



DSP-RFP-04-09-2023-0001

Request for Proposal (RFP) of Financial, Administrative and Operational Transformation & Integration Plan for the Department of Public Safety

Invitation: The Department of Public Safety (DPS) invites qualified bidders to submit responses to its Request for Information (RFP) for meeting the compliance requirements of Law 122-2017

Date of Issue: This Request for Proposal is issued on September 28, 2023.

Deadline: All proposals must be submitted on / or before October 11, 2023, at 4:30 p.m.

Contact: Any questions pertaining to this RFP, or any request for information and clarification must be made in writing to the address provided. An answer will be provided in a timely manner. All questions and answers will be documented and distributed equally to all proponents.

Angelik Santos  
Executive Officer  
Deputy Management and Administration Secretary  
Department of Public Safety  
235 Arterial Hostos Avenue, Capital Center, Torre Norte 14th Floor  
San Juan, Puerto Rico 00918  
Email: [asantos@dsp.pr.gov](mailto:asantos@dsp.pr.gov)

Submission of Proposal: All interested parties shall submit the proposal by e-mail, no later than October 4th, 2023 @ 4:00 p. m. Atlantic Standard Time. They shall be addressed to:

Angelik Santos  
Executive Officer  
Deputy Management and Administration Secretary  
Department of Public Safety  
Department of Public Safety  
Email: [asantos@dsp.pr.gov](mailto:asantos@dsp.pr.gov)

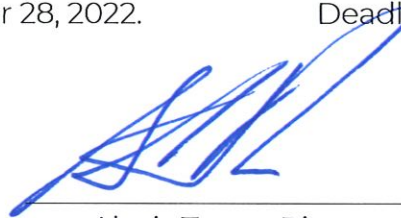


**Questions:** Questions about this process or the requirements must be in writing and forwarded only via email to [asantos@dsp.pr.gov](mailto:asantos@dsp.pr.gov), on or before October 4th, 2023. No phone calls will be accepted. Questions must be received by October 4th, 2023, to allow enough time to respond before the submittal deadline.

Proposals must be submitted in sealed envelopes, in the original, within the next thirty (10) labor days from the date of publication of this announcement. Proposals whose postmark meets the indicated date will be accepted. They can also deliver them to this office located at the, Capital Center II 235 Ave. Arterial Hostos Piso 14 Hato Rey, PR 00918 **Proposals via facsimile or email will not be accepted.** They can be sent by mail to the following address: Capital Center II 235 Ave. Arterial Hostos Suite 103 Hato Rey, PR 00918. For additional information, you can contact Angelik Santos, at 787-903-5602 ext. 6005.

Published on September 28, 2022.

Deadline: October 11, 2022.



Alexis Torres Rios  
Secretary

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## I. INTRODUCTION

DPS is effectively integrating all services with the purpose of creating an integrated system adding all the components that manage public safety in Puerto Rico. To modernize the DPS headquarter structure, DPS has begun to reformulate the current bureaucratic model and reduce costs on government structures by eliminating redundancy, consolidating functions, transferring employees, merging some dependencies, decentralizing services, using technology to simplify processes and interconnect all bureaus and public corporations, among other measures.

## II. OBJECTIVES

The main objective is to implement an operational strategy to comply with Law 122-2017 and Law 20-2017 by uniting all bureaus under the DPS to reduce spending on government structures to ensure efficiency in the following areas: HR/Workforce, Finance, and IT. All of this by implementing a Project Management Office, assessing financial trends and visibility into spending, reviewing key department functions and implementing a new operating model to transform the DPS.

## III. SERVICE SPECIFICATIONS

- A. The DPS is looking to define a new operating model focusing on high-priority efficiencies: HR/Workforce, Procurement, Finance, and IT. Also, create actionable and real time data and dashboards reduce manual efforts. Change management must be highly prioritized and managed to drive effective and impactful communication.
- B. This RFP outlines the basic requirements for the services of: Project Management Office, Assessment of Financial Trends and Visibility into Spend, Review & Recommendations for Key Department Functions, and Operating Model & Transformation.

