



**Solicitation Information  
6 Dec 04**

**RFP # B04564**

**TITLE: Best Practices Management Study**

**Submission Deadline: 30 Dec 04 @ 2:00 PM ( EDT)**

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [questions@purchasing.state.ri.us](mailto:questions@purchasing.state.ri.us) no later than **15 Dec 04 at 12:00 Noon (EDT)**. Questions should be submitted in a ***Microsoft Word attachment***. Please reference the RFP / LOI # 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.

**SURETY REQUIRED: No**

**BOND REQUIRED: No**

**Jerome D. Moynihan, C.P.M., CPPO  
Administrator of Purchasing Systems**

**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 three-page RIVP Generated Bidder Certification Form attached may result in disqualification.

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

## **SECTION 1 - INTRODUCTION**

The Rhode Island Department of Administration/Division of Purchases, on behalf of the Community College of Rhode Island, is soliciting proposals from qualified firms to provide / conduct a best practices management study, as described elsewhere herein, and in accordance with the terms of this Request for Proposals and the State's General Conditions of Purchase, which may be obtained at the Rhode Island Division of Purchases home page by Internet at <http://www.purchasing.ri.gov>

This is a Request for Proposals, not an Invitation for Bid: responses will be evaluated on the basis of the relative merits of the proposal; 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 offerors who have submitted proposals.

### **INSTRUCTIONS AND NOTIFICATIONS TO OFFERORS:**

Potential offerors are advised to review all sections of this Request carefully, and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.

Proposals which depart from or materially alter the terms, requirements, or scope of work defined by this Request will be rejected as being non-responsive.

All costs associated with developing or submitting a proposal in response to this Request, or to provide oral or written clarification of its content, shall be borne by the offeror. The State assumes no responsibility for these costs.

Proposals are considered to be irrevocable for a period of not less than sixty (60) days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent.

All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.

Proposals misdirected to other State locations or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and will not be considered.

It is intended that an award pursuant to this Request will be made to a prime contractor, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered, but subcontracts are permitted, provided that their use is clearly indicated in the offeror's proposal, and the subcontractor(s) proposed to be used are identified in the proposal.

Offerors are advised that all materials submitted to the State for consideration in response to this Request for Proposals will be considered to be Public Records, as defined in Title 38 chapter of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request once an award has been made.

In accordance with Title 7, Chapter 1.1 of the General Laws of Rhode Island, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the state until it shall have procured a Certificate of Authority to do so from the Rhode Island Secretary of State (401-222-3040). *This is a requirement only of the successful vendor.*

The offeror should be aware of the State's MBE requirements, which addresses the State's goal of ten per cent (10%) participation by MBE's in all State procurements. For further information, contact the MBE Administrator, at (401) 222-6253 .

Interested parties are instructed to peruse the Division of Purchases web site on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP / LOI

**Request for Proposal:**

As with most State agencies, funding is limited and CCRI needs to find ways to reduce costs while improving the quality of the student experience.

The Community College of Rhode Island (CCRI), a state agency, is seeking the services of a consulting firm to be responsible for performing a review of the College's Physical Plant job assignment and follow through processes. The selected firm will be responsible for developing the program design, managing the project, and as needed, facilitating the development of any redesign recommendations. The firm will direct a small work team. The team, under supervision of the consulting firm, will review the work process from job assignment through supervisory review of completed work in the maintenance, operations, custodial and grounds keeping areas. The goal is to review and enhance the procedures and policies of these Physical Plant areas so that they reflect best practices in the industry.

The Work outlined in this RFP will begin once a purchase order has been issued.

**Background:**

The Community College is a comprehensive community college offering an array of associate degree and certificate programs and non-credit personal and professional development courses and programs. Students may enroll in classes at any of the three main campuses or at satellite facilities across the state. For more information about CCRI visit [www.ccri.edu](http://www.ccri.edu).

