RFPs as Part of Procurement Excellence

Agenda

- Introductions

- Solicitation Types
- Organizing a High-Performing RFP
- The Foundations of Procurement Excellence

- Putting “RFP Excellence” into Practice

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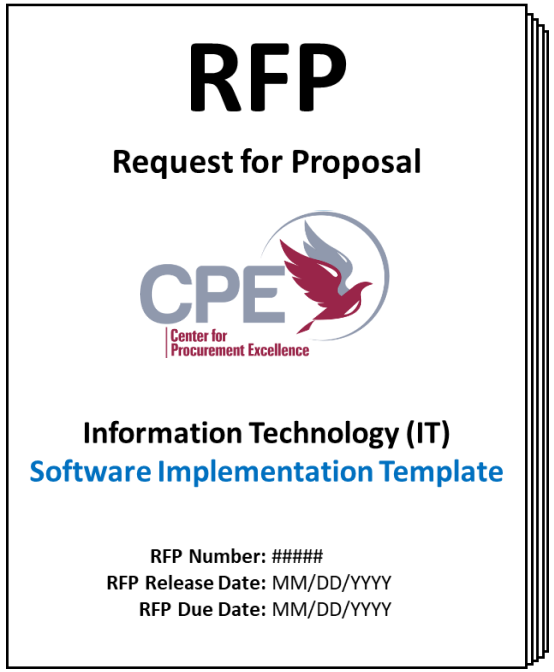
1) Prepare & Advertise



Procurement Process

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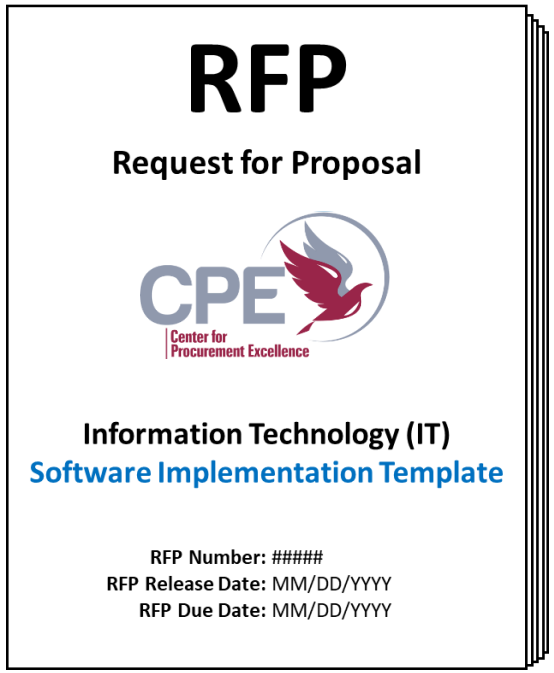
Vendors Submit Responses



Procurement Process

1 Advertise

Vendor Responses

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2) Evaluate Responses

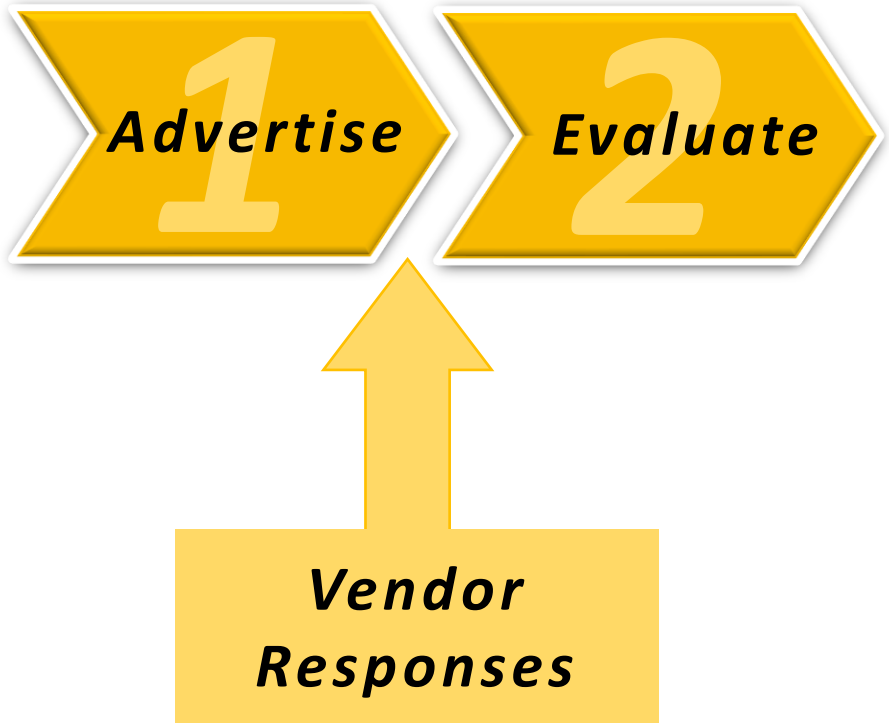
RFP

Request for Proposal

Information Technology (IT)
Software Implementation Template

RFP Number: #####
RFP Release Date: MM/DD/YYYY
RFP Due Date: MM/DD/YYYY

Procurement Process



3) Award Contract

RFP

Request for Proposal

Information Technology (IT)
Software Implementation Template

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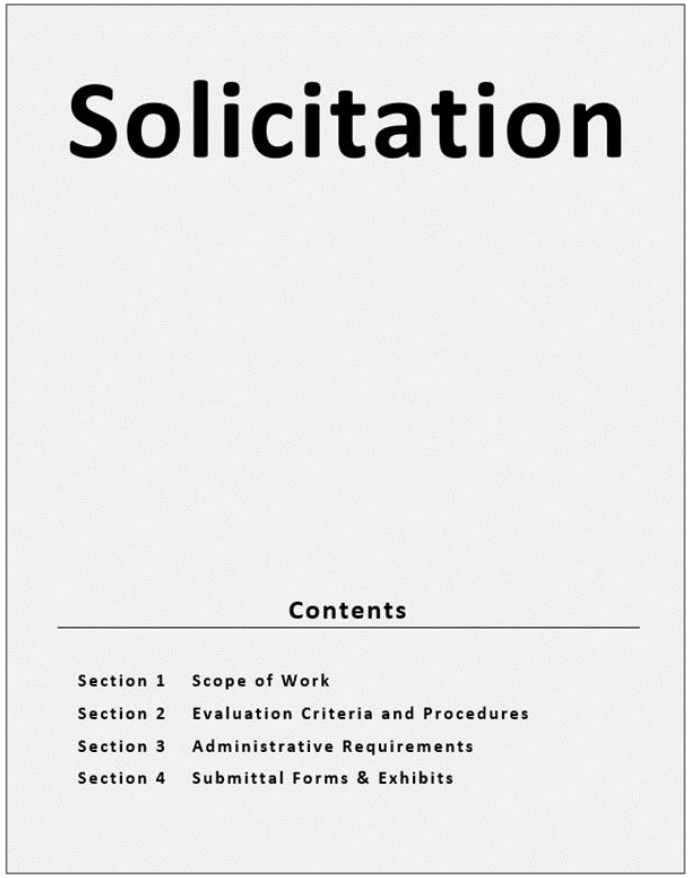
Procurement Process

1 Advertise → 2 Evaluate → 3 Award

Vendor Responses

Contract

Solicitation Contents


Solicitation

Contents

Section 1 Scope of Work
Section 2 Evaluation Criteria and Procedures
Section 3 Administrative Requirements
Section 4 Submittal Forms & Exhibits

1) Statement of Work

2) Evaluation Criteria & Procedures

3) Administrative Requirements

4) Submittal Forms & Exhibits

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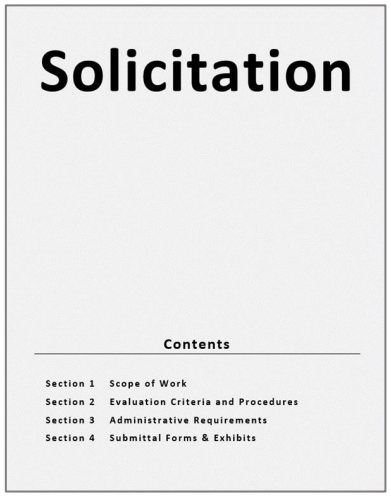
Industry Acronyms

RFP

ITB

SOQ



RFQ

RFT

SOI

IFB

RFSQ

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3 Types of Solicitations

Based On Award Factors

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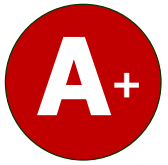
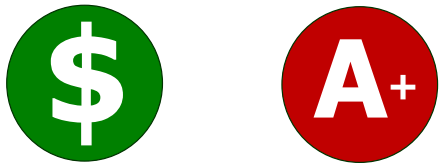
3 Solicitation Award Factors

1. Award based on **Cost only**

2. Award based on **Qualifications only**



3. Award based on **Cost & Qualifications**



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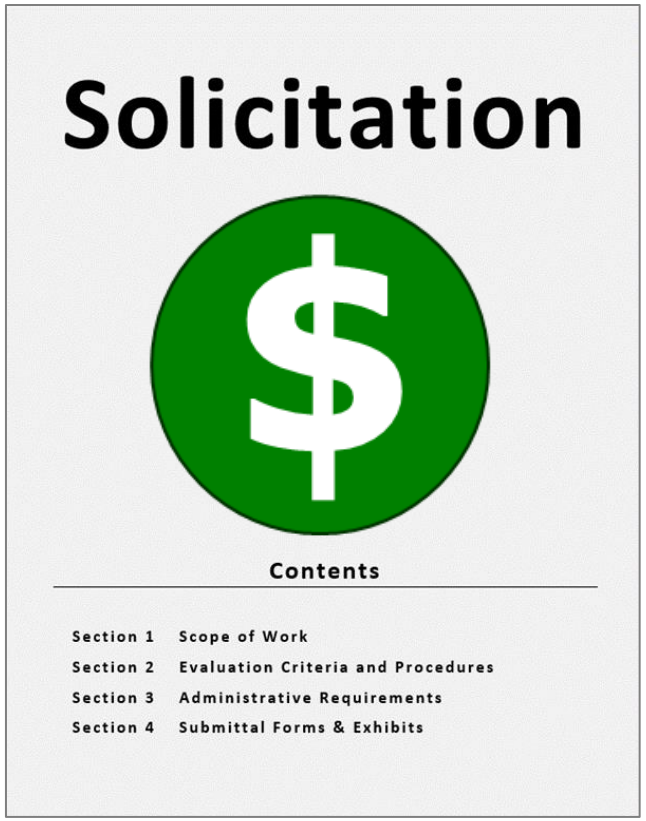
Solicitation 1 - Cost Only Award



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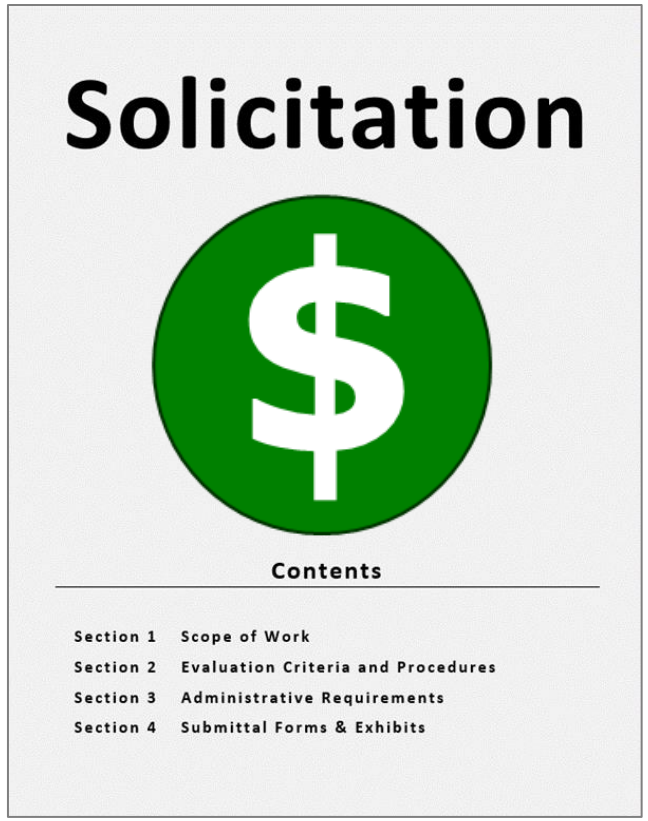
Solicitation 1 - Cost Only Award



Industry Acronyms

ITB - Invitation To Bid

RFQ - Request For Quote

IFB - Invitation For Bid

RFB - Request For Bid

RFT - Request For Tender

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ITB Mechanics

Solicitation

ITB

Advertise

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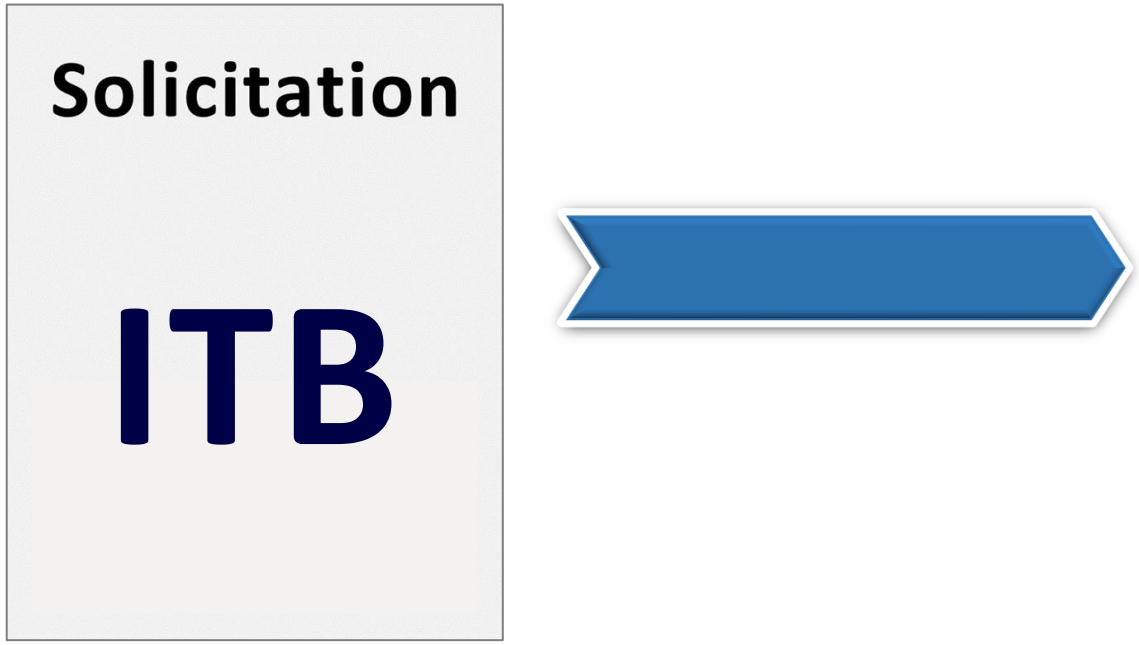
ITB Mechanics



Advertise

ITB Mechanics

Solicitation

ITB

Advertise

Vendors Submit Bid Packages

Lowest Cost Is Selected

Contract

Award To Lowest Cost

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ITB Weakness #1

Treats Project/Service as Commodity

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ITB Weakness #1
Treats Project/Service as Commodity

- ✗ Experience is not considered or valued
- ✗ Qualified personnel is not considered or valued
- ✗ Better solutions are not considered or valued
- ✗ Mitigating risks is not considered or valued
- ✓ Cost is only factor that is important

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Approach to Financial Evaluation

- **Traditional approach: largest percentage discount**

	Discount %	Furniture List Price	Final Price
Dealer A	50%	$10,000	$5,000
Dealer B	58%	$12,000	$5,000

Average of Furniture Program Discounts: 60%

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ITB Weakness #2

Scope of Work Must Be Accurate

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ITB Weakness #2
Scope of Work Challenges

- Complete
- Accurate
- Explicit

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ITB Weakness #3

Assumption That Vendors Can Understand Your Statement of Work

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ITB Weakness #3
Not Everyone Can Understand

- Vendors do not all understanding the same way
- Vendors do not all perceive the same way
- Vendors may not all know how to price your requirements

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ITB Weakness #4

Poor Performers Can Still Win

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ITB Weakness #4
Poor Performers Can Win

- Experience is not considered or valued
- Qualified personnel is not considered or valued
- Better solutions are not considered or valued
- Mitigating risks is not considered or valued