### 1. Project Management Office:

- a. Support the Program Management Office:
  - Run and manage PMO for this engagement.
  - Small team that supports the PMO office that plans, organizes, ensures visibility of initiatives,



supports the structure, and mitigates risk of the DPS overall goals.

- Provide oversight of Fiscal Plan and Cross Departmental activities.

## 2. Assessment of Financial Trends and Visibility into Spending

- Identify the availability and quality of budget, encumbrance, and expenses data.
- Assess current fiscal reporting and tools for department and program management decision making.
- Identify and interview stakeholders who are responsible for overseeing overall agency spend as well as targeted programs.
- Assess spend across the parameters of fund source, program, sub program and time identifying areas of concerns targeted follow up.
- Determine future state of dashboard capabilities and processes to create visibility into spend and prototype dashboard.

## 3. Review & Recommendations for Key Department Functions

- Human Resources (HR)/ Workforce
  - HR Process Improvement: Look across the full employee lifecycle to identify opportunities for standardization, automation, and efficiency gains. Deep dive into recruiting function to target improvements in hiring.
  - Pay Study: Targeted review of compensation competitiveness for key positions with recommendations (positions TBD).
  - Mid-level Manager Capabilities: Understand issues/gaps to identify specific actions and development needed to increase mid-level manager capabilities.
  - Transition of Back-office Officers into Field: Understand issues, challenges, and gaps; develop plan for transition.
- Finance
  - Evaluate the key components of the finance operating models, including, structure, processes and tools, accountability, and policies.



- Interview with key stakeholders to understand existing processes/strategies, needs/gaps for talent, inventory of current tools & technology.
- Review manual efforts, data and information that is currently utilized to identify opportunities for automation.
- Deep dive into recruiting function to target improvements in hiring efforts.

c. Information Technology (IT)

- Evaluate the key components of the IT operating models, including, structure, processes and tools, accountability, and policies.
- Interview with key IT stakeholders to understand existing processes/strategies, needs/gaps for talent, inventory of current tools & technology.
- Interview functional department stakeholders to understand critical requirements for success.
- Analyze current recruiting strategy and review compensation competitiveness for seven open requisitions.
- Evaluate status of current ERP strategy

4. Operating Model & Transformation

- a. Interview with key stakeholders to understand existing processes/strategies, needs/gaps for talent, inventory of current tools & technology.
- b. Develop Process maps for each functional area, review training and communications.

A. Deliverables

Those tangibles and resulting work products that will be delivered monthly to DPS, will be considered deliverables. These should contain supporting documents, such as meeting minutes and attendance, detailed presentations, and reports, including specific situations and clarifications. Any other information or documentation that has been used as established in the reports may also be included. The reports should also establish each one of the resources that participated in its development.



All deliverables and resulting work products from this contract will become property of DPS. The Proposer shall certify the accurateness of its deliverables to DPS.

1. Project Management Office:

- a. Comprehensive outline of initiatives required to meet objectives in the strategic plan and meet requirements in the Fiscal Plan.
- b. Inventory of risks, issues, and resolutions managed by the PMO.
- c. Reusable PMO tools and templates to increase efficiency across the department.
- d. Repeatable reporting on Strategic and Fiscal Plan initiative status.

2. Assessment of Financial Trends and Visibility into Expenses

- a. Inventory of existing data sources and reporting tools
- b. Potential gaps in existing data and reporting tools
- c. Expenses assessment results
  - Break Down off expenses
  - Key budget variances
  - Areas for targeted follow-up
- d. Future-state dashboard capabilities and processes to monitor spending.
- e. Dashboard

3. Review & Recommendations for Key Department Functions

- a. Human Resources (HR) / Workforce
  - Employee lifecycle process improvement recommendations and roadmap, including targeting recruiting actions.
  - Compensation market study for key positions
  - Mid-level Manager capability analysis and development plan roadmap
  - Gap analysis and recommended plan for the transition of back-office officers into the field
  - Identification of process areas for Shared Services consideration/redesign



## b. Finance

- Current State: Process flowchart of Finance operations; high-level desired future state flowchart
- Inventory of observations, issues, and high-level recommendations for immediate reduction in manual/paper efforts, and ways to optimize existing technology.
- Outline of a future state budgeting plan to help streamline and simplify the year-end budgeting process.
- Identification of process areas for Shared Services consideration/redesign.