The Community College currently has three full service campuses each with a physical plant operation. The Warwick and Lincoln campus are comprised of two buildings a

mega structure and a gymnasium. The Providence campus only has a mega structure. The College will soon open a fourth full service campus in Newport. The approximate square footage of each mega structures is:

Warwick	425,000 square feet
Lincoln	360,000 square feet
Providence	80,000 square feet

The following is a list of the type and number of physical plant employees at each campus:

<b>Function</b>	<b>Warwick</b>	<b>Lincoln</b>	<b>Providence</b>
Director of Physical Plant	One	One	None
Data control clerk	One	None	None
Maintenance Superintendent	One	One	None
Building Maint. Supervisor	One	None	None
Semiskilled Laborers	Five	Two	One
Custodial	Eight	Seven	One
Maintenance Technician-Operations	One	Four	None
Maintenance Technician-Maintenance	One	None	None
Electrician	One	One	None
Automotive Service	One	None	None
Carpenter	One	None	None
Plumber	One	None	None
Grounds Superintendent	One	One	None
Heavy Equipment Operator	Two	One	None
Equipment Operator	None	One	None
HVAC Shop Supervisor	One	None	None
Operations personnel	Five	Six	None
Mail Room	Two	One	None
Central Stores	One	None	None
Receiving	One	One	None

The Mail Room, Central Stores, Receiving, Operations, Grounds Keeping, Automotive and Custodial operations have a fairly standard schedule. The remaining areas have some standardized work assignments as well as some varying work assignments. Staffing from the Warwick and Lincoln campuses are used to fulfill the various required tasks at the Providence campus and the Quonset and Newport satellite locations.

Most employees work the first shift. The following lists the staffing in the evening:

<b>Description</b>	<b>Warwick</b>	<b>Lincoln</b>	<b>Providence</b>
2 <sup>nd</sup> shift - Janitorial supervisor	One	One	None
2 <sup>nd</sup> shift – Operations	One	One	One
3 <sup>rd</sup> shift – Operations	Two	One	None (closed)

There are three non-union employees. All other employees, including supervisors are members of the NEA Educational Support Professional Association.

The following major services are contracted out on an annual basis:

- Daily cleaning of facilities (performed in the evening)
- Trash Removal - dumpsters
- Recycling services
- High level HVAC repair and maintenance
- Elevator servicing
- Repair and maintenance services of emergency generators
- Snow removal at Providence and Quonset
- Outdoor lighting maintenance and repairs
- Maintenance and repair of food service equipment
- Extermination services
- Swimming pool maintenance
- Environmental controls maintenance services

In addition major renovation and construction projects are bid on an as needed basis.

CCRI desires this endeavor to begin as soon as possible. It is expected that the project will be completed in the spring of 2005.

**Scope of Project:**

The selected firm, directing the project team, will perform an in-depth analysis of CCRI's physical plant maintenance, operations, custodial and grounds keeping functions. The entire chain of events of work assignment, service delivery and supervisory acceptance will be assessed. The consulting firm will work with the team to:

- develop a clear charter and scope of work,
- develop project plans,
- map work processes and sub-processes to expose improvement opportunities,
- identify process controls and process performance measurements,
- quantify the costs associated with non-value added activities,
- review best practices from similar organizations that may contribute to process improvements,
- develop process changes along with performance measures to be recommended,
- develop an organizational model and staffing patterns for the areas being reviewed,
- submit a report summarizing redesign recommendations, timeframes and costs for approval of the President's Council.

## **PROPOSAL/QUESTIONS & SUBMISSION**

Questions concerning this solicitation may be e-mailed to the Division of Purchases at [questions@purchasing.state.ri.us](mailto:questions@purchasing.state.ri.us) no later than the date listed on the cover sheet. **Send questions in a Microsoft Word format.** Please reference the RFP # on all correspondence. Answers to 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. For computer technical assistance, call the Help Desk at 401 222-2142, ext 134

Interested offerors may submit proposals to provide the services covered by this Request on or before the date listed on the cover sheet. Proposals received after this time and date will not be considered.

Proposals must include the following:

1. A completed and signed R.I.V.I.P. generated bidder certification cover form (downloaded from the R.I. Division of Purchases Internet home page at: <http://www.purchasing.ri.gov>);
2. A signed and sealed Cost Proposal reflecting the fixed fee proposed for this scope of service.
3. A completed and signed W-9 taxpayer certification form. *The form is downloadable at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).*
4. A Technical Proposal describing the background, qualification, and experience with and for similar programs, as well as the work plan or approach proposed for this requirement.

