



**Solicitation Information
July 28, 2016**

Continuous Recruitment #47

TITLE: LEAN PROCESS IMPROVEMENT SERVICES

Submission Deadline: Continuous Recruitment through 31 August 2019 with the option of two one-year extensions.

Questions concerning this solicitation may be addressed to gail.walsh@purchasing.ri.gov. Questions should be submitted in a Microsoft Word attachment. Please reference Continuous Recruitment #47 Lean Process Improvement Services on all correspondence. It is the responsibility of all interested parties to monitor the website and download this information.

Vendors must register on-line at the State Purchasing Website at www.purchasing.ri.gov.

NOTE TO VENDORS:

Offers received without the completed RIVIP Generated Bidder Certification Form attached may result in disqualification. This form is available at www.purchasing.ri.gov.

THIS PAGE IS NOT A BIDDER CERTIFICATION FORM

I. GENERAL INSTRUCTIONS AND NOTIFICATIONS TO OFFERORS

The Rhode Island Department of Administration (“Department”), Division of Purchases (“Division”), on behalf of the Executive Branch agencies of the State of Rhode Island, along with potential participation at their own discretion from the Legislative and Judicial branches, quasi-public agencies, municipalities (cities, towns and school districts), seeks to retain one or more Lean Training/Facilitation vendors (“Vendor” or “Offeror”) to provide Lean business process improvement services on an “as-needed” basis.

This solicitation will be used to establish a list of qualified service providers under Master Price Agreement #486, which will expire on August 31, 2016.

The term of this Continuous Recruitment will be for three (3) years, with two (2) one year extensions at the sole option of the Division. Additional responses will be reviewed every six months for the duration of this Continuous Recruitment period.

This solicitation, and subsequent award, is governed by the State’s General Conditions of Purchase, which is available at www.purchasing.ri.gov. To access the State’s General Conditions of Purchase, enter our website, click on General Information and then click on Rules and Regulations. Once the Rules and Regulations are displayed, scroll to the bottom of the page and double click on Appendix A, which contains the State’s General Conditions of Purchase.

Potential Offerors are advised to review all sections of this solicitation 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 solicitation will be rejected as being non-responsive.

All costs associated with developing or submitting a proposal in response to this solicitation, or to provide oral or written clarification of its content shall be borne by the Respondent. 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.

Proposals misdirected to other State locations or which are otherwise not present in the Office of Purchases by the Submission Deadline stated on Page 1 for any cause will be determined to be late and will not be considered until the next review board in six months.

All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein. Rates for services provided by vendors for this solicitation are a maximum.

Vendors selected for this CR may respond to agency requests for bids with pricing equal to or lower than the prices listed in response to this solicitation.

Respondents are advised that all materials submitted to the State of Rhode Island for consideration in response to this CR will be considered to be public records, as defined in Title 38 Chapter 2 of the Rhode Island General Laws, without exception, and will be released for inspection immediately upon request, once an award has been made.

Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this CR.

The Respondent should be aware of the State's Minority Business Enterprise (MBE) requirements, which addresses the State's ten per cent (10%) participation by MBE's in all State procurements. For further information, contact the MBE Administrator, at (401) 574-8670 or visit the website at <http://www.mbe.ri.gov>.

Awards resulting from this CR will be subject to the State's General Conditions of Purchase, which are available through the Internet at www.purchasing.ri.gov.

Equal Employment Opportunity (RIGL 28-5.1) § 28-5.1-1 Declaration of policy. – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified and non-classified services of the state employment. This policy applies in all areas where the state dollar is spent, in employment, public service, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090 or via email raymond.lambert@doa.ri.gov.

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 Division of Purchases pursuant to this request, other than to name those Offerors who have submitted proposals.

It is intended that an award pursuant to this solicitation will be made to a prime vendor(s) who will assume responsibilities for all aspects of the work. The State reserves the right to award to multiple vendors. Joint venture and cooperative proposals will not be considered. Subcontractors are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal. Subcontractors not identified in the response to this solicitation may be utilized on a particular project with prior approval of the state agency or other entity utilizing this CR.

