

WELCOME

Simplar

- **Consultancy, Research, OCM, and Trainers**
- Expertise with **all parties** (owners & vendors)
- Provide **hands-on support, tools, training** for:
 - Procurement & Sourcing
 - Project Delivery
 - Organizational Transformation
 - Risk-based Partnering & Planning
 - Project & Risk Management, Project Controls
 - Performance Measurements
- **We are on the:**
 - North Central Texas Council of Governments (NCTCOG)/TXShare Co-op



Simplar

- Becoming a **Client of Choice**
- Becoming a **Performance-Based Vendor**
- Other things:
 - Industry Benchmarking
 - Human Dimensions
 - Talent Development
 - Workforce Studies
 - Exploratory research
 - Policy & Regulations
 - Standards & Templates



20+ Years | 150+ Owners

3,000+ Projects | \$15+ Billion Procured

Information Technology

Networking
Data centers
Hardware
COTS software
ERP systems

Help desk services
eProcurement

Facility Management

maintenance
landscaping
security service
building systems
industrial moving
waste management
energy management

custodial
conveyance
pest control

Health Insurance/ Medical Services

Manufacturing

Business / Municipal / University Services

dining
multi-media rights
fitness equipment
online education
document management
property management
audiovisual
communications systems
emergency response systems
laundry

retirement fund
material recycling
bookstores
furniture

Construction / Design / Engineering

Infrastructure	Renovation	DBB
Municipal	Repair	CMAR
Laboratory	Maintenance	DB
Education	Roofing	IDIQ
Hospital	Specialty	JOC
Corrections	Demolition	Low Bid
Financial	Development	IPD























Google



GP
Georgia-Pacific



PROJECT PARTNERS AND PARTICIPANTS:

-  U.S. General Services Administration (GSA)
-  US Army Medical Command
-  Arizona State University
-  Canon
-  State of Oklahoma
-  City of Phoenix, AZ
-  University of Minnesota
-  State of Alaska
-  Rijkswaterstaat (Dutch public works & water management)
-  Aramark
-  State of Oregon
-  State of Idaho
-  University of Alberta
-  Boise State University
-  United Airlines
-  Neogard / Jones-Blair
-  Tremco
-  Bank of Botswana
-  General Dynamics C4 Systems
-  Salt River Project (SRP)

-  US Air Force Logistics Command
-  US Coast Guard
-  US Embassy (Botswana)
-  US Army Corps of Engineers
-  Federal Aviation Administration
-  IBM
-  Brunsfield
-  Qwest
-  Honeywell
-  City of Peoria, AZ
-  University of Idaho
-  University of Hawaii
-  University of New Mexico
-  Entergy
-  Sodexo
-  Chartwells
-  Dallas Independent School Dist.
-  Olmstead County, MN
-  City of Roseville, MN
-  Hennepin County, MN
-  Scenter
-  Abengoa Solar
-  City of Sitka, Alaska
-  US Solar
-  Rochester Public Utilities
-  Harvard University
-  Denver Health & Hospital Authority
-  State of Missouri
-  State of Washington
-  Idaho Transportation Department
-  State of Georgia
-  Arizona State Parks
-  United Excel
-  East Valley Institute of Technology
-  Arizona Public Service (APS)
-  Rochester School District
-  Fann Environmental
-  Idaho State University
-  On Semiconductor
-  Pearson
-  State of Wyoming
-  Idaho Department of Corrections
-  City of Miami Beach, FL
-  Lewis & Clark State College
-  Hawaii Department of Transportation
-  Baptist Health
-  City of Columbia, SC
-  PECO Energy
-  Intermediate District 287



Recent IT (software/hardware) Projects

- ERP (\$70M)
- Telecom System - Wire Telephony, Data Network, Video Conferencing & End User Support (\$35M)
- System Integrator for Generation Enterprise Asset Management (\$25M+)
- Telecom Management Solution (\$1.5M)
- Peoplesoft HR, Financial, etc. (\$850k per system)
- ERP public sector org (\$34M to \$85M)
- ERP private sector org (\$4M+)
- Human Resources Management System (HCMS) (\$4M+)
- GIS-Based Asset and Work Management Software and Implementation Services (\$600k)
- DMV Legacy System Replacement (\$25M)
- Campus Network (\$52M)
- Identity & Access Management Solution (\$1M)
- Radio System Upgrade (\$1.5M)
- Capital Project Management System (\$700k)
- Electronic Call Monitoring System & Call Center Replacement
- PCB Tracking & Condition Assessment System (\$1M+)
- System Integrator for ERP (\$75M+)
- Snow Plow Mobile Data Collection (\$2M)
- Housing Management System (\$200k)
- IT Monitoring Solution (\$100k)
- Wireless Network – Residences (\$400k)
- CRM Solution (\$1M)
- eCourse Evaluation Solution (\$400k)
- EDRM Solution (\$500k), ePAR People Soft (\$600k)
- Asset Management System (\$300k)
- ITS Central Control System (\$700k)
- Recreation Management System (\$600k)
- Mobility Management and Administration System (\$700k)
- Enterprise Document Records & Mgmt System
- Demand-Side Management Software (\$1.5M+)
- Building Analytics Software (\$1.5M+)
- Anti-Money Laundering (AML) System (\$2M+)
- Organizational Change Management for Software Adoption (*multiple*)

Current/Recent Services Projects

- Dining (Multiple) (\$150k - \$1.2B)
- Cold Beverages (\$2-\$5M)
- Document Mgt/Printing (\$2.5M-\$4M)
- Bookstore (\$650M)
- Travel Management (\$15M-\$50M)
- Campus Network (\$52M)
- Identity Access Management System (\$2M)
- Retirement Fund Management (\$248M)
- Athletics Financial IT System (\$3M)
- Recycling & Waste Management (\$900k)
- Janitorial (\$25M)
- Security Services (\$25M)
- Peoplesoft HR, Financial, etc. (approx. \$850k per system)
- Security System IT (\$5M)
- Library System Master Plan (\$400k)
- Gym Equipment (\$250k)
- Sports Marketing (\$80M)
- Furniture (\$50K-\$20M)
- Construction Services Program (\$50K - \$30M)
- Parking Management System (Tech & IT) (\$2M)
- Elevator Maintenance (\$1.5M)
- Snow Removal (\$400K)
- Transportation Services (Athletics) (\$300k)
- Linen, Moving, IT Consultants, Finance Controls, Master Planning, Renovations, Pcard System, etc.

Current/Recent Public Projects

- \$80M Waste Water Treatment
- \$250M Hazardous Waste Removal
- \$100M Office Building
- \$1.5B Mainline / Trunkline (100+ projects, 6-10 yrs)
- \$400M+ Groundwater Treatment
- \$50M Hotel
- \$30M Smart Grid Consultants & OCM
- \$30M Smart Grid Change Management
- \$900M Smart Grid/Meter Replacement (1.5M Electric/700 Water)
- \$3.1M Design for \$60M Turbine Replacement
- \$400K Design + \$2.5M Solar Microgrid
- \$3M Automated Metering OCM
- \$500k On-Call Distribution Engineering Design
- \$1.5M Hydro-Generating Station Re-Licensing
- \$XXB+ Tech Site
- \$3M Electrical Substations (x2)
- Construction Mgmt List / VOR Program
- \$1.2M COR Program/Audit
- \$16M Police Facility (Design & CMAR RFPs)
- \$7M Public Works Field Operations Facility
- \$5M Environmental Site Rehabilitation
- \$1.2M Capital Project
- \$250k Engineering Analysis of Utility Distribution Network
- \$1.2M Annual Audit Consultant
- \$10M+ City-wide Parks Program
- \$1.5M Construction Project Mgmt Software
- \$600k Remedial Investigation (Marina)
- \$20M Residence Hall (Design-Build)
- \$5M+ Wireless Telecom (City-wide upgrade to 5G)

Exercise and Break

- **Think of a good leader you have personally known**
 - **Q: What attributes stand out to about them?**
 - **Q: What makes them a good leader to you?**
- **Feel free to work with a partner – we will discuss your insights after the break!**

BREAK

Your Insights and Experiences?

- **Think of a good leader you have personally known**
 - **Q: What attributes stand out to about them?**
 - **Q: What makes them a good leader to you?**

Leader or Manager?

- **What is the difference between a Leader and a Manager**

Leader or Manager?

- What is the difference between a Leader and a Manager

Manager = someone you have to work for

Leader = someone you want to work for

Process vs. People



Although Procurement is primarily about processes and procedures...

