

MULTNOMAH COUNTY, OREGON
REQUEST FOR INFORMATION (RFI)
for

BUSINESS PROCESS RE-ENGINEERING (BPR)
FOR INTERNAL SERVICES

Request for Information No: S09-9926
Request for Information due: July 10, 2009
No later than 4:00 P.M. LATE PROPOSALS WILL NOT BE ACCEPTED

Requests for Information will not be publicly opened.

INTRODUCTION

Multnomah County is exploring opportunities to contract for assistance with the re-engineering of the County Internal Services' business processes. The County is soliciting Request for Information (RFI) proposals to determine the appropriate project scope, components and cost for external assistance with this project.

BACKGROUND

In FY2010 & 2011, Multnomah County has a \$42 million gap between revenues and expenses in the general fund and potentially another \$20 million in state/federal supported programs. Ongoing program and administrative support costs have been cut but we face a continuing gap in the future. We know that dollars spent in internal support costs come at the expense of direct service programs.

Throughout the County, internal services represent one of the greatest areas of frustration for customers and service providers alike. During a recent administrative review, departments talked about rates being expensive, deliverables reported to be underperforming and few seemed satisfied. Departments and Internal Service providers also shared concern with the lack of coordination, collaboration and communication across the County.

SCOPE OF PROJECT

Delivery of cost efficient and customer service focused administrative services is a great challenge facing Multnomah County. The goal of the Business Process Re-engineering (BPR) project is to improve information technology, facilities and property management and fleet service delivery models, to develop a competitive cost control approach and to assess opportunities for maximizing these services within the County and inter-jurisdictionally. Once we have completed the process for priority re-engineering projects with external consultant assistance, we want to be able to replicate the analysis, planning and implementation processes for other administrative services such as finance, budget, human resources, records, distribution, stores, etc.

Attachment 1 provides general background information on Multnomah County's Information Technology, Facilities & Property Management, and Fleet services. This is to help proposers understand the scope and size of the project.

Multnomah County is soliciting RFI submissions that will help outline project scope, components and estimated costs. The project components include:

1. Analysis and assessment of current internal services.
Assess cost efficiency and customer responsiveness of the County's largest internal services – Information Technology, Facilities & Property Management, and Fleet Services.

2. Evaluation of alternative strategic delivery models.

Across the country, many jurisdictions are facing similar challenges to control administrative costs and improve the quality of services. Describe internal service models that have been successful in other government organizations at controlling cost increases and maintaining customer responsiveness. Describe industry standards or other government benchmarks.

3. Identification and prioritization for re-engineering projects

Create a prioritization process to identify areas with the greatest potential for improving cost management and customer satisfaction. Include service providers, departments and customers' participation.

4. Project management for priority re-engineering projects.

Facilitation of the planning, design and implementation of priority re-engineering projects, including new service delivery/cost models.

5. Building County capacity for managing re-engineering process on our own.

Describe how to prepare the organization to do business differently. How to utilize and develop County talent, expertise and key leadership to refine business services.

RESPONSE SUBMITTALS

A. Include in your response to this RFI:

I For each of the five components above:

- a Outline your approach to the component.
- b Describe opportunities to involve County staff and how to maximize their participation.
- c Describe the parameters or information that you think should be included in a Request for Proposals.
- d Provide an estimate of time needed to complete.
- e Provide an estimated consulting cost range

II Considering our desired outcome for the project overall:

- a Are there components or elements that you think we should add?
- b How would you phase or scale this project?

B. Your written response should be concise and **not exceed ten pages**. Outlines and highlights are acceptable.

C. You may include a reasonable amount of research literature and other materials as attachments.

Multnomah County Department of County Management in no way implies or guarantees any purchase of potential solutions submitted in response to this RFI. Multnomah County reserves the right to use the information obtained through this RFI if it is in the best interest of the County to issue a competitive procurement in the future.

If you have questions regarding this RFI, please email them to Catherine Kwong, Senior Procurement Analyst, catherine.y.kwong@co.multnomah.or.us or by phone at 503-988-5111 ext. 24151.