In accordance with Title 7, Chapter 1.2 of the General Laws of Rhode Island, no foreign corporation 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 will be a requirement only of the successful bidder(s).

Using agencies will be required to create their own release / direct purchase order and are thus responsible to fund the required services. **There is no guarantee of any level of spending activity to a vendor or vendors selected for this Continuous Recruitment. No work can be conducted without a purchase order. Using agencies will be required to solicit three bids from CR vendors prior to creating a purchase order.**

II. PURPOSE AND BACKGROUND

Rhode Island state government is committed to improving its performance on an ongoing basis. In April 2015, Governor Gina M. Raimondo issued Executive Order 15-09 directing state government agencies to participate in the state's Lean Government Initiative. State departments and agencies have used Lean principles to improve specific processes and general agency quality and efficiency. The State seeks to continue to implement Lean principles within state departments and agencies (Agencies) to improve customer service and program operations through systematic improvement of business processes. Customer service and operational efficiency improvements will be realized through identifying, simplifying and/or eliminating process steps and deliverables that do not add value directly to the outcomes/outputs from these systems, resulting in more timely, consistent and predictable products. As Agencies continue to send staff through the state's Lean 101 training and advanced Lean training through the state's Lean Training Academy, there will be an increasing need to address opportunities for improvement identified by staff.

Each evaluation will include investigating process wastes, including backlogs, process bottlenecks, common errors in documents, training gaps, reports and applications that result in task repetition or rework, and unnecessary process steps, delays, and excessive transfer of documents. Opportunities for streamlining processes and standardizing work will be sought throughout the project with action plans as a necessary requirement of program deliverables.

Lean events will be facilitated and managed by Agency staff that will have a basic understanding of Lean Government. As events are held, the facilitators will be supported by a contracted mentor or coach, with extensive experience in Lean methodologies, particularly in government regulatory environments. A facilitator of state Lean events will be generally familiar with the process being reviewed but may not work directly in that program. Other state government and Agency personnel may participate in Lean events as needed or desired.

III. SCOPE OF WORK

The objective of this solicitation is to competitively procure the services of qualified vendors who have extensive experience with Lean Process Improvements and Methodology. The Vendor must demonstrate significant expertise in understanding and implementation of Lean Process Improvements.

TERM: The term of this CR will be for three (3) years, with two (2) one year extensions at the sole option of the Division. **There is no guarantee of any level spending activity to a vendor selected for this CR.**

Technical Projects will mean fixed-price or not-to-exceed price for Lean projects, up to \$30,000, to be performed by vendor under the supervision of the State. There are specific processes that will be followed by the user agency to engage a vendor in a fixed price project. All project proposals over \$30,000 for executive branch agencies will be first approved by a Lean Steering Committee established by the Governor of the State of Rhode Island before authorization by the Office of Purchases. Requests for projects over \$30,000 require the approval of the State Purchasing Agent. Projects over \$30,000 must have available financing and present a strong business case in order to proceed. Other justifications will be considered.

General Description

The State is seeking qualified and experienced vendors to support these efforts by training, advising, and coaching. The Vendors will also be required to assist with the review, evaluation, and improvement of identified processes and facilitate train the trainer session(s) with selected personnel that will be charged with implementing and measuring process improvement efforts.

Lean improvement services will involve a series of three (3) modules, the length and timing of which will be consistent with the goals and objectives of the Agency and the complexity of the program.

The modules will include:

- **Module 1: Leadership and Cultural Change-**This module is intended to augment the state's Lean Training Academy and Mentorship Program. The module includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become a Lean organization. Examples include hosting workshops, summits, or conferences to raise awareness of Lean efforts, generate enthusiasm, and bring together leaders to discuss unique challenges.
- **Module 2: Training-** This module is intended to augment the state's Lean Training Academy. The module includes services related to training state employees to understand and apply Lean concepts and tools.

- Module 3: Facilitating Lean Process Improvement- This module includes the implementation, deployment, measurement, and follow up to Lean process improvement efforts and events as well as project management and facilitation experience and approach.

It is expected that all meetings will held at space designated by the Agency undertaking the process improvement exercise.

