

Date: January 13, 2012

**THE COMMONWEALTH OF MASSACHUSETTS  
UNIVERSITY OF MASSACHUSETTS  
PHYSICAL PLANT BUILDING  
PHYSICAL PLANT DIVISION  
360 CAMPUS CENTER WAY  
AMHERST, MASSACHUSETTS 01003-9248**

**ADDENDUM # 1**

**Re: Project: UMAPP12-058**  
**Account: 139662**  
**Title: PHYSICAL PLANT – BUSINESS PROCESS REVIEW**

The attention of bidders submitting proposals for the above subject project is called to the following addendum to the specifications and drawings. The items set forth herein, whether of omission, addition, substitution, or clarifications are all to be included in and form a part of the bid submitted.

**ACKNOWLEDGEMENT OF RECEIPT OF THIS ADDENDUM (1) MUST BE REFERENCED IN YOUR BID SUBMITTAL.**  
**ACKNOWLEDGEMENT OF RECEIPT OF ALL ADDENDA MUST BE REFERENCED IN YOUR BID SUBMITTAL.**

Item #1: Reference the RFP UMAPP12-058, Section IV. INFORMATION PROVIDED BY UMA; page 5; include paragraph C. Parking Regulations to read:

**“PARKING REGULATIONS”**

The Contractor’s vehicles and vehicles of persons employed by the Contractor will be charged a fee for on-campus parking. The fees can range from \$8.00 per day per vehicle to \$800.00 per year per vehicle.

On campus vehicle registration and parking permits shall be requested from the University’s Parking Office and shall be the responsibility of the Contractor.

The University’s Parking Office is located at the north end of Parking Lot #25 and the telephone number is (413) 545-0065.

Vehicles which are not registered with the University’s Parking Office or which are not parked at a parking meter or in the unreserved section of the Campus Center Garage are subject to a parking violation ticket and/or to being towed off-campus. The Contractor is cautioned that parking regulations are strictly enforced by University police. Any parking violations and related fees, regarding the Contractor’s vehicles and/or vehicles of persons employed by the Contractor, shall be the responsibility of the Contractor.

Vehicular traffic and parking on campus walkways, lawns, and gardens is prohibited, without exclusive authorization requested for each occurrence, by the Contractor, from the University Parking Office. Unauthorized vehicles will be ticketed and towed at the Contractor’s expense.”

Item #2: Questions had been submitted: The questions with answers are attached along with an organizational chart (7 pages).

Item #3: Attached to this addendum is a University Campus Map (2 pages).

By John O. Martin  
Director of Procurement

**Addendum #1**  
**UMAPP12-058**  
**Physical Plant Business Process RFP Vendor**  
**Questions & University Responses**  
**January 9, 2012**

**Important:** Vendors must incorporate all questions and University responses listed below as part of their bid response. Failure to do so can disqualify the vendor at the University's sole discretion.

**Q1.** Will UMA furnish "As Is" process flows (those developed in 2003 by Accenture, or any subsequently-developed flows, prior to commencement of the project, as a starting point for the project?

**A1.** UMA Physical Plant will furnish the selected vendor process flow charts as they were developed for, or subsequent to, the 2003 "Accenture" Report.

**Q2.** Which of Accenture's "Other Recommendations" and "Suggested Next Steps" (pages 31-34 of Accenture's Final Deliverable dated May 2003) have been implemented?

**A2.** UMA Physical Plant will provide selected vendor with any reports updating actions suggested in the "Accenture" Report. Complete assessment of these "Other Recommendations" and "Suggested Next Steps" is a goal of this Business Process Review.

**Q3.** The Accenture report of May 2003 (page 6) indicated the "UMASS Plant" broken down into 7 functional areas: Executive Office; Business Management; Customer Service/Work Management; Ground, Building Services and Fleet Management; Building Maintenance; Utilities; Alterations. Has there been any material change in this structure?

**A3.** Yes, Physical Plant's current structure includes five functional areas: Executive; Administrative Services; Building Maintenance; Building and Grounds Services; and Utilities.