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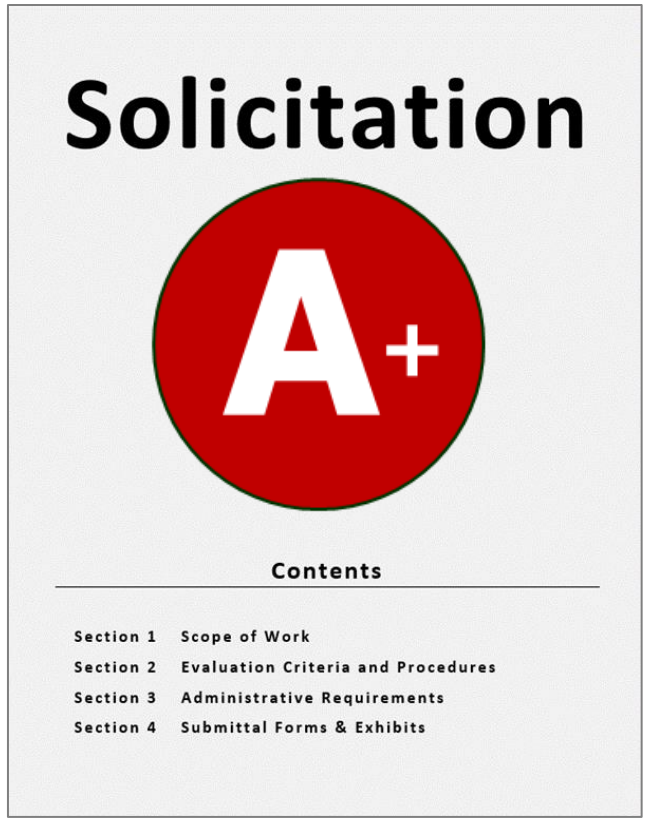
Solicitation 2 - Qualifications Only Award



Industry Acronyms

RFQ – Request For Qualifications

SOQ – Statement Of Qualifications

QBS – Qualifications Based Selection

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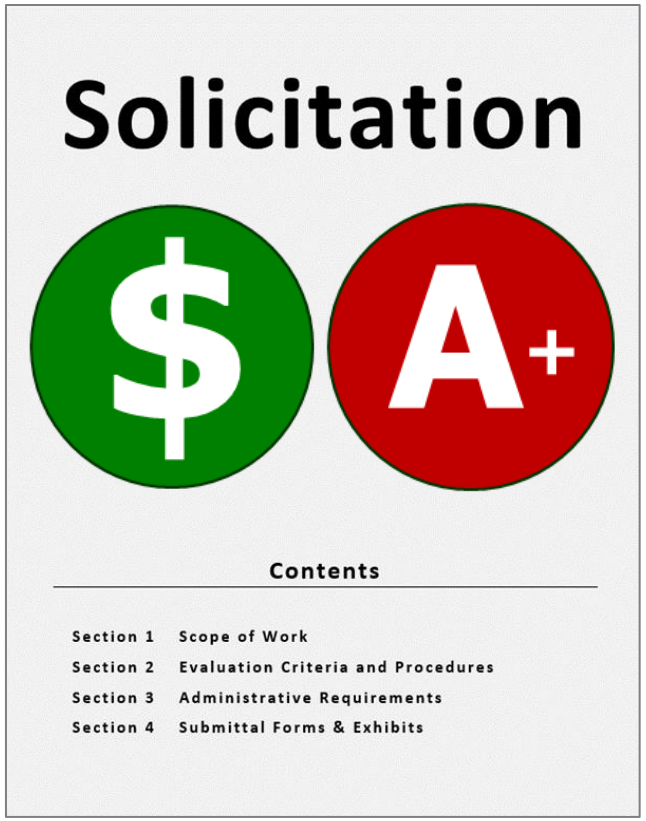
Solicitation 3 | Cost + Qualifications



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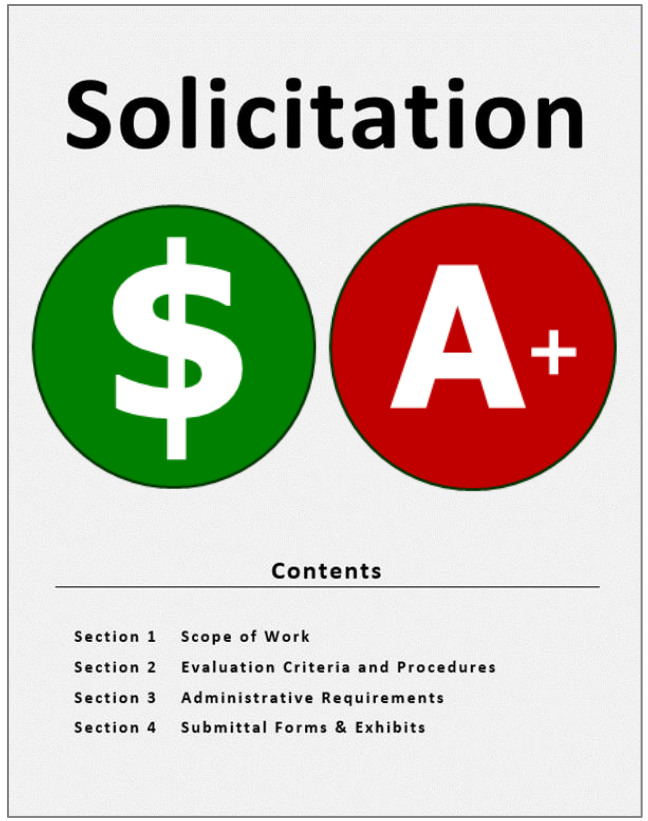
Solicitation 3 | Cost + Qualifications



Industry Acronyms

RFP – Request For Proposals

RFS – Request For Solution

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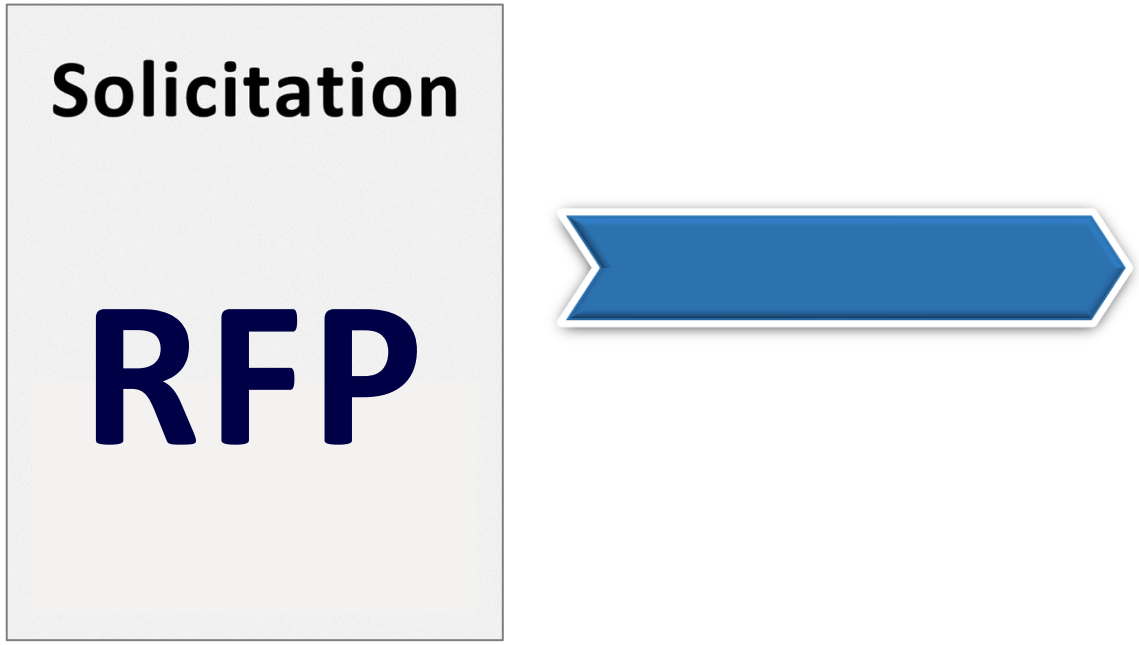
RFP Mechanics

Advertise

RFP Mechanics



Advertise

RFP Mechanics

Solicitation

RFP

Advertise

Contract

Award To "Best Value"

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RFP Challenges

- **More complex** (multiple award factors)
- Requires **more resources** (evaluation team, read responses)
- Evaluation **takes more time**
- Decision is more **difficult to defend** (they are opinions)
- Opportunities **for collusion** (can be used to pick favorites)

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Consider 4 Project 'Traits'

Low $	***Value***	*High $$$*
Simple	***Complexity***	*Complex*
High	***Expertise***	*Limited*
Low	***Politics***	*High*

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Which Is The Right Approach?

ITB RFP

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Value

ITB ? RFP

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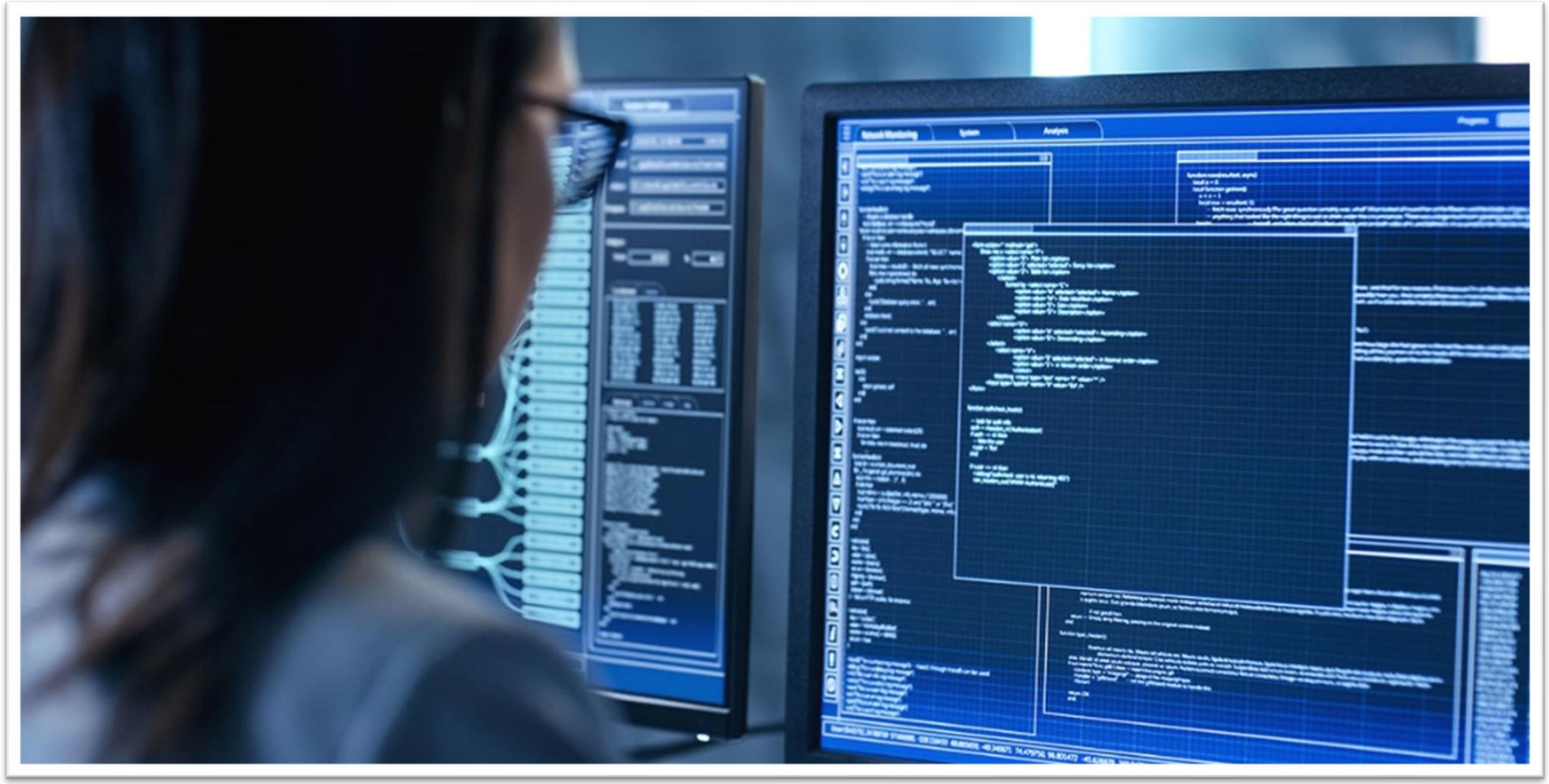

$ 500,000

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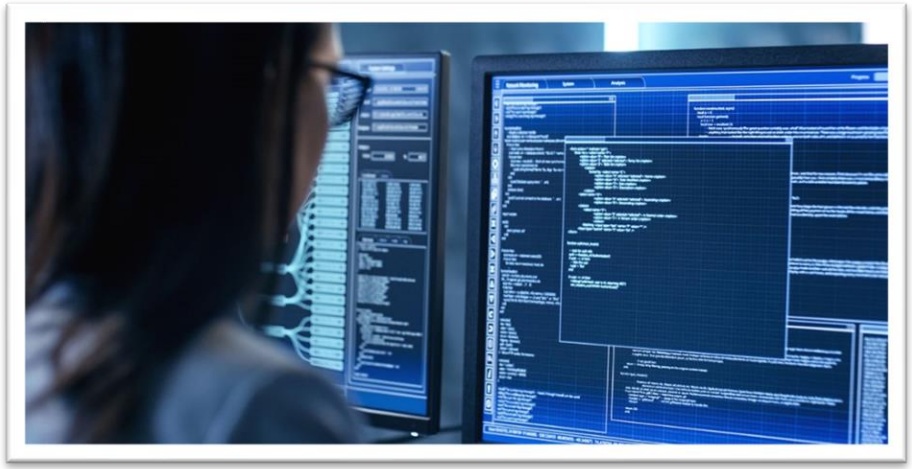
Value

ITB ? RFP



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Complexity

ITB ? RFP

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Complexity

ITB ? RFP

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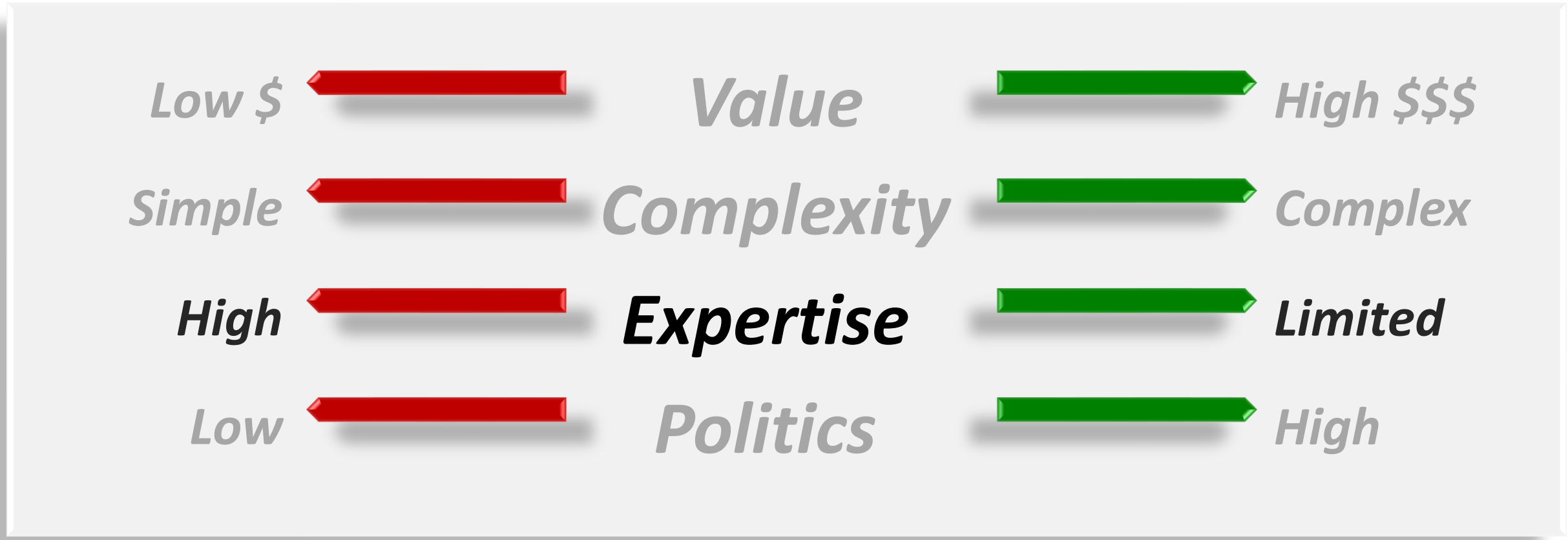
Internal Expertise



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PURCHASING
CUSTOMER WEB PORTAL
CRM & SALES
MANUFACTURING
ERP
ENTERPRISE RESOURCE PLANNING
DISTRIBUTION
FINANCE
DASHBOARDS
TIME & PROJECTS

Internal Expertise

ITB ? RFP

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Internal Expertise

ITB ← ? → RFP

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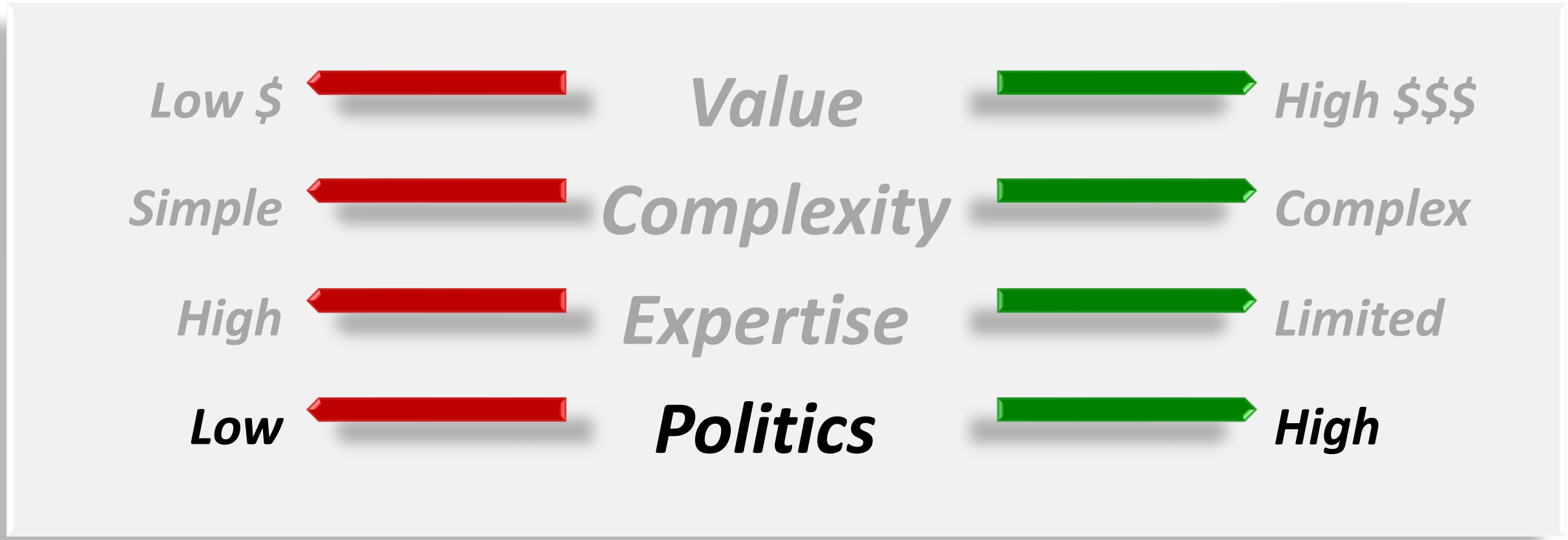
Politics



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Angeles Times
ORTS
LATIMES.COM/SPORTS
OREA 1
Los Angeles Times
latimes.com
COURT UPDATES PRIVACY LAW FOR PHONES
Migrant crisis persists without solution
CAL
BUS

The Right Approach

Low $	***Value***	*High $$$*
Simple	***Complexity***	*Complex*
High	***Expertise***	*Limited*
Low	***Politics***	*High*

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Why RFPs are Essential to Successful Project Outcomes

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Importance of a High-Performing RFP

RFPs are a direct reflection of your organization and project.

