



**Solicitation Information  
November 23, 2016**

**RFP# 7551171**

**TITLE: Institutional Strategic Planning and Facilitation for CCRI**

**Submission Deadline: December 22, 2016 at 11:30 AM ET**

**PRE-BID/ PROPOSAL CONFERENCE: YES**  
**MANDATORY: NO, however attendance is strongly encouraged.**  
**DATE: December 2, 2016 at 10:00 – 11:00 AM ET**  
**LOCATION: CCRI – Knight Campus, 400 East Avenue, Warwick RI 02886, Room 2328, 2<sup>nd</sup> Floor**

Questions concerning this solicitation must be received by the Division of Purchases at [DOA.PurQuestions8@purchasing.ri.gov](mailto:DOA.PurQuestions8@purchasing.ri.gov) no later than **December 6, 2016 at 05:00 PM (EST)**. Questions should be submitted in a *Microsoft Word attachment*. Please reference the **RFP# 7551171** on all correspondence. Questions received, if any, will be posted on the Division of Purchases' website as an addendum to this solicitation. It is the responsibility of all interested parties to download this information.

Meredith Skelly  
Interdepartmental Project Manager

Applicants must register on-line at the State Purchasing Website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov)

**Note to Applicants:**

Proposals received without the entire completed Rhode Island Vendor Information Program ("RIVIP") generated Bidder Certification Cover Form attached may result in disqualification.

**THIS PAGE IS NOT A BIDDER CERTIFICATION COVER FORM**

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## SECTION 1. INTRODUCTION

The Rhode Island Department of Administration/Division of Purchases, on behalf of the Community College of Rhode Island (CCRI), is soliciting proposals from qualified firms to provide consulting services to create and facilitate a strategic plan for the mission and vision of CCRI, in accordance with the terms of this Request for Proposals (“RFP”) and the State’s General Conditions of Purchase, which may be obtained at the Division of Purchases’ website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).

The initial contract period will begin approximately February 15, 2017 for six (6) months.

This is a Request for Proposals, not a Request for Quotes. Responses will be evaluated on the basis of the relative merits of the proposal, in addition to cost; there will be no public opening and reading of responses received by the Division of Purchases pursuant to this Request, other than to name those offerors who have submitted proposals.

### **Instructions and Notifications to Offerors**

1. Potential vendors are advised to review all sections of this RFP carefully and to follow instructions completely, as failure to make a complete submission as described elsewhere herein may result in rejection of the proposal.
2. Alternative approaches and/or methodologies to accomplish the desired or intended results of this procurement are solicited. However, proposals which depart from or materially alter the terms, requirements, or scope of work defined by this RFP will be rejected as being non-responsive.
3. All costs associated with developing or submitting a proposal in response to this RFP, or to provide oral or written clarification of its content shall be borne by the vendor. The State assumes no responsibility for these costs.
4. Proposals are considered to be irrevocable for a period of not less than 120 days following the opening date, and may not be withdrawn, except with the express written permission of the State Purchasing Agent. The State can opt to extend this term at its discretion.
5. All pricing submitted will be considered to be firm and fixed unless otherwise indicated herein.
6. Proposals misdirected to other state locations, or which are otherwise not present in the Division of Purchases at the time of opening for any cause will be determined to be late and will not be considered. For the purposes of

this requirement, the official time and date shall be that of the time clock in the reception area of the Division of Purchases.

7. It is intended that an award pursuant to this RFP will be made to a prime vendor, or prime vendors in the various categories, who will assume responsibility for all aspects of the work. Joint venture and cooperative proposals will not be considered. Subcontracts are permitted, provided that their use is clearly indicated in the vendor's proposal and the subcontractor(s) to be used is identified in the proposal.
8. All proposals should include the vendor's FEIN or Social Security number as evidenced by a W9, downloadable from the Division of Purchases' website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov).
9. The purchase of services under an award made pursuant to this RFP will be contingent on the availability of funds.
10. Vendors are advised that all materials submitted to the State for consideration in response to this RFP may be considered to be public records as defined in R. I. Gen. Laws § 38-2-1, *et seq.* and may be released for inspection upon request once an award has been made.

Any information submitted to the State through this RFP that a vendor believes is trade secrets or commercial or financial information which is of a privileged or confidential nature should be clearly marked as such. The vendor should provide a brief explanation as to why each portion of information that is marked should be withheld from public disclosure. Vendors are advised that the State may release records marked confidential by a vendor upon a public records request if the State determines the marked information does not fall within the category of trade secrets or commercial or financial information which is of a privileged or confidential nature.

11. Interested parties are instructed to peruse the Division of Purchases website on a regular basis, as additional information relating to this solicitation may be released in the form of an addendum to this RFP.
12. Equal Employment Opportunity (R. I. Gen. Laws § 28-5.1-1, *et seq.*) – § 28-5.1-1 Declaration of policy – (a) Equal opportunity and affirmative action toward its achievement is the policy of all units of Rhode Island state government, including all public and quasi-public agencies, commissions, boards and authorities, and in the classified, unclassified, and non-classified

services of state employment. This policy applies to all areas where State dollars are spent, in employment, public services, grants and financial assistance, and in state licensing and regulation. For further information, contact the Rhode Island Equal Employment Opportunity Office, at 222-3090 or via e-mail at [Krystal.Waters@doa.ri.gov](mailto:Krystal.Waters@doa.ri.gov).