Due date for responses is July 10, 2009, no later than 4:00 P.M.

RFI - Business Process Re-Engineering For Internal Services

Responses to this Request for Information should be submitted by email to:

Carol M. Ford, carol.m.ford@co.multnomah.or.us and
copied to Catherine Kwong, catherine.y.kwong@co.multnomah.or.us.

Please use the **RFI number S09-9926** in the email subject line.

Responses via email are preferred for ease of review and sustainability. However, if preferred, you can submit two sets of hard copy responses in a sealed envelope, marked with the RFI number S09-9926 and the name and address of the proposer, rather than through email. Please send to: Multnomah County Central Procurement and Contract Administration, ATTN: Catherine Kwong, 501 SE Hawthorne Blvd. Suite 400, Portland, OR 97214.

ATTACHMENT 1

General Background Information

Facilities & Property Management

1. FY 2010 \$35 million direct operating budget
2. FY 2010 \$48.9 million capital budget
3. 85.5 FTE, after reducing by 11 FTE in FY 2010
4. Scope of Facilities and Property Management Services

3.2 Million sq ft – 132 buildings – owned and leased
Owned space, 2.8 Million sq ft
Leased space, 400 K sq ft

Very diverse portfolio: Jails, Libraries, Court Facilities, Health Clinics, Probation Offices, Maintenance Shops, Warehouses and General Office Space

About 22,000 work orders are processed annually, including service requests, preventative maintenance, capital projects and unscheduled maintenance.

Major services provided: Property management, maintenance and operations, emergency responses, business services, portfolio management, capital program

Biggest operational challenge – Reducing over 100,000 sq ft of vacant space by 75% during the next two years

Information Technology

1. FY 2010 \$ 35.9 million direct operating budget
2. FY 2010 \$ 7.6 million capital budget with the potential of additional \$6 million from bond financing.
3. FY 2010 FTE – 153
4. Scope of Information Technology (IT) Services

The County's IT division's customer base includes County staff located in approximately 90 buildings throughout the Portland Metro area. In addition, IT provides services and partners with many external government agencies, application service providers, non-profit service providers, and others.

IT Services include: Application support for Web, General Government, Health and Human Services, and Public Safety Customers. Specific Services include: Business and requirements analysis, prioritizing and managing IT expectations, project management, quality assurance testing, and data and reporting services.

Infrastructure Services support the County's computing, telecommunications, and networking infrastructure. Specific Services include: Desktop computing, helpdesk, data center operations, technical services, and voice and data networks.

Current Landscape

- Complex technical environment...evolved since 1996
- Culture is focused on rules and customers, sacrificing innovation and employee morale
- Service demand:
 - 108 Circuits
 - 344 Servers
 - 4,730 PCs and Laptops
 - 93 Locations
 - 447 Business Applications

Fleet Services

(A unit of the FREDS Division – Fleet, Records, Electronics, Distribution and Stores)

1. FY2010 Operating Budgets (as they appear in the program offers)

Fleet Services	\$4,910,271
Fleet Motor Pool	\$ 188,286

2. FY2010 Capital Budget

Fleet Vehicle Replacement	\$2,417,041
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3. FY2010 FTE – 17 FTE

4. Scope of FREDS - Fleet Services

The Fleet Services Section (Fleet) supports 700 units of County rolling stock and over 500 units from other government agencies. Daily (M-F) operations are provided at three maintenance sites. Services include: Preventive maintenance, in-shop and field repairs, modification specialty work, towing, cleaning, fueling, tire repair/replacement, plus administrative and management services.

Fleet manages the replacement of vehicles and equipment, including procuring, receiving, inspecting, preparing for services and assigning replacement vehicles. Fleet also manages the re-sale program (surplus) for County vehicles.

Fleet Motor Pool program provides shared vehicles for single trip or short-term use available to employees of all County Departments. There are four motor pool sites located around the County. The Downtown site operates a parking lot as well as providing parking at a market rate cost.