**Q4.** Should these departments / functions to be reviewed be addressed in terms of the Physical Plant's business requirements or the UMA'S business requirements?

**A4.** All business requirements, Physical Plant, University, State, and Federal should be considered and addressed.

**Q5.** Is there a UMA mission statement that defines the mission / vision for the Physical Plant? Can we get a copy?

**A5.** Physical Plant's Mission statement is – "Striving to provide solid facilities services that are needed, desired & valued by the University community".

**Q6.** Can we get one comprehensive list of functional areas that UMA desires this review to address? There appears to be three different lists of functional areas according to the RFP.

**A6.** See A3 above. See Attachment #1 Organizational Chart for a more detailed description of these five (5) functional areas.

**Q7.** Was an external vendor/consultant retained as a result of the 2003 Accenture report, to assist in developing new processes, procedures or systems? If yes, will UMA furnish work documents related to those changes?

**A7.** The only vendor/consultant retained as a result of the 2003 "Accenture" report was for the development of the TimeTracker system (see A17).

**Q8.** What is the budgeted cost for this project (No.UMAPP12-058)?

**A8.** There is an estimated budget of \$50,000 for planning purposes only. We realize the actual cost will be dependent on a final scope of work developed when we award the bid. To that end, we encourage vendors to submit hourly rates and estimated hours for each member of the proposed project team as part of their response to section V.A.1.h

**Q9.** How many CMMS (EMPAC) users are there?

**A9.** There are about 700 user accounts. This includes external customers, admin accounts, and Physical Plant users. During the day we have approximately 40 concurrent users.

**Q10.** What is the value of current inventory?

**A10.** The current inventory value for all Physical Plant locations is approximately \$2,200,000.

**Q11.** Is a consignment warehouse in place?

**A11.** There is no "Consignment" warehouse. Physical Plant owns and operates its warehouse(s) and inventory.

**Q12.** What version of PeopleSoft is being used?

**A12.** Finance version 9.1, Human Resources (HCM) 9.0

**Q13.** What PeopleSoft modules are being used?

**A13. Finance:** eProcurement, Purchasing, Payables, Expenses, Asset Management, General Ledger, Commitment Control, Grants (which includes modules needed to run Grants - Project Costing, Accounts Receivable, Billing)

**Human Resources:** Enterprise Learning, Talent Acquisition Management, Time and Labor, Payroll, Base Benefits, Human Resource

**Q14.** Please furnish organization charts showing filled positions.

**A14.** See Attachment #1 for Departmental Organizational chart. Approximate number of filled positions are as follows: Executive – 5; Administrative Services – 21; Building and Grounds Services – 282; Building Maintenance – 83; Utilities - 42

**Q15.** Which day-to-day business processes within the functional areas, are outsourced to third party vendors?

**A15.** Various Building Maintenance work is outsourced (Filter replacement, and Elevator maintenance are just two (2) examples). The Physical Plant employs Custodians, Grounds workers, and other Building maintenance personnel. Specific staffing will be identified during the Business Process Review.

**Q16.** Can we request interviews with other resources we feel are important in the processes, such as external vendors?

**A16.** Yes, selected vendor can request interviews with other resources.

**Q17.** Please explain the workings of the internally-developed timekeeping system. For example, how data is input, extrapolated, integrated with other systems such as PeopleSoft and EMPAC.

**A17.** TimeTracker is a web-based time sheet application that allows for the single-input of an employee's time while allowing for that information to be populated into multiple systems. Employees are responsible for entering their time, for the current week, and charge that time against specific work orders. At the end of the week, the supervisor reviews the time, and electronically approves the submission. A Personnel employee reviews all the time, via an in-house developed support application, to insure that the time entries have been input correctly. The time data is then exported to a flat file, which is uploaded to Peoplesoft. Through an automated process, associated with TimeTracker, work order labor data are uploaded directly into EMPAC.