Is your RFP…

- **Organized vs. Scattered?**
- **Professional vs. “Thrown Together”**
- **Easy-to-Follow vs. Confusing?**
- **Tailored vs. Recycled?**
- **High-Performing vs. “Same Old”?**

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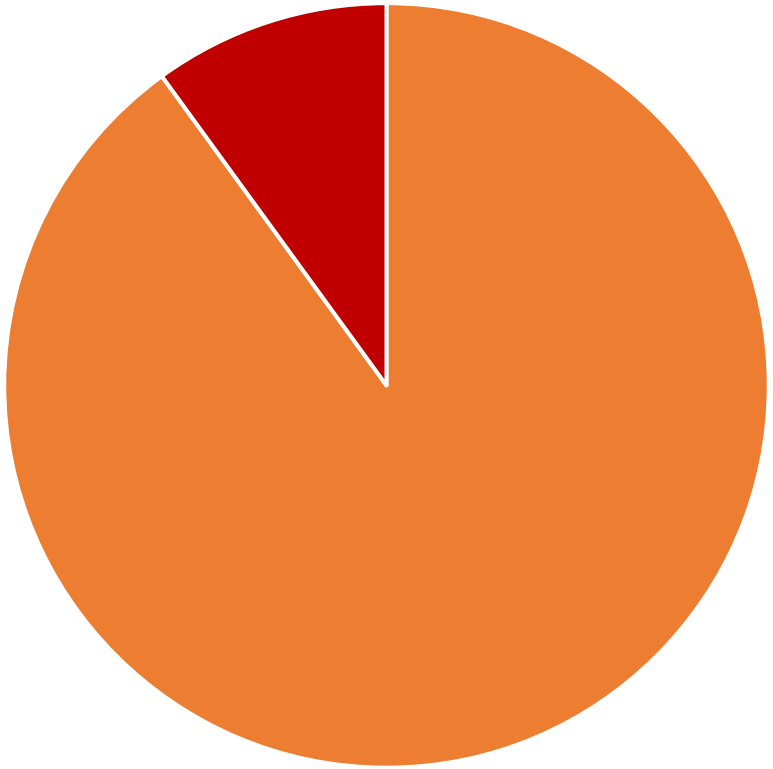
All Procurements Are Urgent!

10% Extremely Urgent



90% Urgent

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What can we do
to move procurement
into warp speed?

Common Things that Slow Down Procurement

- **Poor quality Statement of Work.**
- **Procedural items that are “clunky” or poorly coordinated.**
- **Lack of commitment from users, evaluators, and/or executives.**
- **Lack of clarity on what (and how) to evaluate.**
- **Large volume of proposal materials.**
- **Lack of interest from high-performing vendors.**

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Goal:
Become a
"Client of Choice"

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What is a Client of Choice?

- Vendors want to propose on your project…
  - With their best people
  - In a thoughtful manner
  - With their most competitive pricing

- Internal Clients see RFPs as a Value-Creator…
  - Bring innovation
  - Identify the best approach
  - Bring solutions to minimize risk in execution

Because you are fast, efficient, organized, and professional!

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Organizing a High-Performing RFP

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Course Structure for “Better RFPs, Better Projects”

- Session 1: RFPs as Part of Procurement Excellence
- Session 2: High-Performing SOW (and Current Conditions)
- Session 3: Proposal Submission Protocols & Evaluation Best Practices
- Session 4: Procurement Ethics, Conflicts of Interest, and Vendor Debriefings… Oh My!

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Organizing a High-Performing RFP

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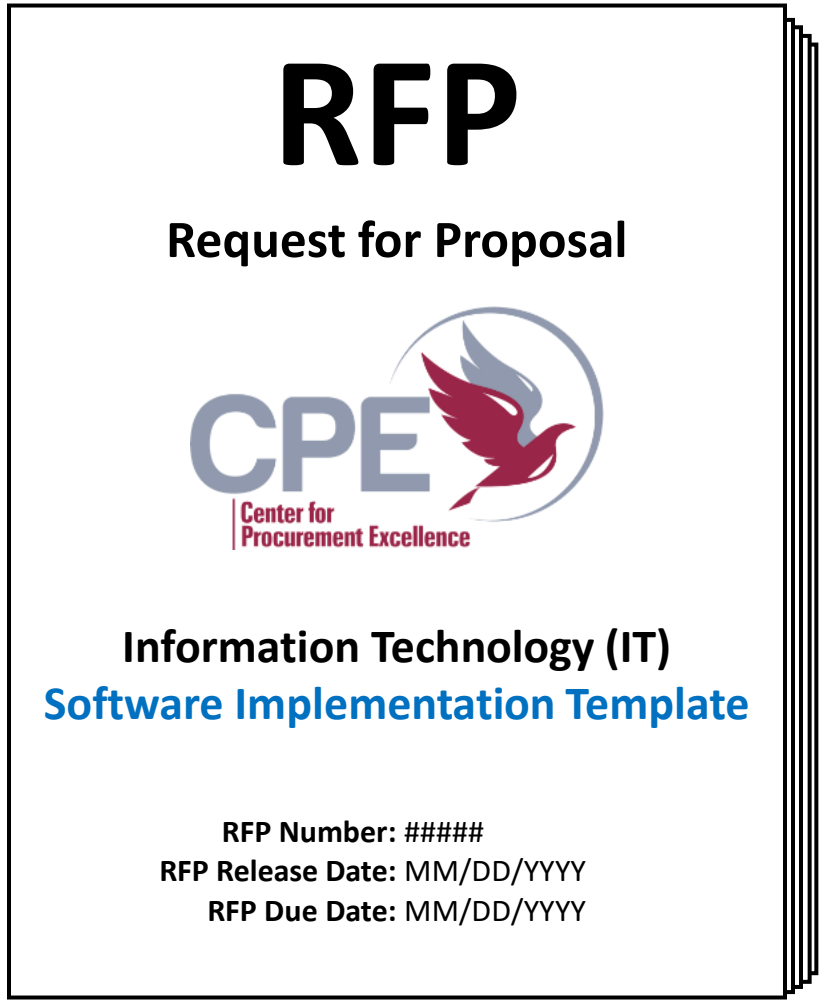
Center for Procurement Excellence RFP Templates



Our Goal:

Organize & Simplify
a **High-Performing RFP**
for every Industry Sector
and Project Type

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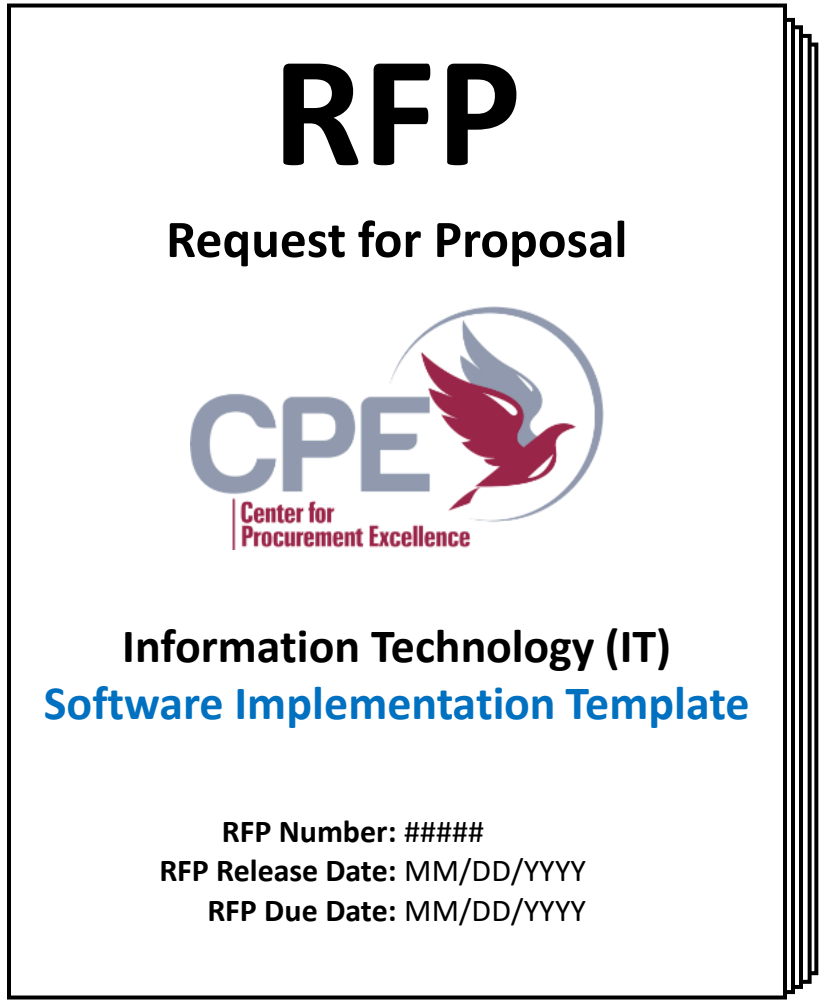

Keep In Mind:

Different Projects
require Different RFP Specifics.

Yet the RFP **Structure** & **Organization**
can remain the same!

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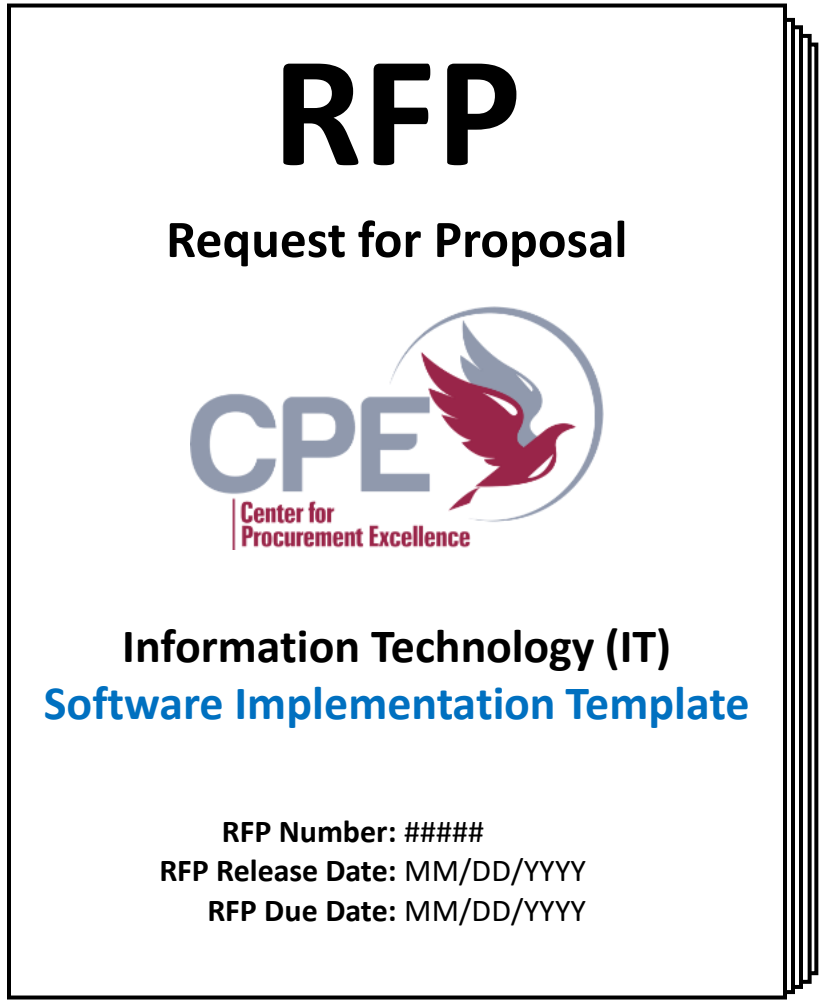
Center for Procurement Excellence RFP Templates



Why is this Important?

Your RFP is a “first view” for the **Vendor Community**

The RFP **structure** & **content** drives the RFP outcome!

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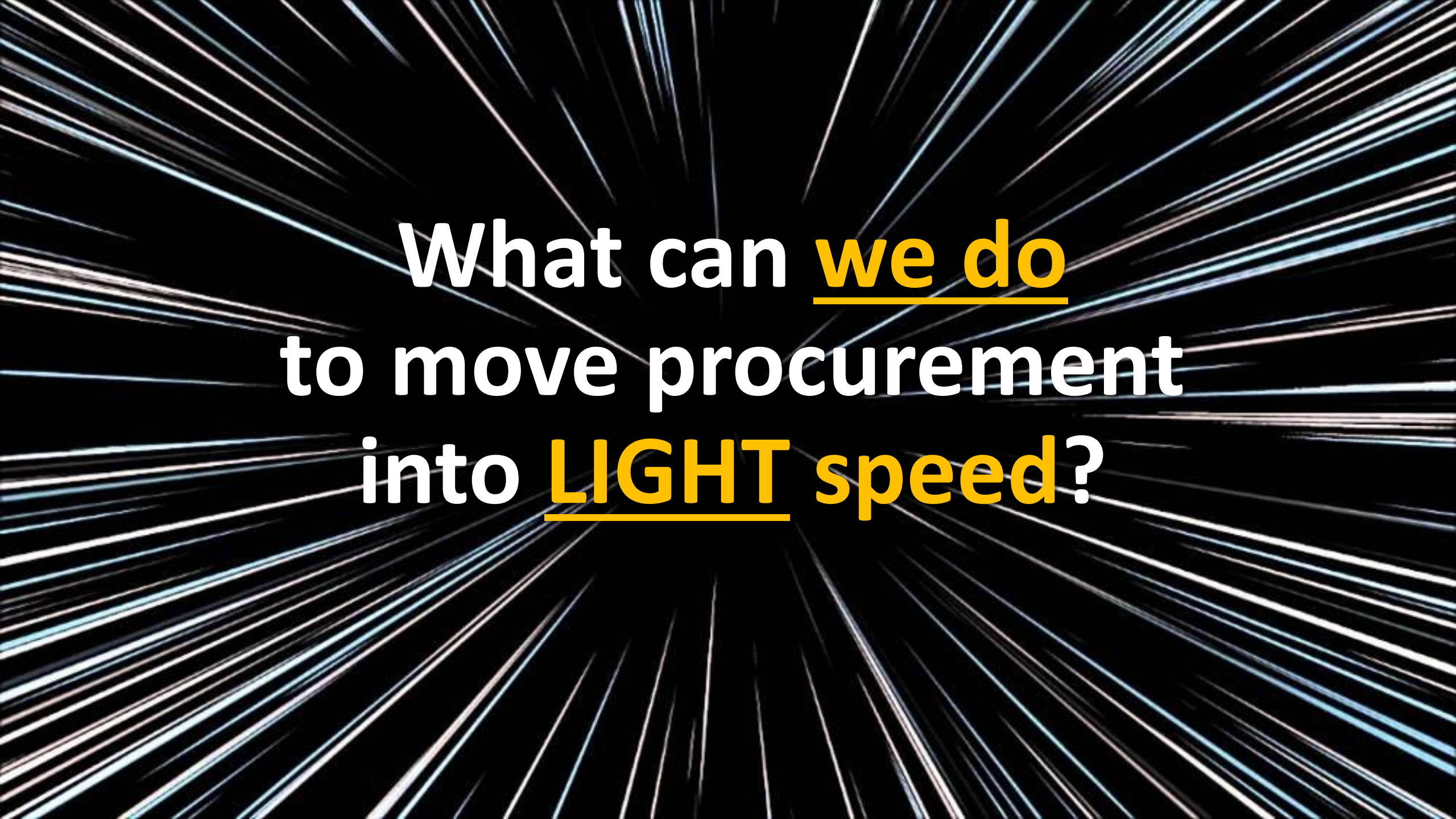
What can we do
to move procurement
into LIGHT speed?

