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**Solicitation Information  
April 13, 2015**

**ADDENDUM # 2**

**RFP # 7549426**

**TITLE: Information Technology Organizational Review– University of Rhode Island**

**Submission Deadline has been postponed until: Wednesday April 22, 2015 at 10:30 AM  
(Local Time)**

**Notice To Vendors:**

-Attached are the questions received with responses, no further questions will be answered

**Tom Bovis  
Interdepartmental Project Manager**

*Interested parties should monitor this website, on a regular basis, for any additional information that may be posted.*

**TITLE: Information Technology Organizational Review– University of Rhode Island**

**Submission Deadline: Thursday April, 16, 2015 at 11:00 AM (Local Time)**

Item # 1. States: “A completed and signed four-page R.I.V.I.P generated bidder certification cover sheet....” We are only seeing three pages. Are we missing a page?

**ANSWER** – It is a three page RIVIP form.

Item # 3. States: “A separate Technical Proposal answering all items listed in Section 3, including the attached SIG Questionnaire.” We do not see the SIG questionnaire. Are we missing this page?

**ANSWER** – Item 3, page 14 is in error and should be removed. We are NOT asking for a SIG questionnaire as a term of this RFP.

1) Does an accurate and detailed list of I.T. Data Assets and supporting information currently exist within the URI? Will the successful bidder have to go through a manual discovery process in order to gain a complete understanding of the current state environment?

**ANSWER** – A manual discovery process is expected to ensure an accurate inventory for the purposes of this engagement.

2) Does URI expect that the winning vendor will conduct Business Process Management Assessments for all business processes in place? How many current state business processes need to be mapped out?

**ANSWER** – The RFP does not request a Business Process Management assessment but an assessment of the process of conducting IT projects and delivering IT services. For example, the process of managing IT services (RFP request) versus the process of running an Internal Payroll System (Business Process Management).

3) Does URI expect the vendor to execute a gap analysis of existing business processes and the current Application Environment’s ability to support business functionality?

**ANSWER** – No.

4) Interviews: What are the maximum number of URI departments and number of people to be interviewed? Please provide names of groups and member totals.

**ANSWER:** We are looking for the bidder to give us their proposal on who and how many they will interview to achieve a successful delivery of the organizational review and strategic plan.

5) How many students? Alumni to be interviewed?

**ANSWER** – We are looking for the bidder to give us their proposal on how they will involve students and alumni.

- 6) From an application perspective, should the 5-year strategic plan focus on the 'critical' core applications or include all applications (tier 2)?

**ANSWER** – We are looking for the bidder to determine that as part of their proposal.

- 7) Can you provide an organizational chart for the current IT Organization? Do individual Colleges within the university have their own IT Organizations and associated staff? How many individual Colleges are there within the University?

**ANSWER** – The organization chart and other information is posted on the University's website: <http://web.uri.edu/its/>. Most colleges and departments have at least one person assigned to provide various levels of support services, details of which will be part of the Review. There are 8 academic colleges, all information is posted on the University's website: web.uri.edu (University Leadership is posted at: <http://www.uri.edu/home/about/administration.html>).

- 8) Does URI envision that the successful bidder will conduct detailed systems level assessments of major infrastructure areas such as network, storage & server environment in order to determine current state?

**ANSWER**: No, this is an organizational and management review answering issues of structure of IT, how it works within and services its customers, etc. It is not requesting specific system evaluations except evaluating organizational structure, best practices and management practices around providing services such as ERP, network, storage & service environments.

- 9) Does URI currently routinely collect performance, capacity information? What are the current tools that are in place in order to assess performance, capacity of infrastructure components? Will performance and capacity data be made available to the successful bidder as part of the assessment?

**ANSWER**: Performance metrics are collected manually at URI in most areas and are not routinely reported. What metric data is available can be offered during the engagement.

- 10) Can you provide current logical diagrams of the IT Infrastructure Environment? ( Network, Telecom, Servers, Data Centers, etc).

**ANSWER**: The RFP is related to organization and structure not technical evaluation. If this is relevant to the accepted proposal, resources can be made available to provide whatever answers are necessary to the vendor.

- 11) How many data centers exist?