**Q18.** Is collective bargaining in place? If yes, which functional areas are impacted?

**A18.** Collective bargaining is in place for most Physical Plant employees in all functional areas.

**Q19.** Please identify any bolt-on/shadow systems being used for day-to-day business functions, such as the Timetracker.

**A19.** There are no bolt-on/shadow systems with EMPAC. TimeTracker stands alone, though distributes information into EMPAC, and is better classified as an interface. There are several MS Access front-ends with ODBC connections to EMPAC that are used for reporting purposes on a day-to-day basis.

**Q20.** How many interfaces does UMA use, how many are interfaced with EMPAC, and what additional, if any, interfaces would UMA like to have?

**A20.** Physical Plant has the following interfaces:

1. TimeTracker – employee time data collection. Interfaces to EMPAC and HR Time & Labor
2. I2k – i2k is a middle-ware application that maintains a database link with EMPAC used for data transfers between EMPAC and TimeTracker.
3. Haz Mat Data Capture – interface for entering hazardous materials information into asset nameplates.

The following operate more as reporting systems, but retrieve some measure of their data from EMPAC tables:

- Shop Load Plan – used to assist with work scheduling
- Billing – captures data pertaining to billable work, processes that information, and generates invoices.
- EMPAC Reporting System – database front-end application for storing/generating/presenting report information. Also includes functionality for tracking Freon usage, generating Fleet Services estimates, managing Building Coordinators list, and managing vendors for the Contracts system.
- WO/WR Emails – used to send email to customers, regarding the status of their work.
- Environmental Emails – used to remind identified employees that they have environmental PM work orders that need to be completed.

This business process review may determine additional interfaces desired by the Physical Plant.

**Q21** What is FoxPro used for?

**A21.** Physical Plant no longer has any FoxPro applications running

**Q22** Does not participating in the pre-proposal conference eliminate a firm or reduce its consideration by UMass?

**A22.** No

**Q23** Will notes or questions from the pre-proposal conference be published?

**A23.** Limited documentation was kept during the Pre-bid conference. Key questions asked during the pre-bid meeting were referred to John O. Martin, Director of Procurement and are included herein.

**Q24.** For section d of the rfp, many of our clients will not allow us to provide the dollar value of their projects. Will there be a penalty for not providing the dollar amount?

**A24.** Physical Plant will not ask respondents to violate any confidentiality agreements. Vendors should/can demonstrate past experience in a similar environment.

**Q25.** For section E of the rfp, provide list of current clients including the name of the principle in charge and their address and telephone numbers, are you looking for a complete listing of all current clients that our firms has, or are you requesting projects for physical plant and related services? Are the addresses and telephone numbers required for the client contact?

**A25.** Respondents should identify clients in similar environments and similar scope of work. This list will be used for reference purposes and contact information should be included.

**Q26.** Have there been any substantial changes to the physical plant, its people, processes or technology, since the Accenture report (e.g. new systems, etc.) that we should be aware of when developing our time line?

**A26.** Budget reductions have resulted in a smaller work force and consolidated functional areas. With the exception of TimeTracker, there are no new, significant changes in technology in place.

**Q27.** Will this project impact any of the other university locations within the UMass system?

**A27.** No, this business process review is for UMA Physical Plant only.

**Q28.** What were the reasons for not proceeding with implementing the recommendations from the 2003 report? Were any implemented?

**A28.** See A2 above. Many recommendations were implemented.

**Q29.** In scope of services - A2d - interviewees will be identified by team leads - do you anticipate a similar number of interviewees from the 2003 project, or do you anticipate reducing or increasing this listing?

**A29.** We anticipate a similar number or fewer interviewees for this review.

**Q30.** May we request a copy of Accenture's response to the Physical Plant's RFP from 2003?

**A30.** There was no rfp for the 2003 Accenture business process review. The BPR was an addendum to a much larger Finance/Human Resources implementation engagement contract at the time. The Addendum language was the basis for section II of the RFP.

**Q31.** What is the budget for the UMass Amherst Physical Plant Business Process Review Project (RFP UMAPP12-058 Physical Plant Business Process) ?

