

**WEHO
SMART
CITY**

An initiative of the City of West Hollywood

DIGITAL PROCUREMENT LEAN PROCESS IMPROVEMENT PROJECT

**CITY OF WEST HOLLYWOOD
REQUEST FOR PROPOSALS**

**Date Issued: April 23, 2018
Proposals Due: June 4, 2018**



**City of West Hollywood
California 1984**

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The City of West Hollywood (“City”) is seeking qualified professionals to lead a lean process improvement project (“Project”). The City wants to digitize its procurement process, from proposal submittal to contract execution. Improvement of the procurement process is the first phase in a multi-step procurement digitization project and is intended to improve both internal and external processes for staff and vendors.

Best practices in the digital industry typically begin with Lean Process Improvement. Lean process improvements identify inefficiencies, reduce process steps, reduce process time, and reduce errors in work. Applying lean methodologies to the City’s contracting workflow will facilitate moving to a fully digital procurement process.

The City of West Hollywood recently launched the WeHo Smart City Strategic Plan. WeHo Smart City calls for enhancing existing workflows, connecting more effectively with each other, and exploring new alternatives to service delivery through experimentation. One of the core goals of this plan is to use technology to enhance internal collaboration and streamline workflows. Technology should help make it easier to work together within City Hall and with our vendors.

This Project is one of the first WeHo Smart City projects to launch. It is being led by the City’s Finance Department and Innovation Division, and includes team members from the offices of the City Clerk, Economic Development, Risk Management, and Assistant City Manager.

We look forward to reading your proposals.

PROJECT CONTEXT

INTRODUCTION AND SCHEDULE

The purpose of this Request for Proposals (RFP) is to provide interested and highly qualified professionals with sufficient information to enable them to submit proposals for a smart city digital procurement workflow improvement project. The City of West Hollywood is seeking qualified professionals to lead a lean process improvement project. The City wants to digitize its procurement process, from proposal submittal to contract execution. The Project is the first phase in a multi-step procurement digitization project and is intended to improve both internal and external processes for staff and vendors.

RFP Schedule

The following dates represent the City's best estimate of the RFP schedule that will be followed. The City reserves the right, at its sole discretion, to adjust this schedule, as it deems necessary.

PROPOSAL PERIOD	
RFP Issued by the City	April 23, 2018
Deadline for Questions	May 7, 2018
Answers Posted	May 14, 2018
Proposal Due Date (4:00 PM PST)	June 4, 2018
REVIEW PERIOD	
City completes screening process, proposal evaluations & selects Consultant	June 2018
Awarding of contract and contract signing	June 2018
Project kickoff	July 2018

Implementation Timeline

The project shall commence in July 2018 and shall end no later than December 31, 2018. The implementation schedule may be adjusted at the discretion of the City. The City reserves the right to accept proposals that fall outside of this estimated length of implementation.

City's Representative

The City shall assign a Representative who will oversee the work and provide support as needed; this Representative shall be the primary and first point of contact for the Consultant, from initial conversations through all phases of the Project. The Representative shall provide project support including, but not limited to, organization of meetings with departmental and technical staff, performing requirements gathering, and development of specifications and documentation.

Questions or Clarifications

It shall be the responsibility of the Consultant to ask questions, request changes or clarifications, or otherwise advise the City if any language, specifications or requirements of the RFP appear to be ambiguous or contradictory.

Every attempt shall be made to ensure that the Consultant receive an adequate and prompt response. Questions and requests for clarification regarding this RFP must be submitted via the PlanetBids System by May 7, 2018 at 4pm PST (<http://bit.ly/2qLLU9G>). Therefore, Consultants are advised that any questions received after that date shall not be answered.

WEST HOLLYWOOD OVERVIEW

The City of West Hollywood was incorporated in 1984. It is 1.9 square miles in area and bounded by Beverly Hills to the west and Los Angeles to the north, east, and south. The City is home to a diverse and vibrant community. Its progressive spirit and creativity have put it at the forefront of culture, fashion, hospitality, entertainment and design. Its variety of residential neighborhoods, commercial districts and public amenities have made it one of the most desirable places to live, work and visit in Southern California. The City's main industries are hospitality (hotels, restaurants, nightclubs), entertainment (production, post production and related uses) and arts and design (fashion, furniture and art galleries). Its business community is a reflection of the City's artistic richness and support of individuality, diversity, and creativity. It is home to the Sunset Strip, Pacific Design Center and West Hollywood Design District.

Project Context

The City processes approximately 550 new contracts and 200 contract amendments each fiscal year. These originate in and are managed by various departments. The City has 11 departments, each led by a director or equivalent; each department comprises two to four divisions which are each led by a manager. Staff in each division report to a supervisor or directly to a manager; supervisors report to managers, and managers report to directors. Directors are part of the city's executive team. The executive team is made up of Directors, a Deputy City Manager, an Assistant City Manager, and the City Manager. The City Attorney is a contract position and is available to provide resources to the executive team as needed.

