

City of Seattle
Fleets and Facilities Department
Request for Proposals
Fleet Consultant Services
March 26, 2007

RFP Schedule	Date
RFP Release Date	March 26, 2007
Deadline for Questions	April 6; 4:00 PM PDT
Sealed RFP Due to the City	April 20; 4:00 PM PDT
Interviews	April 30 – May 4
Contract Award and Start Date	May 11, 2007

The Fleets and Facilities Department (FFD) reserves the right to modify this schedule at FFD's discretion. Notification of changes in the response due date would be posted on the City website or as otherwise stated herein.

***PROPOSALS MUST BE RECEIVED ON OR BEFORE THE DUE DATE AND TIME
AT THIS LOCATION:***

Carrie McCann, Finance and Administration Division
Fleets and Facilities Department
RE: Fleet Consultant Services Proposal
PO Box 94689
700 5th Avenue, Suite 5200
Seattle, WA 98124-4689

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1. Facility Descriptions
2. Organizational Charts
3. Labor Agreement Information
4. Previous Study
5. Equal Benefits Compliance Form

REQUEST FOR PROPOSALS

Fleet Consultant Services

I. General Information

The Fleets and Facilities Department, City of Seattle, is seeking a consultant, or team of consultants, to provide consultant services for its fleet operations. The intent of this proposed contract is to get expert assistance to evaluate current practices, equipment and facilities; identify and propose appropriate best practices; and develop an implementation plan for the resulting recommendations.

The candidate firm or team of firms should have successful experience in providing fleet consulting services, particularly in the public sector, including:

- Staffing level and needs analysis and assessment
- Policy and procedure development and implementation
- Facility space needs assessment
- Facility condition assessment
- Benchmarking and performance measures analysis, development, and implementation
- Inventory supply and management analysis and assessment
- Management information system data utilization and reporting
- Rate setting for cost recovery and replacement plan management

II. Background

The Fleets and Facilities Department is an internal services organization. Its Fleet Services Division (Fleets) provides centralized fleet management services, including fleet specification and acquisition; fueling; and maintenance for over 4,000 vehicles and pieces of equipment used by City of Seattle departments (including two utilities) and other government entities. Fleets also manages a warehouse inventory of repair parts and supplies and operates a motor pool service for the City.

As a customer-oriented, one-stop fleet services provider, Fleets evaluates its programs by considering the benefits and costs accruing to Fleets' customers and the City as well as the usual financial factors (O&M, capital, asset salvage, etc.).

Fleets manages its work order, asset, fueling services, and other fleet data with Maximus' FleetFocus FA (version 5.8.4) and intends to retain this system, which is still fully supported by the vendor.

Fleets operates five primary maintenance facilities:

1. Charles Street Complex – 805 South Charles Street, 814 8th Avenue South, and 815 South Dearborn Street
2. South Service Center Facilities – 4th Avenue South at Spokane Street
3. Haller Lake Facilities – 128th Street North at Stone Avenue North
4. Watershed Facilities – Approximately 30 miles east and southeast of Seattle
5. SeaPark Garage – 609 6th Avenue at James Street

Attachment 1 provides more detail about the Fleets facilities.

III. Scope of Work

The general scope of work shall include, but shall not be limited to, assisting Fleets in the following objectives:

A. Optimize resource allocation.

1. Suggest effective methods for managing routine workload:
 - Perform a fleet composition and workload analysis
 - Provide assumptions, criteria, and procedures for setting staff levels and staff composition
 - Recommend strategies for efficient and responsive service delivery, including work scheduling, job prioritization, and staff/resource allocation
2. Suggest effective methods for managing peaks in workload demand for routine mechanical work:
 - Produce a cost-benefit analysis that considers outside vendor availability, market capacity to take on work, and indirect costs
 - Develop a real-world strategy for when and under what circumstances outsourcing should be considered, and how outsourcing would be implemented
 - Provide a decision tree to guide management in its selection of outsourcing or overtime
3. Suggest effective methods for managing workload demand for specialty work such as capitalization, metal and machine shop, warehousing, and paint and body repair services:
 - Produce a cost-benefit analysis for each service that considers outside vendor availability, market capacity to take on work, direct costs such as capital investment and indirect costs such as equipment downtime
 - Develop a real-world strategy for when and under what circumstances outsourcing should be considered
 - Provide a decision tree to guide management in its selection of in-house shop support capabilities

B. Maximize productivity.

1. Suggest effective policies and programs for continued employee education:
 - Develop an incentive program to encourage employees to obtain certifications
 - Develop an ongoing, formal training program tied into the certification and incentive policies
2. Recommend procedures to implement staff performance metrics:
 - Suggest selection criteria for key performance measures and sources for benchmark standards
 - Develop guidelines for establishing standards for common repair tasks
 - Provide methodology and process for setting, reviewing, and revising performance goals, tracking the relevant data, and measuring and reporting results
 - Suggest effective methods to support staff in achieving goals

C. Enhance organizational performance metrics.

1. Recommend key performance measures and benchmarks
2. Provide methodology and process for setting, reviewing, and revising performance goals, tracking the relevant data, and measuring and reporting results
3. Identify possible benchmarking peer organizations based on relevant comparison points such as fleet composition and size, local terrain and climate, type of work done in-house and outsourced, labor market, etc.