**A31.** See A8 above

**Q32.** Were there any Process Maps or Process Flows that resulted from the Accenture study in 2003 ? if so, would UMass Amherst be able to share the Process Maps or Process Flows ?

**A32.** See A1. Multiple process maps were developed before, during and after the 2003 Accenture Report in conjunction with a Continuous Quality Improvement Team effort. These Process Flows will be made available to the selected vendor.

**Q33.** Were there any Standard Operating Procedures that came out of the Accenture Study in 2003? If so; would UMass Amherst be able to provide a copy of these Standards Operating Procedures? How many Standard Operating Procedures are there?

**A33.** Physical Plant maintains a Policy & Procedure Manual that currently lists over 150 policies and/or procedures. Some of these are a direct result of the 2003 Accenture Report and others have been updated because of efforts that arose out of the report. All policies and procedures will be made available to the selected vendor.

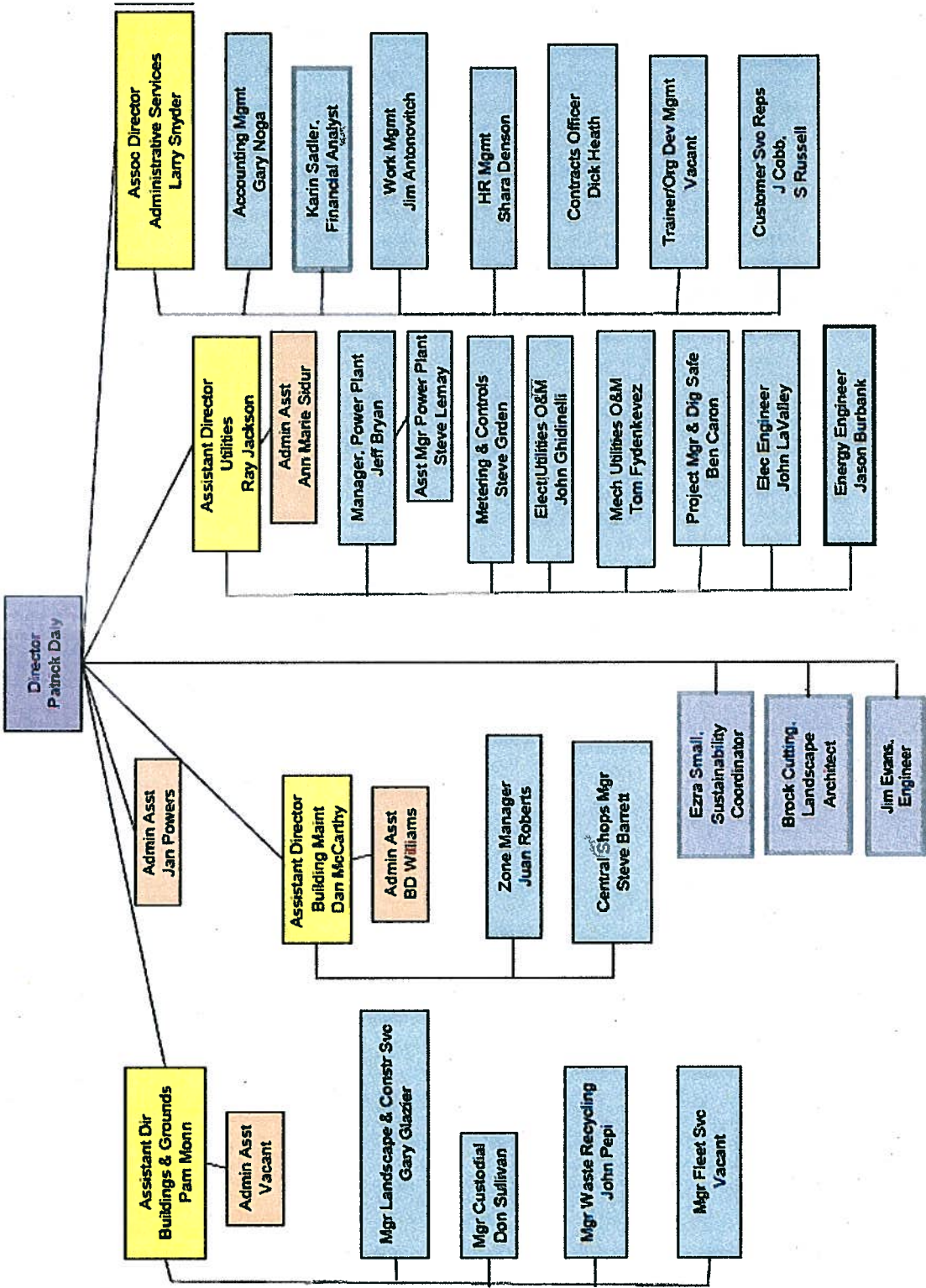
**Q34.** How many Physical Plant personnel will be dedicated to this project (we are trying to gauge the number of interviews that will need to be done and in what timeframe they can be completed in) ?

