

REQUEST FOR PROPOSALS

For A

Behavior Observation and Feedback Process

GREENVILLE UTILITIES COMMISSION

**401 SOUTH GREENE STREET
GREENVILLE, N.C. 27834**

**NOTE: All inquiries regarding this RFP
Are to be directed to
Kevin M. Keyzer
Resource Exposure Manager
(252) 551-1491**



**Greenville
Utilities**

Proposal Submission Date, August 31, 2012, Until 4:00 PM (EDST)

Table of Contents

1	INTRODUCTION & BACKGROUND INFORMATION	3
1.1	PURPOSE	3
1.2	COVERAGE & PARTICIPATION.....	3
1.3	ABOUT GREENVILLE UTILITIES COMMISSION	3
1.4	STATE OF SAFETY	4
2	SCOPE OF WORK	4
2.1	DELIVERABLES	4
3	PROPOSAL PREPARATION INSTRUCTIONS.....	5
3.1	VENDOR’S UNDERSTANDING OF THE RFP.....	5
3.2	INQUIRIES	5
3.3	PROPOSAL SUBMISSION.....	5
3.4	METHOD OF EVALUATION.....	6
3.5	SCHEDULE OF EVENTS	7
4	VENDOR INCURRED COSTS	7
5	VENDOR QUALIFICATIONS AND REFERENCES.....	7
5.1	VENDOR QUALIFICATIONS	7
5.2	VENDOR CLIENTS AND REFERENCES	8
5.3	PROPOSED PROJECT TEAM.....	8
5.4	CONFLICT OF INTEREST	8
6	PROPOSAL ESTIMATES	9
7	REQUIRED RESPONSE INFORMATION AND FORMAT	9

1 Introduction & Background Information

1.1 Purpose

The Greenville Utilities Commission (hereafter referred to as "GUC") seeks responses for consultant services for a Behavior Observation and Feedback Process (hereafter referred to as "BOFP") from vendors that have proven experience in the utilities industry. It is GUC's intent to hire a vendor to assist us in the steps necessary to assess our workplace culture, identify gaps and resolutions, and develop and rollout a process that optimizes peer driven activities to shape the work environment and further optimize safety in our workplace culture.

1.2 Coverage & Participation

The intended coverage of this RFP, and any agreement resulting from this solicitation, will be for GUC's use. GUC reserves the right to add and/or delete elements, or to change any element of the coverage and participation at any time without prior notification and without any liability or obligation of any kind or amount.

1.3 About Greenville Utilities Commission

The Greenville Utilities Commission was initially chartered by the North Carolina General Assembly in 1905. It is organized as an independent agency of the City of Greenville and operates the City's electric, water, sewer and gas utilities.

Greenville Utilities is guided and managed by an eight-member Board of Commissioners. These local citizens represent the interests of all GUC customers and help make decisions that support local needs and values. The City Manager serves as a full voting member; five other Board members are nominated by the City Council, and two are nominated by the County Commissioners. All Board members are approved by the City Council. Board members serve three-year staggered terms with a maximum of two consecutive terms. The Chair and Vice-Chair are elected by the Commission and serve one year terms.

The total budget of the Commission for fiscal year 2012-2013 is \$278,250,949 and is incorporated as a part of the City of Greenville's annual budget.

The Commission currently employs approximately 435 people in eight departments. Greenville is located in Pitt County in the Coastal Plan region of eastern North Carolina. It is approximately 85 miles east of the state capital of Raleigh.

GUC has facilities in seven (7) locations throughout Pitt County. The main office building at 401 S. Greene Street is the work area for 90 employees in Customer Relations, Finance, Information Technology, and the General Manager's office.

GUC has adopted an Affirmative Action and Minority and Women Business Enterprise Plan (M/WBE) Program. Firms submitting a proposal are attesting that they also have taken affirmative action to ensure equality of opportunity in all aspects of employment, and to utilize M/WBE suppliers of materials and/or labor.

1.4 State of Safety

In 2008 GUC formally established corporate safety goals and strategies. The business value of safety has been established through the understanding that “no job is so important that it can’t be done safely”. This groundwork along with our vision “that every employee return home in the same or better condition as when they arrived at work” served as the platform for culture change. Executive and senior management support unfolded into the establishment of a cross functional steering committee made up of key managers and engineers from throughout the organization, along with corporate safety staff. The steering committee branded the movement “CSI: Corporate Safety Initiative”. It accomplished work through recruiting employees from all levels to serve on ad hoc subcommittees. The subcommittees developed each strategy into actionable items and operationalized the strategies. Over the course of three years, a number of tactics were deployed to begin new processes and enhance existing systems. Progress was communicated to executive and senior management through regular minutes and meetings and to employees through corporate assemblies. This grassroots effort effectively molded the work environment producing a positive change towards safety in an organizational culture that already possessed a deep respect for the hazards found in the industry. Safety performance at GUC has experienced monumental improvements over the past 3 – 4 years but now faces the challenge of sustainability and continuous improvement.