... a majority of time is spent interacting with people!

Leadership Questions?



How can you easily change others



How can you easily control others



Q: “How do you get some one to do the job you thought your hired them to do?”



Ignaz Semmelweis

Know Yourself / Know Others



Leadership Realities

- People don't always listen – even if your right & have data
- Everyone thinks they are doing the right thing
- You cannot easily control others
- You cannot easily change others

“People Skills”
are among the most
important attributes of
effective Procurement
& Supply Chain
Professionals



Example: Impacts of Client Personnel

1. Client has never been involved in a procurement
2. Client has limited experience with this type of project/service
3. Client isn't sure what exactly they want
4. Client wants to sole-source
5. Client wants to pick a supplier that they know
6. Client wants to pick a supplier that has worked for organization in the past



Impacts of Client Personnel

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*Can Be Addressed
Through Education
& Toolkits*

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***Resistive Behaviors
That Will Require
Greater Attention***

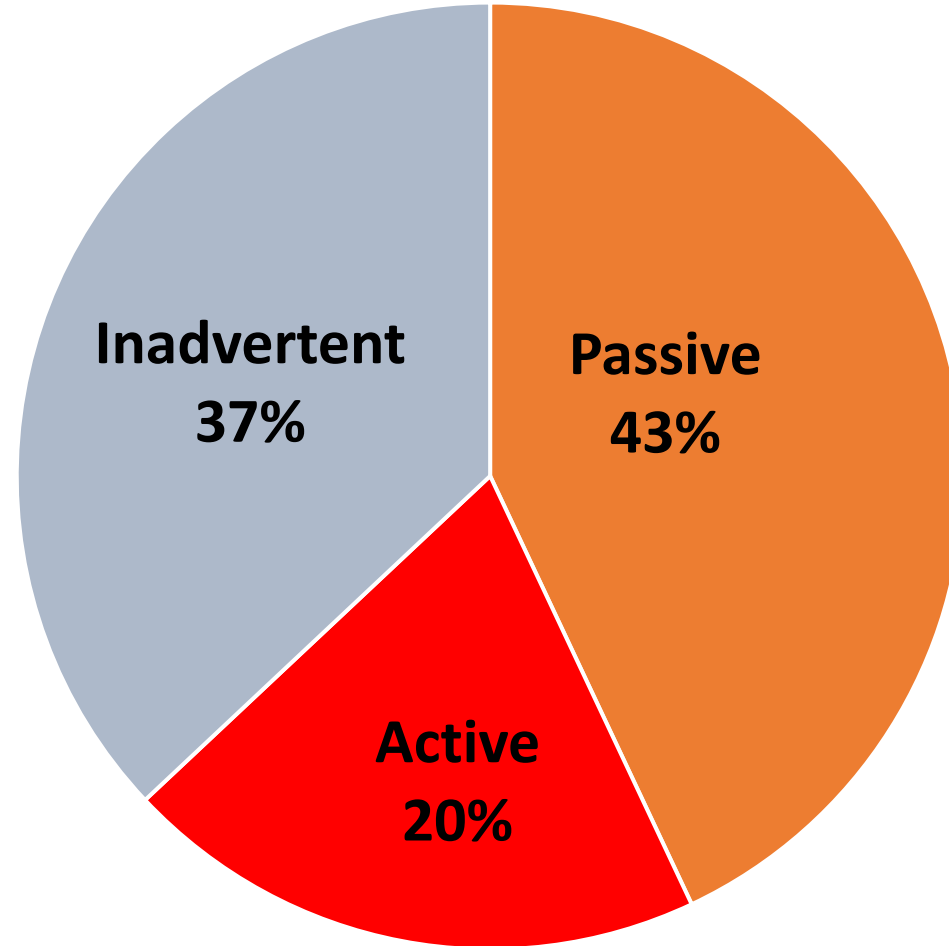
Resistive Behaviors

- Most people are not intentionally trying to be difficult
- Many are resistive due to fear of change or fear that the outcome of the project/service will impact their work personally.

Simpliar's Organizational Change Database

Top 5 Resistance Behaviors

1. Reversion
2. Reluctant Compliance
3. Arguing
4. Lack of Transparency
5. Delaying



Ask Yourself...

...Is the Client looking to sole source or pick a supplier just because they want to increase the risk of a protest?

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
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Ask Yourself...

...Is the Client looking to sole source or pick a supplier just because they want to make your life more difficult?

- 4. Client wants to sole-source
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Why Is The Client Asking For This?

*Could it be because the Client
doesn't think they have time
to run a full RFP?*

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

Why Is The Client Asking For This?

Could it be because the Client personally had a bad experience with Suppliers in the past, and doesn't want to get stuck with a low performing Supplier again

- 4. Client wants to sole-source**
- 5. Client wants to pick a supplier that they know**
- 6. Client wants to pick a supplier that has worked for organization in the past**

Why Is The Client Asking For This?

Could it be because the Client has personally invested a lot of time gathering information about products/suppliers and believes that they know what the best product/supplier is?

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

Why Is The Client Asking For This?

There are many “valid” reasons why the Client believes that they know best...

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

Why Is The Client Asking For This?

*There are many “valid” reasons why the Client believes that they know best... **but that is why the Purchasing Agent is so important to the Organization!***

- 4. Client wants to sole-source
- 5. Client wants to pick a supplier that they know
- 6. Client wants to pick a supplier that has worked for organization in the past

How Can Procurement Help?

Four Wisdoms

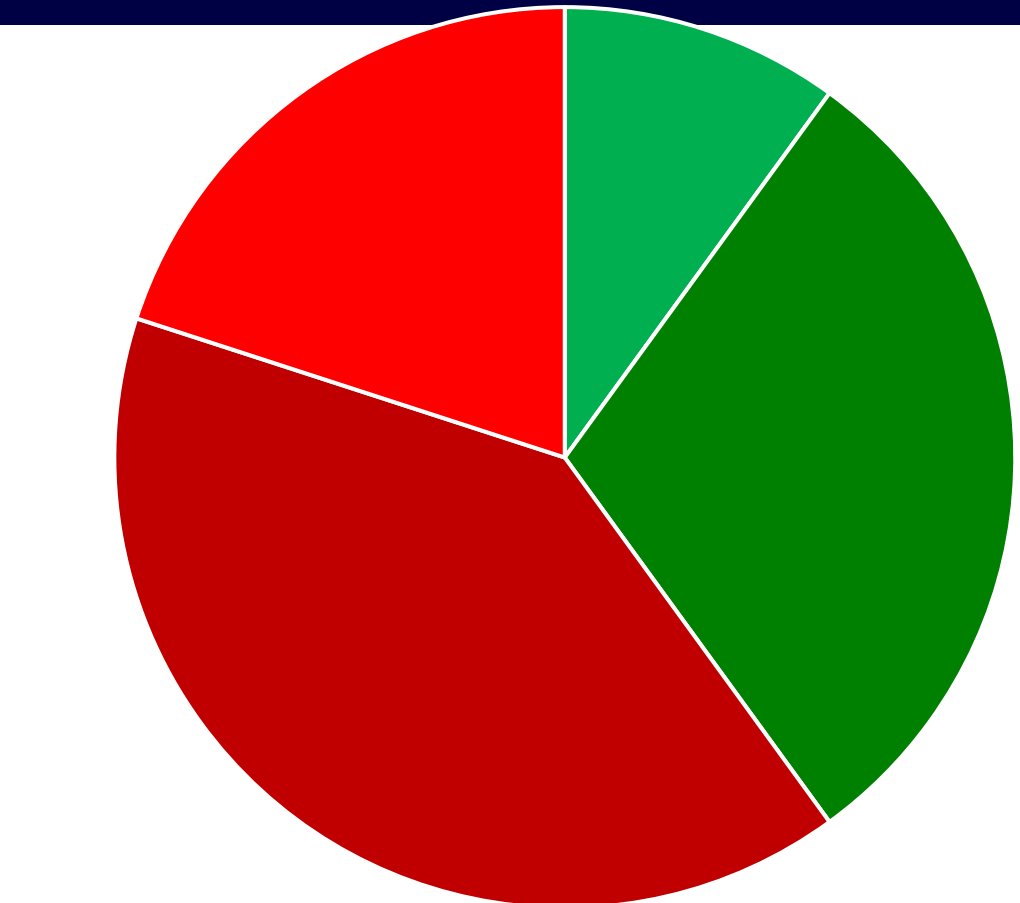


- 1. Understand potential perceptions**
- 2. Listen to what your customers are saying**
- 3. Emphasize the importance of the project outcome**
- 4. Act as a facilitator**

Wisdom 1) Understand Potential Perceptions

Research has shown:

- **40%** view procurement as “helpful”
- **60%** view procurement as “not helpful” or “obstacle”



■ Extremely Helpful

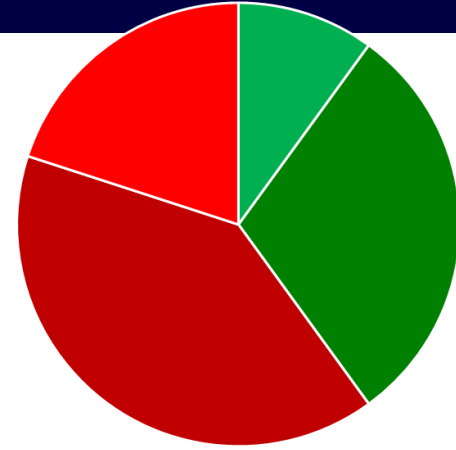
■ Somewhat Helpful

■ Not Helpful

■ Obstacle

Why Do Some View “Procurement” As An Obstacle?