Departments in the City develop and complete contracts in various different workflows. A completed contract includes a contractual agreement, insurance coverage, procurement documentation, departmental approvals, Finance and Risk review, and execution. There is a suggested workflow, but nothing is fixed in stone. Some Managers approve contracts, send to Finance and Risk Management for review, and then have Directors sign. Some Managers approve and have Directors sign before sending off for review. Some staff have Finance and Risk Management review all materials before beginning the contract signature process.

Common clerical errors and typos create further delays. Up to half of contracts are incomplete when initially submitted, e.g., without procurement

information, without deliverables tied to payment terms, or missing a timeframe or schedule for completing the scope of work.

Additionally, because contracts are routed through City Hall by hand, there is no system in place to track a contract once it's been sent for review and signature. This puts staff in a bind when needing to estimate time to execution. Contract execution time varies between departments: as little as 3 days to as long as 4 weeks to obtain an executed contract; typical timeframes range between 1 and 2 weeks. Once a contract has been executed, staff must then complete a Request for Purchase Order, which takes an additional few days.

Without a clearly defined workflow, moving to digital procurement is cost-prohibitive.

Desired Impact

The goals of the Project are to:

- Prepare the City for digitizing its procurement process
- Improve efficiencies
- Reduce process steps
- Reduce process time
- Reduce errors in work
- Allow for modification and continuous improvement

PILOT SCOPE

SCOPE OF WORK

Solutions

Best practices in the digital industry typically begin with Lean Process Improvement. Lean process improvements identify inefficiencies, reduce process steps, reduce process time, and reduce errors in work. Applying lean methodologies to the City's contracting workflow will facilitate moving to a fully digital procurement process.

The City anticipates a scope of work similar to the following:

1. Planning

- Facilitate one planning meeting
- Work with the project team to refine the Project work plan

2. Action

- Map the current and desired future state of the procurement process;
- Create metrics with which to measure the process improvement's success;
- Identify and, if possible, implement process changes;
- Develop an implementation and training plan;
- Prepare for moving the procurement process to a digital workflow and
- Create presentation materials for training and reporting.

3. Follow Up

- Facilitate one follow-up meeting to review completed work and identify steps for moving to the next phase of the procurement digitization process.

PROPOSAL DETAILS

PROPOSAL SUBMISSION

PROPOSAL DUE BY JUNE 4, 2018 at 4pm PST

PlanetBids Submission

This RFP will be fully administered through the PlanetBids Bid Management System (PlanetBids).

The Consultant shall submit one (1) digital copy of their proposal on PlanetBids (<http://bit.ly/2qLLU9G>). This is considered the Consultant's "Response File" in the PlanetBids system. Proposals received after this time and date shall not be accepted. No oral, telephonic, faxed, emailed, or telegraphic proposals or modifications of proposals shall be considered.

The Consultant is solely responsible for "on time" submission of their electronic proposal Response File via PlanetBids through the following link: <http://bit.ly/2qLLU9G>. The City will only consider proposals that have been transmitted successfully and have been issued an e-bid confirmation number with a time stamp from the PlanetBids system indicating that the proposal was submitted successfully. The Consultant shall be solely responsible for informing itself with respect to the proper utilization of the bid management system, for ensuring the capability of their computer system to upload the required documents, and for the stability of their internet service. Failure of the Consultant to successfully submit an electronic proposal shall be at the Consultant's sole risk and no relief will be given for late and/or improperly submitted proposals. Consultants experiencing any technical difficulties with the proposal submission process may contact PlanetBids at (818) 992-1771. Neither the City, nor PlanetBids, makes any guarantee as to the timely availability of assistance, or assurance that any given problem will be resolved by the deadline.

Proposal Page Limit

Proposals must be clear, succinct and not exceed 15 pages, excluding optional communications materials.

All submittals will be evaluated on the completeness and quality of the content. Only those Consultants providing complete information as required will be considered for evaluation. The ability to follow these instructions demonstrates attention to detail.

Proposal Organization

The Consultant must provide all information as requested in this RFP. Responses must follow the format outlined below. Additional materials beyond the stated page limit may not be considered. The City may reject as non-responsive at its sole discretion any Proposal or any part thereof, which is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

- 1. Cover Letter.** An overall introduction to the proposal is required, including a statement of the Consultant's understanding of the needs of the City. The Cover Letter must state the name of the person(s) authorized to represent the Consultant in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone and email addresses. A legal representative of the successful firm, authorized to bind the firm in contractual matters must sign the Cover Letter. The letter may also briefly set forth any particular information the Consultant wishes to bring to the City's attention.
- 2. Executive Summary.** Consultants must include an Executive Summary. This part of the response to the RFP should be limited to a brief narrative highlighting the Consultant's proposal. The summary should contain as little technical jargon as possible and should be oriented toward nontechnical personnel. Please include any benefits your firm has over competitors.
- 3. Company Background.** Consultants must provide their response to the following statements and questions in this section of their proposal.
 - Name of company.
 - Name of parent company if applicable.
 - Company website address.
 - Number of years company has been in business.
 - How many employees are in your company?
 - How many employees are available to work on this project?
 - Consultant's experience in providing comparable services to other organizations.