2 Scope of Work

2.1 Deliverables

1. Assessment – Describe the methodology used to assess the current state of safety within the GUC workforce culture.
2. Prerequisites – Identify the steps commonly necessary for organizations to close gaps between its current state and the desired state for launching a behavior based safety process.
3. Survey – Assuming an employee survey will be necessary, describe your company’s approach to successfully completing the survey process including the reportable characteristics that are typically identified from the survey process.
4. Approach to culture transition – What approach will your company take to facilitate, or prepare GUC to facilitate, the transition from the current culture to the desired culture.
5. Sustainability – Identify the financial, manpower, and other resource costs to sustain the process once fully operational and producing desired results.
6. Project Plan and Schedule –Describe the project and schedule necessary to plan, develop, authorize, communicate and execute your company’s behavior based safety process. Assume the start date for the project will be October 1, 2012 and that there will be only the typical unanticipated setbacks.
7. Identification of necessary internal resources – Qualify and quantify the internal resources necessary to adequately staff your process.
8. Demonstration of clients success – Use the success of your past clients to describe how your company will produce success for GUC. Include business intelligence that identifies your clients’ long term success and an explanation of why unsuccessful clients failed.

9. Access to Ancillary Support (Software upgrades, conferences, workshops, webinars) – List the items and services available (and their applicable cost) to clients who wish to continue to remain “state of the art” in your behavior based safety process.

3 Proposal Preparation Instructions

3.1 Vendor’s Understanding of the RFP

In responding to this RFP, the vendor accepts the responsibility fully to understand the RFP in its entirety, and in detail, including making any inquiries to GUC as necessary to gain such understanding. **Good Faith Statement**

All information provided by GUC in this RFP is offered in good faith. Individual items are subject to change at any time. GUC makes no certification that any item is without error. GUC is not responsible or liable for any use of the information or for any asserted claims.

3.2 Inquiries

After the RFP issue date, all communications between vendors and GUC must be submitted in writing. Any inquiries, requests concerning interpretation, technical questions, clarification, or additional information pertaining to functionality should be directed to the individual listed:

Kevin M. Keyzer
Resource Exposure Manager
Greenville Utilities Commission
P. O. Box 1847
Greenville, NC 27834
E-mail: keyzerkm@guc.com

Vendors should not ask other GUC personnel questions, as information gathered from other sources may not be reliable. All questions concerning the RFP must reference the RFP page number, section heading, and paragraph. The question(s) must be concisely stated and be numbered in sequential order. Answers will be returned as soon as possible. Questions and responses affecting the content of this RFP will be provided to all vendors.

3.3 Proposal Submission

Instructions for submitting proposals to Greenville Utilities are outlined in the proposal package. Firms are requested to inform GUC by **August 8, 2012, 5:00 PM (EDST)**, of their intention to respond to this RFP by sending an email to:

Cleve Haddock, Purchasing Technician at haddocgc@guc.com

Please include in your email the RFP Title (Behavior Observation and Feedback Process), your company name, mailing address, email address, telephone & fax numbers and name of the contact person.

Deadline for submitting proposals are included in the proposal package and must be strictly adhered to. If addenda are issued, they will be distributed to each respondent. Each addendum will be identified by the RFP Title followed by a number (i.e. #1, #2, etc.) Firms

are urged to check the Revised Date in the Date area of the addenda prior to submitting a proposal response to assure they have obtained all addenda that may have been issued for the proposal package. Proposal addenda should be acknowledged and included with the proposal response.

Vendors should submit one (1) original and seven (7) signed copies. Each original and copy must be individually bound with tabbed sections as specified in Section 7 of this document. Additionally, one (1) electronic or soft copy, of all proposal materials, in Adobe PDF must be submitted via email to: haddocgc@guc.com. Proposals must be plainly marked on the outside for the "Behavior Observation and Feedback Process". The proposal is contained in this contract document and must not be detached by any vendor when submitting a proposal. The proposals must be addressed to:

Greenville Utilities Commission
401 S. Greene Street
Greenville, N.C. 27834
Attention: Cleve Haddock, Purchasing Technician

If forwarded other than by mail, it must be delivered to the address listed above. The vendor should make no other distribution of the proposal.

3.4 Method of Evaluation

Proposals will be evaluated by GUC personnel. Selected vendors may be requested to present formal presentations on site on a date and time mutually agreeable by both parties.

Evaluation Criteria:

Vendor selection will be based on evaluation and rating of Vendor's demonstrated competence and qualifications for the type of services to be performed. The following guidelines will be used as minimum criteria for rating the Vendor:

- The quality of references from past customers of vendor.
- Qualifications of staff to be assigned, i.e. team members demonstrated ability, years and type of experience for similar projects
- Quality of approach and methodology for performing the effort clearly demonstrates an understanding of the issues and requirements
- Quality, extent and relevance of vendor's experience (including sub-contractors) in conducting similar efforts, particularly in a setting similar to that described by this RFP.
- Project Schedule and Deliverables
- Overall total cost for the project services.
- Staffing size and current workload will be evaluated.
- Project Understanding and Scope
- Vendor's approach to the project

- Vendor's proposed work plan

GUC reserves the right to reject all proposals or accept such proposals, as appears in its own best interest, and to waive technicalities or irregularities of any kind in the proposal.