The state has developed a Lean Training Academy and Mentorship Program to develop a cadre of Lean leaders within state government. The training curriculum for the Lean Training Academy includes sections on Lean concepts and methods, application of Lean to government operations, meeting facilitation and facilitating Kaizen events, and tools for implementation, action planning, improvement measurement and affecting positive, sustainable change in an organization. The training provided by the vendors in Modules 1 and 2 is intended to augment the training and mentorship provided by the state's Lean Training Academy and Mentorship Program, not replace it.

In Module 3, the vendors retained to support this process will be responsible for working with a designated agency facilitator on the following tasks:

- Developing the charter and/or A3 and organizing each Lean event, including:
 - Providing guidance on team members, data and key performance indicators required for the event;
 - Establishing goals, objectives, and ground rules for the event.
- Assisting the state agency facilitator with using Lean tools to map both current and future states.
- Meeting with the state agency facilitator prior to each session to review how to approach the session, as needed.
- Meeting with the state agency facilitator after each session to debrief and provide guidance on next steps, progress, etc.
- Assisting in preparing a final report out on each event.

The vendor(s) retained to support this process will be required to present an executive briefing on the approach and methodologies of applying and implementing Lean government processes, an overall summary of the events undertaken under the terms and conditions on this contract, and a summary of the process improvements implemented and the results, both achieved and expected, of the effort. The audience for this executive briefing may include senior level state officials from multiple departments of Rhode Island State government, and potentially senior officials from other states and/or federal agencies.

IV. TECHNICAL PROPOSAL SUBMISSION

Technical Proposals must receive a minimum technical evaluation score of 50 out of 70 points to be considered further.

A. Executive Summary (and scoring weights)

The Executive Summary will highlight the contents of the Technical Proposal as well as provide the State of Rhode Island evaluators with an overview and broad understanding of the Offeror's technical approach and ability to meet the scope of work as set forth in this solicitation.

B. Experience, Capacity & Staffing

1. Expertise of the Firm and Staffing Experience (20 points)

A. The Offeror should have a dedicated and staffed capability to provide the scope of work above, with the experience and track record to provide first-rate services to the State. This section shall include identification of all staff and/or subcontractors proposed as members of the account management team, and the duties, responsibilities, and concentration of effort which apply to each, including resumes (without personal information), curriculum vitae, or statements of prior experience and qualification. Experience of the Staff will be evaluated accordingly.

This section shall also include:

- i. Please describe any experience working with a state government organization or other comparable public and/or nonprofit sector clients. Please provide detail of the Offeror's years of experience in the providing Lean services to public and non-profit sector clients, with a description of the types of projects undertaken and the outcomes/efficiencies achieved.
- ii. A comprehensive listing of similar projects conducted and implemented, as well as similar clients served. This includes providing a brief description of the projects and a description of the names of staff persons who worked on the accounts/projects.
- iii. The Offeror shall submit a list of contract(s) that have been terminated along with the entity name(s) that procured the contract, and the reasons the contract was terminated (if applicable). The State reserves the right to seek additional information regarding a company's capabilities from any source it feels is competent to provide such information.
- iv. The Offeror shall have maintained an organization capable of performing the work described herein, in continuous operation for a least the past three (3) years or demonstrates 5 years progressive experience within area.

2. Capacity (10 points)

The Offeror must have sufficient personnel resources capable of managing the scope of work stated herein. Firms are encouraged to apply to be included on this CR. Please describe the capacity of the Offeror to handle the State's requirements and provide detail on the Offeror's proposed account management structure. Please identify the number of projects the firm can manage at any given time, as well as any constraints that may exist that would prevent projects from commencing immediately after vendor selection by an agency.

The Offeror shall submit appropriate financial-related information in order to provide the State with the ability to judge the Offeror's financial capacity and capabilities to undertake and successfully complete the contract. Upon request, the Offeror shall provide **financial statements** that include a balance sheet, income statement and statement of cash flow, and all applicable notes for the most recent calendar year or the Offeror's most recent fiscal year. The Offeror may submit specific financial documents in a separate, sealed envelope/package, within the overall package, clearly marked "Confidential-Financial Information" along with the Bid Proposal. Please note that failure to submit financial statements upon request may result in disqualification from consideration.