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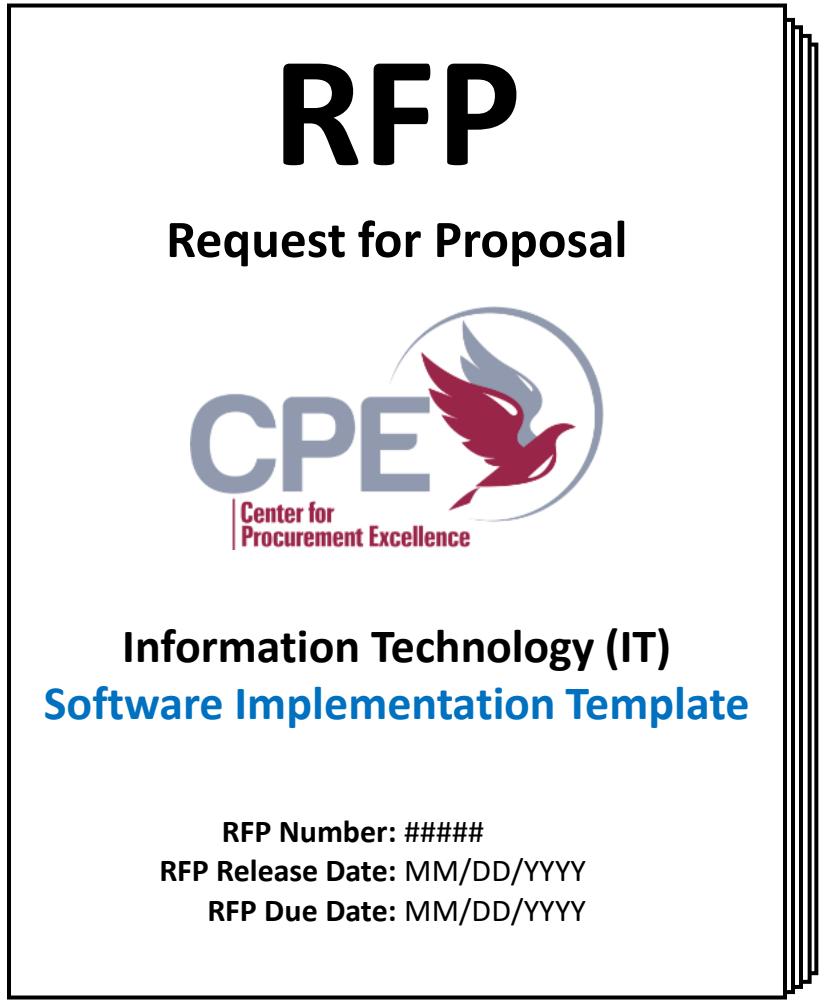

Goal: Organize a High-Performing RFP

- Difficult to determine what to submit?
- Increase the odds of missing a requirement?
- Unreasonable and superfluous requests?
- Necessitate lots of time to review?
- Frustrate vendors?

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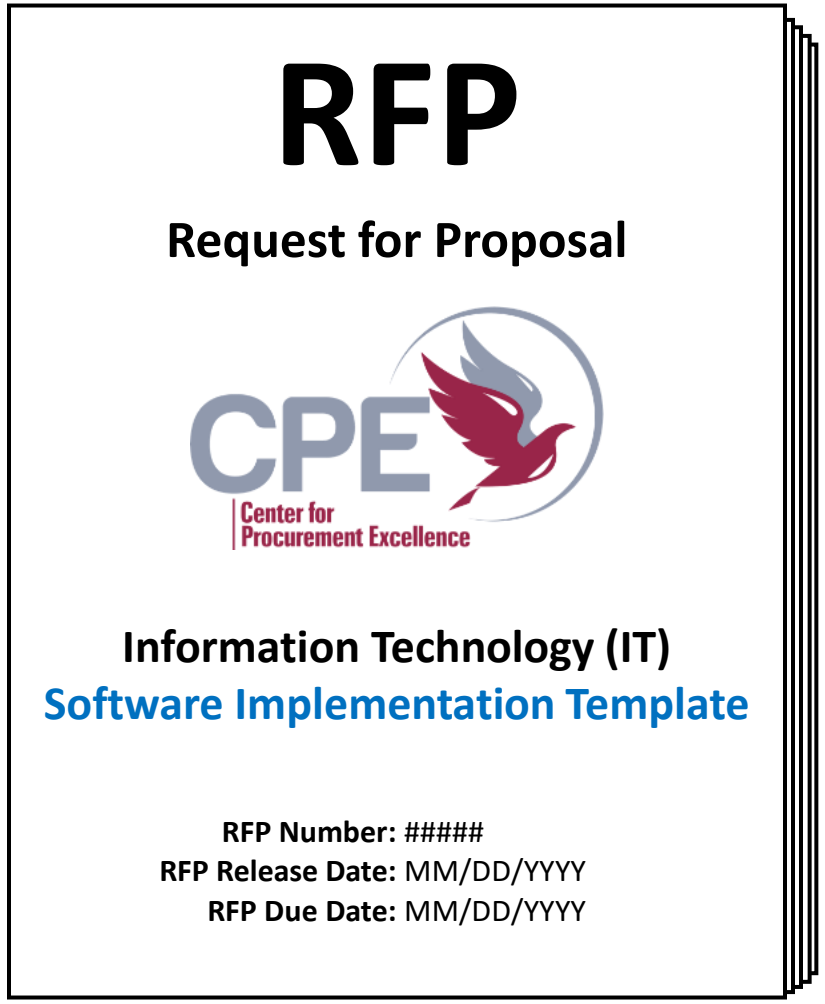

Goal: Organize a High-Performing RFP

- Easy to determine what to submit
- Avoid disqualification
- Highly organized and professional
- Simple and fast for vendors to review
- Less frustrating

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How we want Vendors to react to our RFP…

I'm so excited.

Ooooh,
I ♥ CPE's
RFP Templates!

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Organizing a High-Performing RFP

RFP

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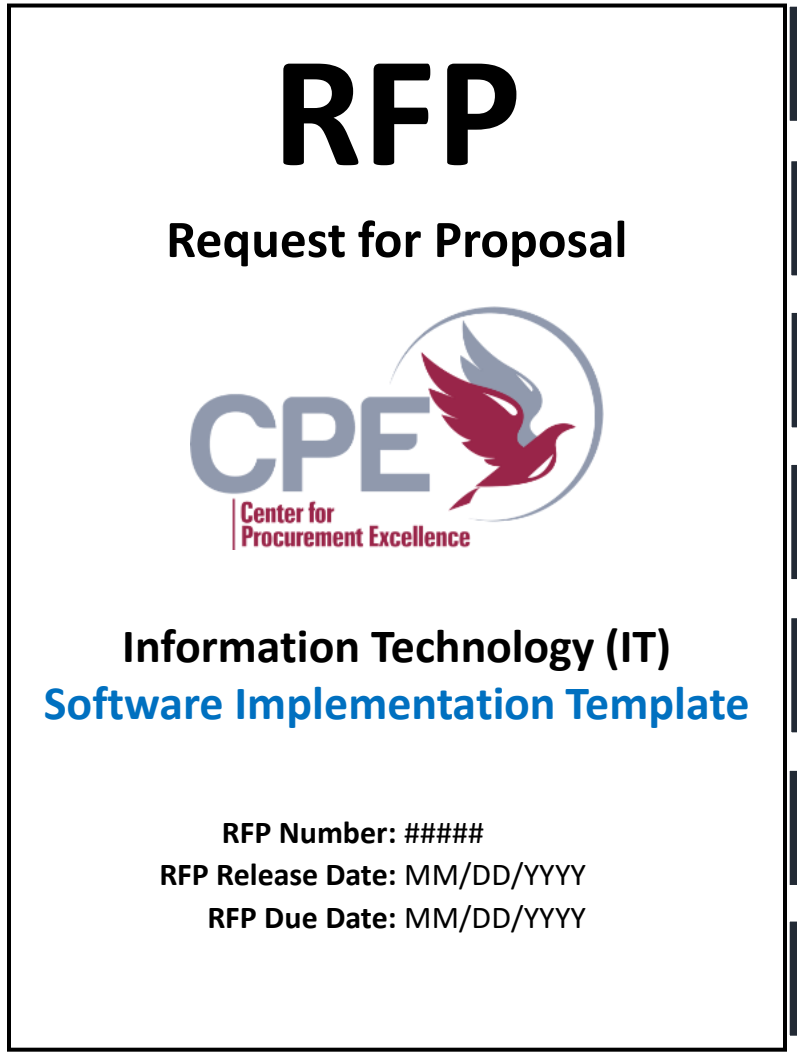
Organizing a High-Performing RFP



1. Statement of Work
2. Current Conditions
3. Proposal Requirements
4. Evaluation Procedures
5. Administrative Requirements
6. Proposal Forms
7. Attachments & Exhibits

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Organizing a High-Performing RFP

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What You Want to Achieve

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Organizing a High-Performing RFP

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Where You Are At

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Organizing a High-Performing RFP

RFP

Request for Proposal

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What Will Be Evaluated

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How the Client will Score & Award

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Organizing a High-Performing RFP

RFP

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General Instructions, Dates & Contact

6. Proposal Forms
7. Attachments & Exhibits

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Forms for Vendors to Complete

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Organizing a High-Performing RFP

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Supplemental Information

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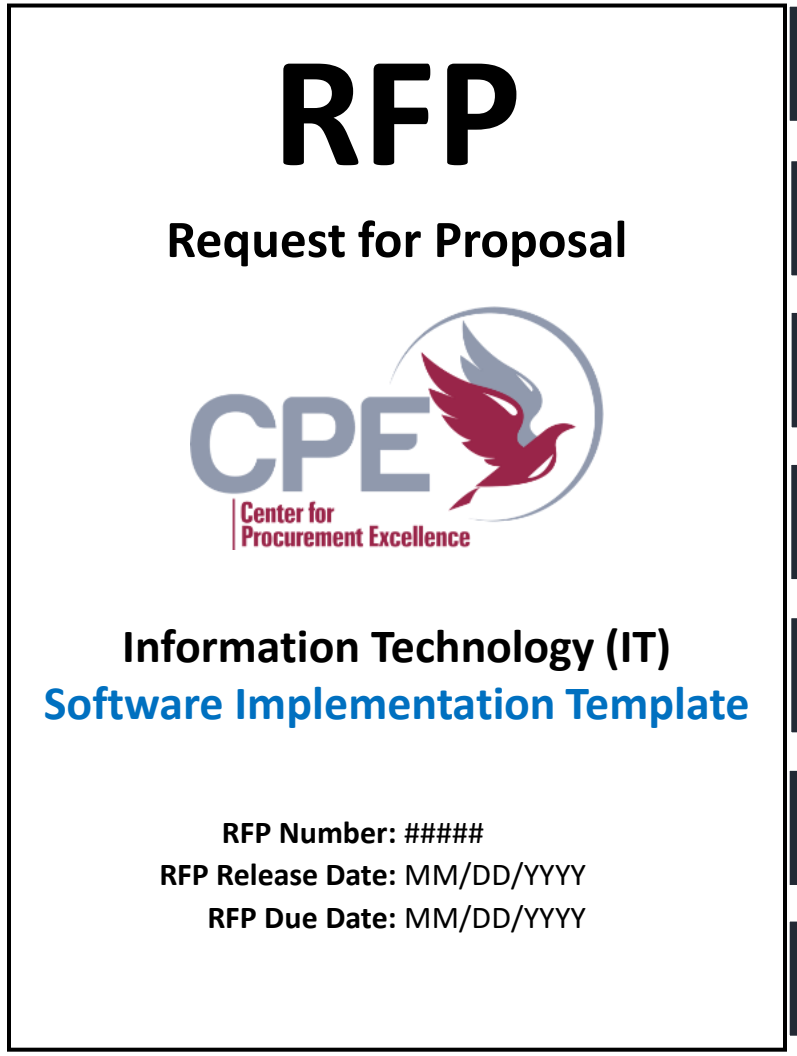
Organizing a High-Performing RFP



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Quick Example:
It Pays to be a Client of Choice

Why Vendor Perspectives are so Important

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Large Public University – $80M Custodial

- 10 year total term

Large Public University – $80M Custodial

- 10 year total term

- Client concerns:
  - 1) Will we attract enough bidders to have a solid competition?

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Large Public University – $80M Custodial

- 10 year total term

- Client concerns:
  - 1) Will we attract enough bidders to have a solid competition?
  - 2) What type of performance improvements are possible?

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Large Public University – $80M Custodial

- 10 year total term

- Client concerns:
  - 1) Will we attract enough bidders to have a solid competition?
  - 2) What type of performance improvements are possible?

- We helped apply a High-Performing RFP to the project…

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Large Public University – $80M Custodial

Results:

- **12 vendors pulled the RFP = good interest!**

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Large Public University – $80M Custodial

Results:

- **12 vendors pulled the RFP = good interest!**
- **8 full bids = good competition!**

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Large Public University – $80M Custodial

Results:

- **12 vendors pulled the RFP = good interest!**
- **8 full bids = good competition!**
- **All 8 were compliant = no frustration!**

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Large Public University – $80M Custodial

Results:

- **12 vendors pulled the RFP = good interest!**
- **8 full bids = good competition!**
- **All 8 were compliant = no frustration!**
  - **Even with breakouts, where the scope was divided into 3 "zones" (as bid options) for a "best-in-class" approach.**

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Results:

- **$500K per year direct cost savings due to competition**
- **Client's effort reduced by 3 FTEs Client to over see QA/QC**
- **Service Performance – substantially above historic levels**

Historic Rate (previous 5 years)	Year 1	Year 2	Year 3
85%	90.5%	92%	95%

*based on approximately 250 QA/QC inspections per year

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Key Points:

- **Remember the big picture:**
  - **Attract vendor attention**
  - **Focus on a fair, open, transparent**
  - **Make it clear & easy for them**

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Large Public University – $80M Custodial

Key Points:

- **Remember the big picture:**
  - **Attract vendor attention**
  - **Focus on a fair, open, transparent**
  - **Make it clear & easy for them**
- **Results in:**
  - **Increased participation**
  - **Better competition**
  - **Solutions & savings**

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Organizing a High-Performing RFP

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RFP

Request for Proposal

Center for Procurement Excellence

Information Technology (IT)
Software Implementation Template

RFP Number: #####
RFP Release Date: MM/DD/YYYY
RFP Due Date: MM/DD/YYYY

1. Statement of Work
2. Current Conditions
3. Proposal Requirements
4. Evaluation Procedures
5. Administrative Requirements
6. Proposal Forms
7. Attachments & Exhibits

What goes in each section?

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Common Mistake: Mixing the Sections

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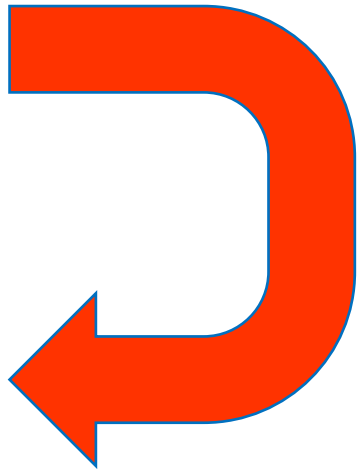

Common Mistake: Mixing the Sections

4.4 GOALS

The property adjacent to the Campbell Reservoir #2, has been identified for the Campbell Sedimentation Plant. The location provides access to the City system for pretreatment that is downstream of North Thomas Reservoir. An additional water source, State Water Project East Project (SWP-E), is anticipated to be accessible upon successful completion and permitted demonstration of the Grant Pump Station, which will pump SWP-E into the City upstream of the Campbell Reservoir #2.

Campbell Reservoir #2 was constructed in 1982 and is fully lined with asphalt. The lining has not been replaced since its construction and has deteriorated to the extent that maintenance of the reservoir has become difficult. The identified and targeted contaminant concentrations for CITY source water are below:

Arsenic
- Ranges: 10 µg/L to 85 µg/L
- Dates: Dec. 2011 – Jan. 2018

Turbidity
- Ranges: 0.5 NTU to 67 NTU
- Dates: Dec. 2011 – Jan. 2018

Total Organic Carbons
- Ranges: 2.3 µg/L to 4.2 µg/L
- Dates: Oct. 2016, May 2017

In the response, the Proposer shall identify the form of business (i.e., individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and business location (physical location or domicile). The Proposer should identify how they will meet these goals.