## c. Information Technology (IT)

- Current State: Process flowchart of IT operations; high level desired future state flowchart
- Summary of open initiatives and agency needs and budget impact.
- Recommendations to fill gaps in people and skills, and enhancements to recruiting process.
- Technology Optimization Summary: highlight gaps in technology and opportunities for enhancement, recommendations to centralize existing technology, inventory of existing data sources/gaps.
- Identification of process areas for Shared Services consideration/redesign

4. Operating Model & Transformation

- a. Gap analysis and recommendations on organizational and position realignments for centralization
- b. Suggested performance management and accountability metrics
- c. Recommendations on a DPS Shared Services Operating Model

B. Requirements

The Supplier shall have or will secure, at its own expense, all personnel required to perform the services under the contract. DPS expects the selected supplier to provide competent and fully qualified staff that are authorized or permitted under federal, state, and local law to perform the scope of work under the contract.





The selected staff should have excellent communication skills both in English and Spanish.

The DPS reserves the right to request the removal of any staff not performing to standard.

#### IV. PRICING

Must include the detailed cost for each requirement.

#### V. TERMS AND CONDITIONS

- A. **Protection of Data.** Due to the nature and responsibility of DPS, the selected provider is required to sign a formal written contract.
- B. **Contractor.** The nature of the relationship between DPS and the successful provider will always be addressed as an independent contractor. Sub-contracting is allowed under the contract.
- C. **Expenses.** Travel and mileage expenses and all miscellaneous expenses, printing and other expenses will be the supplier's responsibility, as well as any cost not specified in the proposal.
- D. **Billing and payments.** The services will be detailed in an original formal invoice that must be presented within 20 days after the end of the activity. Invoices must be signed and include the government conflict of interest certification. It should also include details of all the services provided. The DPS will make the monthly payment within 30 days from the date of receipt of the invoice if it complies with all the requirements, including being registered in the Puerto Rico Infrastructure Financing Authority (PRIFAS) system that is accessed through the Virtual Puerto Rico Department of the Treasury (Hacienda in its Spanish acronym). All payments are subject to government contributions and withholdings, if applicable. Any tax relief from the Puerto Rico Department of the Treasury must be submitted with the first invoice. The DPS will not be responsible for any cost not specified in the invoice and in the contract.
- E. **Qualifications of proponents.** The proposers must have the following qualifications:
  1. Ability to meet the objectives and terms of this application.
  2. If the bidder is a company, it must describe its organization, size, structure, practice areas and office location. Indicate, if applicable, if the company is a small or minority company. Also include a copy of the Equal Opportunity / Affirmative Action Policy if the company has one.



3. Staff members or principals of the entities must have more than ten (10) years of experience with telecommunications projects.
  4. A small business with more than (5) years of operations that preferably is certified as a Women Owned Business, or Minority Business Enterprise, or Disadvantage Business Enterprise, or a self-certified HUD Section 3 Business Interest.
  5. Must have an active SAM Unique Entity ID.
  6. Have a valid license, be registered and be in good standing with the Department of State of Puerto Rico.
  7. Must be registered in the Professional Service Unique Register (RUP, for its acronym in Spanish) from the General Services Administration (ASG, for its acronym in Spanish), through its portal <https://rup.asg.pr.gov/>;
  8. Excellent reputation in the other entities or governmental agencies
  9. Experience with the U.S. federal government
  10. Adequate insurance coverage, covering all the personnel that will be designated to provide the services that are the object of this request.
  11. Must not have a conflict of interest with the parties to the contract.
  12. Have carried out similar works and present evidence of them; and
  13. Any other qualification that in the opinion of the DPS is necessary for the total fulfillment of the requested services.
- F. Vendor Conduct Code. The successful provider will agree to follow and abide by Act No. 2 of January 4, 2018, as amended, known as the "New Anti-Corruption Code of Puerto Rico".
- G. Disclosure of Conflict of Interest. Proposers must attest that they have no interest and will not acquire any interest that may conflict with the performance of the required services. Any pre-existing relationship (s) must be disclosed and could be considered a potential conflict of interest.
- H. No Discrimination. The successful provider will not discriminate against any employee or job applicant, or any individual receiving services, based on race, creed, color, sex, sexual preference, national origin, physical disability, age, height, weight, marital status, veteran status, religious belief, or political belief.
- I. Prohibitions of Tips. The employee or member of the Department shall not, directly, or indirectly, request, accept or receive a gift that is worth twenty-five dollars or more, whether in the form of money, service, loan, travel, entertainment, hospitality. thing or promise, or in any other way, under



