

NOTICE TO CONSULTANTS REQUEST FOR PROFESSIONAL SERVICES

Background: In accordance with section 103D-304 Hawaii Revised Statutes, the City and County of Honolulu (City), Department of Facilities Maintenance, is exploring ways to increase efficiencies in our business processes. We have completed an independent study of our organization and selected three specific areas of concern where we are looking for consulting assistance. They are:

1. Definition of roles and responsibilities of the department in relation to other departments is not clear.
2. Roles and responsibilities for the department are not clearly and consistently defined by leadership at various levels, resulting in the divisions performing duties outside of their position descriptions.
3. A general lack of process documentation, manuals, and established policies can lead to inconsistency in performance.

Objective: To provide a detailed analysis and a plan to address the issues listed above. Work will include:

- Compare documented mission and mandate of DFM with its current responsibilities.
- Review and clarify existing information as available. Supplement research if needed.
- Verify DFM's roles and responsibilities relative to other Departments
- Gather input from other Departments.
- Identify critical processes of DFM based on the department mission.
- Develop optimum structure for DFM to deliver against their mission.
- Assess functional structure at Division level, including resources, skill requirements, and work structure.
- Look for situations where the capabilities or capacity of existing positions does not match the requirements of the function or where the function would be better suited to a different position or division.
- Review and assess process documentation that exists to support the Department.
- Identify gaps.
- Guide each division through developing standard operating procedures and flowcharts for selected processes.
- Develop a road map for each recommendation that includes estimated timeline, process steps, and potential issues.
- Gain an in-depth understanding of the potential enablers and barriers for the successful implementation of the recommendations.

Scope of Work: The consultant selected will work with the City for a period not to exceed one year. Initial analysis and recommendations will be completed within six

months. Final reports and recommendations will be completed within one year. The consultant will provide the following services:

Administrative

- Prepare detailed project plan.
- Prepare and conduct project kick-off meeting for the DFM project team.
- Manage general administrative responsibilities.
- Maintain updates to the project plan.
- Create regular status reports.
- Schedule and conduct progress meetings.
- Prepare and present final presentation to the DFM management team.
- Publish final report.

Define roles and responsibilities of the department in relation to other departments.

- Verify the mission and mandate of DFM with DFM and / or the Mayor's Office.
- Verify critical responsibilities of DFM with subject matter experts.
- Identify and document any possible discrepancies between DFM's mandate and its current functional responsibilities.
- For each possible discrepancy, identify which department is the most logical fit to assume responsibility for the function in question.
- Conduct interviews with representatives of other departments who are identified as being the most logical fit to assume responsibility for the functions in question. Also look for reorganization opportunities to consolidate functions to DFM. Document their perspective.
- Meet with the Office of the Managing Director to discuss discrepancies and verify/validate DFM roles and responsibilities.

Assess functional structure at the divisional level.

- Identify and document any critical situations where DFM existing positions' capabilities do not match the functional responsibilities of the divisions.
- Identify and document any critical situations where functions are displaced either between or within divisions.
- Verify findings with the department as needed.

Identify process documentation requirements

- Identify critical processes of DFM.
- Perform inventory of documentation of critical processes.
- Identify gaps in process documentation.
- Assess structure and format of process documentation.
- Work with each division to document standard operating procedures and a process flowchart for selected processes which become standard formats
- Work with each division to prioritize future documentation efforts using new standard formats.

SUBMITTAL MATERIALS REQUIREMENT

1. Letter of Interest.
2. Information on the Firm:
 - a. Name of the firm, the principal place of business, and location of all of its offices;
 - b. The age of the firm and its average number of employees over the past five years;
 - c. The education, training and qualifications of key members of the firm;
 - d. The name of five clients who may be contacted, including at least two for whom services were rendered for project similar to this project;
 - e. Past records of performance on contracts with respect to cost control, quality of work and ability to meet schedules; and
 - f. Any promotional or descriptive literature which the firm desires to submit.
3. Other related information:
 - a. Proposed staff commitment and descriptions of their roles and responsibilities;
 - b. Qualifications/experience and capabilities of the proposed staff. The information provided shall at a minimum include:
 - i. Substantial involvement in financial planning and analysis associated with transportation projects;
 - ii. Preparation of conceptual financial plans for large scale municipal land use, real estate and/or transportation projects;
 - c. Qualifications/experience and capabilities of the firm with respect to the tasks related to the project. Provide a list of Municipal and Transportation financial projects undertaken and completed within the past 10 years. Include the client, dates, cost of the projects and the scope of the services performed;
 - d. The proposed approach to conduct the project; and
 - e. Any other pertinent information that should be considered in the evaluation of the firm's qualifications.
4. Additional supporting materials including descriptive literature may be submitted but are not required.

Deadline:

1. An original and six (6) copies of the SUBMITTAL MATERIALS packet shall be submitted no later than **4:00 p.m., Hawaii Standard Time, May 16, 2008** to:
Attn: Shellie Hee
Purchasing Division
Department of Budget and Fiscal Services
530 South King Street, Room 115
Honolulu, Hawaii 96813

2. No facsimile will be considered. The contract for this project will only be awarded to a firm that demonstrates the ability to provide all of the services required for the project. Submittal materials submitted for only parts of this project will be considered non-responsive to this notice.

Applicants shall be evaluated on the following criteria in descending order of importance:

1. Experience and Professional Qualifications relevant to this project;
2. Past performance on projects of similar scope for public agencies or private industry, including corrective actions and other responses to notices of deficiencies;
3. Capacity to accomplish work in the required time.

Any inquiry regarding the services required shall be directed in writing to Cyndy Aylett, Mayor's Review Project manager, at caylett@honolulu.gov (phone: (808) 523-4512).



MARY PATRICIA WATERHOUSE, DIRECTOR
Department of Budget and Fiscal Services
By order of MUFU HANNEMANN, MAYOR *gh*
City and County of Honolulu