**ANSWER**: One.

- 12) How many Servers, Storage Arrays, Network Switches, Desktops exist?  
**ANSWER:** Approximately 100 servers, unknown number of desktops throughout our four campuses.
- 13) What is the total user count across the University?  
**ANSWER:** All University data is posted on its website at: <http://web.uri.edu/ir/files/cds14-15.pdf>. This includes counts of applicants, each of which constitute a user plus all visitors to our website.
- 14) Is the successful bidder to this RFQ precluded from follow-on work generated from this project?  
**ANSWER:** No
- 15) Is ITIL currently adopted within the URI IT Organization?  
**ANSWER:** No.
- 16) What are the current IT Tools in place to support Change Management, Configuration Management, Service Desk?  
**ANSWER:** There are no consistent tools in place, it is up to the Project Manager or supervisor to establish, if at all.
- 17) Can you provide an overview of what recommendations from the AMRC report have been implemented? We understand that a detailed assessment is part of the consultant's scope of work however an overview of what recommendations have been implemented will provide valuable context for our proposal.  
**ANSWER:** Page 5 of the RFP provides the URL to the final AMRC (Administration Management Review Committee) report. Go to the IT Sub-Committee chapter that provides a list of its recommendations. There have been no implementations implemented per the AMRC report.
- 18) What other major changes have occurred regarding IT at URI since that time?  
**ANSWER:** None.
- 19) Who is the executive sponsor for this project and what are the drivers behind it?  
**ANSWER:** Refer to RFP, pages 5, 8 and 11.
- 20) Is the project funded? If so, will you share the funding level? (It helps us better understand the depth and level of activity that you are expecting to accomplish this scope of work.)  
**ANSWER:** The project is funded.

21) What is the intended project timeline? Are there specific milestones or deadlines that this project must meet (Board meetings, budget cycles, etc.)?

**ANSWER:** The University is flexible on timelines and looks to the bidder to propose what they feel will work best for the best possible outcome. However, generally, we are expecting within a 6-month timeframe.

22) In order to ensure our proposed effort matches your expectations, are you anticipating that the selected consulting firm will schedule interviews with the distributed ITS organizations? Individual interviews? Group interviews? Surveys? All of the above? Do you have a sense of the number of individuals and groups the respondent should plan to interview/survey? How many of these interview-candidates, outside of ITS, are pure Stakeholders in this project?. (The nature of the effort interviewing the distributed IT groups goes directly to the depth and accuracy of the resulting recommendations and report but also directly and significantly impacts the costs.)

**ANSWER:** University resources will work with the selected firm to plan interviews, selected groups and individuals, as well as schedule. The number and groups should be determined by the bidder as part of their proposal.

23) How many employees does ITS have? Can you provide organizational chart(s)?

**ANSWER:** See answer to question 7. ITS is the central IT group; refer to the URI website for more information.

24) Can you provide an overall org chart for the entire university in addition to the ITS org chart?

**ANSWER:** See answer to question 7. There is no overall organization chart for the University, but information can be gathered from the answer provided to question 7.

25) Are any of the employees of ITS covered by a union/bargaining agreement and, if so, what involvement does URI anticipate from these organization(s)?

**ANSWER:** Yes. Involvement is expected including from the University's labor relations Director; however, the extent of the involvement will be determined with the accepted proposal.

26) In order to ensure that the proposals that URI receives are as "apples-to-apples" as possible and that all bidders are proposing similar project scopes, can you provide more specifics as to the scope of work specifications?

**ANSWER:** The RFP provides all specifics.

27) Would it be possible to get a list of all firms who have submitted an Expression of Interest on this project in case there are potential teaming

opportunities? (We obviously need this as soon as possible if we are to explore possible teaming prior to the proposal submission date.)

**ANSWER:** No

28) Will all vendors receive copies of all questions submitted and URI responses provided?

**ANSWER:** Will be posted as an addendum

29) Can you clarify the type of “benefits” URI is looking at for the outcome of the report? Is URI looking for hard savings opportunities through this project? Does URI have a desire to benchmark financial performance, etc. against other similarly sized universities?

**ANSWER:** See the RFP, page 5, last paragraph.

30) Does URI anticipate that the selected consultant would engage students or other members of the public in this study and, if so, how?

**ANSWER:** We look for the bidder to provide this as part of their proposal.

31) Are any elements within this project (a secondary data center, for example) located outside of URI’s immediate vicinity and, if so, where?

**ANSWER:** No.

32) Will the awarded vendor of this Assessment be eligible for future awards including downstream operational activities, such as IT modernization, shared services consolidation, or as amendments to the existing RFP?

**ANSWER:** See answer to question 14.

33) When does URI expect the Information Technology Assessment to be completed? Are there any other project or date dependencies that this information will be needed for?

**ANSWER:** The University is flexible on timelines and looks to the bidder to propose what they feel will work best for the best possible outcome. However, generally, we are expecting within a 6-month timeframe. There are no other dependencies.

34) What is the anticipated time commitment by URI IT staff to participate in project activity?

**ANSWER:** This will be determined based off of the accepted proposal.

35) What % of the total curriculum does online learning represent? Is it limited to certain departments “If so, which ones” or do all departments offer some online learning models? Are there some degree programs in which students can obtain their degree 100% through online learning?