Mixing Proposal & SOW Requirements throughout the Document

(e.g. Proposal Requirements embedded in the SOW)

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Common Mistake: Duplication

REQUEST FOR PROPOSALS

FOR CONSTRUCTION MANAGER AT RISK SERVICES FOR THE MIAM
BEACH CONVENTION CENTER RENOVATION AND EXPANSION PRO

RFP No. 2015-129-ME

RFP ISSUANCE DATE: MARCH 2, 2015

PRE-PROPOSAL MEETING DATE: MARCH 19, 2015 AT 2:00 PM LOCAL TIME

PROPOSAL DUE DATE: APRIL 9, 2015 AT 3:00 PM LOCAL TIME

ISSUED BY:

MIAMIBEACH

Maria Estevez, *Assistant Director*
DEPARTMENT OF PROCUREMENT MANAGEMENT
1700 Convention Center Drive, Miami Beach, FL 33139
305.673.7000 x 7490 | MariaEstevez@miamibeachfl.gov
www.miamibeachfl.gov

majority of the MBCC renovation completed.

l) By the fall of 2018, the Project must be complete.

The dates set forth above for completion of design packages are being verified by Fentress and are subject to change.

8. **Anticipated RFP Timetable.** The tentative schedule for this solicitation is as follows:

Issuance of RFP	March 2, 2015
Pre-Submittal Meeting	March 19, 2015 at 2:00 pm local time
Deadline for Receipt of Questions	March 30, 2015 at 5:00 pm local time
Proposal Due	April 9, 2015 at 3:00 pm local time
Evaluation Committee Meeting	April 16, 2015
City Commission Approval Selection	April 29, 2015

9. The City reserves the right to postpone the date for receipt and opening of proposals and will make a reasonable effort to give at least five (5) calendar days written notice of any such postponement to each prospective proposer.

10. **Proposal Submission**: One (1) unbound original proposal, 20 copies, and one electronic PDF (in one file) on a flash drive or CD must be received on or before the date stipulated in the **Anticipated RFP Timetable** section. The original proposal and all copies must be submitted to the Department of Procurement Management in a sealed envelope or container stating on the outside, the Proposer's name, address, telephone number, RFP number, title, and due date. Any proposals received after time and date specified will be returned to the Proposer unopened. The responsibility for submitting a proposal before the stated time and date is solely and strictly the responsibility of the Proposer. The City is not responsible for delays caused by mail, courier service, traffic, weather or any other occurrence.

11. **Pre-Proposal Conference**: A Pre-Proposal Conference will be held on the date and time specified in the **Anticipated RFP Timetable** section. The pre-proposal conference will be held at a location to be determined location (issued via addendum). Attendance (in person or via telephone) to this meeting is not mandatory but strongly encouraged. Proposers interested in participating in the meeting via a webinar can log into Web Address: https://global.gotomeeting.com/join/882827709; Dial +1 (872) 240-3212; Access Code: 882-827-709.

12. **Procurement Contact:** Any questions or clarifications concerning this solicitation shall be submitted to **Maria Estevez, 305-673-7490, mestevez@miamibeachfl.gov** via email or in writing, with a copy to the City Clerk's Office, Rafael E. Granado via e-mail: RafaelGranado@miamibeachfl.gov; or facsimile: 786-394-4188. The RFP title/number shall be referenced on all correspondence. All questions or requests for clarification must be received no later than the date and time in the **Anticipated RFP Timetable** section. All responses to questions/clarifications will be sent to all prospective Proposers in the form of an addendum.

13. **Documents.** All documents released in connection with this RFP, including all appendixes and addenda, whether included herein or released under separate cover, comprise the solicitation, and are

City of Miami Beach, 1700 Convention Center Drive, Miami Beach, Florida 33139,
www.miamibeachfl.gov
DEPARTMENT OF PROCUREMENT MANAGEMENT
Tel: 305.673.7490, Fax: 786.394.4006

PUBLIC NOTICE

REQUEST FOR PROPOSALS (RFP) No. 2015-129-ME (the "RFP")
FOR CONSTRUCTION MANAGER AT RISK SERVICES
FOR THE MIAMI BEACH CONVENTION CENTER RENOVATION AND EXPANSION PROJECT
Miami Beach, Florida

The City is seeking proposals from capable construction managers interested in submitting a proposal for Construction Manager At-Risk services for the Miami Beach Convention Center Renovation and Expansion Project (as hereinafter defined), which, among other things, includes: 1) the complete renovation of the Miami Beach Convention Center ("MBCC" or "Convention Center") with an expansion of a ballroom and auxiliary spaces; 2) parking above portions of the Convention Center; 3) exterior landscaping improvements and a 6.5 acre public park; and 4) a renovation of Convention Center Drive, including relocation of utilities.

A **Non-Mandatory** Pre-Proposal Conference is scheduled for **March 19, 2015 at 2:00 pm** local time at the following location:

To be determined - Addendum will be issued with location.

Attendance (in person or via telephone) to this meeting is **not mandatory but strongly encouraged.** Proposers interested in participating in the meeting via telephone must follow these steps:

Web Address: https://global.gotomeeting.com/join/882827709

To join the conference call:
Dial +1 (872) 240-3212
Access Code: 882-827-709

Sealed proposals in response to this RFP must be received by the City of Miami Beach Department of Procurement Management, 3rd Floor, 1700 Convention Center Drive, Miami Beach, Florida 33139, by **April 9, 2015 at 3:00 pm** local time.

a) On February 11, 2015, Fentress was authorized to proceed with completion of design development and all technical and other drawings, shop drawings, schedules, diagrams, and specifications, setting forth in detail the requirements for the construction of the Project ("Construction Documents" or "CDs").

b) On or about April 29, 2015, it is anticipated that the City Commission will consider the selection of the CMR.

c) On or about May 20, 2015, it is anticipated that the City Commission will consider a CMR contract to, among other things, fix the CMR's fee and provide for CMR services through the proposed date for establishing a GMP amendment (on or about October 31, 2015).

d) On or about May 20, 2015 the Construction Documents for an early demolition of certain structures on the north side of the MBCC and site work package for a portion of the Project are to be completed, to permit the CMR to bid the package, obtain all appropriate permits, and enable demolition and site work to begin in the areas north of the MBCC on or about October 1, 2015.

e) On or about September 15, 2015, Fentress will produce Construction Documents (anticipated to be approximately 65-75% complete) for the purposes of establishing the GMP. These CD packages will be provided to the CMR, Fentress's cost estimator, and the City's cost estimator.

f) On or about September 15, 2015 the CDs for the foundations, structure and building enclosure package are to be completed to enable bidding and permitting for a December 10, 2015 commencement of construction, following the conclusion of the December 4-7, 2015 Art Basel events scheduled to take place at the Convention Center.

g) On or about September 30, 2015 the CMR will propose its GMP. Such GMP will include the estimate for all trade costs, general conditions, bonds & insurance, a 5% bidding contingency, a 6.75% escalation contingency, and the CMR fee. **The GMP cannot exceed the Project Construction Budget of $471.9 million.**

h) Provided the City's budget and design objectives are met, on or about October 15, 2015, the City Commission will consider approval of an amendment to the CMR contract incorporating the GMP. If the Project is completed within or at the GMP, any bid buy-out savings realized through the bidding and construction process shall be shared at the conclusion of the Project, with 75% retained by the City and 25% paid to the CMR as an additional fee.

i) On or about December 10, 2015, Phase I of the construction shall commence.

j) On or about November 20, 2016, the MBCC will reopen for Art Basel, and 100% of the MBCC exhibit halls and other spaces within the MBCC must be made available for this event (partially renovated and partially in existing condition).

k) On or about November 20, 2017, the MBCC will reopen for Art Basel, and 100% of the MBCC exhibit hall renovations must be complete, the north junior ballroom must be complete, and the

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RFP

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What You Want to Achieve

Where You Are At

Session #2 will cover
High-Performing SOW + CCs:
Strategies, Structure,
Content, Workshops

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What Will Be Evaluated

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Proposal Requirements

- Provide brief, clear instructions of what you are looking for (what information & content you want to evaluate)
- Refer Vendors to the corresponding Proposal Forms.
- Keep it brief. Define Maximum Page Limits.

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How the Client will Score & Award

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Evaluation Procedures:

In Session #3, we will cover:

- **10 specific evaluation best practices**

In Session #4, we will cover:

- **A variety of ethical considerations in procurement → which often come into play during Evaluations!**

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General Instructions, Dates & Contact

6. Proposal Forms
7. Attachments & Exhibits

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Administrative Requirements

- Questions & Inquiries
- Addenda
- Procurement AND Evaluation Schedule
- Single Point of Contact
- Method of Submission
- General Terms
  - Ethics
  - Expenses
  - Rights & Disclaimers
  - Confidentiality
  - Debriefings
  - Etc.

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Administrative Requirements

- Questions & Inquiries
- Addenda
- Procurement AND Evaluation Schedule!!!
- Single Point of Contact
- Method of Submission
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Forms to Complete

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Take Charge: Client-Defined Proposal Forms!!!

- Know what you are looking for… and ask for it!!!
- Eliminate all other marketing fluff. It does not add value.

- Make it easy!!!

- RFPs can be large documents.
- Vendors only have so much time to spend!

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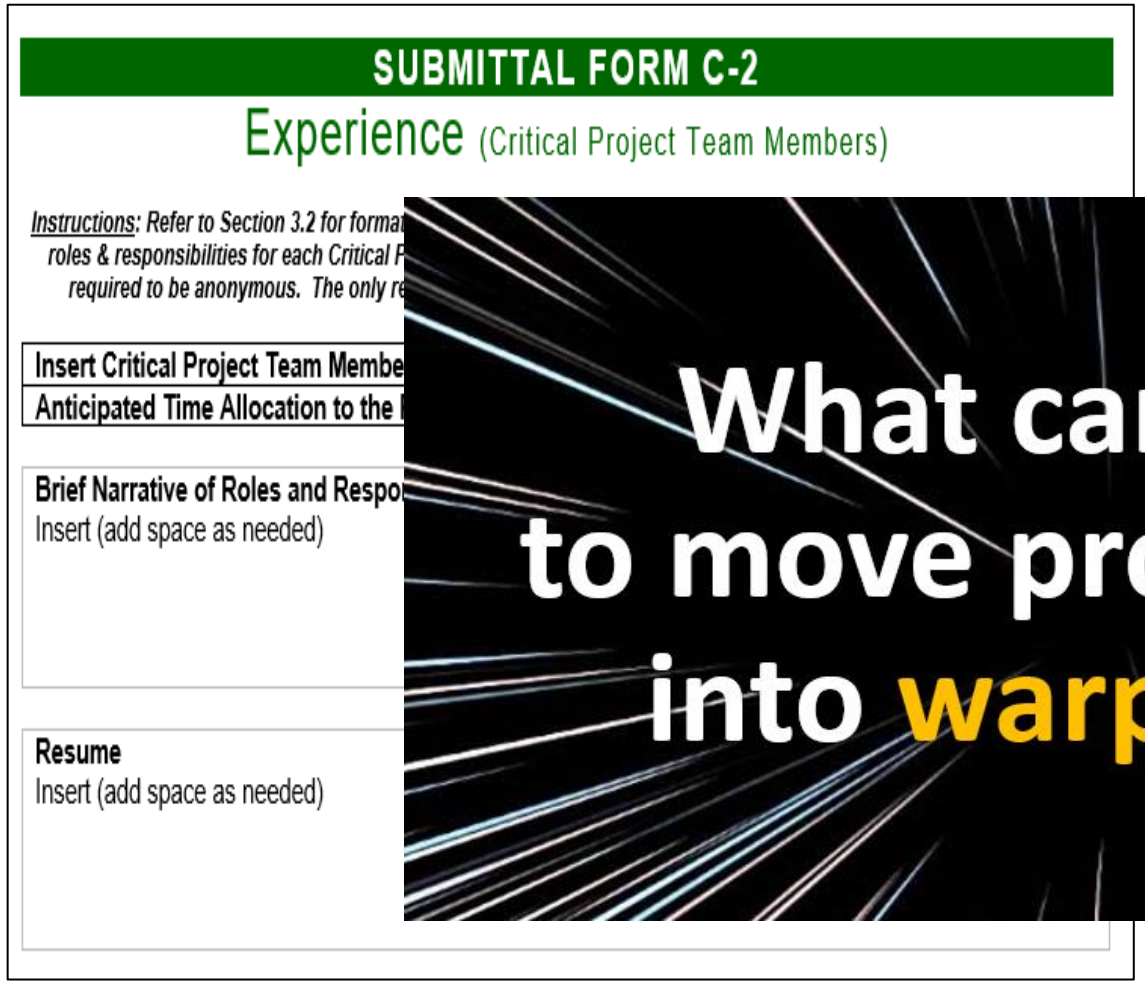
Take Charge: Client-Defined Submittal Forms!!!



SUBMITTAL FORM C-2

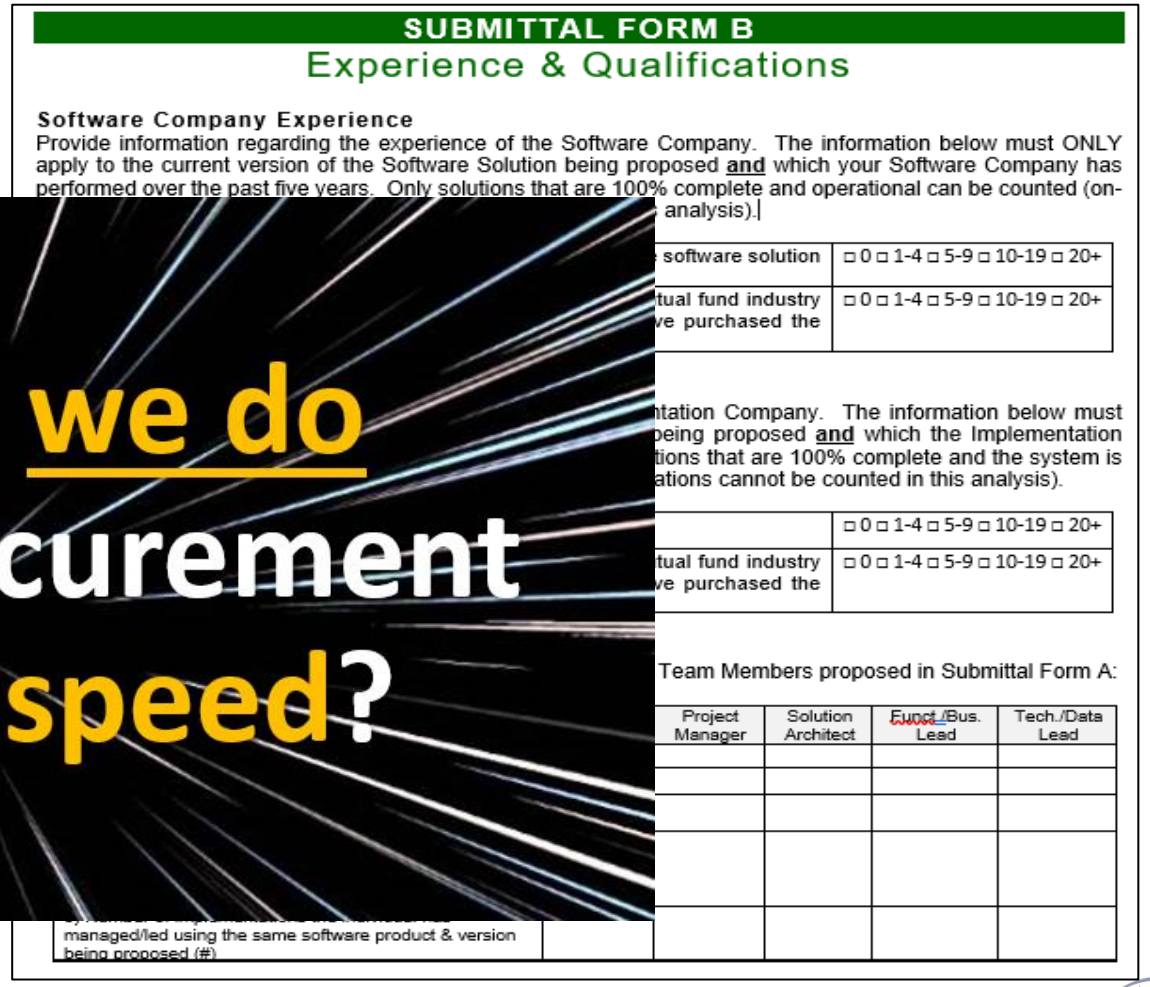
Experience (Critical Project Team Members)

Instructions: Refer to Section 3.2 for forma
roles & responsibilities for each Critical P
required to be anonymous. The only re

Insert Critical Project Team Membe
Anticipated Time Allocation to the

Brief Narrative of Roles and Respo
Insert (add space as needed)

Resume
Insert (add space as needed)



SUBMITTAL FORM B

Experience & Qualifications

Software Company Experience
Provide information regarding the experience of the Software Company. The information below must ONLY apply to the current version of the Software Solution being proposed **and** which your Software Company has performed over the past five years. Only solutions that are 100% complete and operational can be counted (on-analysis).

software solution	□ 0 □ 1-4 □ 5-9 □ 10-19 □ 20+
tual fund industry ve purchased the	□ 0 □ 1-4 □ 5-9 □ 10-19 □ 20+

ntation Company. The information below must peing proposed **and** which the Implementation tions that are 100% complete and the system is ations cannot be counted in this analysis).