**A34.** See A28 above

**Q35.** Will the chosen vendor for "RFP UMAPP12-058 Physical Plant Business Process" be precluded from bidding on any follow-on Software, Hardware or Integration Services that may result after this project has been completed?

**A35.** This RFP is meant for a review of business processes only. In order to avoid any apparent conflict of interest, and in an effort to protect the ability of respondents to bid on any follow-up Software, Hardware, or Integration Services, this review must not contain recommendations that would entail the use of proprietary software, hardware, or technology.

# Physical Plant Organizational Chart





# University of Massachusetts Amherst Campus Map

July 2011

University Switchboard - (413) 545-0111

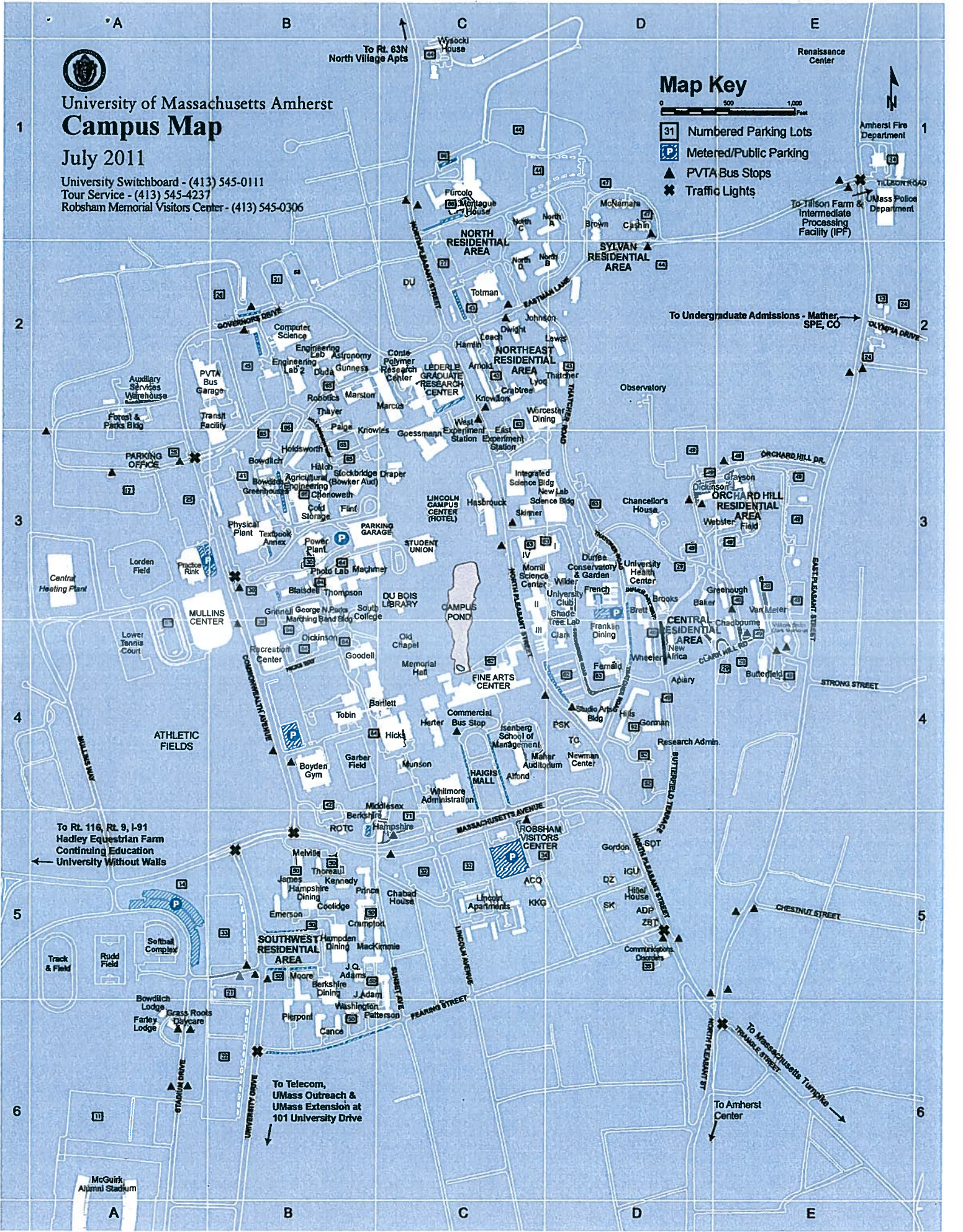
Tour Service - (413) 545-4237

Robsham Memorial Visitors Center - (413) 545-0306

## Map Key

- 31 Numbered Parking Lots
- Metered/Public Parking
- PVTA Bus Stops
- Traffic Lights

0 500 1,000 Feet



To Rt. 63N  
North Village Apts

Renaissance Center

Amherst Fire Department  
UMass Police Department

To Tillson Farm  
Intermediate Processing Facility (IPF)

To Undergraduate Admissions - Mather, SPE, CO

To Orchard Hill Residential Area

STRONG STREET

To Rt. 116, Rt. 9, I-91  
Hadley Equestrian Farm  
Continuing Education  
University Without Walls

