be dropped from further consideration.

The State may, at its sole option, elect to require presentation(s) by respondents clearly in consideration for award. Other submissions, certifications, or affirmations may be required, as appropriate.

Notwithstanding the above, the State reserves the right to accept or reject any or all options, bids, proposals, and to act in its best interest.

The State reserves the right to solicit separately for selected initiatives within this Scope of Work.

*The State reserves the right to make an award or multiple awards or to reject any or all proposals based on what it considers to be in its best interest.*

**SCOPE OF WORK**

**For**

**TRANSPORTATION MANAGEMENT ASSESSMENT AND REVIEW SERVICES**

**PROJECT ORGANIZATION**

Overall project direction will be provided by RIDOT through your point of contact (POC), RIDOT's Chief Financial Officer (or designee). The selected Firm should not consider this a staff resource. It is the Firm's responsibility to obtain all necessary information, to complete all tasks and prepare and submit the required deliverables to the POC.

## **BACKGROUND AND PURPOSE:**

The **State of Rhode Island** has an extensive transportation network that is managed and stewarded through the following agencies:

- **Rhode Island Department of Transportation (RIDOT)**- Responsible for the design, construction, maintenance and inspection of a wide range of transportation infrastructure;
- **Commerce RI**- Responsible for the handling of all Rhode Island's ports;
- **Rhode Island Airport Corporation**- a State subsidiary oversees management and maintenance of Rhode Island's airports;
- **Rhode Island Public Transit Agency (RIPTA)** - Provides public transportation, primarily buses. The main hub of the RIPTA system is Kennedy Plaza, a large bus terminal in downtown Providence, Rhode Island; the authority serves over 71,000 people a day, in 38 out of 39 Rhode Island communities;
- **Rhode Island Turnpike and Bridge Authority (Authority)**- Created in 1954 by the Rhode Island General Assembly as a body corporate and politic, with powers to construct, acquire, maintain, and operate bridge projects as defined by law. The Authority was responsible for the construction of the Claiborne Pell Bridge (formerly the Newport Bridge) which was opened for traffic on June 28, 1969 and has been responsible for the operation and maintenance of the Mount Hope Bridge between Bristol, Rhode Island and Portsmouth, Rhode Island and the Claiborne Pell Bridge between Newport, Rhode Island and Jamestown, Rhode Island since 1964 and 1969, respectively.

The purpose of this RFP is to seek an experienced consultant firm that has the qualifications, capacity and capability to perform a management assessment across the above names agencies to evaluate overall organizational management and delivery effectiveness, in accordance with the PROJECT OBJECTIVES defined below.

## **PROJECT OBJECTIVES:**

**Organization:** Overall structure, qualifications of key staff members, effectiveness of the reporting structure, areas of any duplicative functions, staff development, retention and training programs, delegations of authority, etc.

**Procurement:** Procurement and bidding processes, procedures and methods currently being utilized relative to compliance with proper rules and regulations as well as applicability, innovation and effectiveness for Professional Services, Construction Contracts, and other services and purchases.

**Contract Administration:** How are contracts for professional services and construction work managed, administered and controlled relative to such issues as change orders, contract amendments, negotiations, payments, and close-outs.

**Financial Management and Controls:** Overall finance and administration processes relative to approvals, reporting, and controls.

**Safety:** Effectiveness of overall safety reporting, management and control processes for (a) internal personnel, and (b) consultant and contractor personnel and projects.

**Quality Management & Control:** Effectiveness of overall quality assurance and control processes for (a) internal work and functions, (b) design work by consultants and (c) construction work by contractors.

**Asset Management & Maintenance:** Effectiveness of the overall management and maintenance program for assets including operating assets such as equipment and plant, as well as roads, bridges, stations and other such assets.

**DELIVERABLES and TIMELINE:**

This management evaluation and review shall be completed within **SIX (6)** calendar months from the date of authorization to proceed in the timeline as follows; all reporting requirements shall be submitted both in hard copy and electronically for ease of review:

<b>DELIVERABLE:</b>	<b><i>Presentation of initial diagnostic of AGENCY issues</i></b>
<b>DELIVERY DATE:</b>	<b><i>DUE WITHIN 30 DAYS OF AWARD</i></b>

<b>DELIVERABLE:</b>	<b><i>Proposed re-organization or re-structuring plan</i></b>
<b>DELIVERY DATE:</b>	<b><i>DUE WITHIN 60 DAYS OF AWARD</i></b>

<b>DELIVERABLE:</b>	<b><i>Submission of DRAFT ACTION PLAN including a summary description of the issue(s) identified, including data that defines the scale, scope and/or impact of the problems(s) on each AGENCY; the improvement options and a list of the decisions, initiatives, and actions to support the implementation of the options.</i></b>
<b>DELIVERY DATE:</b>	<b><i>DUE WITHIN 90 DAYS OF AWARD</i></b>

<b>DELIVERABLE:</b>	<b><i>Presentation of final recommendations for review and acceptance</i></b>
<b>DELIVERY DATE:</b>	<b><i>DUE WITHIN 150 DAYS OF AWARD</i></b>

<b>DELIVERABLE:</b>	<b><i>Formal Written Report Submittal And Final Presentation</i></b>
<b>DELIVERY DATE:</b>	<b><i>DUE BY CONTRACT COMPLETION DATE (i.e., NO LATER THAN 180 DAYS OF AWARD)</i></b>

**-END OF SCOPE-**