	□ 0 □ 1-4 □ 5-9 □ 10-19 □ 20+
tual fund industry ve purchased the	□ 0 □ 1-4 □ 5-9 □ 10-19 □ 20+

Team Members proposed in Submittal Form A:

	Project Manager	Solution Architect	Funct./Bus. Lead	Tech./Data Lead
managed/led using the same software product & version being proposed (#)				

Example from Public-Private-Partnership Design-Build-Finance Project

Example from Software Implementation Project

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Common Mistake: Mixing Requirements

3.8 Method of Operation

3.8.1 The Contractor should be able to provide the recommended items that are listed in Attachment 1 of this RFP. Additional and/or comparable products should also be offered.

3.8.2 UH has the option of selecting any Grab-and-Go items from the recommended listed items (see Attachment 1). The selection of Grab-and-Go items and quantities will vary based on UH volume of sales and customer requests. If Contractor no longer offers a product listed in this RFP, Contractor shall notify UH and provide a comparable alternative.

3.8.3 The Contractor and the Department of Food and Nutrition Services will monitor together the volume and sales of the Grab-and-Go items and determine from the recommended list which items will be offered for sale in the UH cafeteria (and possibly other locations at UH).

3.8.4 The Contractor must provide an invoice for every order to the Department of Food and Nutrition Services and the Department of Accounts Payable. All invoices must include the UH Purchase Order Number.

3.8.5 The Contractor must provide, upon request of the Department of Food and Nutrition Services, weekly, monthly or yearly reports of all the Grab-and-Go items that were purchased including quantity and pricing.

WE HAVE READ AND SHALL FULFILL THE REQUIREMENTS OF SECTION 3.8
The bidder must indicate by putting a check mark in the appropriate box marked
_____Y (Yes) ____N (No).

Avoid fill-in-the-blanks throughout other sections of the RFP.

Keep everything in the Submittal Forms

(fill-in-the-blank & checkboxes are great there!)

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Supplemental Information

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Additional Information that may be helpful to Vendors.

But don't want to "clog up" the other sections.

Supplemental Information

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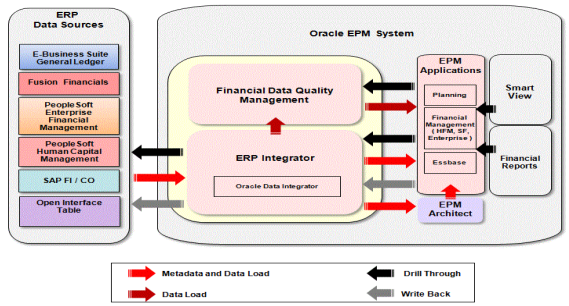
Attachments & Exhibits

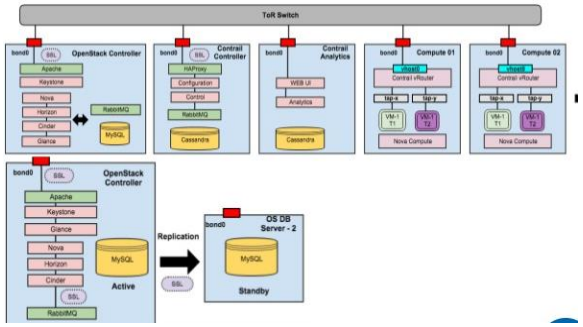
- **Examples of Supplemental Information (IT Software):**

Architecture Diagrams

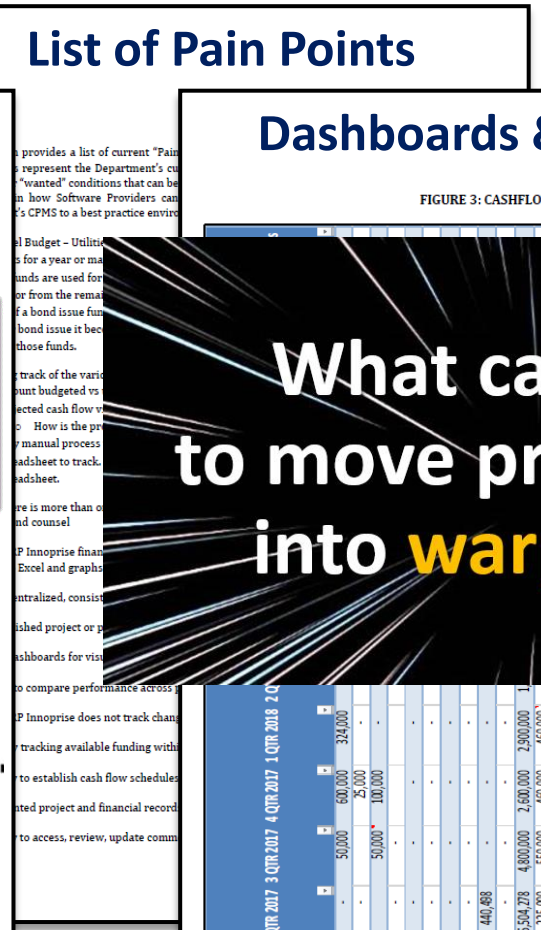
Current State:



Future State:



List of Pain Points



Use Cases

Dashboards & Forms

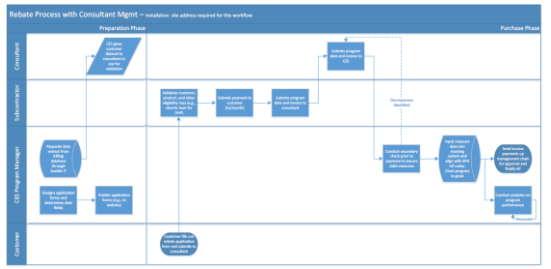
What can we do to move procurement into warp speed?

Glossary of T

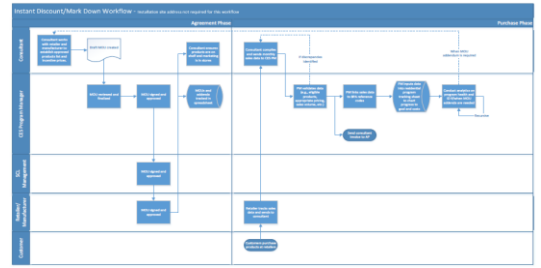
	Advanced Metering Infrastructure used by homes and businesses use information. The meters will communication between the me
	Average Megawatt. One megaw (8,760 megawatt hours)
	Agreements & Rebate Processin Solutions work group that tracks agreements, and contracts.
	Within Conservation Field Opera energy conservation are assesse what will be done with funding (t be done without funding (the "ba for example, the baseline is the the Energy Code.
	Business Customer Database. our understanding non-residenti database. It is a data output file ability to easily search, view, ana data.
	Bonneville Power Administration agency that administers conserv Northwest.
CATS	Conservation Acquisition Trackin tracking system used by the Sma Common Area Lighting, and Mul programs. Contains historical da
CCB	Customer Care & Billing system Seattle City Light
CCSS	Consolidated Customer Service System. The former billing system used by Seattle City until September 2016.
CES	Customer Energy Solutions. The Seattle City Light division responsible for assisting customers to complete energy efficiency projects within their facilities.

Workflows

Rebate Workflow:



Discount Workflow:



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2	Current Conditions	Where You Are At
3	Proposal Requirements	What Will Be Evaluated
4	Evaluation Procedures	How the Client will Score & Award
5	Administrative Requirements	General Instructions, Dates & Contact
6	Proposal Forms	Forms to Complete
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Background

- Budget: **$50M** | 5-year contract

- **Service components [separate evaluations]**
  - **Wired Telephony**
  - **Data Network Services**
  - **Video Conferencing Services**
  - **End User Support (Help Desk)**

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Existing conditions

- 500 access sites; 77 video end points; 1,400 routers
- 6,200 phones; 30.4M annual phone minutes
- 175 data centers
- 17,000 government staff members

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Risk – Data Networks

			Data Network	
No	Criteria	Possible Points	Firm A	Firm B
1	Price ($M)	200	$ 8.4	$ 4.8
2	Risk Assessment	175	7.5	5.0
3	Value Assessment	125	9.2	7.5
4	Interviews	300	7.1	7.5
5	Multiple Bundle Incentive	50	10.0	10.0
6	Alaska Offeror Preference	100	10.0	10.0
7	PPI	50	9.7	10.0
	Total Points	**1000**	**897**	**919**

- **Risk: Firm B cost is 45% less**
- **Asked Firm B to substantiate how they know cost is accurate**

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Evidence for Lower Cost

1. **Cost proposal is in line with Lower 48's cost**

Current Lower 48 Data Network Service Rates				
Service	Term	Monthly Lower 48 Price	State of Alaska Monthly Budget	Proposed Monthly Price
2 Gb Data Network Services & Internet	60 Months	$30,280	$208,333	$40,000

2. **Recent cost comparison for local municipalities for similar service [justifying the 70% difference from budget]**

Client	Previous Rate	2014 Rate	% Decrease
Large School District - Alaska	$160/Mb [2010]	$23/Mb	85%
Large Multi-National Carrier - Alaskan Business	$120/Mb [2008]	$25/Mb	80%
Mid- to Large-Size Alaska-Based Company	$50/Mb [2011]	$25/Mb	50%

Cost per Mb decreased by **78%**

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Benefits to the State of AK

Criteria	Previous Contract	New Contract	Difference
Wired Telephony	$5.0M	$3.8M	25% savings
Data Network	$2.5M	$0.5M	80% savings
Video-Conferencing	$1.0M	$0.7M	30% savings
End-User Support	$1.5M	$0.2M	85% savings
Network speed	500 mbps	2 Gbps	400% increase
RFP to Award duration	6-8 months	4 months*	45% savings
Structured pre-planning	No	Yes	--
Overall satisfaction with RFP process and vendors	--	100%	--

**including contract pre-planning*

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Other Client Comments

"We struggled to put together an RFP that fully and accurately described all of our technical needs. However, with best value, *we rely on the expertise of our vendors* to help identify what is needed. We spent less time trying to figure out our RFP, and more time on pre-planning the implementation."

"With such a wide-reaching and complex service, the evaluation process was *surprisingly simple*. The proposals were simple, concise, and the difference between proposers was obvious."

"We were concerned about the problems that might come with transitioning to a new provider. The *clarification phase minimizes confusion*, and helps ensure that all parties' expectations are aligned."

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Putting "RFP Excellence" into Practice

Tips for Different Project Types

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High-Performing RFPs for Every Project Type

RFP

Request for Proposal

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Information Technology (IT)
Software Implementation Template

RFP Number: #####
RFP Release Date: MM/DD/YYYY
RFP Due Date: MM/DD/YYYY

1. Statement of Work
2. Current Conditions
3. Proposal Requirements
4. Evaluation Procedures
5. Administrative Requirements
6. Proposal Forms
7. Attachments & Exhibits

Our Goal:

CPE's Organized & Simplified Structure **Remains the Same**!

But the **content**, **details** & **language** are tailored to each specific Project Type!

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High-Performing RFPs for Every Project Type

CPE's Expertise Includes…

- **Information Technology**
  - Typical Software Implementation
  - Major Software Implementation (ERP, etc.)
  - System Integrator
  - Hardware
  - Organizational Change Management
  - Professional Services
- **Facility Management & Operations**
  - Food/Dining Services
  - Janitorial/Custodial
  - Waste Hauling/Waste Management
  - Operations & Maintenance

    e.g. MEP/HVAC, Elevators, Safety Valves, Pest Control, Cold Beverage/Pouring Rights, Snow Removal, AMI, Underground Locates, Wireless Telecom, Furniture, Cleaning Products, Security, Landscape, Parking, etc.
- **Business & Professional Services**
  - General Business Services

    e.g. Audio-Visual, Audit, Banking, Bookstore, Customs, Insurance, Marketing, Medical, Moving, Pensions, Printing, etc.
- **Design & Construction**
  - Architecture/Engineering Services
  - D-B-B General Contractor
  - D-B-B Construction Roofing
  - Design-Build (DB)
  - Construction Manager at Risk (CMAR)
  - Public-Private-Partnership (P3)
  - IDIQ / JOC / On-Call / VoR / Standing Order

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See the handout for industry-specific insights!

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Industry Insights

Information Technology

Examples: Software Implementation / ERPs, System Integrator, Hardware, Organizational Change Management, Professional Services

- Highest Failure Rate of any Industry Sector
- Relatively New / Young Industry Sector
- Relatively "Busy" Industry Sector
- Wide Variation in Pricing Structures
- Buying a Mixture of Services (Impl/Support) + Product (Software/Hardware)
- Demonstrations are critical but widely misused.
- Temptation to match RFP/Eval complexity to Technology Complexity
- Vendors & Clients often fundamentally

Business & Professional Services

Examples: Audio-Visual, Audit, Banking, Bookstore, Customs, Insurance, Marketing, Medical, Moving, Pensions, Printing

- Challenging due to the infrequent and "one-off" nature.
- Wide range of scale and budget value.
- Must know how to handle Cost-Based vs. Revenue-Generating, both in terms of upfront evaluation and performance over live of the contract.
- Lots of variables in play. Financials can be complex.
- Most likely project type to have high political ramifications.

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Workshop
RFP Assessment

BREAK

Come back at 15 minutes past the hour

UP NEXT: RFP Evaluation Workshop!

Pg. 108 of the handbook

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Workshop
RFP Assessment

Your tasks

1. **Using the "RFP Report Card" form, evaluate the UCLA RFP**
   - **individually or conquer & divide… your choice**

2. **Prepare a response to the following questions:**
   - **What are the Top 2 things that could be improved in the RFP?**
   - **Explain how would this affect the owner being a "Client of Choice"**

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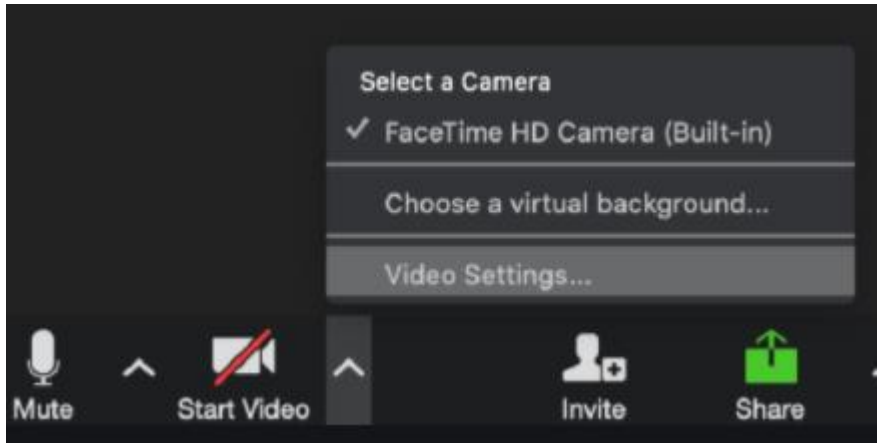
Zoom!

- Turn on your video & audio!



- Share your screens to collaborate!
- Have fun & introduce yourselves!
  - Name, Organization, LOCATION

RFP REPORT CARD

ORGANIZATION/RFP NAME: _____

PROJECT NAME: _____

ASSESSMENT DATE: _____

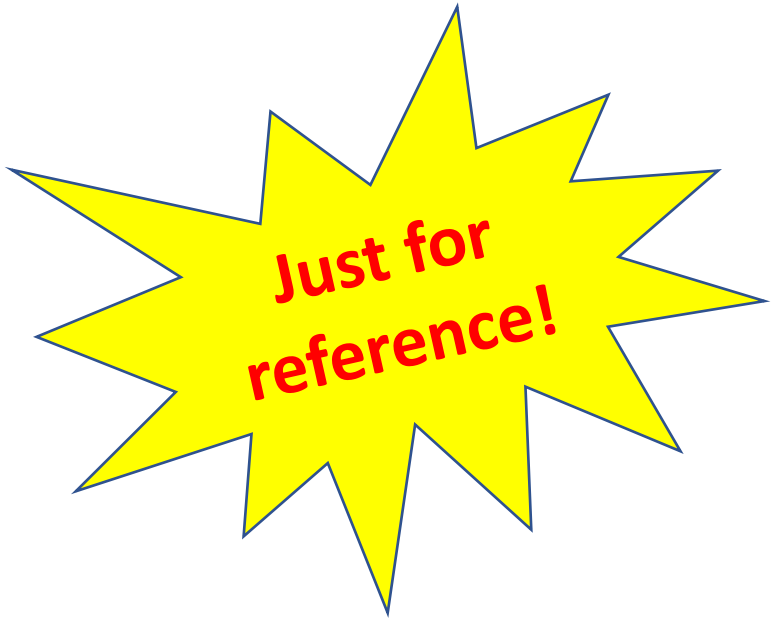
EVALUATION SUMMARY

SCORE	RFP Area
	Overall Format of Solicitation
	Statement of Work
	Submittal Forms and Attachments
	5 Foundations of Procurement Excellence
	OVERALL GRADE **A B C D F** (circle one)

FEEDBACK & ANALYSIS:

Strengths:

- _____
- _____



#1 - UCLA RFP

1. Using the RFP Report Card, evaluate the UCLA RFP. Do this individually or as a group.

2. As a group, prepare a response to the following questions:
   a. **What are the Top 2 things that could be improved in the RFP?**

   _____

   _____

   b. **Explain how this would this affect the owner being a "Client of Choice".**

   _____

   _____

   _____

   _____

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Improvements!