D. Optimize warehouse operations.

1. Develop policies and procedures that take into account standard and City-specific warehousing and accounting methodologies and internal controls
2. Review on-hand stock needed to meet emergency and special operational requirements
3. Develop methodology for setting, reviewing, and revising warehouse performance measures, tracking the relevant data, and measuring and reporting results

E. Evaluate rate-setting methodology and recommend adjustments to rate setting and replacement planning based upon applicable regulations, City financial policies, and industry and accounting best practices.

F. Propose an approach to negotiating individualized service level agreements with Fleets customers. This approach should include:

1. Documenting core services
2. Evaluating specialized services, including cost-benefit analysis of impacts on Fleets operations and net benefits to the City
3. Accommodating changing conditions

- G. Provide a framework for evaluating the costs and benefits, for Fleets and its customers, of additional or expanded services with existing or new customers, for example if the City were approached to assume maintenance for vehicles or equipment owned by another jurisdiction.
- H. Enhance customer relations and outreach to customers.
 - 1. Review the Policies and Procedures manual that describes Fleets business activities, provides policy guidance to customers, and explains the rate model
 - 2. Make recommendations for improved customer-driven data and reporting, utilizing existing resources
 - 3. Identify any barriers to communication and recommend improvements
 - 4. Provide templates for customer survey(s) that provide meaningful information on areas of interest to Fleets and its customers
 - 5. Suggest effective methods to help motivate customer compliance with Fleet policies
- I. Conduct a facility space needs assessment.
 - 1. Assess adequacy of the current facilities, layout, and equipment
 - 2. Identify barriers to efficient operations
- J. In assisting Fleets with the above objectives, it is expected the consultant team will become familiar with the organization's operations and customers.
 - 1. Interview Fleets staff
 - 2. Meet Fleets Advisory Board members (includes Fleets staff and high-level representatives from the six major customer departments)
 - 3. Tour Fleets facilities
- K. Other work that may be identified during the course of discussion with the selected consultant.

A detailed scope of work will be negotiated with the selected consultant.

IV. Administrative Requirements and Information

Communications with Fleets

All Proposer communications concerning this acquisition shall be directed to the RFP Coordinator. The RFP Coordinator is Carrie McCann and contact information is:

Carrie McCann
Finance and Administration Division
Fleets and Facilities Department
PO Box 94689
700 5th Avenue, Suite 5200
Seattle, WA 98124-4689

Fax (206) 684-0188
carrie.mccann@seattle.gov

Unless authorized by the RFP Coordinator, no other City official or City employee is empowered to speak for the City with respect to this acquisition. Contact by a prospective Proposer regarding this RFP process with a City employee other than the RFP Coordinator or an individual specifically approved by the RFP Coordinator in writing, may be grounds for rejection of the proposal.

Following the Proposal submittal deadline, Proposers shall not contact the RFP Coordinator or any other City employee, except to respond to a request by the RFP Coordinator.

Questions

Proposers are encouraged to submit clarifying questions regarding the RFP. Questions shall be submitted in writing, whether by e-mail, fax, or letter, to the RFP Coordinator no later than the date and time given on page 1. Failure to request clarification of any inadequacy, omission, or conflict will not relieve the Proposer of any responsibilities under this solicitation or any resultant contract. It is the responsibility of interested Proposers to assure they received responses to their questions if any are issued.

Receiving Addenda and/or Question and Answers

Fleets will post the RFP, courtesy notices, reminders, addenda and similar announcements on the City of Seattle Procurement web site <https://ebidexchange.com/seattle>. Notwithstanding efforts by Fleets to provide such notice to known vendors, it remains the obligation and responsibility of the Proposer to learn of any addenda, responses, or notices issued by Fleets.

Cost of Preparing Proposals

Fleets will not be liable for any costs incurred by the Proposer in the preparation and presentation of proposals submitted in response to this RFP including, but not limited to, costs incurred in connection with the Proposer's participation in presentations or interviews.

Proposer Responsibility

It is the Proposer's responsibility to examine all specifications and conditions thoroughly, and comply fully with specifications and all attached terms and conditions. Proposers must comply with all Federal, State, and City laws, ordinances and rules.

Changes in Proposals

Prior to the Proposal submittal closing date and time established for this RFP, a Proposer may make changes to its Proposal provided the change is initialed and dated by the Proposer. No change to a Proposal shall be made after the Proposal closing date and time.

Rejection of Proposals

Fleets reserves the right to reject any or all proposals at any time with no penalty or to waive immaterial defects and minor irregularities in any submitted proposal.

Proposal Disposition

All material submitted in response to this RFP shall become the property of the City upon delivery to the RFP Coordinator.

