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**REQUEST FOR PROPOSALS #39-13
BUSINESS PROCESS REENGINEERING (BPR)
FOR FACILITIES MANAGEMENT INFORMATION SYSTEMS
UNIVERSITY OF MAINE SYSTEM
ADDENDUM #3**

This addendum reflects responses to vendor inquiries:

The University of Maine

University of Maine
at Augusta

University of Maine
at Farmington

University of Maine
at Fort Kent

University of Maine
at Machias

University of Maine
at Presque Isle

University of
Southern Maine

Q1. Is there a formal engagement and approval process to document stakeholder commitment?

A1. Part of this effort will be to develop strategies to ensure stakeholder buy-in.

Q2. Is there a University specific cost benefit model that must be used and/or blessed?

A2. No.

Q3. Is there a University IT integration process and procedures guide that must be followed?

A3. Not at this time, but an effort is underway to develop guidelines.

Q4. Does the University have a mobile device strategy that must be adhered to?

A4. No.

Q5. Are there any scheduling issues that have to be dealt with- University closures, administration retreats, etc. that could impact our ability to engage stakeholders in a timely manner?

A5. There are no known scheduling issues.

Q6. Does Facilities Management have a description (narrative or illustrative) which indicates the current Facilities Management (FM) technology environment?

A6. Section 3.1 in RFP describes our environment...

Q7. How is Facilities Management currently organized and managed throughout the system? Is management centralized or decentralized, is a shared-services model employed; how do campuses interact with the Central Office?

A7. Facilities Management departments are decentralized. IT, procurement, and HR departments are centralized. Please refer to section 1.3 in the RFP.

Q8. Do you use an outside facilities management service to support your needs at any of the campuses? If yes, who? If you use an outside facilities management service, what systems or tools do they use to interact and report to Facilities Management?

A8. No.

Q9. The scope provides an overview of the campuses. In order to better understand the scalability requirement, what is the floor area (total square footage?) and asset value by campus?

A9. Total area by campus follows:

System Office – 48,742

UM – 4,748,547

UMA – 395,119

UMF – 792,119

UMFK – 262,816

UMM – 294, 181

UMPI – 418,609

USM – 2,472,715

Total = 9,432,847

Q10. The list of expected services calls for all process documentation to be developed in Microsoft Visio. Would the University be open to understanding a different approach to process documentation utilizing, a different tool set than Microsoft Visio?

A10. Responses should be submitted based on Visio. You may submit an alternative format in addition to Visio, if you wish.

Q11. The list of expected services calls for training. Does the University have an online Learning Management System which it utilizes to provide self-paced or on-demand training? If so, which LMS does the University use?

A11. The University of Maine System uses BlackBoard as its LMS.

Q12. Does the University envision the Standard Operating Procedures to be written at a standard level, which would enable a reader to understand the goals, objectives and operations of the process, or down a further level to the work instruction or task level to enable a reader to be able to completely execute the tasks associated with the process?

A12. It is the latter we are looking for. We are looking for instruction at the task level.

Q13. What is the specific system-wide expectation for process discovery? Will the processes noted in 3.2.2 require process discovery at each individual campus in the system, at a representative number of campuses, or at a single campus?

A13. The expectation is to develop master processes that are scalable where necessary.

Q14. Many University systems have increasingly relied on outside providers for the skills and expertise required to maintain their fixed assets. In this case, procurement of services and associated vendor and contract management processes are key enablers. Should the processes associated with scoping, specifying and procuring services be considered as part of the scope of this project?

A14. Yes. Contracted services are utilized to varying degrees across the campuses. Contract management and administration should be a consideration.

- Q15. Mobility is perceived as an opportunity to improve process performance via increasing productivity and is applicable to a number of the processes within the SOW. How does the University perceive mobility itself as being a process?
- A15. Mobility is not a stand-alone process. It is an enabler of processes and mobility is embedded in multiple processes.
- Q16. Are process maps, narratives, policies and other documentation for the current process available - or is documenting the 'as-is' process an assumed task within Step 1?
- A16. Yes, we have documented process maps and the documents will be used to build our future processes. We are not, however, interested in documenting the processes as they currently stand.
- Q17. Will system development time be required in advance of developing and delivering training?
- A17. We have a fully developed implementation plan that will be revealed to the selected vendor upon award of the contract.
- Q18. Is there a sample completed template available? Not clear how to complete for processes for which there are sub-processes versus processes for which there are no sub-processes...
- A18. There are no templates. Part of this process will be to develop templates.
- Q19. Describe for us your IT organization. How many people work in IT, and how is it organized? What are the key skills or competencies of the IT organization? Do you outsource any aspects of IT, and if so, what areas?
- A19. This information will be made available to the selected vendor upon award of contract.
- Q20. What types of University of Maine data will be provided to the vendor selected for this engagement, and where will such client data be stored.
- A20. Data will reside in the IWMS pilot system.
- Q21. **Addendum Two, General Information, Section 1.1, Clarification for Previous Answer, A1.**
Vendor: Can you please tell us which vendor and which facilities management software platform the University selected? When was it installed? What do the stakeholders like and dislike about it?
- A21. We have selected AssetWorks and will begin the implementation process this summer.
- Q22. Does your Facilities Management Software/Platform vendor offer Consulting Services? Is the University considering a bid for BPR/Analysis/Training services from this vendor?
- A22. The software vendor will work with the BPR consultants to deliver integrated training.
- Q23. Who are the stakeholders impacted by this initiative?
- A23. The University of Maine System community.
- Q24. In 39-13 ADDENDUM_TWO.pdf, you state that a vendor ~~was~~ chosen for the Facilities Management technology. Which vendor and product version was selected?
- A24. See answer to Question 21.
- Q25. In the Statement of Work, Section 3.1, you state that the Phase I work will be rolled out to three different Tiers.

Will stakeholders from all of the schools participate in interviews and potential workshops set up by the contractor?

Will the workshops and information gathering be conducted only at the Orono location, or do you anticipate participation of stakeholders at other school locations?

A25. All campuses will participate at multiple locations.

Q26. You do not specify an industry standard notation to capture the workflows. Shouldn't Business Process Modeling Notation (BPMN) be a requirement?

A26. It is the selected vendor's decision.

Q27. Section 3.3, Responsibilities, Tasks and Deliverables, lists a plethora of documents as deliverables. What level of detail will be required given that the effort is 3.5 months and a limited budget?

A27. Level three.

Q28. Is there a budget for this effort?

A28. Yes.

Q29. Section 4.6, References. You state that you want three references, "...in the past year on projects with a similar scope to this one." We would recommend that you expand the scope to three years, since a lot of solid past performance references for contractors are in the one to three year range.

A29. We are looking for references from the past year.

Q30. Business process re-engineering projects often just capture workflow activities. But to create workflow systems, business analysts need to capture business rules (e.g., policies, procedures, roles, responsibilities, routing, deadlines, etc.), form elements (e.g., data to be captured, validations, layouts), integrations (e.g., data input from other systems, data add/change/deletes), and reports. Do you want to just map the process or do you want to fully model the process?

A30. See the list of Expected Services in section 3.2 of the RFP.

Q31. In your re-engineering plans, do you want to define/describe problems, create goal statements, identify KPIs, and conduct full business impact analyses?

A31. Yes, with the possible exception of full business impact analyses. We will consider recommendations from the selected vendor.

Q32. When eliminating waste, do you want to conduct root cause analyses?

A32. Not at this time.

Q33. Are you interested in following a Six Sigma approach?

A33. We may consider this as part of the selected vendor's recommendation.



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