- Better flow, order
- Table of Contents, and didn't match!
- More readable
- Lack of Scope
- No dollar value?
- Eval factors – no % values
- Definition of low cost per quality point – need to know this
- No page numbers, tabs are not used in this electronic age.
- Talked about the need to have insurance but no minimum coverage amounts
- Method of selection (before/at meetings, public?) how go about doing evaluations
- Format… justified (or not)… spacing… fonts
- Vendors vs. bidders vs. contractors vs. offeror
- Reqs all over the place… scattered
- Don't scream via CAPSLOCK!!! ☺
- Valid link to reference terms
- Section B – timezones, years
- Whole schedule is rushed – they know who they want or don't have act together
- Intent to bid? As a requirement?
- Data, security specs – open to assumption!
- No background of current situation
- Document is dated – snail mail
- No schedule for the project delivery
- Cover letter open for categories vs. 1 system?

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Implications to being a Client of Choice

- If not successful = waste of time
- Client not taking this seriously?
- Risk is high for the offeror
- Huge Q&A, amendments – will extend the timeline
- Risk for client – harder to justify selection
- Highly likely that the proposals will not be apples to apples comparison
- No diversity in selection which limits the scope of potentials

- Makes you think they have already selected someone – is the client being vague on purpose???
- Not clear, not concise – don't want to do business with you. Client cannot express what they want.
- If client does not put in time and effort, then makes me nervous, why waste time?
- Feeding ground for a protest

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UCLA RFP – what can be improved?

- Eval Reqs do not specify points, refer to quality of 50% or more of points, no idea where emphasis is.
- Re-structure it. Move rejection of bids up. Very choppy. Jumps around.
- Mix of portions, choppy. Formatting was all over the place.
- No forms, SOW not concise
- Bidders vs. vendors vs suppliers
- Requirements listed throughout
- Standard cut-and-paste language
- Consistency – e.g. point of contact switched around
- 5 written copies, 2 electronic, PDF copy = hoops?
- Different types of proposals (with / without financials)

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Comments – UCLA RFP

- acronyms not defined
- Unclear language about hospital size
  - Vendor may not properly resource
  - Pricing is wrong?
- Schedule (start) is unclear
  - Capacity is up in the air?
- Doesn't follow the order & not concise
  - Could cause confusion
- Demonstrate adequate staffing
- Evaluations were confusing (cost for quality point system not defined)
- Not all requirements clearly defined

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Student Comments - UCLA

- Unclear what the scope is
- Proposal response will be thousands of pages (Section II-C)
- How will UCLA evaluate and score the software license agreement
- How will all of the functional and technical requirements be evaluated and scored?
- No budget
- No weights (unclear what is the most important criteria to UCLA)

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Student Comments - UCLA

Average Grade:

D

- Unclear what the scope is
- Proposal response will be thousands of pages (Section II-C)
- How will UCLA evaluate and score the software license agreement
- How will all of the functional and technical requirements be evaluated and scored?
- No budget
- No weights (unclear what is the most important criteria to UCLA)

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#2 - Amazon RFP

1. Using the RFP Report Card, evaluate the **Amazon** RFP. Do this individually or as a group.

2. As a group, prepare a response to the following questions:
   a. **What are the Top 2 things that could be improved in the RFP?**

_____

_____

   b. **Explain how this would this affect the owner being a "Client of Choice".**

_____

_____

_____

_____

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Comments – Amazon RFP

- insert

- insert

Comments – Amazon RFP

- Vague
- No ToC
- Timeline is vague
- No eval weights / priority

- Streamlined / short
- What is required in phase 1/2/3?
- conclusion = how much money will you give us?

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Student Comments - Amazon

- No criteria or weighting structure
- Unclear how proposals will be evaluated
- Unclear on what exactly needed to be submitted
- Unclear how to win the award
- Assumed that Owner had already picked a winner
- No standardized submittal forms

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Student Comments - Amazon

Average Grade:

F

- No criteria or weighting structure
- Unclear how proposals will be evaluated
- Unclear on what exactly needed to be submitted
- Unclear how to win the award
- Assumed that Owner had already picked a winner
- No standardized submittal forms

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SUN
CORRIDOR INC
SUN
CORRIDOR INC
ARCTIC CACTUS
(520) 840-7088
RAM
3500

amazon
2BHM
atob
#bringatob
USPS TRACKING # eVS
BHM6 — XDOCK
BHM6
B–023
C010

#amazonyyc
HEY, AMAZON.
NOT SAYING WE'D FIGHT A BEAR FOR YOU...
BUT WE TOTALLY WOULD.
calgary
PENNON

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The Foundations of Procurement Excellence

Foundations of Procurement Excellence

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See handouts section

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Foundations of Procurement Excellence

- Fair
- Open
- Transparent
- Value
- Integrity

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Foundations of Procurement Excellence

- **Fair**
- **Open**
- **Transparent**
- **Value**
- **Integrity**

For each, let's discuss:

What does it mean?

Why is it important?

How to accomplish it?

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- Open
- Transparent
- Value
- Integrity

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Fair: Equal Opportunity to Win

Perceptions of Owner being Unfair or Unequal

- Pre-Conceived
- Restrictive
- Too Fast
- Unrealistic
- Too Much
- Biased
- Misunderstands Needs

- *Discourages Vendors!*

Impact

- Fewer proposals
- Lower quality proposals
- Less qualified teams
- Less competitive pricing
- Less consistent pricing
- Open to interpretation
- Have to believe the vendor

- *Brings Risk to the Project!*

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- Open
- Transparent
- Value
- Integrity

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- **Open:** encourage and maximize competition.
- **Transparent**
- **Value**
- **Integrity**

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Open: Encourage and Maximize Competition

Who knows the most about delivering the required services?

An Expert Vendor

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- **Open:** encourage and maximize competition.
- **Transparent**
- **Value**
- **Integrity**

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- **Open:** encourage and maximize competition.
- **Transparent:** provide a clear, concise & accurate process.
- **Value**
- **Integrity**

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Transparent: Clear, Concise, and Accurate

Highlighted Practices from CPE:

- Clear: release your budget and schedule constraints.
- Concise: define what you want (with maximum limits).
- Accurate: seek to maximize differentiation.

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- **Open:** encourage and maximize competition.
- **Transparent:** provide a clear, concise & accurate process.
- **Value**
- **Integrity**

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
- **Open:** encourage and maximize competition.
- **Transparent:** provide a clear, concise & accurate process.
- **Value:** optimize the organization's return for the spend.
- **Integrity**

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Value: Optimal Return for the Spend

Low-Bid and

Overly Price-Focused RFPs

both squeeze out value

and increase change orders.

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
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- **Transparent:** provide a clear, concise & accurate process.
- **Value**: optimize the organization's return for the spend.
- **Integrity:** ensure confidence & trust with high ethical standards.

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Integrity: Ensure Confidence and Trust

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Foundations of Procurement Excellence

- **Fair:** provide all vendors with an equal opportunity to win.
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Foundations of Procurement Excellence

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Putting RFP Excellence Into Practice

- Fair
- Open
- Transparent
- Value
- Integrity

Strategic Objective:

Become a "Client of Choice"
and attract
High-Performing Vendors
across your RFPs

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Damage to Rocket-Launch Structure

Is There Anything You'd Do Differently?

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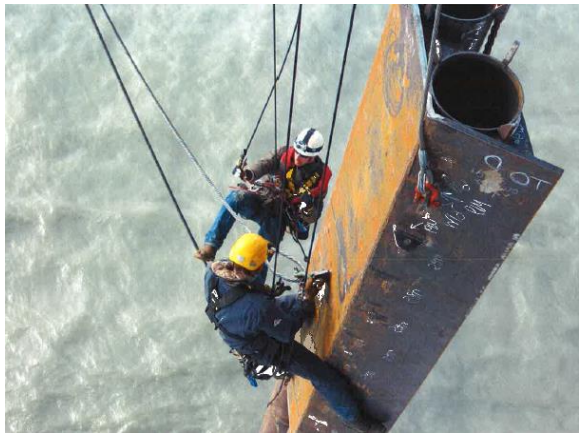
Kickoff Planning – Increasing Transparency
(Demolition & Site Prep)

- **The contractor proposed an alternative procedure for removing damaged steel panels:**
  - ***$1 Million cheaper than the specified process***
  - ***Faster than the specified process***
  - ***Safer than the specified process***



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Final Result

- Finished ahead of schedule
- 0 change orders or cost increases
- User saved 60% in cost compared to the average

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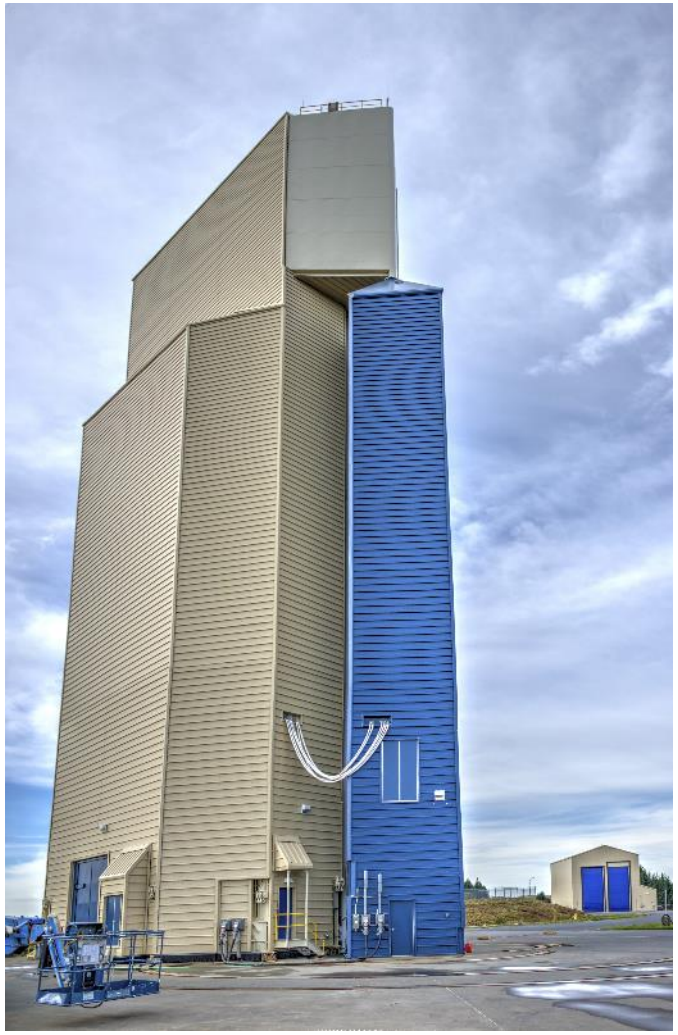
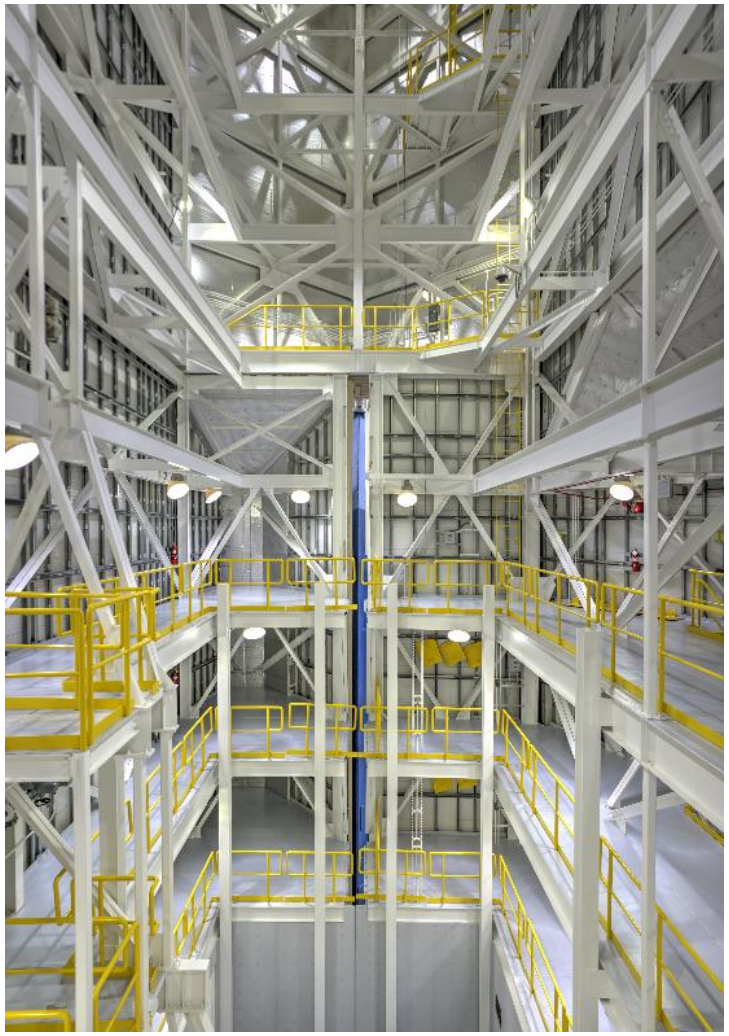
Update Jan 2017





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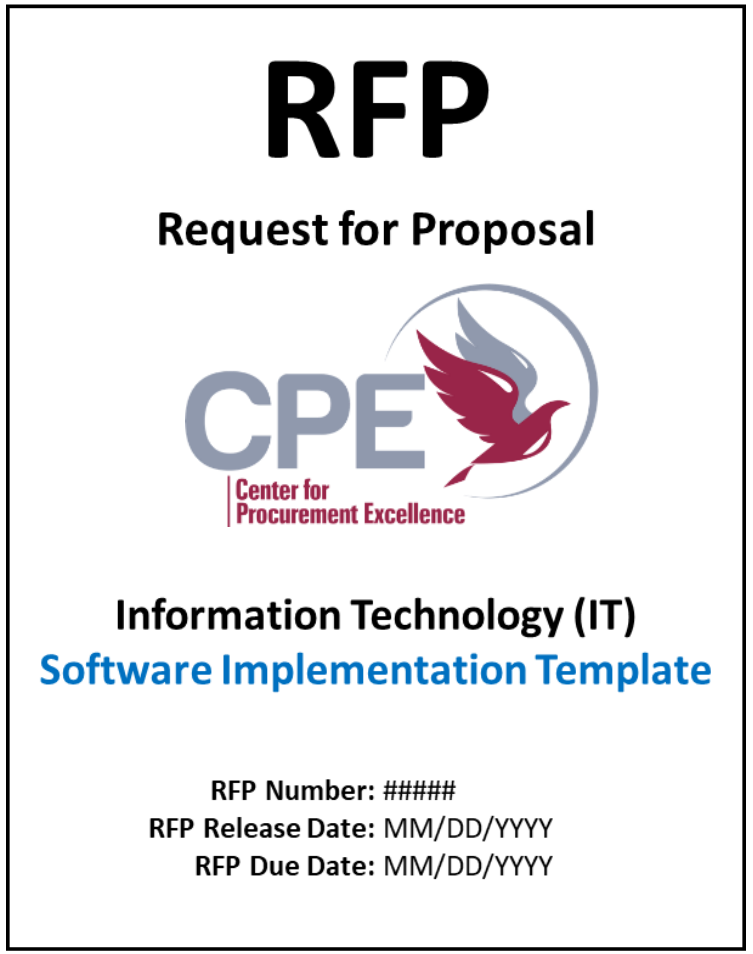
Putting RFP Excellence Into Practice

- Fair
- Open
- Transparent
- Value
- Integrity



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Putting "RFP Excellence" into Practice

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FORM-5520©

See handouts section

Request For Proposal

Roofing Services

<<INSERT ORGANIZATION NAME>>

<<INSERT PROJECT NAME>>

SECTION 1
STATEMENT OF WORK

1.1 PROJECT SUMMARY

The Owner is soliciting proposals for (insert 1 sentence that briefly describes the scope of work. Try to describe at a very high-level and avoid any technical language or specifics. Should be brief and explain the goods or services sought or a summary of the problem to be addressed. Note that the project details / technical requirements will be described in a later portion of this Section). Include the estimated roof area to be roofed (i.e. 50,000 SF)

1.2 BUDGET

Clearly define any financial constraints or expectations that you have. Such as: The construction budget for this Project is $XXX,XXX or the estimated spend for this Project is $XXX,XXX

1.3 SCHEDULE

Clearly define any schedule constraints or expectations that you have for the project. Note: this is not the procurement schedule requirements, but the post award schedule requirements. Is there a required date that the Project must begin on, or date that the roof must be completed by? Are there any special dates or times that the vendor should be aware of (normal business hours, after hours, support, emergencies, planned shut downs, holidays, days that vendor is not allowed to work, project opening ceremony, etc.) If there is a mandatory completion date, you must identify is it more important to meet the budget constraints or the schedule constraints (you must pick one as more important than the other – they cannot be equally important)

1.4 PROJECT LOCATION

Identify where the project will be located. Provide a map/sketch. If possible, identify potential staging areas, parking, critical areas that cannot be impacted, etc.

1.5 GOALS

- What is the driving force/need for having this project/service procured?
- Consider if your goal is only to install a roofing system, or are you looking to waterproof your building (minimize leaks) for the longest period of time, for the best cost
- Describe what problems, issues, obstacles, challenges that you are facing now, which you are trying to solve with this procurement
- Identify the major goals, expectations, objectives, or benefits of the new project.