3. References (10 points)

The Offeror must provide references for a minimum of three (3) clients. References for both public and private sector are preferred. Please provide details, including but not limited to: the outcomes and results of the Lean Process Improvement Services, size of the client's annual billings, where the bulk of the billings are spent (i.e. state, region) and the length of the relationship between the firm and the client. This section shall include the name of a contact person, address, telephone number and email address, where the Offeror has provided Lean Process Improvement Services. These individuals may be contacted by the State as part of the selection process.

4. Work Plan/Approach (30 points)

This section shall outline the process and contain a thorough explanation of all aspects, requirements and services required to provide Services for the State on a project by project basis. The Offeror shall describe the services to be provided for each of the three modules described in this request for proposal. Vendors do not have to bid on all three modules.

Further, this section shall describe the Offeror's understanding of the State's requirements, 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 or

requirement, and the technical issues that may be confronted at each stage of the project. The work plan description shall include a detailed list of tasks, activities and/or milestones that will be employed to administer the Services, the assignment of staff members, and concentration of effort for attributed deliverables.

Bidders should explain their recommended overall approach to organizing and supporting this effort-including sequencing and timing; their proposed approach to supporting the Agency facilitator during the events; and their recommended approach to documenting next steps, performance measures and outcomes, and documenting and sharing lessons learned both within the Agency and with other agencies in Rhode Island State government. Expectations, agreements, or requirements of the Department senior management for a successful process, and contractual engagement, should be clearly articulated.

5. Cost Proposal (30 points)

The Offeror will provide a matrix with titles, descriptions and full-day (7.0 hours), half-day (3.5 hours), and hourly rates (fully loaded) for each of the tasks described in the scope of work section above; the matrix is available in Exhibit A, attached, and should be used in the Excel formatting provided, and included in the bid as an Excel file exhibit. **Please note that these are the maximum rates, and an agency may also negotiate a lower rate than stated in the CR or a flat fixed fee arrangement on a project by project basis. Agencies will contact a minimum of three firms listed on the CR to provide the same scope of work and select a firm that will provide the best value for the State.** Additionally, the vendor may propose alternative fee arrangements. Please describe any alternative fee structures in the response.

Please note that state agencies are responsible for providing materials to support Lean training and events (photocopies, paper, office supplies, etc.). The firm will provide a list of necessary supplies to the agency in advance of the Lean event to give the agency time to procure supplies. The firm will not be reimbursed for supplies without prior authorization from the agency paying for the event. If the firm will be providing other materials needed specifically for Lean training or events please note the materials and costs in the proposal.

The cost proposal must be formatted to include anticipated hours, rates, materials, and any other expenses related to the following efforts:

- Module 1: Leadership and Cultural Change- This module is intended to augment the state's Lean Training Academy and Mentorship Program. The module includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become a Lean organization.
- Module 2: Training- This module is intended to augment the state's Lean Training Academy. The module includes services related to training state employees to understand and apply Lean concepts and tools.
- Module 3: Facilitating Lean Process Improvement- This module includes the implementation, deployment, measurement, and follow up to Lean process

improvement efforts and events as well as project management and facilitation experience and approach.

V. **PROPOSAL SUBMISSION**

Questions concerning this solicitation may be emailed to the Division in accordance with the terms and conditions expressed on the cover page of this solicitation. **Please reference solicitation #CR-47** on all correspondence. Questions should be submitted in a Microsoft Word attachment. Questions received, if any, with responses, will be posted on the Division of Purchases web site as an addendum to this solicitation. It is the responsibility of all interested parties to download this information. If technical assistance is required to download, call the Help Desk at (401) 222-3766 or lynda.moore@doit.ri.gov.

Interested Offerors may submit proposals to provide the services covered by this solicitation on or before the date & time listed on the cover page of this solicitation. Proposals received after this time and date for any reason will not be considered. The official clock is in the reception area of the Division.