13. In accordance with R. I. Gen. Laws § 7-1.2-1, *et seq.*, no foreign corporation, a corporation without a Rhode Island business address, shall have the right to transact business in the State until it shall have procured a Certificate of Authority to do so from the Rhode Island Department of State (401-222-3040). This is a requirement only of the successful vendor(s).
14. The vendor should be aware of the State's Minority Business Enterprise (MBE) requirements, which address the State's goal of ten percent (10%) participation by MBE's in all State procurements. For further information visit the website [www.mbe.ri.gov](http://www.mbe.ri.gov)

## SECTION 2: PROJECT SCOPE

The Community College of Rhode Island (CCRI) has a new president as of February 1, 2016. Dr. Meghan Hughes and her senior leadership team are seeking assistance in creating a strategic plan to move the college forward quickly to significantly improve student outcomes. Specifically, the College is seeking assistance in facilitating an inclusive process that will answer the following questions:

1. How well is the College meeting the needs of students, employers and Rhode Island residents?
2. What will it take to make CCRI the best community college in New England by 2020?
3. What actions are needed to achieve the above goal?
4. What are the key performance indicators that are needed to track our progress?

The successful firm will identify and analyze data from both the internal and the external environments, will assist CCRI in a thoughtful interpretation of the data and will help the College in identifying specific policy issues, strategic imperatives and operational goals over the next ten years. Persistence, completion, transfer and readiness for quality employment of our students are the priorities for CCRI.

### **SECTION 3: BACKGROUND**

CCRI has four campuses (Warwick, Lincoln, Newport County and Providence) as well as two satellite campuses (Providence and Westerly). The college offers programs in academic and vocational-technical areas as well as a full complement of programs and services for full and part-time students, for recent high school graduates and for older, adult learners. The college serves over 16,000 students with nearly 800 staff and faculty.

### **SECTION 4: DESIRED CULTURAL OUTCOMES**

CCRI envisions a strategic plan that will encompass the following desired cultural aspects, however not limited to:

1. Common understanding of institutional goals and direction
2. Compelling interest and motivation for implementing results
3. High level confidence in the plan for the future
4. Widespread ownership of the process
5. Strong desire to maintain momentum

Responses to this RFP will include recommendations of how to measure results of these desired outcomes.

### **SECTION 5: PLANNING APPROACH**

The approach will comply with NEASC Standard 2 (Planning and Evaluation). In addition, the successful firm will assist CCRI in conducting the planning process that demonstrates the following:

1. The institution allocates its resources in alignment with its mission and priorities (e.g., academic programs, workforce development, student success and operational excellence).
2. The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.
3. The planning process encompasses the institution as a whole and considers the perspectives of internal and external constituent groups.
4. The institution plans on the basis of a sound understanding of its current capacity. Institutional plans anticipate the possible impact of fluctuations in the institution's sources of revenue, such as enrollment, the economy, and state support.
5. Institutional planning anticipates emerging factors, such as technology, demographic shifts, and globalization.

The planning approach must address linkages to other planning efforts at the State, Board of Education, Council on Postsecondary Education and College level. Coordination with the ongoing operation of CCRI and higher education in Rhode Island essential.

#### **Additional Considerations:**

1. Focus proposals on stakeholder engagement and high-value activities. Explain the outcomes desired from each engagement activity.
2. Explain how your firm will conduct a robust stakeholder engagement process. It is a critical success factor to engage many groups to gain support for the plan. Demonstrate knowledge about the key stakeholder groups necessary to engage in order to gain this support.
3. Define how your firm will identify “best practices” and how the firm will gain buy-in for these practices in the CCRI culture. Demonstrate an understanding of the unique nature of strategic planning for a community college.
4. Include subject matter experts from high-performing and well-respected institutions in the identification of “best practices” nationally.
5. The ideal response would demonstrate a thoughtful balance of assessment, engagement, communication and implementation and how the firm will support this work in each stage.
6. CCRI is not interested in a boilerplate proposal without any depth of thought in regard to responding to CCRI’s unique situation and needs. Demonstrate this understanding through the written proposal and interview.

#### **SECTION 6: TIMELINE AND DUE DATES**

A final written report of findings and recommendations is expected to be received no later than (6) six months from issuance of a contract to the successful firm. Interim report deadlines to be determined with successful proposer.

#### **SECTION 7: DELIVERABLES**

The primary deliverable from this project will be a succinct strategic plan to align CCRI’s vision, mission, priorities and resources. The successful firm will also provide a concise slide overview of the plan to be used in communications with various stakeholder groups (students, faculty, staff, business leaders, political leaders, etc.).