Negotiation

Fleets has significant and critical timeframes which frame this initiative. Fleets shall initiate contract negotiations with the apparent successful Proposer and retains the option to terminate negotiations and continue to the next apparent successful Proposer if contract negotiations are not progressing in a productive manner, at the sole determination of Fleets.

V. Non-Discrimination

The terms of any contracts resulting from this selection process must be in full compliance with all equal employment opportunity and Non-Discrimination in Benefits provisions required by the City of Seattle's laws, ordinances, rules and regulations.

Affirmative Efforts for Women and Minority Subcontracting

Under SMC 20.42.010, the City finds that minority and women businesses are significantly under-represented and have been underutilized on City Contracts. Additionally, the City does not want to enter into agreements with businesses that discriminate in employment or the provision of services. The City intends to provide the maximum practicable opportunity for increased participation by minority and women owned and controlled businesses, as long as such businesses are underrepresented, and to ensure that City contracting practices do not support discrimination in employment and services when the City procures public works, goods, and services from the private sector. Women- and Minority-owned firms, as well as small firms, are encouraged to apply.

Equal Benefits

The goal of the Equal Benefits Program is **equal pay for equal work**. Whenever possible, employees of City contractors must be paid the same total compensation (i.e. have the same access to benefits), regardless of whether the employee's household is organized around his or her marriage or domestic partnership.

The Equal Benefit requirements are established under Seattle Municipal Code 20.45. Compliance to the Equal Benefits statements made by the Proposer on the Equal Benefits Compliance Form (Attachment 5) is required through the duration of the Contract. Benefits may be audited at any time prior to contract award or during the contract. For further information see <http://www.cityofseattle.net/contract/equalbenefits/default.htm>.

VI. Submittal

Submittal Format

Each Proposer must submit the following information:

1. A narrative description of your team's experience in providing services for similar projects, with particular focus on services provided for government or institutional fleets.
2. A list of persons included in the project team and, for each:
 - A description of each person's proposed role in the project.
 - A description of similar projects each person has worked on, including specific roles and responsibilities. Include references and contact persons/phone numbers for each project listed.
 - Each person's resume, including professional qualifications and/or certifications to perform the services.

The selection will be based upon the Proposer's project team. There shall be no substitutions without Fleets' agreement.

3. A description of the candidate firm's project approach, including proposed methodology and tasks, a tentative schedule, and how you plan to coordinate the work of all project team members to successfully meet the schedule.
4. Estimate or discussion of Fleets' project responsibilities and the resources your team will expect Fleets to provide.
5. A list of subconsultant firms, if any, and each firm's areas of expertise. For each proposed subconsultant firm, include a description of the firm's role, specific qualifications, and experience with similar projects.
6. Proposed fee structure, including an estimate for each component in the Scope of Work and a schedule of reimbursable costs. If an individual component is substantially dependent on or interactive with another component, a combined estimate may be submitted with an explanation.
7. Equal Benefits Compliance Form (Attachment 5).

Submittal Procedure

Proposal Response Date and Location

1. Proposals must be received no later than the date and time given on page 1 or as revised by Addenda.
2. Proposals must be submitted in one (1) double-sided printed original and nine (9) double-sided printed copies. Facsimile and e-mail copies are not a substitute for the hard-copy documents.
3. Responses should be in a sealed box or envelope clearly marked with the RFP title "Fleet Consultant Services Proposal" and addressed to the RFP Coordinator. If RFPs are not clearly marked, the Proposer retains all risks of the Proposal not being properly delivered.
4. The RFP response may be hand-delivered or must otherwise be received by the submittal deadline and at the address provided on page 1.
5. The Proposer has full responsibility to ensure the proposal arrives at the address provided within the deadline. Fleets assumes no responsibility for delays caused by the United States Post Office or any other delivery service. Postmarking by the due date will not substitute for actual receipt of response by the date due. Responses arriving after the deadline may be returned, unopened, to the Proposer, or may simply be declared non-responsive and not subject to evaluation, or may be found to have been received in accordance to the solicitation requirements, at the sole determination of Fleets.
6. Proposals shall be signed by an official authorized to legally bind the Proposer.

7. Proposers may attach any brochures and materials that will assist Fleets in its evaluation.

VII. Selection Process and Evaluation Criteria

1. Proposal Evaluation: Fleets will evaluate proposals using the following criteria:
 - a) Proposer or Proposer team experience - *50 points*
 - Experience with similar projects
 - Overall experience and qualifications of Proposer or Proposer team
 - Success with previous projects
 - b) Demonstration of a thoughtful and creative proposed approach to the project – 30 points
 - c) Fee proposal – 20 points
2. Interviews: Fleets will develop a list of interview candidates that are considered the most competitive.
3. Selection: The final selection shall be based upon the combined results of interviews and proposal submittals.
4. Negotiations: Fleets will negotiate a Consultant Services Agreement with the selected Proposer. Should such negotiations not result in agreement between Fleets and the Proposer, Fleets may terminate negotiations and initiate negotiations with the next highest ranked Proposer.