- Some think that procurement “**slows things down**”
- Some have had **bad procurement experiences** in the past.
- Most may **not understand the true value** that procurement can bring/add to directly improve their project results.
- Some view procurement as **bureaucracy** or a checkpoint they have to “**get through**” before they can “**get back to the project**”



Wisdom 2) Listen To What They Are Saying

- Let the client share their thoughts, concerns, and current project information.
- Don't feel forced to answer a question that you are not 100% confident about.
 - It is OK to say:
 - *"Good question! Let me check with my team and get back to you soon"*

3) Emphasize the importance of the Project Outcome

- Market Research
- Statement of Work
- Expert Vendor (Team)
- Opportunity for Innovation
- Price Competition
- Apples-to-Apples Comparisons
- Avoid Change Orders
- Etc.



Wisdom 4) Act as a Facilitator

**Procurement
& Supply Chain**



**Guide & Assist their
Business Partners!**

**Business Partner
/ User**



Step 4) Act as a Facilitator

- Remember, for your Business Partners, the procurement process can be:
 - New
 - Unfamiliar
 - More complex than expected
 - Overwhelming
 - Disorienting
 - Etc.

A simple 30-60 minute
“**step-by-step walk-through**”
can help them understand
that **you have a plan** to
address their major concerns

Step 4) Act as a Facilitator

- Help them lay out their strategic plan & tactical schedule
- Don't just tell them “**no**” or “**we can't do that**”....
... Even if they are asking for something that can't be done!
- Suggest alternatives that can meet their objectives
(and meet procurement policies)
- Remember, you are a problem solver!

Good Procurement Leadership Perspectives

**Just because something is
written in a contract
does not make it so**

Alignment

#1

Do not assume the client can describe what they want or even knows what they really need

Alignment

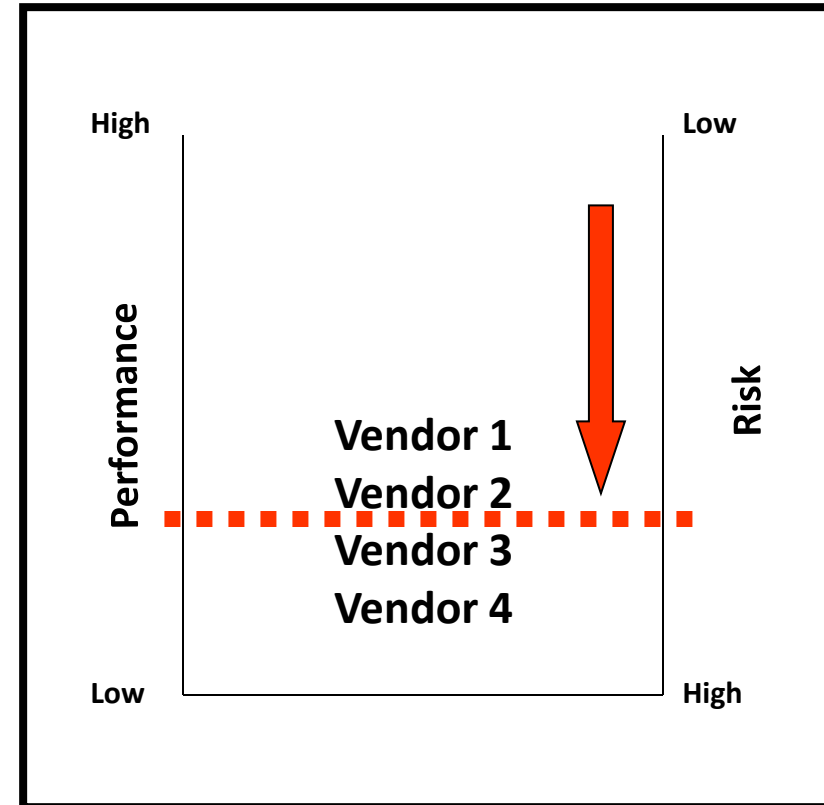
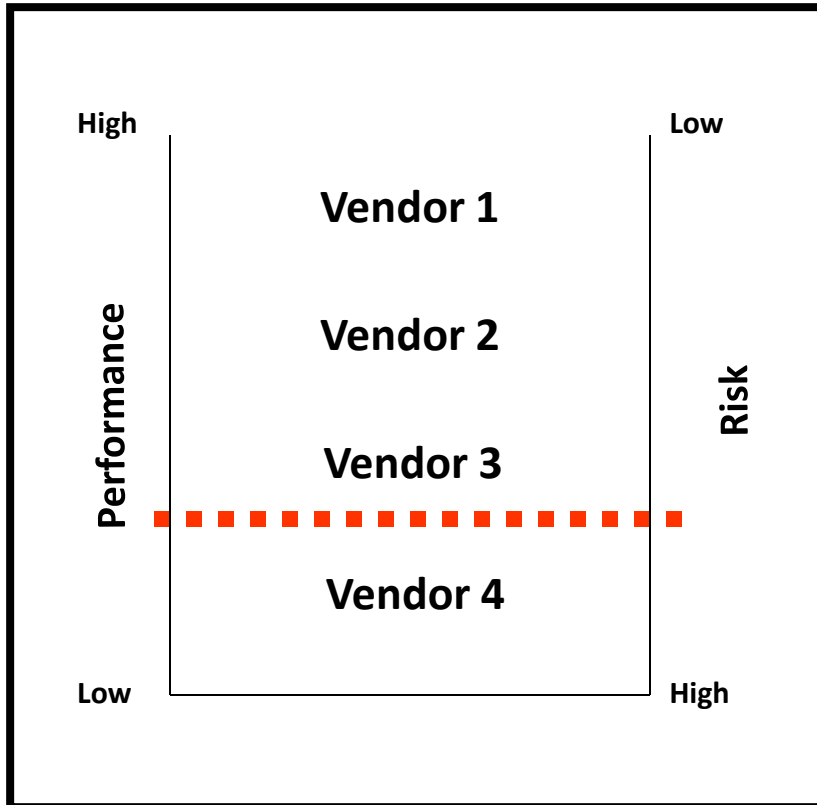
#2