circumstances where it could reasonably be inferred that the gift was intended to influence the employee, or could reasonably be expected to influence the employee, in the performance of his official duties or with intended to be a reward for any official action by the employee.

- J. The DPS reserves the right, when necessary, to cancel the request for proposal before the final evaluation. DPS will notify all those who have requested or received copies of the request for proposal specifications of such cancellation.
- K. All proposals received must be signed by an authorized representative of the provider. All proposals must be unconditional and complete. Any accessories or attachments required in the specifications must be attached to each proposal form. Proposals that do not comply with the terms of the specifications of the call or that do not include all the requirements, documents, forms, and certifications, will be considered non-responsive and will be rejected. Any correction or deletion in the documents with liquid paper, dye, or any other means, must be initialized by the proponent or representative in originals and copies.
- L. The award of the contract and its execution will not be final until the approval of the Secretary of the DPS is received and until it is registered in the Office of the Comptroller of Puerto Rico. Vendors will not acquire the right or privilege with respect to goods or services until they are given written notice that the auction has been awarded to them and the execution, formalization and registration of the contract has been completed.
- M. **Budget.** The DPS have strict controls for budget management and needs a proactive provider that provides quality professional services. DPS reserves the right to negotiate the final terms and conditions, including prices, with the finalist provider.
- N. **Proposal Ownership and Use.** Submitted proposals become property of DPS. They will be received and held in confidence by DPS subject to provisions of the "Freedom of Information and Protection of Privacy Act". Proposal will only be used in connection with the RFP evaluation and Contract process and information or documentation related to it must not be disclosed or used with any other purpose. By submitting its proposal, proponent agrees to hold in confidence all information supplied by the DPS in relation to this RFP.



## VI. PROPOSAL SUBMISSION REQUIREMENTS

Proposers who complete all prequalification requirements can respond to this Request for Proposals. Provide a statement of qualifications and capability to perform the services sought by the RFP, including a description of relevant experience with projects that are similar in nature, size, and scope to the management of state funds. The proposal must identify the applicant's qualifications by education level, skill set (described in detail), experience level, and job title. A resume should be included in the proposal. Experience with like projects should be cited.

Complete and acceptable proposal responses will include brief and thorough responses to each of the following:

- a. **Experience.** Proposal responses should describe your experience with similar projects.
- b. **Personal/Company Information.** The proposal should provide the proponent contact information, and may include a brief history of the business, ownership, experience, location(s), clients, and references. If applicable, indicate it is a woman or minority/owned business enterprise (M/WBE) as defined by the Division of Minority and Women's Business Development.
- c. **Disclosure.** A Company with past or pending sanctions through any regulatory bodies or professional organizations must disclose the circumstances and status of any disciplinary action taken or pending against the firm during the past three (3) years.
- d. **Conflict of Interest.** A Company responding to this RFP attest there is no interest and will not acquire any interest which would conflict with the performance of services required. Any preexisting relationship(s) must be disclosed and could be considered a potential conflict of interest.
- e. **Price Format.** DPS will not be liable for any costs not specifically detailed in your proposal.
- f. **Copies.** Your bid response should include one (1) original hard copy that must be delivered by hand and five (5) copy sets.
- g. **Signature.** If a company should include an attestation that the person signing the proposal is entitled to represent the firm and authorized to sign bid proposals.
- h. **Late Bids.** Proposals will be marked with their receipt date and time. Only complete proposals received and marked on, or before the closing date will be considered to have been received on time. Responses received after closing time, or without all the required information detailed above, will be



rejected and will not be considered. In the event of a dispute, proposal receipt time as recorded at DPS location will prevail whether accurate or not.