3.5 Schedule of Events

The following is a tentative schedule that will apply to this RFP, but may change in accordance with the organization's needs or unforeseen circumstances.

RFP Available to Vendors:	July 25, 2012
Vendor Acknowledgement of Intent to Reply:	August 8, 2012
Questions Due from Vendors:	August 15, 2012
Answers to Questions available to Vendors:	August 22, 2012
Proposal Submission Date:	August 31, 2012, Until 4:00 PM (EDST)

4 Vendor Incurred Costs

All costs that may be incurred to prepare proposals, attend meetings, attend site inspections, provide requested follow-up information, make formal and informal presentations, and for the entire contract negotiations process if applicable, will be the sole responsibility of each vendor.

5 Vendor Qualifications and References

The vendor must be an established firm recognized for its capacity to perform similar projects. The vendor must be capable of mobilizing sufficient personnel to address the project as specified. The selected vendor will be subject to GUC's Terms and Conditions.

All vendors must provide the following information in order for their proposal to be considered:

5.1 Vendor Qualifications

Provide a brief outline of your company, including:

- Full legal name of the company
- Year business was established
- Whether resources and offices are available in North Carolina. If so, please provide the location(s).
- Number of people currently employed, specific total and number dedicated to providing similar consultation services
- Provide a history of the company's annual revenue for the past three years. Please attach audited financial statements for the last three (3) years.

5.2 Vendor Clients and References

Provide information about your current clients, including:

- Total number of current clients.
- A list of any utility companies that use similar services
- Evidence of successful completion of a project of a similar scope, size and complexity.
- Identification of your clients within a 3 hour drive of Greenville, NC.
- Identification of your clients that work in industries that have similar functional and geographical characteristics to GUC.
- At least three customer references of utility companies, similar in size and complexity to GUC, where you have done similar work as outlined in this RFP. For each reference provide a summary of the specific services performed and implementation results for that customer. The list should include organization name, name of contact with address and telephone number. If requested, the selected vendor should be prepared to facilitate a site visit to one of the reference sites that have implemented the vendor's recommendations.

5.3 Proposed Project team

Please provide details to explain the composition of the team that will be dedicated to this project including:

- The names of the employees that will be designated to work on this project
- Their function in the company, title, and number of years' service with the firm. Specify if employees of business partner or subcontractor.
- Detailed resumes for the specific individuals, specifying educational and work experiences for such a project.

A description of the number of anticipated projects each project team member will be expected to coordinate while dedicated to the GUC BOFP. Please provide the following details regarding the vendor's project manager:

- The name of the employee.
- Their function in the company, title, and number of years' service with the firm. Specify if employees of business partner or subcontractor.
- Detailed resume for the specific individual, specifying educational and work experiences for similar projects.
- A description of the number of anticipated projects the project manager will be expected to coordinate while dedicated to the GUC BOFP. Will the project manager function onsite or at a remote location?

5.4 Conflict of Interest

Vendors are asked to disclose any situation or relationship that might be regarded as potential conflict of interest with, but not limited to, their expected duties and recommendations as defined in this RFP.

6 Proposal Estimates

GUC requests the Vendor provide an estimate of the number of consultant man hours necessary to complete this work. GUC will reimburse the selected vendor for reasonable and generally accepted out-of-pocket expenses.

7 Required Response Information and Format

Vendor responses should be prepared using a font size of 11 Arial. Submitted materials should have dividers with labeled (as indicated below) tabs separating the sections. Proposals are limited to 30 pages. The same numbering system as the RFP should be used so members of the evaluation committee can easily reference the materials. **Please do not substitute printed brochures in response to specific questions.**

- Title page

Show the company name, address, telephone number, and name of the project representative.

- Tab 1 Consulting Services Summary

Vendor responses for this section are limited to ten (10) single sided pages with a font size of 11 Arial. An initial project plan must be presented to describe the scope and time line of the project as envisioned by the responding Vendor. Vendor should clearly convey its understanding of the project. The vendor should outline its approach, list deliverables and provide an estimated duration and timeline for completion.

- Tab 2 Vendor's Response to Section 5 – Vendor Qualifications and References

Provide all of the information requested in Section 5 concerning vendor qualifications, staffing, references and conflict of interest.

- Tab 3 Vendor's Response to Section 6 – Proposal Pricing

Provide the information requested in Section 6 concerning pricing.

- Tab 4 Promotional Materials

The vendor may provide, if desired, any promotional materials or printed brochures related to the services being proposed in this RFP.