Understand what is the biggest risk on your projects

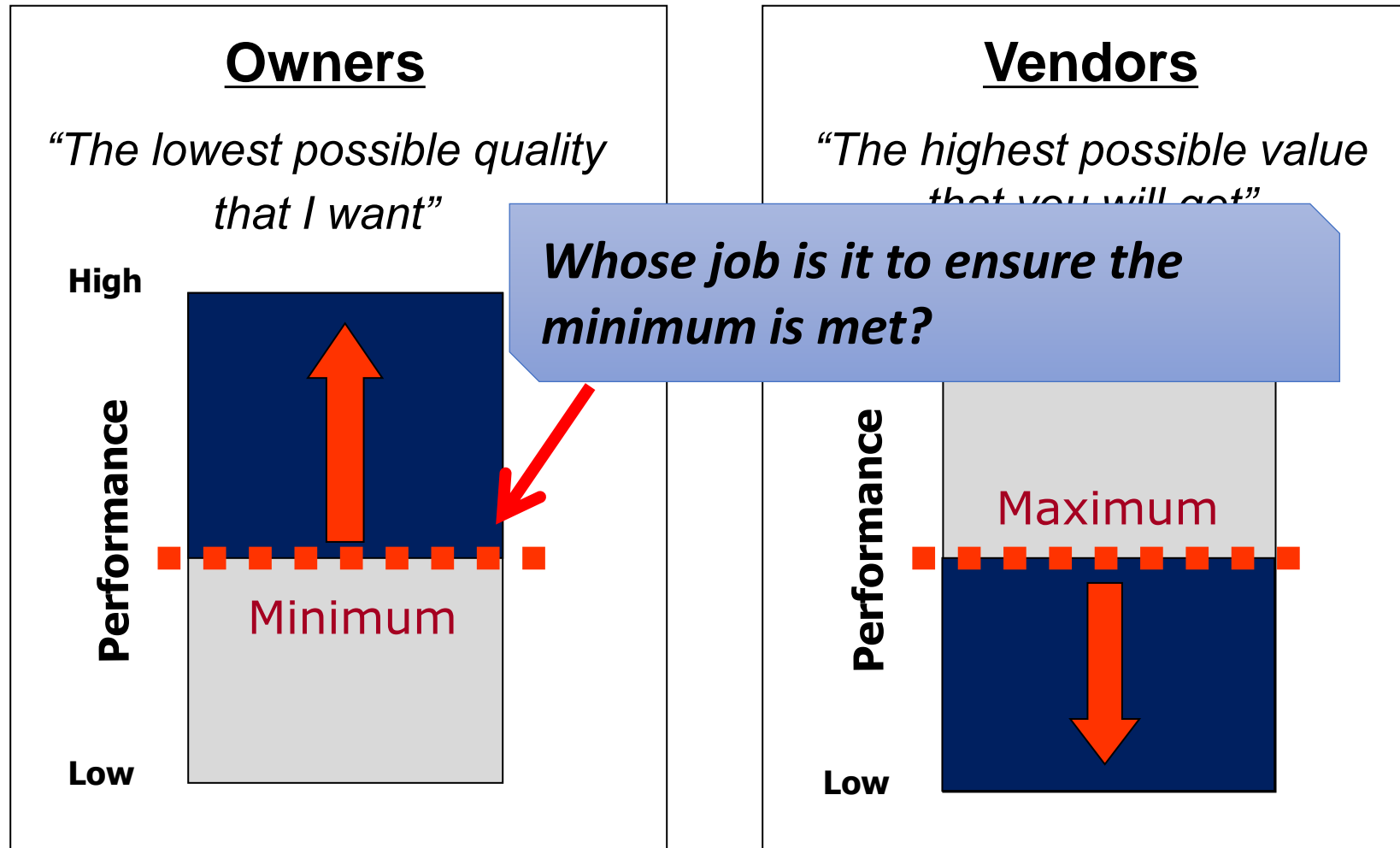
20-Years of Research Has Shown that the Greatest Source of Risk to any Project is...



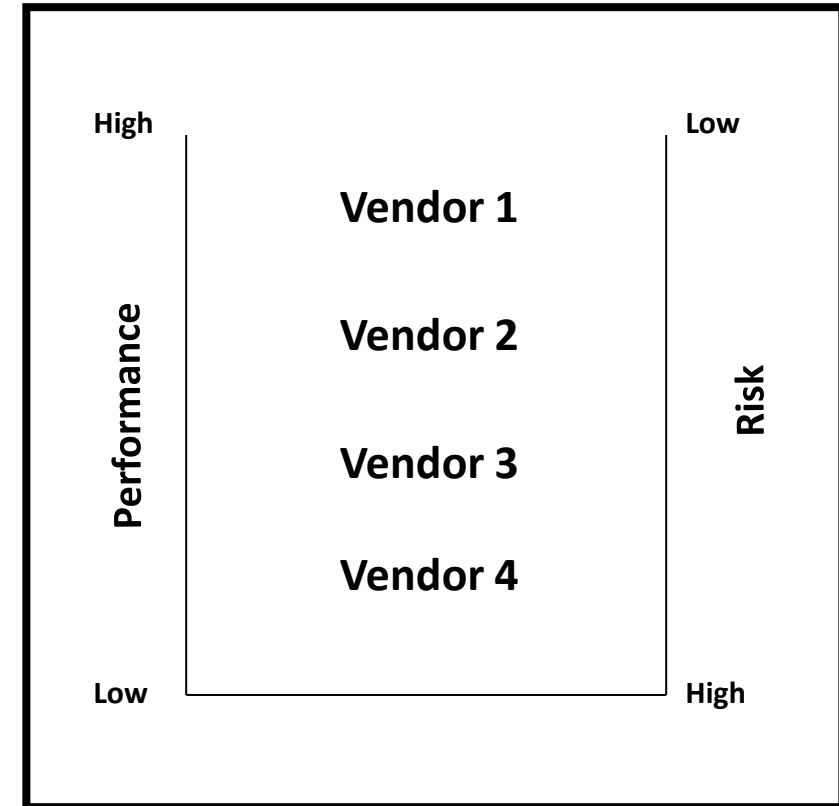
See: Impacts of Common Approaches



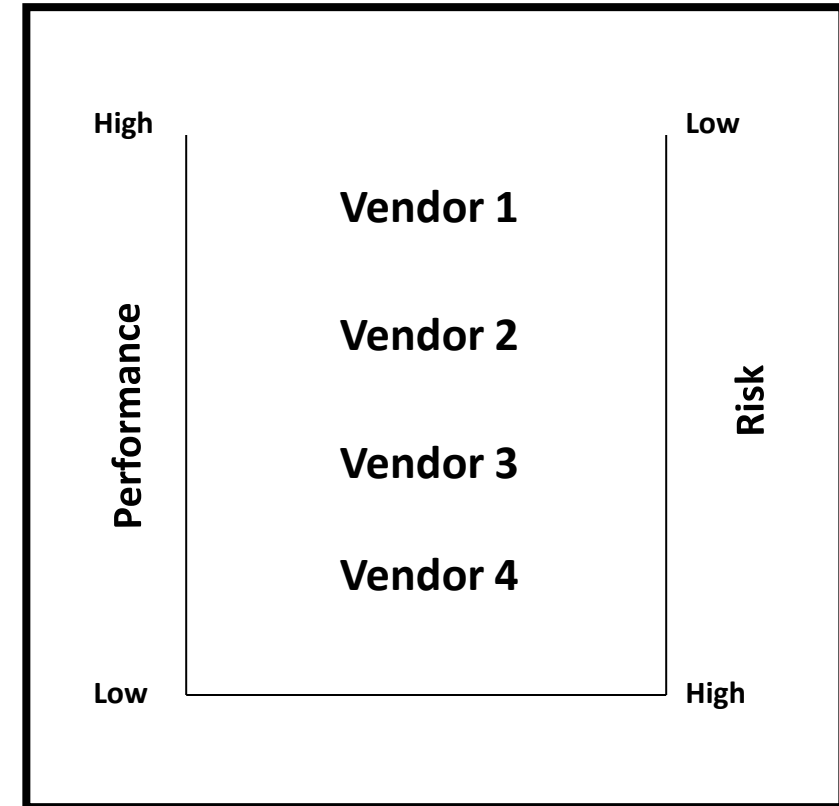
See: Problem with Traditional Approach



Which of these
Proponents
brings your organization
the most risk?



Which of these
Proponents
can bring your
organization the most
value?



Creating Value

- Value can only be created through expertise
- Sourcing cannot create value, but can create an environment that:
 - Attracts Value Creators
 - Enable Value Creators to Differentiate Themselves
 - Leverages the Expertise of the Value Creators
 - Protects Value Creators
 - Good Cop / Bad Cop

Leader or Manager?

- **Manager = someone you have to work for**
- **Leader = someone you want to work for**

Becoming a Client of Choice

- Vendors want to send their best people to compete on your projects
- Need to start with knowing yourself....

Know the Suppliers: Understanding the Vendor Perspective



***What is the Primary Objectives
of Solicitations?***

What Is The 'Primary' Objective

- **Follow procurement policies and regulations?**
- **Minimize the risk of protest?**
- **Create a document that transfers risk to the supplier?**
- **Create a document that protects the owner/organization?**

What Is The 'Primary' Objective

- Follow procurement policies and regulations?

- Mitigate the risk of protest?

- Create a document that transfers risk to the supplier?

- Create a document that protects the owner/organization?

These should
not be your
primary
objectives!

The primary objective
of any solicitation should be to
attract the best vendors
and give them the
best opportunity to win

What Type Of Suppliers Do You Want To Attract?