- i. **Expenses.** All bid participants are solely responsible for their own time and expenses in preparing a response to this RFP including any costs incurred during subsequent presentations and negotiations. If DPS elects to reject all of any of the proposals, or for any reason this RFP is cancelled or deemed invalid, DPS will not be liable to any proponent for such expenses, costs or any other related claim or matter whatsoever. By submitting the proposal, proponent waives any claim for loss of profit if no Contract is made with proponent. Proponent, then, agrees it will not claim any damages to DPS for whatever reason, relating to the Contract or competitive process more than the amount of expenses incurred.
- j. **Changes to Proposal.** By submission of a clear and detailed written notice, a proponent may amend or withdraw its proposal prior to closing date and time. Upon closing date and time, all proposals become irrevocable. The proponent shall not change proposal in any way after closing date and time unless requested by DPS to do so for clarification purposes.

## VII. EVALUATION

Proposals submitted will be evaluated as per the following selection criteria:

- A. Received at the location indicated on the invitation on or before the specified closing time.
- B. Accuracy and completeness of the information provided in the proposal.
- C. Must meet the requirements and format of the RFP.
- D. Must meet the established criteria for experience in this RFP.
- E. Services included.
- F. Competitiveness of costs.
- G. Experience in providing the requested service.
- H. Ability to accomplish goals and objectives in requested terms.
- I. Evidence of active SAM Unique Entity ID, (if the total cost of the proposal exceeds \$ 25,000).
- J. Registration at [www.sam.gov](http://www.sam.gov) and status, if applicable.
- K. Evidence of registration at <https://rup.asg.pr.gov/>
- L. Evidence of insurance policy.



- M. Good Standing Certificate from the Puerto Rico Department of State.
- N. Valid identification.
- O. Local reputation, including conducting business with the highest ethics and any potential or present sanctions or conflicts of interest.
- P. Ability to comply with all DPS compliance requirements, including all qualification requirements; and
- Q. Any other criteria than at DPS judgment helps to make a better evaluation during the selection process.

The publication of this RFP and receipt of proposals do not commit DPS to award a contract. DPS reserves its right to postpone the date of receipt or, ultimately, cancel all or part of this RFP without prior notice. Additional technical or cost information may be requested for clarification purposes but will in no way change the original proposal received but may lead to additional negotiations between potential proponents. Interviews or meetings are optional and may or may not be conducted at the discretion of DPS.

#### VIII. PROPOSAL FORMAT

Proposals must be clear, succinct, and not exceed 25 pages of 8 1/2" x 11" paper of no less than 12-point font. Responses must follow the format outlined herein. The DPS may reject as non-responsive, at its sole discretion, any proposal, or any part thereof that is incomplete, inadequate in its response, or departs, in any substantive way from the required format.

Proposal responses shall be organized in the following manner.

- a. Estimated Cost and Price
  
- a. Cover Letter/Letter of Intent

The cover letter shall be addressed to "DPS". It must contain the following:

- i. Identification of organization, including name, address and telephone number.
- ii. Name, title, address, and telephone number of contact person during period of proposal
- iii. Evaluation.
- iv. A statement to the effect that the proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal.
- v. Signature of a person authorized to bind the Firm to the terms of the proposal.



b. Experience and Capacity

Describe the types of services the respondent offers that relate to this RFP. Provide specific details on any previous experience Identify engagement and or staff experience with entities comparable to the DPS for which the respondent provides or has provided similar services within the last 10 years.

Provide a summary of the Supplier's expertise that describes the respondent's unique capabilities. This narrative should highlight the respondent's ability to the services. Provide biographical summaries for Key Individual and their proposed roles. Resumes can be attached as an appendix and will not count toward the page limit of the proposal.

c. Approach and Methodology

This section shall include, in narrative, outline, and/or graph form the offeror's approach to accomplishing the tasks outlined in the Scope of Services section of this RFP. A description of each task and deliverable and the schedule for accomplishing each shall be included.