To Telecom,  
UMass Outreach &  
UMass Extension at  
101 University Drive

To Amherst Center  
To Massachusetts Turnpike

McGuirk Alumni Stadium

# The University of Massachusetts Amherst Campus Map

358 North Pleasant Street	D5				
Agricultural Engineering Bldgs.	B3	PSK - Phi Sigma Kappa	D4	Munson Annex	C4
Alford	C4	SDT - Sigma Delta Tau	D5	New Africa	D4
Alumni Stadium	A6	SK - Sigma Kappa	D5	New Science Building	C-D3
Apiary Building	D4	SPE - Sigma Phi Epsilon	E2	Newman Center	D4
Army ROTC Bldg.	B5	TC - Theta Chi	D4	North Residential Area	C1, C2
Arnold	C2	ZBT - Zeta Beta Tau	D5	North Village Apartments	C1
Astronomy Bldg.	B2	French	D3	Northeast Residential Area	C2
Athletic Fields	A4	Furcolo	C1	Observatory	D2
Auxiliary Services Warehouse	A2	Garber Field	B4	Old Chapel	C4
Baker	D3	George N. Parks Marching Band Bldg	B3-4	Orchard Hill Residential Area	E3
Bartlett	C4	Goessmann	C3	Paige	B2
Berkshire	B5	Goodell	B4	Parking Garage	B3
Berkshire Dining	B5	Gordon	D5	Parking Office	A3
Blaisdell	B3	Gorman	D4	Patterson	C7
Bowditch Hall	B3	Grass Roots Daycare	A6	Photo Laboratory	B3
Bowditch Lodge	A6	Grayson	E3	Physical Plant	B3
Bowditch Greenhouses	B3	Greenough	E3	Pierpont	B6
Bowker Auditorium (Stockbridge)	B3	Grinnell Arena	B4	Police	B4
Boyden	B4	Gunness Engineering	B2	Power Plant	B3
Brett	D3	Hadley Equestrian Farm	A5	Prince	B5
Brooks	D3	Haigis Mall	C4	PVTA Bus Garage	B2
Brown	D1	Hamlin	C2	Recreation Center	B4
Butterfield	E4	Hampden Dining	B5	Renaissance Center	E1
Campus Center	C3	Hampshire Dining	C6	Research Administration	D4
Campus Center Parking Garage	C4	Hampshire	C5	Robotics	B2
Campus Pond	C3	Hasbrouck	C3	Robsham Visitors Center	C5
Cance	B6	Hatch	B3	Rudd Field (Soccer)	A5
Cashin	D1	Health Center	D3	Shade Tree Laboratory	D3
Central Heating Plant	A3	Herter	C4	Skinner	C3
Central Residential Area	D3	Hicks Physical Education	C4	Softball Complex	A5
Central Stores (Physical Plant)	B3	Hillel	D5	South College	B3
Chabad	C5	Hills	D4	Southwest Residential Area	B5