Supplier A



Supplier B



Understanding the Vendors Perspective

- **Most clients/users have never worked on the “dark-side” (supplier)**
- **It is important to understand what goes through the supplier’s mind (as it relates to your procurements)**
- **The greatest procurement agents will always have the vendors best interest in mind**

1

Suppliers Have Options

**Are High Quality
Vendors Waiting
Around For Your
Project To Hit The
Street???**



Reality

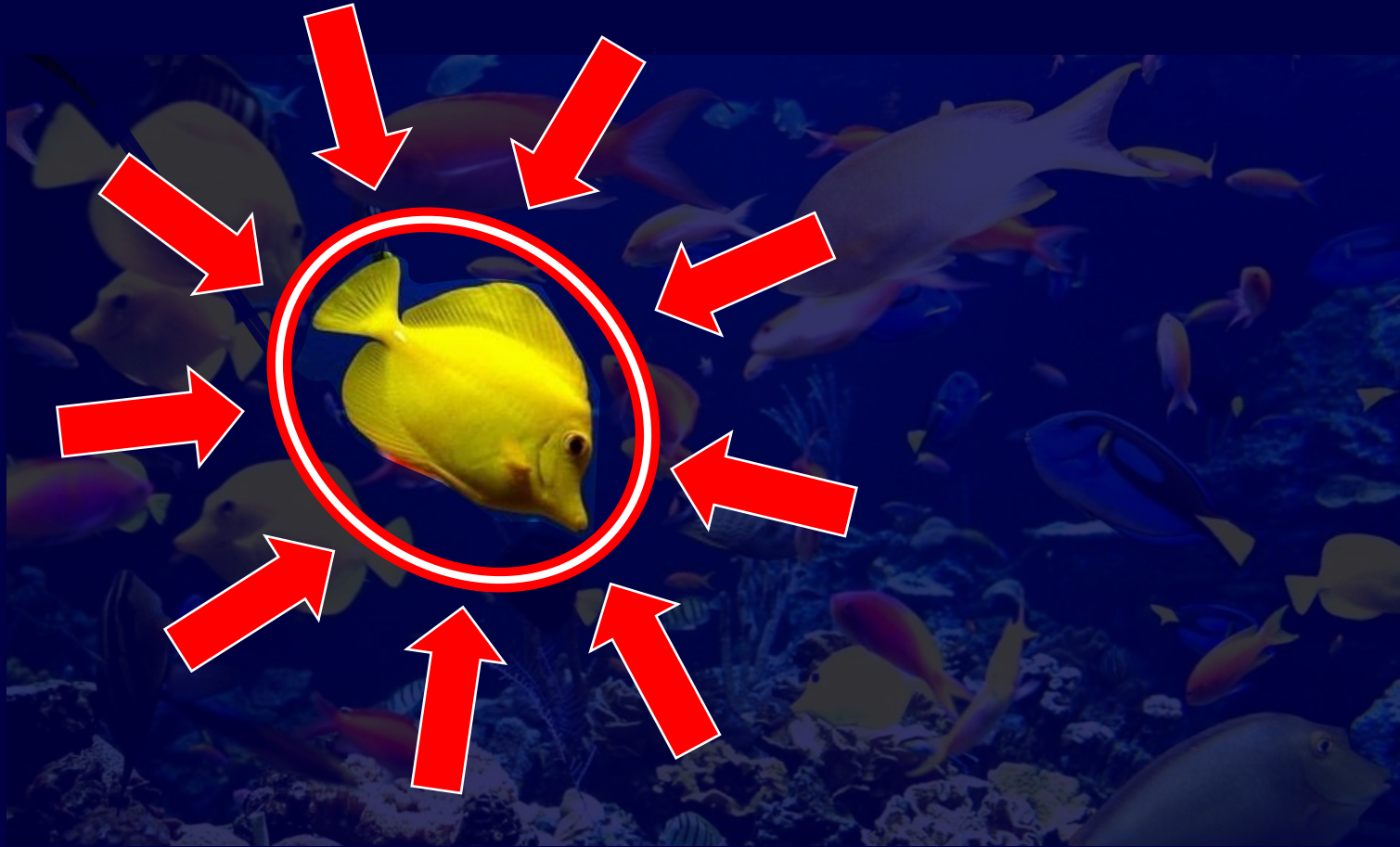
- Most high quality vendors/suppliers are in high demand / busy
- High quality vendors/suppliers are not just sitting around all year for the “hope” that your organization will issue a solicitation
- Vendors are constantly looking at opportunities (outside of your organization)



You Are Not The Only “Fish” In The Sea...Vendors Have Options!



**Your Goal: You Want To Look More Attractive
Than All Other Current Owners!!!**



If You Look Dangerous....



Which Solicitation Should We Pursue?

RFP

Request For Proposal



Cafeteria Renovation and Modernization

RFP Number: 760711

RFP Release Date: 05/18/2017

RFP

Request For Proposal



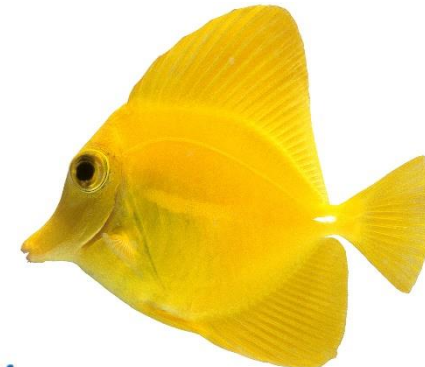
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RFP

Request For Proposal



Cafeteria renovation and modernization

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2

**How Do We Look
More Attractive
As A Client?**

Our Name Matters!!!

- Many Organizations believe that their name alone is the primary tool to attract suppliers *(i.e. State of Texas, City of Los Angeles, GE, Google, etc.)*
- That “may” work 1-time (so that a supplier can add your organization to their resume)...but once a supplier has worked with you, this may never matter or make a difference again
- Relying on your organizations name is a poor strategy

What Makes A Client Attractive?

“Client of Choice”

- You pay on time
- You are focused on ‘win-win’ (and not just beating them up or squeezing them for more)
- You are fair and reasonable to work with
- You allow them to complete the work as quickly as they can (suppliers maximize profits by completing work as fast as possible)
- You listen to their advice and don’t micro manage them

A “Client-of-Choice” (“Customer-of-Choice”)

- Suppliers want to work for you over other owners
- Clients-of-Choice get Suppliers’ **best teams (experts)** on their projects
- Suppliers spend the time to put together an **accurate proposal**
- Client-of-Choice personnel know how to **behave with experts**
- Clients-of-Choice work to make themselves **more attractive** to Suppliers
 - improve Industry’s perceptions of you



Supplier Perceptions Matter

*Do you know what your suppliers
think about you?
Have you ever asked?*

State of xxxxxxxxxxxx

(Top 56 Suppliers/Vendors Surveyed)

- **31%** believe the State's procurement process provides all vendors with an equal opportunity to win
- **21%** believe that the procurement process is clearly describes the criteria that they will be evaluated on, and how the scoring will be performed
- **75%** believe that the State is more concerned about lowest cost rather than highest value
- **31%** believe the SOW's are complete & accurate
- **31%** overall satisfaction with State (compared 80% for other owners they work for)



State Was Shocked!



