

# REQUEST FOR PROPOSALS

## Project Manager

### Innovative Workforce Initiative

**Defined:** The Minnesota Judicial Branch, State Court Administrator's Office ("STATE") is using a competitive selection process to select the vendor to serve as a project manager responsible for providing leadership for a statewide Innovative Workforce Initiative (IWI). The IWI is a multi-year project to develop a new way to assess the need for staff resources that takes into account changes to the type of work and work process brought on by the transition to electronic court records as a result of the Branch's eCourtMN efforts and other related initiatives/projects. Design and implementation of the IWI will be a joint effort between the STATE and the District Courts.

**RIGHT TO CANCEL:** THE STATE IS NOT OBLIGATED TO RESPOND TO ANY SUBMISSIONS RECEIVED AS A RESULT OF THIS RFP NOR IS IT LEGALLY BOUND IN ANY MANNER WHATSOEVER BY ANY SUBMISSION. THE STATE RESERVES THE RIGHT TO CANCEL OR WITHDRAW THE REQUEST FOR PROPOSALS AT ANY TIME IF IT IS CONSIDERED TO BE IN ITS BEST INTEREST. IN THE EVENT THE REQUEST FOR PROPOSALS IS CANCELLED OR WITHDRAWN FOR ANY REASON, THE STATE SHALL NOT HAVE ANY LIABILITY TO ANY SUBMITTER FOR ANY COSTS OR EXPENSES INCURRED IN CONNECTION WITH THIS REQUEST FOR PROPOSALS OR OTHERWISE. THE STATE ALSO RESERVES THE RIGHT TO REJECT ANY OR ALL SUBMISSIONS, OR PARTS OF SUBMISSIONS, TO WAIVE ANY INFORMALITIES THEREIN, AND TO EXTEND SUBMISSION DUE DATES.

#### **About the Minnesota Judicial Branch:**

The Chief Justice of the Minnesota Supreme Court is the administrative head of the Judicial Branch and responsible for its overall management. In 2005, following the transition to full state funding of the trial courts, the Judicial Branch instituted a new governance structure called the Judicial Council, which is now the single administrative policy-making body for the Judicial Branch.

The State Court Administrator's Office serves as staff to the Judicial Council and provides central administrative infrastructure services to the entire Judicial Branch including human resources, finance, legal research, information technology, communications, statewide program management, and research and evaluation services.

The chief justice leads the Supreme Court, which, besides handling the cases that come before the court, has the responsibility for regulating the practice of law and the promulgation of statewide rules of procedure and practice before all courts of the state. There are seven justices on the Supreme Court.

There is a chief judge of the Court of Appeals, appointed by the governor for a three-year term who serves as the head of that court. There are 19 judges on the Court of Appeals.

One district court judge in each judicial district is elected as a chief judge by the bench for a two-year term, and is responsible for management of the entire judicial district. There are 10 judicial districts in the state. The chief judge is assisted by a judicial district administrator. A county court administrator oversees the day-to-day operations in each county. There are 290 district court judges.

There are 106 Judicial Branch hearing facilities in the state. Excluding judges, there are approximately 2,500 permanent full-time employees working for the Judicial Branch.

**Project Background:** The transition to an electronic court record has resulted in work being re-defined and re-engineered to recognize efficiencies and new ways of serving customers from a business and HR perspective. The current staff weighted caseload study used to inform the allocation of resources (staff and dollars) does not take this into account and reflects the “old way” of doing business.

This initiative has several phases and must be completed in time to use the results for purposes of the FY20-21 biennial budget allocation for the District Courts.

**Summary of Purpose:** The State Court Administrator’s Office is submitting this Request for Proposals (RFP) to consulting agencies for a Project Manager to lead this initiative comprised of three project tracks with three project track leads:

- **Business Re-engineering Track:** Re-engineer work statewide, document as-is and to-be process flows, develop policy and procedure, identify staffing need in the least populous counties, identify training needs, all with a focus on customer service, consistency and effectiveness.
- **Data/Staff Study Track:** Collect and analyze data to support business track, conduct time studies, develop workload standards, and redefine the staff weighted caseload study used to inform the allocation of resources (staff and dollars).
- **Human Resource (HR) Track:** Update job classification specifications, determine need for new job classifications, review court clerical job series structure, and get the right people into the right jobs with the right skills.

**Expected Activities/Deliverables: Specific activities for this engagement include:**

1. Development and implementation of an overall written project plan encompassing the various tasks and activities needed to complete the goals and projects of the IWI, including but not limited to:
  - Identification of interdependencies between the HR, re-engineering and data tracks
  - Creation of tools and methodologies for information gathering
  - Design model for budget allocation - how to combine workload standards
2. Assist in identifying and recommending opportunities to reorganize delivery structures and other workforce design changes.
3. Development a communication/branding strategy and plan in consultation with project leaders, in consideration of culture change and change management

Other responsibilities or characteristics of the Project Manager include:

- Coordinate with the part-time project manager to ensure project timelines are met, evaluating project health and potential risks, and supporting project manager in advising team leads on resource needs or needs to shift project priorities. With project manager, triages project issues and risks and provide options or solutions to mitigate risk to project track leads and project owner.
- Provide leadership to cross-functional teams working on IWI projects
- Identify and manage project risks
- Collaborates directly with project leads to prepare and present reports and summaries for leadership groups. Develops recommendations for standard and consistent practices across each track that use Branch resources in the most efficient and effective manner.