Provide examples of how the proposed approach has achieved success in specific, relevant projects for public or private sector organizations like DPS. The example should contain enough information for the evaluator to ascertain the success of the projects accomplished by the Supplier.

d. References

Provide a list of agencies that your firm has partnered with for these types of services. Any city/county from the submitted list may be randomly selected and contacted as part of the Respondent's evaluation process. Each client listed should include the following information:

- i. Name of Organization and
- ii. Point of Contact
- iii. Title of Contact
- iv. Address (mailing and email)
- v. Telephone Numbers



e. Estimated cost and price

Respondents should submit a proposal setting forth the defined costs for service and positions. The costs must include the hourly rates of all team members, the applicable overhead, and all nonlabor related other direct costs. Suppliers can provide a list of assumptions and qualifications to provide context for the estimation. On the other hand, respondents are required to submit their price proposal considering the estimated cost and a reasonable mark-up but based mainly on results. Respondents shall clearly describe the pricing model proposed and provide a clear explanation of how it correlates to the performance and results.

- f. Changes to Proposal By submission of a clear and detailed written notice, a proponent may amend or withdraw its proposal prior to closing date and time. Upon closing date and time, all proposals become irrevocable. The proponent shall not change the proposal in any way after closing date and time unless requested by DPS to do so for clarification purposes.

## IX. NOTIFICATION

The final decision on the successful bidder is expected to be made within one (1) month.

from the closing date for receipt of proposals but may take longer depending on the approval process of different agencies as required by the law, orders, bulletins, and regulations. DPS reserves the right to reject any proposal for any reason it deems meritorious.

## X. FIRM PRICING

Prices will be firm for the entire Contract period unless this RFP specifically states otherwise.

## XI. SUB-CONTRACTING

Unless otherwise stated or without DPS's written consent, using a sub-contractor is unacceptable, including joint submissions by proponents having no formal corporate links.





## XII. NEGOTIATION DELAY

If a written Contract cannot be negotiated within thirty (30) days of notification of successful proponent, the DPS may, at its sole discretion at any time, thereafter, terminate negotiations with successful proponent and either negotiate a Contract with the next qualified proponent or choose to terminate the RFP process and not enter a Contract with any of the proponents.

## XIII. REJECTION OF BIDS

The DPS reserves the right to reject any proposal for any reason. Issuance of this RFP and receipt of proposals does not commit the DPS toward a contract. The DPS reserves the right to postpone receipt date, or to ultimately cancel all or part of this RFP with limited notice. Additional technical or cost information may be requested for clarification purposes, but in no way, will change the original proposal received, but may lead to further negotiations between potential business partners. Interviews are optional and may or may not be conducted.

*Confidentiality: The content of this Request for Proposal is considered confidential information. The person or company that receives it must not disclose to anyone, except for its employees directly related to the response to it, any information related to this request, or any information obtained in subsequent communications related to the request. No information contained in this Request for Proposals will be duplicated, used, or disclosed without the prior written consent of DPS. The information in this Request for Proposals may only be distributed with the written permission of DPS. In addition, press releases, public announcements, or any other reference to this request may not be made without the prior written consent of DPS, whose consent may be withheld for any reason solely at the discretion of DPS.*

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ACCEPTANCE FORM

This form must be completed and signed by a person authorized by the proponent and delivered along with the original proposal.

The attached proposal is submitted in response to the Request for Proposal (DSP-RFP-04-09-2023-0001) of the Department of Public Safety for Financial, Administrative and Operational Transformation & Integration Plan. I agree to all the terms and conditions of the RFP, and I agree that any inconsistency in our proposal is considered as if it had not been written and as if it did not exist. I certify that we have read and examined the RFP, including all its sections, and that we have conducted prudent and reasonable investigations to prepare the proposal. We agree to comply with everything outlined in our proposal.

Name or Company:	Address:
Phone:	Fax:
Web Page:	Unique Entity ID:
Name of Authorized Representative:	Title:
Cellphone:	Email:
Sign:	Date:

FAILURE TO COMPLETE THIS FORM AND SUBMIT IT WITH YOUR PROPOSAL MAY TERMINATE YOUR PARTICIPATION IN THE PROCESS.



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