*...We Aren't **That** Bad...*
*...Those Comments Aren't **True**...*

Perceptions



- **The owners perceptions about themselves is not as important as the suppliers perceptions about the owner.**
- **Does not matter if the suppliers perceptions are 100% accurate (their perceptions of you are their reality)**
- **Supplier perceptions impact if they propose, quality of their proposal, team they assign, and costs**

**If You Are Constantly
Fighting With Poor
Performing
Suppliers...It May Be
A Reflection of Who
You Are As A Client**



**Why Would A
Supplier Assign Their
“Best” Personnel To
Your Project (if they
perceive you as a “Bad”
client)**



Strive to Constantly Improve

- Important to obtain supplier feedback and identify opportunities to improve their perceptions
- Should always strive to become a better procurement officer and better procurement department
- Don't accept the status quo

3

**How Do We Make
Our Solicitations More
Attractive?**

Remember

The goal of the solicitation is to attract suppliers



Remember

- 1. Responding to RFP's is not free (costs money)**
- 2. Vendors have to decide which RFP's to chase**
- 3. The goal of the RFP is to attract the best suppliers/solutions, and provide them with the best opportunity to win the work**

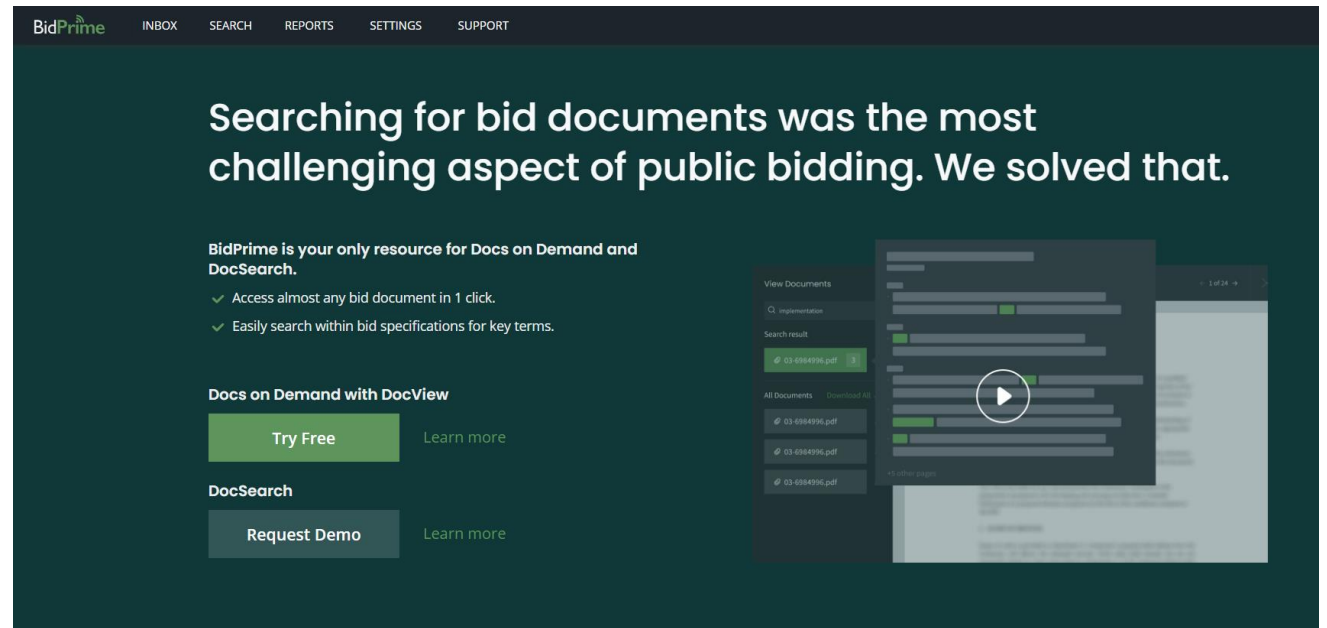
Attracting Suppliers

- **Step 1 – Have a “good” name/title of the RFP**

Naming the RFP

- Larger/National firms will pay for and utilize procurement search engines that collect solicitations throughout the country
- Provides hourly updates on posted solicitations
- Thousands of solicitations

BidPrime



Naming the RFP

- They can be reviewing **300-1,000+ solicitations per week**

BidPrime INBOX SEARCH REPORTS SETTINGS SUPPORT Simplar - John Savicky

SAVED SEARCH

AGENCIES

United States [All States & Territories](#)

☒ State and Local (984)

Canada [All Provinces](#)

☒ Canada (159)

Filter Agency Type

DATE RANGE

Active

ADVANCED

☐ REFNUM ☐ TITLE ☐ ENTITY ☐ STATE ☐ EXPIRES ☐ ISSUED

<input type="checkbox"/>	Request for ...	Request for Proposals - Preparation of Construction Documents for the Proposed Downtown Maho...	Town of Carmel	NY	1/8/2022	1 hour ago
<input type="checkbox"/>	Request for ...	Request for Proposals	Upper Cumberland Development D...	TN	5/31/2022	2 hours ago
<input type="checkbox"/>	RFQ #22-03 ...	NOTICE: REQUEST FOR QUALIFICATIONS RFQ #22-03 The City of Galveston Is Accepting Sealed Pro...	The Daily News	TX	6/22/2022	2 hours ago
<input type="checkbox"/>	RFP NO.	CITY OF FRIENDSWOOD, TEXAS REQUEST FOR PROPOSALS NO. 2022-11 CITY GROUP MEDICAL IN...	The Daily News	TX	6/1/2022	2 hours ago
<input type="checkbox"/>	9 REQUEST ...	9 Request for Proposals Ya	Yakima Herald-Republic	WA	6/21/2022	2 hours ago
<input type="checkbox"/>	Request for ...	Request for Proposals for Professional Auditing Services	City of Warrensburg	MO	6/24/2022	2 hours ago
<input type="checkbox"/>	Lady Bird Jo...	Lady Bird Johnson Golf Course Golf Cart Lease Request for Proposals	City of Fredericksburg	TX	6/24/2022	2 hours ago
<input type="checkbox"/>	Notice is her...	Notice Is Hereby Given that This Request for Proposal (RFP) Is Be- Ing Issued for the Following S...	The Wayne County Outlook	KY	6/22/2022	4 hours ago
<input type="checkbox"/>	Request for ...	Request for Proposal - School Based Nursing Services	Clay County Public Schools	KY	6/2/2022	4 hours ago
<input type="checkbox"/>	BD-22-1311...	Request for Proposals - General Contractor Services (North Main Street Water and Sewer Replacem...	State of Massachusetts - Commbuys	MA	6/1/2022	4 hours ago
<input type="checkbox"/>	REQUEST F...	REQUEST FOR PROPOSALThe Camden Water Utilities of Camden, Arkansas, Is Requesting Proposals...	Arkansas Online Classifieds	AR	6/9/2022	4 hours ago
<input type="checkbox"/>	REQUEST F...	REQUEST FOR QUALIFICATIONS FOR ENGINEERING SERVICES RELATED TO THE DESIGN of a Shared ...	The Columbian	WA	6/24/2022	5 hours ago
<input type="checkbox"/>	Request for ...	Request for Proposals No. 22P0079MG: Janitorial Services - UAF Kodiak	State of Alaska	AK	6/15/2022	5 hours ago
<input type="checkbox"/>	2863898-05...	Request for Proposal - Event Cleaning - Neyland Stadium Attachments Request for Proposal - N...	University of Tennessee	TN	6/1/2022	6 hours ago
<input type="checkbox"/>	2022-9175246	UNICEF Request for Proposal No. 2022-9175246 Long Term Arrangements for Emergency Water Se...	United Nations Global Marketplace...	NY	6/12/2022	6 hours ago
<input type="checkbox"/>	12989929 R...	Request for Proposal for Traffic Agent (Special Constable) Training Development and Delivery (L...	Government of Canada - Central C...	AB	6/14/2022	6 hours ago
<input type="checkbox"/>	Request for ...	#EWM151: Enrollment Consultant- UIC School of LawUniversity of Illinois at Chicago RFP #EWM15...	University of Illinois at Chicago	IL	6/29/2022	6 hours ago
<input type="checkbox"/>	Request For ...	Request for Proposals Bristol Tennessee City Schools, 615 Martin Luther King Jr. Blvd., Bristol, TN Wi...	Bristol Herald Courier	VA	6/8/2022	6 hours ago
<input type="checkbox"/>	Request for ...	NOTICE Bland County Public Schools Is Requesting the Following Proposals: RFP 2022-1 Milk, Juice ...	Bristol Herald Courier	VA	6/9/2022	6 hours ago
<input type="checkbox"/>	REQUEST F...	Request for Proposal #22-13: Indefinite Delivery/Indefinite Quantity Low Voltage Work	Rockdale Citizen & Newton Citizen	GA	6/24/2022	7 hours ago

← Page 1 of 46 → 1000+ Results Show 25

Naming the RFP

- The “Title” of your solicitation is the first step

The screenshot shows the BidPrime website interface. The search bar contains 'request for proposal'. The results table lists various solicitations. One entry is highlighted with a red dashed box and a red-bordered text box:

REFNUM	TITLE	ENTITY	STATE	EXPIRES	ISSUED
Request for ...	Request for Proposals - Preparation of Construction Documents for the Proposed Downtown Maho...	town of Carmel	NY	1/8/2022	1 hour ago
Request for ...	Request for Proposals	Upper Cumberland Development D...	TN	5/31/2022	2 hours ago
RFQ #22-03 ...	NOTICE: REQUEST FOR QUALIFICATIONS RFQ #22-03 The City of Galveston Is Accepting Sealed Pro...	The Daily News	TX	6/22/2022	2 hours ago
RFP NO.	CITY OF FRIENDSWOOD, TEXAS REQUEST FOR PROPOSALS NO. 2022-11 CITY GROUP MEDICAL IN...	The Daily News	TX	6/1/2022	2 hours ago
9 REQUEST ...	9 Request for Proposals Ya	Yakima Herald-Republic	WA	6/21/2022	2 hours ago
Request for ...	Request for Proposals for Professional Auditing Services	City of Warrensburg	MO	6/24/2022	2 hours ago
Lady Bird Jo...	Lady Bird Johnson Golf Course Golf Cart Lease Request for Proposals	City of Fredericksburg	TX	6/24/2022	2 hours ago
Notice is her...	Notice Is Hereby Given that This Request for Proposal (RFP) Is Be- Ing Issued for the Following S...	The Wayne County Outlook	KY	6/22/2022	4 hours ago
Request for ...	Request for Proposal - School Based Nursing Services	Clay County Public Schools	KY	6/2/2022	4 hours ago
BD-22-1311...	Request for Proposals - General Contractor Services (North Main Street Water and Sewer Replacem...	State of Massachusetts - Commbuys	MA	6/1/2022	4 hours ago
REQUEST F...	REQUEST FOR PROPOSAL The Camden Water Utilities of Camden, Arkansas, Is Requesting Proposals...	Arkansas Online Classifieds	AR	6/9/2022	4 hours ago
REQUEST F...	REQUEST FOR QUALIFICATIONS FOR ENGINEERING SERVICES RELATED to the DESIGN of a Shared ...	The Columbian	WA	6/24/2022	5 hours ago
Request for ...					
2863898-05...					
2022-9175246					
12989929 R...					
Request for ...					
Request For ...					
Request for ...					
REQUEST F...	Request for Proposal #22-13: Indefinite Delivery/Indefinite Quantity Low Voltage Work	Rockdale Citizen & Newton Citizen	GA	6/24/2022	7 hours ago

Request for Proposal: The Camden Water Utilities of Camden, Arkansas is Requesting Proposals...

Avoid Long and/or Vague Titles

- *Request for Proposals for Long Term Arrangements and Analysis for Emergency Water Services*
- *Request for Proposals for the Barry and Christine Goldwater Improvement Center Construction Documents Preparation*
- *Request for Proposals for Needs Assessments*

Be Concise and Specific

- *ERP Software and Integration Services*
- *Needs Assessment for Recycling Services*
- *Financial Software Consultant*

Attracting Suppliers

- Step 1 – Have a “good” name/title of the RFP
- Step 2 – Simplify the posted documents/files

Your Files Can Intimidate

- Over 40 files!

Enterprise Resource Planning System
Fort Bend ISD

[View Bid](#) [View Source](#) [★ Save Bid](#) [✉ Email Bid](#)

Reference #: RFP-21-077MC **Alert:** Erp Consulting

Documents: [Appendix A-Vendor ...](#) [Appendix A-Vendor ...](#) [Appendix B-Support ...](#) [Appendix D-Purchas...](#) [Appendix E-Bonds R...](#) [Appendix F-TRS Re...](#) [Appendix H-CFO Fin...](#) [Data Conversion Co...](#)
[Appendix G-FBISD ...](#) [Data Protection Add...](#) [RFP 21-077MC-Pre...](#) [UPDATED 2020 ED...](#) [Appendix F-TRS Re...](#) [RFP 21-077MC- Bon...](#) [RFP 21-077MC - SO...](#) [RFP 21-077MC - Ad...](#)
[RFP 21-077MC - Ad...](#) [RFP 21-077MC - Ad...](#) [Proposal Exemption...](#) [Appendix C- Sample...](#) [Pre-Proposal Meetin...](#) [Insurance Requirem...](#) [FBISD - Agreement f...](#) [General Provisions.p...](#) [Form ACH.pdf](#)
[Form 1295.pdf](#) [FBISD - Agreement f...](#) [Data Protection Add...](#) [Data Conversion Co...](#) [Appendix G-FBISD ...](#) [Appendix H-CFO Fin...](#) [Appendix E-Bonds R...](#) [Appendix D-Purchas...](#) [Appendix B-Support ...](#)
[Appendix A-Vendor ...](#) [Appendix A-Vendor ...](#) [Form 1295.pdf](#) [Form ACH.pdf](#) [Appendix C- Sample...](#) [General Provisions.p...](#) [Pre-Proposal Meetin...](#) [Proposal Exemption...](#) [Insurance Requirem...](#)
[RFP 21-077MC - Ad...](#) [RFP 21-077MC - Ad...](#) [RFP 21-077MC - Ad...](#) [RFP 21-077MC - SO...](#) [RFP 21-077MC- Bon...](#) [UPDATED 2020 ED...](#) [RFP 21-077MC-Pre...](#)

[Download All](#)

Which File Contains The RFP?

Project Management Information System SaaS and Implementation

Great Lakes Water Authority

[View Bid](#)

[View Source](#)

[★ Save Bid](#)

[✉ Email Bid](#)

Reference #: RFP - 2101347 **Alert:** System Implementation

Documents: 2101347.Addendum... 2101347.Administrat... 2101347.Administrat... 2101347.Procureme... 2101347.ContractSa... B.I.D.Requirements... 2101347.Solicitation... ExceptionChecklist.p...

ExceptionChecklist1....

SystemRequirement...

ExceptionChecklist1....

2101347.Administrat...

2101347.Administrat...

SystemRequirement...

B.I.D.Requirements...

ExceptionChecklist.p...

2101347.Addendum...

2101347.Procureme...

2101347.Solicitation...

SystemRequirement...

ExceptionChecklist1....

ExceptionChecklist.p...

B.I.D.Requirements...

2101347.Procureme...

2101347.ContractSa...

2101347.Addendum...

2101347.Administrat...

2101347.Solicitation...

2101347.Administrat...

GLWA-2022-2026-CI...

GLWA-2022-2026-CI...

[Download All](#)

More Info:

RFP - 2101347 Project Management Information System SaaS and Implementation Aug 15th 2021, 12:00 PM EDT 10 View Opportunity

ExceptionChecklist1....

SystemRequirement...

ExceptionChecklist1....

2101347.Addendum...

2101347.Procureme...

2101347.Solicitation...

2101347.ContractSa...

2101347.Addendum...

2101347.Administrat...

Attracting Suppliers

- **Step 1 – Have a “good” name/title of the RFP**
- **Step 2 – Simplify the posted documents/files**
- **Step 3 – Don’t make the document difficult to read**

Don't Make It Difficult To Read

APPENDIX E – PROJECT DESCRIPTION

AUDIT AND ACCOUNTABILITY FUND

Service Delivery and Modernization Review of Development Review

Project Purpose

The purpose of this project is to take advantage of a provincial funding opportunity through the Audit and Accountability fund to conduct a third-party service delivery and modernization review of the City's development review processes. This review will help the City become more efficient and modernize our service delivery, while protecting front line jobs.

Project Objective

Streamlining development review processes through an end-to-end digital integration and transformation solution

The objective of this development review project is to review and recommend an end-to-end integrated digital transformation solution for development review and approvals processes that eliminates paper-based processes and non-value-added steps, while leveraging existing software (e.g. Bluebeam, AMANDA) and other City of Kitchener project outcomes.

Background

Audit and Accountability Fund

On November 17, 2020 the Province of Ontario announced a second intake for the Audit and Accountability Fund. The intent of the fund is to "offer large municipalities an opportunity to benefit from provincial funding to conduct service delivery and administrative expenditure reviews."

Reviews must be undertaken by a third-party and may take a number of forms including a line-by-line review of the municipality's entire budget; a review of service delivery and modernization opportunities; or a review of administrative processes to reduce costs.

Project Selection

The modernization of development review processes was chosen to supplement the City's development services review which was undertaken from June 2019 to December 2020.

City of Kitchener Development Services Review

Kitchener is growing quickly, and the development services department plays a vital role in how our community develops today and in the future. A comprehensive review of development services was launched in 2019. The purpose of the development services review was to look at how development functions interact and are coordinated, and to identify whether that

Appendix A – Registration Form

TO : Independent Electricity System Operator

FROM : [Insert Name of Proponent]

RE : Fairness Advisor Services

Password

⚠ 'RFP-324 Fairness Advisor...' is protected. Please enter a Permissions Password.