Proposals must include the following:

- A. A completed and signed R.I.V.I.P. generated Bidder Certification Cover Form downloaded from the Rhode Island Division of Purchases web site at (click on 'Vendor Information', then 'General Information' – document located under 'Standard Forms' – follow instructions).
- B. The original plus five (5) copies of a separate Technical Proposal, inclusive of and addressing all the aforementioned requirements, describing the background, qualification and experience with and for similar services, as well as the work plan or approach proposed for the services needed and described within this document (further details below). **Electronic copies of all Technical Proposals are required with the submission of the original.**
- C. An original plus five (5) copies of a **separately signed and sealed** Cost Proposal, inclusive of the general requirements. **Electronic copies of all Cost Proposals in Excel format as provided in Appendix A, and described in "Cost Proposal" above, are required in the submission of this separate, original submission.**
- D. One (1) completed and signed W-9 Form (included in the original proposal only) downloaded from the RI Division of Purchases web site at: <http://www.purchasing.ri.gov> (click on RIVIP, then General Information and then Standard Forms).

- E. In addition to the required multiple hard copies of proposals, the respondents **must** provide the proposals in electronic format. The preferred electronic format is Microsoft Word, Excel or PDF. Please provide a disk (CD-ROM) containing an electronic version of the technical proposals and a **separate** disk containing an electronic version of the cost proposal. The cost proposal disk should be included in the sealed cost proposal package.
- F. 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 percent (10%) participation requirement by MBE's in all State procurements. Questions concerning this requirement should be addressed to Dorinda Keene, MBE Officer, at (401) 574-8670.

VI. SUBMISSION DEADLINE (ALSO REFER TO PAGE ONE OF THIS SOLICITATION.)

Proposals will be received on a continual basis until completion of the contract term.

An original plus five (5) copies of the Technical Proposal and an original plus five (5) copies of the separately signed & sealed Cost Proposal (separately sealed Technical and Cost Proposals may be shipped in the same container) must be either mailed or hand-delivered and marked "**CR-47 LEAN PROCESS IMPROVEMENT SERVICES**" to:

**Rhode Island Department of Administration
Division of Purchases, 2nd Floor
One Capitol Hill
Providence, RI 02908**

Service	Description	Unit	Unit Rate
Lean Module 1: Leadership and Cultural Change	This module is intended to augment the state's Lean Training Academy and Mentorship Program. The module includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become a Lean organization.	Full-Day (7 hours)	
Lean Module 2: Training	This module is intended to augment the state's Lean Training Academy. The module includes services related to training state employees to understand and apply Lean concepts and tools.	Full-Day (7 hours)	
Lean Module 3: Facilitating Lean Process Improvement	This module includes the implementation, deployment, measurement, and follow up to Lean process improvement efforts and events as well as project management and facilitation experience and approach.	Full-Day (7 hours)	
Lean Module 1: Leadership and Cultural Change	This module is intended to augment the state's Lean Training Academy and Mentorship Program. The module includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become a Lean organization.	Half-Day (3.5 hours)	
Lean Module 2: Training	This module is intended to augment the state's Lean Training Academy. The module includes services related to training state employees to understand and apply Lean concepts and tools.	Half-Day (3.5 hours)	
Lean Module 3: Facilitating Lean Process Improvement	This module includes the implementation, deployment, measurement, and follow up to Lean process improvement efforts and events as well as project management and facilitation experience and approach.	Half-Day (3.5 hours)	
Lean Module 1: Leadership and Cultural Change	This module is intended to augment the state's Lean Training Academy and Mentorship Program. The module includes services related to coaching, mentoring, and training leaders to help organizations change their culture to become a Lean organization.	Hourly	
Lean Module 2: Training	This module is intended to augment the state's Lean Training Academy. The module includes services related to training state employees to understand and apply Lean concepts and tools.	Hourly	
Lean Module 3: Facilitating Lean Process Improvement	This module includes the implementation, deployment, measurement, and follow up to Lean process improvement efforts and events as well as project management and facilitation experience and approach.	Hourly	
Alternative Fee Structures (OPTIONAL)	The Offeror should add alternative fee structures in this space if an alternative to the the structure above is being offered.		
Alternative Fee Structures (OPTIONAL)	The Offeror should add alternative fee structures in this space if an alternative to the the structure above is being offered.		