**ANSWER:** All departments offer some online classes and many hybrid classes. The University is rolling out fully online degree programs beginning in September 2015 with one undergraduate and one graduate program. There are 3 additional programs planned for 2016 to 2017.

36) Does URI have a State cooperative that provides either shared applications or infrastructure to URI? If so, what services are provided?

**ANSWER:** No.

37) Is it a preference to do business with a Rhode Island based company?

**ANSWER:** Please refer to RI General Law §37-2-80

38) Will URI ask for best and final numbers? Or will pricing submitted be utilized?

**ANSWER:** Pricing submitted with RFP Cost Proposal is final for the engagement described in the Technical Proposal to the RFP response. However, the State/University reserve the right to solicit a Best and Final if it is determined to be in the best of the State/University.

39) Will URI provide a project coordinator to assist the selected consultant with collecting information and scheduling meetings, etc.?

**ANSWER:** Yes, this includes all members of the IT Review Steering Committee.

40) To confirm, is this current effort expected to be a University-wide IT Assessment? Are there any areas of URI that will be considered out of scope? For example, Athletics, Campus Safety?

**ANSWER:** This is University wide.

41) Is there a detailed overview of URI' IT environment, platforms, software packages, versions, # of users, etc.?

**ANSWER:** Not available at this time.

42) Our understanding, per the URI website (<http://web.uri.edu/itreview/>), is the timeline for the IT Organizational Review and IT Strategic Plan is summer through Fall 2015. The rfp states a contract period of 3 years (section one paragraph one of the rfp). Are there expectations for continued support past the Fall 2015?

**ANSWER:** This sentence is an error: page 1 last sentence in first paragraph. Please disregard. The language on the website has been revised to state the project is beginning the summer of 2015 but not providing an expected end date.

43) We find people have very different expectations of what it takes to complete a plan, and while we can work at many different levels, it helps us to target appropriately if we have some sense of budget. Is there any sense of scope measured either in hours or dollars that allows us to ground the effort in a realistic fashion?

**ANSWER:** The scope is described in the RFP.

44) From our review of your 2013 report, you have a good start on the issue of assessment. Could you give an example of the kinds of issues that go beyond those you have already addressed to help us give a sense of what you are looking for in an assessment?

**ANSWER:** Please refer to the RFP.

45) You noted in the 2013 Administration and Management Review Committee report that you worked with an external consultant. Is that consultant one of the bidders on this RFP? Is the consultant involved in the ongoing governance process one of the bidders on the RFP?

**ANSWER:** There is no consultant engaged for the scope of work described by this RFP. Any consultant engaged for the purposes of the AMRC effort was engaged only for that effort in 2013.

46) In our experience, well functioning IT within a university combines good technology and a well-functioning structures and processes. For the work you are requesting, what's the relative weight in terms of scope?

**ANSWER:** This RFP seeks guidance from the selected bidder to provide recommendations on how URI can balance those factors and improve or create them.

47) What distinguishes the current work on IT governance connected to the "strategic direction of both the University and information technology at URI" from the expectations for the five-year strategic plan?

**ANSWER:** The expectation is that each complements the other. For example, there is the possibility that Governance needs some changes based off of results of this RFP engagement and the Organizational Review and Strategic Plan should be influenced by the new Governance structure.

48) Given the dynamic state of technology in universities today, most institutions do a three-year plan. Are there special circumstances that lead you to request a five-year plan?

**ANSWER:** The University's Academic plan is a five-year plan.

49) In your search for a consultant, are you looking for a consultant who will provide you with an expert answer to each question (e.g., reducing cycle time), or a consultant who will provide an objective expert opinion while working with your staff to develop options, transfer the knowledge of this work, and create capability?

**ANSWER:** Please see page 5, section 2.2 of the RFP and page 8 beginning with the sentence: "The resulting Assessment Report must include".

50) Is the bandwidth currently shared between the academic & residential areas on campus, or is there dedicated bandwidth for the residential areas?

**ANSWER:** Shared.

51) -How much bandwidth is available currently?

**ANSWER:** depends on where, we have 10gig to some locations and 1 gig to others. Overall pipe size we can't identify.

52) -What bandwidth providers are built in on campus?

**ANSWER:** Oshean network. Diverse pathways and carriers are utilized

53) -Do you have access points in the residential buildings now? If so, how many, and where?

**ANSWER:** as of 4/10/15 we have 1908 Wireless AP's across the enterprise. located in both administrative and residential buildings. all are Aruba with model

125 being dominate and migrating to model 225

54) -What is your typical refresh cycle for wireless equipment? How old is your ResNet (residential network) wireless currently?

**ANSWER:** ongoing, currently migrating to model 225 with approx 500 planned for deployment this summer

55) -Do you have fiber cabling to each building?