- Knowledge of court business practices, court rules and policies, and relevant law or ability to quickly learn and familiarize with practices, rules and policies, and other law.
- Knowledge and understanding of trends, best practices and new developments in court administration, business process reengineering, organizational structuring, customer service, employee engagement, and court staff studies/workload assessments.
- Strong analytical skills.
- Superior written and oral communication skills.
- Ability to be flexible and adapt to changing environments and expectations.
- Ability to resolve conflicting viewpoints and create unity.
- Ability to lead an initiative supporting goals and vision to diverse groups of people.

**Reporting and Work Location:** The Project Manager will report to the STATE's Deputy State Court Administrator. Work may be performed in workspace provided in the Minnesota Judicial Center. Some work may be performed remotely as agreed upon. All regular meetings with the internal team and project leadership groups will be in-person.

**Requirements for Responding to this RFP:** Please follow the instructions set forth in Attachment A Instructions for Responders. ***Please note that Attachment A includes a tight deadline for submissions in response to this RFP.***

## ATTACHMENT A:

### INSTRUCTIONS TO RESPONDERS

#### I. SUBMISSION REQUIREMENTS:

- A. Resume and not-to-exceed cost estimate. Each vendor submission must include the resume and data of availability of the individual who would perform the services. In addition, each submission must include an hourly rate and a not-to-exceed cost estimate for the project through June 30, 2017.
- B. Certificate of Insurance. Each vendor submission shall contain acceptable evidence of compliance with the workers' compensation coverage requirements of Minn. Stat. § 176.181, subd. 2. Vendor's submission must include one of the following: (1) a certificate of insurance, or (2) a written order from the Commissioner of Insurance exempting you from insuring your liability for compensation and permitting him to self-insure the liability, or (3) an affidavit certifying that you do not have employees and therefore are exempt pursuant to Minn. Stat. §§ 176.011, subd. 10; 176.031; and 176.041.
- ~~C.~~ Affirmative Action Certification. If the vendor's submission exceeds \$100,000.00, the RFP response must include a completed State of Minnesota Affirmative Action Certification on the form approved by the Minnesota Department of Human Rights (Appendix I).
- D. Non-collusion Affirmation. Vendor must complete the Affidavit of Non-collusion (Appendix II) and include it with its RFI response.
- ~~E.~~ Contract Terms. The State's proposed contract templates are set forth in Appendix III (contract) and Appendix IV (subcontractor participation agreement). No work can be started until a contract (and where necessary a subcontractor participation agreement), in the form approved by the State Court Administrator's Legal Counsel Division, has been signed by all necessary parties in accordance with state court procurement and contract policies. The templates included in the appendices are sample forms and are not to be interpreted as offers.
  - a. Financial Stability: Vendor's submission must provide evidence of Vendor's financial stability as an indicator of Vendor's ability to provide services irrespective of uneven cash flow. If a vendor's submission leads to a contract, the following information will be accessible to the public: the existence of any resulting contract, the parties to the contract, and the material terms of the contract, including price, projected term and scope of work.

#### II. SUBMISSION EVALUATION:

- A. The STATE will evaluate all complete submissions received by the deadline. Incomplete submissions, late submissions, or submissions sent to any other address will not be considered. In some instances, an interview or presentation may be part of the evaluation process
- B. The evaluation of all submissions shall be based upon deriving the "Best Value" for the Judicial Branch. "Best Value" means achieving an appropriate balance between price and other factors key to a particular procurement. A procurement that obtains a low price but does not include other necessary qualities and features of the desired product or service does not meet the "Best Value" criterion.
- C. No facsimile submissions will be accepted.
- D. SIGNATURES. Your submission must be signed by, in the case of an individual, by that individual, and in the case of an individual employed by a firm, by the individual and an individual authorized to bind the firm.
- E. INK. Prices and notations must be typed or printed in ink. No erasures are permitted. Mistakes may be crossed out and corrections must be initialed in ink by the person signing the submission.
- F. **DEADLINE FOR SUBMITTING, AND PUBLIC ACCESS TO, SUBMISSIONS.** Submissions must be received no later than 4:30 p.m. local (i.e. Minneapolis) time on **Wednesday, August 31<sup>st</sup>, 2016**. Proposals will be opened the following business day after the deadline and once opened become accessible to the public.

Except for financial stability information submitted in accordance with this RFP, do not place any information in your submission that you do not want revealed to the public. All documentation shipped with the submission, including the submission, will become the property of the STATE. Proposals shall be delivered, mailed or emailed (PDF version) to: Dawn Torgerson, Deputy State Court Administrator, State Court Administration, 25 Rev. Dr. Martin Luther King Jr. Boulevard, St. Paul, MN 55155 or [dawn.torgerson@courts.state.mn.us](mailto:dawn.torgerson@courts.state.mn.us)

- G. LATE SUBMISSIONS. Late submissions will not be accepted.
- H. QUESTIONS. Questions about the RFP or the selection must be directed in writing to Dawn Torgerson, Deputy State Court Administrator, State Court Administration, 25 Rev. Dr. Martin Luther King Jr. Boulevard, St. Paul, MN 55155 or by email at [dawn.torgerson@courts.state.mn.us](mailto:dawn.torgerson@courts.state.mn.us) by August 19, 2016. Timely submitted questions and answers will be posted on the MJB website by August 24<sup>th</sup>. Other court personnel are not allowed to discuss the Request for Proposals with anyone, including responders, before the proposal submission deadline. Questions and answers to all questions will be accessible to other vendors and the public.
- I. SELECTION TIMELINE. The tentative selection timeline is to select a vendor to begin contract negotiations by September 19, 2016 and have a contract completed as soon as reasonably possible thereafter.