The Technical Proposal must contain the following sections:

- a. Executive Summary  
The Executive Summary is intended to highlight the contents of the Technical Proposal and to provide State evaluators with a broad understanding of the offeror's technical approach and ability.
- b. Offeror's Organization and Staffing

This section shall include identification of all staff and/or subcontractors proposed as members of the project team, and the duties, responsibilities, and

concentration of effort which apply to each (as well as resumes, curricula vitae, or statements of prior experience and qualification)..

c. **Work Plan/Approach Proposed**

This section shall contain a thorough explanation of all aspects and services required to complete the Scope of Work section.

This section shall describe the offeror's understanding of the State's requirement, including the result(s) intended and desired, the approach and/or methodology to be employed, and a work plan for accomplishing the results proposed. The description of approach shall discuss and justify the approach proposed to be taken for each task, and the technical issues that will or may be confronted at each stage on the project.

d. **Previous Experience and Background**, including the following information:

- 1) A comprehensive listing of similar projects undertaken and similar clients served, including a brief description of the projects.
- 2) A description of the business background of the offeror (and all subcontractors proposed), including a description of their financial position.

e. **The offeror's status as a Minority Business Enterprise (MBE), certified by the Rhode Island Department of Administration, and or a subcontracting plan which addresses the State's goal of ten per cent (10%) participation by MBE's in all State procurement. Questions concerning this requirement should be addressed to the, M.B.E. Officer, at (401) 222-6253.**

**Proposals** - an original plus five (5) copies of the Technical component and an original plus 2 copies of the Cost component should be mailed or hand-delivered in a sealed envelope, marked with the RFP name and number listed on the cover sheet, to:

<b>By Courier:</b>	<b>By Mail:</b>
<b>RI Dept. of Administration Division of Purchases, 2<sup>nd</sup> floor One Capitol Hill Providence, RI 02908-5855</b>	<b>R.I. Department of Administration Division of Purchases P.O. Box 6528 Providence, RI 02940-6528</b>

NOTE: Proposals received after the above-referenced due date and time will not be considered. Proposals misdirected to other State locations or which are otherwise not presented in the Division of Purchases by the scheduled due date and time will be determined to be late and will not be considered. Proposals emailed or faxed to the Division of Purchases will not be considered. The official time clock is located in the Reception Area of the Division of Purchases

**Evaluation Criteria:**

Please supply information regarding the following in your proposal.

1. The background of the consulting firm, describing at a minimum, the number of years of relevant experience and how it relates to this project. **(10 points)**
2. Describe the number and nature of experience in performing these types of reviews at Institutions of Higher Education or other state agencies. **(5 points)**
3. Provide the resumes of the consultant(s) to be assigned to work on this project indicating the specific experience in performing similar types of management reviews as well as the number of years of experience as a leader and as a participant in these types of reviews. **(5 points)**
4. Describe several projects that have been completed noting outcomes. **(10 points)**
5. Provide the names and contact information of three clients where similar types of projects have been performed. **(5 points)**
6. Provide a detailed description, including timelines, of the approach that will be used to accomplish the objectives of this project. **(30 points)**
7. Provide a description of the change management process model and enabling methodologies that will be used to ensure the successful completion of the reviews of the service areas noted in the scope section. **(15 points)**

**Rates and Fees (20 points)**

(Points pro-rated, based on proposal with lowest cost)

Please provide the following information in your proposal.

1. A quote of the number of consulting days and the associated fixed price for performing the services noted above.
2. A quote of an **all inclusive** hourly rate that would be in force for a 6 month period, beginning after the completion of the reviews, for performing additional consulting services relating to this endeavor

Notwithstanding the above, the State reserves the right to award on the basis of cost alone, to accept or reject any, or all, options, bids, proposals, and to act in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offeror's clearly in consideration for award.

The Technical Review Sub-Committee will present written findings, including the results of all evaluations, to the State's Architect/Engineer and Contractor Services Selection Committee, which may recommend up to three finalists to the Director of the Department of Administration, who will make the final selection for this requirement.

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