4. Understanding of Scope of Project and Required Services.

Consultants shall include a statement of understanding of the project scope which shall represent their knowledge of the functions, methods, and problems related to providing effective products and/or services as described in this RFP.

5. Proposed Services. Propose and describe in detail the services that will be provided as requested in the Scope of Work of this Request for Proposal.

6. Proposed Fee. Propose and describe in detail the fee structure corresponding to the related professional services.

7. Payment Schedule. Consultants shall provide a list of milestones/deliverables associated with either a task or phase of the scope of work and should include a milestone payment schedule that the City will pay the over the course of the project.

8. References. Consultant shall include up to three references of the most relevant projects completed by the Consultant, of equivalent size (or larger) and similar complexity to this Project. Please include the following information for each reference:

- Contact Name and Title
- Address, Phone Number, and Email Address
- Location/Jurisdiction
- Project Name
- Project Description
- Project Dates
- Client's Project Contract Number (if applicable)
- Project Contract Value (initial and current or ending value)

9. Optional Communication Materials. Consultant may include, if desired, communications materials, including newsletters, brochures, posters, and websites for review of products, tools and services available. Supporting material may include references and case studies, and may include other information pertinent to the Proposal, such as reports and analysis of an implementation of their proposed solution. This material will not count towards the proposal page limit.

PROPOSAL INFORMATION

Cancellation

The City of West Hollywood reserves the right to modify, revise or cancel this RFP. Receipt and evaluation of Proposals or the completion of interviews do not obligate the City to award a contract.

Acceptance or Rejection of Proposals

The City may reject any or all responses.

The City reserves the right to reject any and all proposals when such rejection is in the best interest of the City or the proposal contains major irregularities. Minor irregularities of the proposal may be waived by the City. The City also reserves the right to cancel this RFP at any time and/or to solicit and re-advertise for other proposals. The cost of preparing any responses to the RFP shall be borne by the respondents and shall not be reimbursed by the City.

After review of the responses, one Consultant will be selected for this project and will be required to enter into an Agreement for Services with the City.

Universal Access and Non-Discrimination

The City of West Hollywood has a long history of commitment to providing accessible programs and services to all citizens. In connection with the performance of this project, the selected Consultant agrees not to refuse to hire, discharge, promote or demote, or to discriminate in matters of compensation against any person otherwise qualified solely because of race, color, religion, national origin, gender, gender variance, age, military status, sexual orientation, marital status, or physical or mental disability; and the Consultant further agrees to insert the foregoing provision in all subcontracts for the Project.

Sample Contract (Agreement for Services)

The Consultant shall review the contract and insurance requirements in the sample contract Attachment A and B. Any proposed changes to the boiler plate contract language shall be listed with the proposal. Proposed changes will not have any influence on the evaluation of the proposal, but will speed up the process of the selected Consultant to sign the contract documents. The proposed changes will be reviewed and approved by the City Attorney's Office and Risk Management Officer prior to signing the contract documents. Requests that are not submitted as part of the RFP response will not be considered at a later date. Please note the City's mandatory Living Wage and Equal Benefits clauses.

Verification of Information

Consultants are hereby notified that the City will rely on accuracy and completeness of all information provided in making its selection. Consultants are urged to carefully review all information provided to ensure, clarity, accuracy, and completeness of such information. As the City deems necessary and appropriate in its sole discretion, the City reserves the right to make any inquiries or other follow-up required to verify the information provided.

Confidentiality

Prior to award of the Agreement for Services, all proposals will be designated confidential to the extent permitted by the California Public Records Act. After award of the Agreement for Services, or if not awarded, after rejection of all proposals, all responses will be regarded as public records and will be subject to review by the public. Any language purported to render confidential all or portions of the proposals will be regarded as non-effective and will be disregarded.

Ownership of Reports and Data

The originals of all studies, reports, exhibits, documents data and/or other work / material(s) prepared and/or used to comply with any section/condition of this RFP, plus any copies of same required by the Agreement for Services to be furnished to the City, shall be deemed to be public records to the extent permitted by the California Public Records Act which shall be open to inspection by the public and as such shall become and remain the property of the City.

EVALUATION AND SELECTION

Evaluation Criteria

CRITERIA	MAX SCORE
A. Project Approach and Understanding	40
B. Consultant Capabilities	40
C. References	20
TOTAL	100

Proposal Review

The City's Project Team will evaluate the Proposals received. For the purpose of scoring Proposals each of the Project Team members will evaluate each Proposal based upon the criteria listed above. The Project Team may seek outside expertise, including but not limited to technical advisors.

The City will not entertain requests for clarifications or debriefing about the merits of any individual proposal before or after selection of finalists has been announced.



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