Enter Password:

OK Cancel

(c) If applicable, the jurisdiction under which the Proponent was formed and governed by is:

(d) The name, address, telephone number and e-mail address of the contact person for the Proponent is:

(e) Whether the Proponent is an individual, a sole proprietorship, a corporation, a partnership, or other legally recognized person (specify):

Attracting Suppliers

- **Step 1 – Have a “good” name/title of the RFP**
- **Step 2 – Simplify the posted documents/files**
- **Step 3 – Don’t make the document difficult to read**
- **Step 4 – Understand what information is most critical to Suppliers**

What Are The Most Important Items To The Supplier?

- Definitions
- Prohibited Communication
- Rights of the Client
- Rights to Clarify
- Conflict of Interest
- Unethical Conduct
- Terms and Conditions of the RFP
- Security Checks
- Governing Laws
- Following Instructions
- Withdrawing Proposals
- Addenda Procedures
- Disclosure Information
- Tax Responsibilities
- Protest procedures

What Are The Most Important Items To The Supplier?

- ✗ Definitions
- ✗ Prohibited Communication
- ✗ Rights of the Client
- ✗ Rights to Clarify
- ✗ Conflict of Interest
- ✗ Unethical Conduct
- ✗ Terms and Conditions of the RFP
- ✗ Security Checks
- ✗ Governing Laws
- ✗ Following Instructions
- ✗ Withdrawing Proposals
- ✗ Addenda Procedures
- ✗ Disclosure Information
- ✗ Tax Responsibilities
- ✗ Protest procedures

The Most Important Items To The Supplier:

- 1. Your Budget**
- 2. Your Schedule**
- 3. Outline/Summary of the SOW**
- 4. How Much Effort To Respond**
- 5. Everything Else**

The Most Important Items To The Supplier:

1. Your Budget
2. Your Schedule
3. Outline/Summary of the SOW
4. How Much Effort To Respond
5. Everything Else

Nothing else in your solicitation matters until these primary questions “pass” suppliers sniff-test

Don't Bury The Most Important Items

- Schedule is on Page 25 out of 31

1.4 RFP Timetable

The following, as amended from time to time, is the schedule for this RFP (the "RFP Timetable"):

Issue Date of RFP	March 2, 2022
Proponents' Deadline for Questions (Questions to be submitted electronically via Bidding System)	3:00 pm on March 7, 2022
Posting of Responses to Questions (Issued by addendum via Bidding System)	March 11, 2022
Deadline for Issuing Addenda	March 11, 2022
Proposal Submission Deadline (Proposal to be submitted electronically via Bidding System)	3:00 pm on March 22, 2022

The IESO reserves the right to (a) accelerate or postpone any of the dates or times set out above, or (b) add to, or eliminate or re-order, any steps included in the RFP Timetable.

TECHNICAL SUBMISSION REQUIREMENTS

SCHEDULE C OF THE RFP

PART A: BACKGROUND

1. Background

In early 2021, OLG completed a strategic planning process that included: how the organization plans to compete in the evolving digital gaming market, plans to expand its retail distribution channel with new technology and partners and the changes required to organizational design, ways of working and structure to support and execute the strategic plan.

The strategic planning process has aligned the organization around a series of initiatives that will increase OLG's competitiveness in the Ontario gaming market and significantly accelerate the way we deliver on our objectives. More specifically, OLG will focus on developing and enhancing internal competencies and external partnerships to compete in the digital gaming market, deliver on leading omni-channel customer experiences and optimize the ways of working internally for speed and agility.

Considering the breadth and depth of the initiatives that OLG plans to undertake, OLG is looking for a consulting partner ("Consulting Partner") to support across planning, operationalization and implementation of its priorities as outlined in this Part A to Schedule C ("the Services"). A critical part of this work will be to work collaboratively and train the organization to become self-reliant in the new ways of working.

2. Services

(a) Workstreams

The project will be comprised of four (4) major workstreams. All workstreams are expected to begin at the anticipated start date of services and are to be delivered concurrently by the Consulting Partner. The Services delivered under these workstreams will be required to be conducted onsite, where deemed required by OLG, at OLG's Corporate offices in Toronto, Ontario.

(i) Workstream 1 – Digital Transformation

The purpose of this workstream is to engage a Consulting Partner who can advise on the design, strategic planning and operationalization of the digital business unit to meet its objectives. This workstream is divided into three parts: transition to agile teams, enhancing and evolving digital capabilities and launching/resourcing agile teams.

Part A – Transition to Agile Teams

OLG is seeking consulting support to assist in changing the way we deliver digital products and experiences from a project/process-based approach (i.e. waterfall) to a product/agile teams-based approach.

The Consulting Partner will work closely with the digital business leader and OLG's People and Culture to:

- Scope on page 53 of 78

Don't Forget
You Are In
Competition With
Other Owners /
Projects



4

Proposing Is Not Free

Suppliers Don't Have Unlimited Funds

- Suppliers can't afford to propose on solicitations for fun
- Suppliers make a business decision on whether your solicitation is 'worth' the effort to propose
- The solicitation process must be open, fair, and transparent...but it must also be cost effective

Must Prepare A Response To 20+ Questions For An Opportunity To Win \$23,000 Contract



Requested Information:

Listed below are the documents and information needed to complete your submission:

Name	Type	# Files	Requirement
REQUIREMENTS SCHEDULE	File Type: Any (*.*)	Multiple	REQUIRED
Excutive Summary	File Type: Any (*.*)	Multiple	REQUIRED
Corporate Overview	File Type: Any (*.*)	Multiple	REQUIRED
Guarantee	File Type: Any (*.*)	Multiple	REQUIRED
Preferred Terms	File Type: Any (*.*)	Multiple	REQUIRED
Resource Requirements	File Type: Any (*.*)	Multiple	REQUIRED
Quality of Work Plan	File Type: Any (*.*)	Multiple	REQUIRED
Project Management Process	File Type: Any (*.*)	Multiple	REQUIRED
Proposed Timelines	File Type: Any (*.*)	Multiple	REQUIRED
Samples/Templates	File Type: Any (*.*)	Multiple	REQUIRED
Reference Schedule	File Type: Any (*.*)	Multiple	REQUIRED
Purchase Price Schedule	File Type: Any (*.*)	Multiple	REQUIRED
Purchase Price Appendix	File Type: Excel (.xls, .xlsx)	Multiple	REQUIRED
BID SUBMISSION FORM SCHEDULE	File Type: Any (*.*)	Multiple	REQUIRED
FULL DISCLOSURE OF FINANCIAL CONTRIBUTION SCHEDULE	File Type: Any (*.*)	Multiple	REQUIRED
Legal Action Schedule	File Type: Any (*.*)	Multiple	REQUIRED
Auxiliary	File Type: Any (*.*)	Multiple	OPTIONAL
PERSONAL HEALTH INFORMATION SCHEDULE	File Type: Any (*.*)	Multiple	REQUIRED
SPECIFICATIONS SCHEDULE	File Type: Any (*.*)	Multiple	REQUIRED
NH Confidentiality Conflict of Interest	File Type: Any (*.*)	Multiple	REQUIRED

Which Solicitation Will Probably Attract More Suppliers (all other things being equal)?



10 Page Response



100 Page Response

Summary

Don't Forget
You Are In
Competition With
Other Owners /
Projects





Supplier Perceptions Matter

Remember

The goal of the solicitation is to attract suppliers



Wrapping Up

Big Four Keys for Great Leaders

- **Education (Continuous, natural, formal, spontaneous)**
- **Measurement (to help, align, limit “politics” via transparency)**
- **Patience**
- **Forgiveness**



**I dream of those who take the next
step instead of worrying about the
next thousand steps**

- *Theodore Roosevelt* -

Reading List

- John Maxwell – (has several) 21 Irrefutable Laws of Leadership, 5 Levels of Leadership
- Covey – Seven Habits of Highly Effective People
- Drucker – (has several) Effective Executive
- Carnegie – How to Win Friends and Influence People
- C. Terry Warner – Bonds that Make Us Free
 - Leadership & Self Deception (Arbinger Institute)
- Kahnman – Thinking Fast and Slow
- Rath/Conchie – Strengths Based Leadership
- Harvard Business Review (On Leadership)
- Gordon – Power of Positive Leadership
- Greene – Laws of Power
- Clear – Atomic Habits
- Goldratt – The Goal
- Blanchard – Servant Leadership (there are several – but he is my fav)
- Heath - Switch