**ANSWER:** Yes

56) -Do you have a CAT5 or better port per pillow?

**ANSWER:** yes, each residence room is provided with cabling for each resident, CAT 5 or better

57) -What is the current bed count?

**ANSWER:** Approx 7000

58) -Is there a limit to the amount of simultaneous devices that student can connect to the ResNet?

**ANSWER:** No

59) -Are there any staff members dedicated to just ResNet?

**ANSWER:** no, staff support the entire enterprise

60) -What are the current helpdesk hours for ResNet?

**ANSWER:** 8am till 8pm during school year, 8am till 5pm during summer and off time

61) -Is there an IT staff within Housing that supports ResNet?

**ANSWER:** no, supported by ITS Staff

62) -Who is your current cable tv provider?

**ANSWER:** Cox Communications

63) -How many drops are there for cable tv?

**ANSWER:** one per bed is standard with additional drops in some administrative area

64) -What is your current occupancy rate? Where would you like it to be?

**ANSWER:** 100%

65) -How frequently are residential students surveyed about the wireless & internet service & support? **ANSWER:** periodically by Housing and Residential Life

66) What is the consensus of the survey results & feedback?

**ANSWER:** Wireless coverage needs improvement and is being addressed with upgrades and building surveys for relocation during upgrade process

67) -Are any IT functions currently outsourced? If so, what are they and how has the experience been?

**ANSWER:** No functions are outsourced but some services are provided by third party sources.

68) -How is technology within the residential areas on campus funded?

**ANSWER:** Through general funds and student fees.

69) It appears from the IT section of the AMRC report that you have already undertaken a fairly detailed look at IT on campus. While we understand the recommendation of the report for you to seek "a more detailed, external review of IT at URI", can you expand on the specific areas requiring more detail (e.g.: departmental organization, the organization of non-central IT personnel, etc.)?

**ANSWER:** Please refer to the RFP.

70) How many decentralized IT groups and others who have IT roles as part of their responsibilities should we anticipate assessing? Are you requesting a detailed assessment of every decentralized IT group (with the associated cost) or a more high-level review via a survey and a small number of group interviews?

**ANSWER:** Please refer to the AMRC IT Sub-Committee report appendices ( ) for the survey results detailing the number of staff and areas performing de-centralized IT who responded to the Committee's survey. Additional assessments are necessary to satisfy the requirements of the engagement.

71) We understand that stakeholder interviews to determine customer satisfaction with IT (centralized and decentralized) are part of this project. If so, what is your estimate as to how many interviews in how many locations?

**ANSWER:** We are looking for bidders to provide this as part of their proposal.

72) Should we assume that IT and/or stakeholder interviews will be performed at all four campuses or will the interviews be centralized at a single campus?

**ANSWER:** To the extent it is feasible, interviews can be centralized. However, some travel to campuses outside Kingston should be expected. All campuses are within a 40 minute drive.

73) URI IT infrastructure (copper/fiber inside and outside plant, data centers, telecom rooms, wired and wireless data infrastructure, etc.) is not referred to in the scope or work. Are we correct to assume that an infrastructure review is not part of the planned assessment? If this assumption is incorrect, will you provide additional information so that we can better understand the size and scope of that portion of the assessment.

**ANSWER:** This assumption is correct.

74) Will the winning bidder be provided access to the IT Subcommittee personnel who were involved in development of the AMRC report?

**ANSWER:** Yes.

75) Are we correct in assuming that the University will be able to provide:

1. Information the present and proposed technology services (centralized and decentralized) associated with this project? Can we assume that the selected consultant is not expected to inventory systems?
2. Job descriptions and other staffing information?

**ANSWER:** Yes, this information will be provided. However, the selected bidder is expected to analyze and work with the University to obtain clarifications or further detail needed to complete the Scope of Work.

76) Are we correct in our understanding that the University is seeking proposals from independent consulting firms only and that the firm to whom this consulting work is awarded will be precluded from providing any systems that are procured as a result of this study?

**ANSWER:** No

77) Has the University established a budget for this consulting project and, if so, can you share that figure with us? (This helps us fine-tune our services to best meet your available funding and expectations.)

**ANSWER:** No

78) Are there specific deadlines, milestones, or activities (budget cycles, board meetings, funding issues, etc.) of which we should be aware that might drive the schedule for the project?

**ANSWER:** The University is flexible on timelines and looks to the bidder to propose what they feel will work best for the best possible outcome. However, generally, we are expecting within a 6-month timeframe. This project is independent of other University activities.

79) Will the firms that have registered for this RFP receive copies of questions and answers submitted by all potential bidders?

**ANSWER:** To be posted as an addendum