Chadbourne	E4	Holdsworth	B3	Stockbridge	B3
Chancellor's House	D3	Hotel	C3	Student Union	C3
Chenoweth	B3	Integrated Science Building	C3	Studio Arts Building	D4
Clark	D4	Intermed. Processing Fac. (IPF)	E1	Sylvan Residential Area	D2
Cold Storage Bldg.	B3	Isenberg School of Management	C4	Telecommunications Office	B6
Communications Disorders	D5	John Adams	B5	Tennis Courts	A4
Computer Science Bldg.	B2	John Q. Adams	B5	Textbook Annex	B3
Conte Polymer Research Center	C2	James	B5	Thatcher	D2
Continuing Education	A5	Johnson	C2	Thayer	B2
Coolidge	B5	Kennedy	B5	Thompson	B3
Crabtree	C2	Knowlton	C2	Thoreau	B5
Crampton	B5	Knowles	B3	Tillson Farm	E1
Dickinson Hall	B4	Leach	C2	Tobin	B4
Dickinson House	D3	Lederle Graduate Research Ctr.	C2	Totman	C2
Draper	C3	Lewis	D2	Track and Field	A5
Du Bois Library	C3	Library, Du Bois	C3	Transit Facility	B2
Duda	B2	Lincoln Apartments	C5	UMass Police Department	E1
Durfee Conservatory and Garden	D3	Lincoln Campus Center	C3	University Club	D3
Dwight	C2	Lorden Field (Baseball)	A3	University Extension	B6
East Experiment Station	C3	Lyon	C2	University Health Center	D3
Emerson	B5	Machmer	B3	University Outreach	B6
Engineering Laboratory	B2	MacKimmie	B5	University Press (E. Exp. Station)	C3
Engineering Laboratory 2	B2	Mahar Auditorium	C4	University Without Walls	A5
Farley Lodge	A6	Marcus	C2	Van Meter	E3
Fernald	D4	Marston	B2	Visitors Center	C5
Field	E3	Mather	E2	Washington	B6
Fine Arts Center	C4	McNamara	D1	Webster	E3
Flint Laboratory	B3	Memorial Hall	C4	West Experiment Station	C2
Forest & Parks Buildings	A2	Melville	B5	Wheeler	D4
Franklin Dining	D4	Middlesex	C4	Whitmore Administration Bldg.	C4
Fraternities & Sororities		Mobile Classrooms	C2	Wilder	D3
ACO - Alpha Chi Omega	C5	Montague	C1	Worcester Dining	C2
ADP - Alpha Delta Phi	D5	Moore	B5	Wysocki	C1
CO - Chi Omega	E2	Morrill Science Center	C3		
DU - Delta Upsilon	C2	Mullins Center	A3		
DZ - Delta Zeta	D5	Mullins Practice Rink	A3		
IGU - Iota Gamma Upsilon	D5	Munson	C4		
KKG - Kappa Kappa Gamma	C5				