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SECTION 2
CURRENT CONDITIONS

PURPOSE: Paint a picture of your current environment so the Offerors know where you are at, what issues you are currently attempting to solve, and what they may encounter when addressing the Statement of Work. This information will help Offerors minimize their contingency costs by better understanding your current environment.

2.1 ABOUT THE OWNER

Provide a brief / high level overview about the Owner, Agency, Department, or Organization. Consider identifying the major goals of the organization or mission statement (if this is a Public Agency, provide brief overview of who the Agency serves). If applicable, provide any background information about the client/user that is purchasing this roofing project.

2.2 KNOWN SITE & BUILDING CONDITIONS

Provide all known existing conditions about the building, site, users, etc. This can include:

- Identify the location of current building that will be roofed
- Identify if there are any constraints, issues, or challenges with this location
- Identify if there is anything that makes this location unique (that contractors might not be used to or might not have encountered in the past)
- What critical functions are performed in this building (i.e. classroom, office space, high-tech manufacturing, etc.)

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3.1 DATE AND TIME REQUIREMENTS

All proposal packages MUST be received before the date and time indicated in the Procurement Schedule in Section 1 ("Proposal Due Date"). Late submittals will not be accepted or considered. It is the responsibility of the Offeror to ascertain any additional security requirements with respect to packaging and delivery to the Owner. Offerors should be mindful of any potential delays due to security screening procedures, weather, connectivity issues, or other delays whether foreseeable or unforeseeable. Failure to submit a response before the Proposal Due Date will result in disqualification of the Proposal.

3.2 GENERAL FORMAT

All materials submitted SHALL become a part of the proposal, and may be incorporated in a subsequent contract between the Owner and the selected Offeror. All responses/submittals to this RFP SHALL be made in accordance with the format outlined below. Failure to submit in the requested format or failure to submit all the required forms may cause a proposal to be deemed non-responsive. The format for the proposal includes the following:

- Shall be written in the English language
- Submitted on standard 8 ½" x 11" paper size using the format that is specified and required in this RFP and each Submittal Form.
- Use Arial or Calibri font, and must have a minimum font size of 10.

3.3 SUBMISSION REQUIREMENTS

<<Identify if the Proposal will be submitted via Hardcopy, Online Electronically, or both>> For Example:

The Offeror SHALL submit one (1) hardcopy proposal package. The proposal package SHALL contain two (2) separate and sealed envelopes, and a USB data stick containing the following information:

ENVELOPE 1: Contains Submittal Form A-G
ENVELOPE 2: Contains only Submittal Form H (Cost Proposal)
USB Data Stick: Containing an electronic copy of the hardcopy proposal response

The proposal package SHALL be submitted in a sealed package containing the two separate envelopes. The Cost Proposal MUST be submitted in a separate sealed envelope within the proposal package (as noted above). The proposal should be stapled together or bound in a three-ring binder. Please do not bind the proposals in any

Image Only Full Legal Review Recommended

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SPECIAL FORMATTING REQUIREMENTS

The Offeror MUST ensure that their Proposal meets all of the special formatting requirements identified in this Section. This includes requirements regarding anonymity and maximum page limits.

Anonymity: The Submittal Forms listed below MUST NOT contain any names that can be used to identify who the Offeror is (such as company names, company letterhead, personnel names, project names, contractor names, architect names, engineer names, subcontractor names, subconsultant names, manufacturer or supplier names, or product names).

Page Limits: The Submittal Forms listed below have maximum page limit requirements. Offerors MUST NOT exceed the maximum page limits. Note, the page limit applies to the front side of a page only (for example, '1 Page' implies that the Offeror can only provide a response on one side of a piece of paper).

Cost Information: Cost information shall only be contained within Submittal Form I. No other document or Submittal Form may contain cost or fee information

Submittal Form	Anonymous Document	Maximum Page Limits
Submittal Form A – Offeror Background		
Submittal Form B – Project Approach	**YES**	**1**
Submittal Form C – Narrative Proposal Items	**YES**	**2**
Submittal Form D – Narrative Proposal Items as Needed	**YES**	**2**
Submittal Form E – Past Performance Questionnaires		
Submittal Form F – Roofing Warranty Analysis		
Submittal Form G – Schedule Proposal		
Submittal Form H – Cost Proposal		

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3.10 PAST PERFORMANCE QUALIFICATIONS (SUBMITTAL FORM E)

The Owner will incorporate Past Performance Qualifications (PPQ) from both the Roofing Contractor and primary Roofing Manufacturer. The Contractor and Manufacturer will responsible for collecting PPQ from past clients as outlined in this section.

Step 1) Identify Who To Survey:

- The Contractor and Manufacturer should identify a list of client references that will evaluate their performance on installed roofs.
- The Contractor/Manufacturer should survey clients that are highly satisfied with their roofs.
- There are no age limits on the roofs, however, greater preference will be given to older roofs (so the Contractor/Manufacturer are encouraged to survey old roofs that show long-term performance and satisfaction)
- Roofs must be greater than 5,000 SF (there are no maximum requirements on roof size)
- All roofs must be within 200 miles of the project site/location, OR be from a location that has similar climate/weather (please contact the Buyer if you are unsure)
- The previously installed roofs must be a similar system to the system being proposed on this project. For example, if the Contractor is proposing to install a built-up roofing system, then the past roofs being surveyed must also be built-up roofing systems (the roofs cannot be single-ply, metal, foam, etc.)
- The client/end user must be the reference and shall complete the survey. The survey cannot be completed by contractors, consultants, architects/engineers, or other third parties.
- The maximum number of roofs that can be submitted is 10 for each Contractor/Manufacturer.
- The Contractor and Manufacturer can use the same references provided that they were used on the same project, or may elect to survey different clients.

Reference Only Full Legal Review

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3.11 ROOFING WARRANTY ANALYSIS (SUBMITTAL FORM F)

The Offeror must complete this Submittal Form, which requires a copy of the Manufacturer's roofing warranty (for the primary roofing system that will be installed on the project/building). The sample warranty must also include a copy of the warranty exclusions. The Offeror must identify the warranty exclusions in the Submittal Form. The Buyer will calculate the potential value of the roofing Manufacturer's warranty by taking the total number of warranty exclusions and subtracting them from the Manufacturer's average roof age (obtained from the roofs of the Manufacturer's customer satisfaction responses) or the roofing warranty (whichever may be smaller). See example below:

Criteria	Manufacturer
Manufacturer's Roofing Warranty	25 Years
Average Roof Age (from Manufacturers Past Performance Qualifications)	18 Years
Number of Warranty Exclusions	10
Potential Value of Warranty	8

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SECTION 4
EVALUATION PROCEDURES

4.1 EVALUATION SUMMARY

Proposals will be evaluated based on their overall value to the Owner, which includes both cost and technical factors (as outlined in this Section).

4.2 CRITERIA AND WEIGHTS

Proposals that are found to be responsive, will be evaluated and assessed in accordance with the evaluation criteria below.

Criteria	Points
Cost	250
Interview of Key Personnel[1]	250
Project Approach	50
Narrative Proposal Items << Items from 4.8 & 4.9>>	150
Potential Value of Warranty	50
Overall Project Duration	50
Past Performance Qualification (Contractor)	100
Past Performance Qualification (Manufacturer)	100
Total	**1,000**

[1] If the Owner shortlists Offerors, only the shortlisted Offerors will be evaluated and receive points for interviews

Review Recommended

5.1 OVERVIEW

The <<Organization Name>> (referred to as the "Owner" hereinafter) is issuing this Request For Proposal (RFP) to solicit proposals from Roofing Contractors (referred to as "Offerors"), to << briefly describe the scope of services>> <<Try to describe at a very high-level and avoid any technical language or specifics, which will be described later in this RFP. For example, to roof/re-roof approximately 50,000 sf.>>. Proposals shall be submitted in accordance with the requirements set in this document.

5.2 BUYER

The individual listed below (referred to as "Buyer" herein) is responsible for the conduct of this procurement. All questions, inquiries, concerns, or clarifications regarding this solicitation must be submitted electronically (via email) to this individual. Offerors shall not contact or communicate with any other Owner employees. Unauthorized contact about this RFP with any other Owner employees may result in immediate disqualification.

Contact Name:	**<<Insert Name>>**
Title:	**<<Insert Title>>**
Organization Name:	**<<Insert Name>>**
Address:	**<<Insert Address >>**
E-Mail:	**<<Insert Email>>**

5.3 PROCUREMENT SCHEDULE

The Owner will make every effort to adhere to the schedule below. However, the Owner reserves the right, at its sole discretion, to adjust the RFP Schedule of Events as it deems necessary.

No	Activity	Time	Date
1	RFP Issued		xx/xx/xx
2	Pre-Proposal Meeting	9:00 am CST	xx/xx/xx
3	Site Visit	11:00 am CST	xx/xx/xx
4	Deadline for Questions	2:00 pm CST	xx/xx/xx
5	Deadline for Proposal Submission (Proposal Due Date)	2:00 pm CST	xx/xx/xx
6	Shortlisting		xx/xx/xx

Version Only Till Legal Review Recommend

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SECTION 6
PROPOSAL FORMS

Submittal Form A	Offeror Background
Submittal Form B	Project Approach
Submittal Form C	Narrative Proposal
Submittal Form D	Narrative Proposal as Needed
Submittal Form E	Past Performance Qualifications
Submittal Form F	Roofing Warranty Analysis
Submittal Form G	Schedule Proposal
Submittal Form H	Cost Proposal

Reccomended

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SUBMITTAL FORM A – OFFEROR BACKGROUND

PROJECT INFORMATION

RFP Number: _____

Project Name: _____

OFFEROR INFORMATION

Name of Company: _____

Web URL: _____

Address: _____

_____

_____

Number of Years in Business (Under Current Business Name): _____

Provide your License Number (in the jurisdiction for this project): _____

CONTACT INFORMATION

Identify an individual that can be contacted for clarification on this proposal

Name: _____

Title: _____

Email: _____

Telephone: _____

ADDENDA ACKNOWLEDGEMENT

The Offeror acknowledges receipt of the following addenda and has incorporated the requirements of such addenda into their proposal. Failure to identify and sign for all addendum may subject the Offeror to disqualification. The Offeror must list all addenda's (by number), then initial and date to confirm that you have received and incorporated them into your Proposal. *The Offeror may add more rows as necessary*

Number	Initials & Date	Number	Initials & Date	Number	Initials & Date

FINANCIAL INFORMATION

What is the Offerors average annual revenue from work completed in the last three (3) years?

Year	Revenue
	$
	$
	$

CRITICAL TEAM MEMBERS

Identification of the critical project team (shown below), which shall be used by Offeror for the duration of the Contract resulting from this RFP. These individuals cannot be removed or replaced, unless requested or approved to do so by the Owner.

Name of Project Manager _____

Name of Site Superintendent _____

The Project Manager: this individual shall be the daily single-point-of-contact and the primary point of contact to resolve any issues, clarify cost, clarify schedule, and answer any questions. This individual will be the project lead for the execution of this project for the entire duration of the project.

The Site Superintendent: this individual shall be the primary person that will manage the site on a daily basis. This individual will be on the jobsite every day for the entire duration of the project.

ROOFING MANUFACTURER

Name of Primary Roofing Manufacturer _____

Product Name: _____

Type of System Being Installed:

- ☐ Built Up
- ☐ Modified Bitumen
- ☐ Single Ply
- ☐ Spray Foam
- ☐ Metal
- ☐ Shingle
- ☐ Other _____

For Reference Only Full Legal Review Recomended

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SUBMITTAL FORM B – PROJECT APPROACH

SPECIAL REQUIREMENTS: This Submittal Form must not contain any names that can be used to identify who the Offeror is, must not identify the Offerors cost/fee, and must not exceed the page limits specified in the RFP (reference RFP Sections 4.5).

SUBMITTAL FORM C – NARRATIVE PROPOSAL

<<Insert Requirements/Format>>

Now Reccomended

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SUBMITTAL FORM E – PAST PERFORMANCE QUALIFICATIONS

The Owner has requested Past Performance Qualifications on Roofing Contractors and Manufacturers. The companies listed below have identified you as a client for which they have previously installed a roof for. We would appreciate you taking the time to complete this survey.

PART A – VENDOR / PERSONNEL REQUESTING CLIENT FEEDBACK

Name of the Roofing Contractor: _____

Name of the Roofing Manufacturer: _____

PART B – PROJECT BACKGROUND

Client Name: _____ Roof Area (SF): _____

Project Name: _____ Date Installed: _____

Roof Location: (City & State) _____ Cost ($): _____

Type of System: □ Built Up □ Mod Bit □ Single Ply □ Spray Foam □ Metal □ Shingle □ Other

PART C – REFERENCE EVALUATION

Please evaluate if your roof currently leaks and rate your overall level of satisfaction on a scale of 1 to 10 (with ***10 representing that you were very satisfied*** and ***1 representing that you were very dissatisfied***). Consider all aspects of the vendor and their key personnel performance, such as: ability to manage project cost, ability to manage schedule, quality of workmanship, close out process, ability to communicate and document risks, and ability to follow the user's rules, regulations, and requirements.

CRITERIA	UNIT	RATING
Has the roof ever leaked since it was installed?	(Yes / No)	□ Yes □ No
Does the roof currently leak?	(Yes / No)	□ Yes □ No
Overall Customer Satisfaction – Roofing Contractor/Installer	(1-10)	
Overall Customer Satisfaction – Roofing Manufacturer/Product/System	(1-10)	

Please provide any additional information regarding the roofing contractor/installer and the roofing product or system (consider: response time to leaks, would you purchase the system again, general recommendations, anything you would do differently, the greatest risk/problems/challenges that were encountered, etc.)

Reference Only – Not Local Review Reccomended

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SUBMITTAL FORM F – ROOFING WARRANTY ANALYSIS

MANUFACTURER INFORMATION

Name of Manufacturer: _____

Name of Product/System: _____

Type of System: □ **Built Up** □ **Mod Bit** □ **Single Ply** □ **Spray Foam** □ **Metal** □ **Shingle** □ **Other**

Warranty Period (Years): _____

REQUIRED ATTACHMENTS

The following documents must be attached to this Submittal Form. Please ensure that the documents are clear and legible.

- □ A copy of the Manufacturer's Warranty (that will be issued on this Project). Please ensure that the Warranty states the duration of the warranty period.
- □ A copy of the Manufacturer's Warranty Exclusions

WARRANTY EXCLUSIONS

Please identity if the Warranty (that is being proposed) contains any of the following exclusions:

NO	EXCLUSION	RESPONSE
1	Requirements for the owner to use reasonable care	☐ Yes ☐ No
2	Requirements for the owner to provide routine inspections or maintenance	☐ Yes ☐ No
3	Requirements for the owner to pay for roof inspections	☐ Yes ☐ No
4	Abnormal use or unusual occurrences	☐ Yes ☐ No
5	Restrictions based on traffic on the roof	☐ Yes ☐ No
6	Ponding water, standing water, or requirements for positive drainage	☐ Yes ☐ No
7	Damage caused by animals, insects, pests, etc.	☐ Yes ☐ No
8	Damages caused by chemicals, solvents, liquids, acids, etc.	☐ Yes ☐ No
9	Changes in building use or purpose	☐ Yes ☐ No

Reference Only Full Legal Review Recommended

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SUBMITTAL FORM H – COST PROPOSAL

SECTION 1 – PROJECT COST

The Offeror is required to provide a clear breakdown as indicated in this Submittal Form. The Offeror's Total Project Cost shall include the cost for everything that is necessary to meet the intent of the Owner as described in this RFP, including, but not limited to: materials, products, labor, subcontractors, suppliers, equipment, applicable taxes, fees, overhead, profits, travel, direct and indirect costs, etc. Pricing shall include complete shipment and delivery of all equipment to the project site unless otherwise stated. All Federal, State, Provincial and Local taxes, fees, assessments, and tariffs and the cost of all required insurance are included in this Proposal Cost. If selected to perform this work, the Offeror agrees, as a condition of this proposal, to submit evidence satisfactory to the Owner of our financial ability to perform all work covered by this proposal.

ITEM	DESCRIPTION	COST
1	Design Activities	$
2	Tear-off Activities	$
3	Roofing System/Product Costs	$
4	Flashing Costs	$
5	Insulation Costs	$
6	Installation Activities	$
7	Other	$
	Total Project Cost:	$

SECTION 2 – ALTERNATIVES

The Offeror shall provide estimated costs for the following alternatives (these alternatives and costs must not be included in the total base proposal cost in Section 1 of this Submittal Form)

ITEM	DESCRIPTION	COST
1	Description 1	$
2	Description 2	$
3	Description 3	$
		$
	Total Project Cost:	$

Legal Review Recommended
Reference Only

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SECTION 7

ATTACHMENTS & EXHIBITS

Exhibit 1	Agreement / Contract
Exhibit 2	Specs, Drawings, etc.
Exhibit 3	<<Insert as needed>>

omended

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Summary

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Putting RFP Excellence Into Practice

- Major tool in becoming a Client of Choice.
- Instrumental to successful project outcomes.
- Learnable skills that can be put directly into practice.
- Part of a network of professionals that openly share "Next Practices" (not just current practices)

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