## **SECTION 8: TECHNICAL PROPOSAL**

Narrative and format: The separate technical proposal should address specifically each of the required elements:

1. *Approach, Methodology, and Project Structure* - Degree to which firms will engage the College community, description of the approach, methodology, innovation and project structure to be used to satisfy CCRI's project scope and objectives.
2. *Experience and Qualifications* - Firm experience and qualifications with projects of similar type and scope - e.g., with community colleges.
3. *Implementation and/or delivery schedule* - including responsiveness to the project's intended outcomes.
4. *References* – Provide 3-5 references of recent projects similar in size and scope.
5. *Interview* – Each vendor will be required to present to the team, either on the phone or in person, to review their proposed approach further.

## **SECTION 9: COST PROPOSAL**

Cost proposals shall be presented as flat fee for the entire project. The fee shall be inclusive of all related expenses (e.g., travel if necessary).

## **SECTION 10: EVALUATION CRITERIA**

Proposals will be reviewed by a Technical Review Committee comprised of staff from state agencies.

To advance to the Cost Evaluation phase, the Technical Proposal must receive a minimum of 60 (85.7%) out of a maximum of 70 technical points. Any technical proposal(s) scoring less than 60 points will not have the cost component opened and evaluated. The proposal(s) will be dropped from further consideration.

Proposals scoring 60 technical points or higher will be evaluated for cost and assigned up to a maximum of 30 points in cost category, bringing the potential maximum score to 100 points.

The State reserves the right to select the individual(s) or firm ("vendor") that it deems to be in the State's best interest to accomplish the project as specified herein; and conversely, reserves the right to cancel the solicitation in its entirety.



Proposals will be reviewed and scored based upon the following criteria:

<b>Criteria</b>	<b>Possible Points</b>
Approach, Methodology, and Project Structure	15 Points
Experience and Qualifications	15 Points
Implementation and/or Delivery Schedule	15 Points
References	10 Points
Interview	15 Points
<b>Total Possible Technical Points</b>	<b>70 Points</b>
Cost*	30 Points
<b>Total Possible Points</b>	<b>100 Points</b>

\*The Low Vendor will receive one hundred percent (100%) of the available points for cost. All other Vendors will be awarded cost points based upon the following formula:

$$(\text{low bid} / \text{vendors bid}) * \text{available points}$$

For example: If the low Vendor (Vendor A) bids \$65,000 and Vendor B bids \$100,000 for monthly cost and service fee and the total points available are Thirty (30), vendor B's cost points are calculated as follows:

$$\$65,000 / \$100,000 * 30 = 19.5$$

Points will be assigned based on the offeror's clear demonstration of his/her abilities to complete the work, apply appropriate methods to complete the work, create innovative solutions and quality of past performance in similar projects.

Applicants may be required to submit additional written information or be asked to make an oral presentation before the technical review committee to clarify Statements made in their proposal.

## SECTION 11: PROPOSAL SUBMISSION

Questions concerning this solicitation must be e-mailed to the Division of Purchases at [DOA.PurQuestions8@purchasing.ri.gov](mailto:DOA.PurQuestions8@purchasing.ri.gov) no later than the date and time indicated on page one of this solicitation. **No other contact with State parties is permitted.** Please reference **RFP # 7551171** on all correspondence. Questions should be submitted in writing in a Microsoft Word attachment in a narrative format with no tables. Answers to questions received, if any, will be posted on the Division of Purchases' website as an addendum to this solicitation. It is the responsibility of all interested parties to monitor the Division of Purchases website for any procurement related postings such as addenda. If technical assistance is required, call the Help Desk at (401) 574-8100.

Interested offerors must submit proposals to provide the services covered by this Request on or before the date and time listed on the cover page of this solicitation. Responses received after this date and time, as registered by the official time clock in the reception area of the Division of Purchases shall not be accepted.

Responses should be mailed or hand-delivered in a sealed envelope marked "**RFP# 7551171**" to:

RI Dept. of Administration  
Division of Purchases, 2nd floor  
One Capitol Hill  
Providence, RI 02908-5855

NOTE: Proposals received after the above-referenced due date and time shall not be accepted. Proposals misdirected to other State locations or those not presented to the Division of Purchases by the scheduled due date and time shall be determined to be late and shall not be accepted. Proposals faxed, or emailed, to the Division of Purchases shall not be accepted. The official time clock is in the reception area of the Division of Purchases.

## SECTION 12. RESPONSE CONTENTS

*A. Proposals shall include the following:*

1. One completed and signed RIVIP generated **Bidder Certification Cover Form** (included in the original copy only) downloaded from the RI Division of website at [www.purchasing.ri.gov](http://www.purchasing.ri.gov). Do not include any copies in the Technical or Cost proposals.
2. One completed and signed **Rhode Island W-9** (included in the original copy only) downloaded from the RI Division of Purchases website at <http://www.purchasing.ri.gov/rivip/publicdocuments/fw9.pdf> . Do not include any

copies in the Technical or Cost proposals.

3. **A Separate Technical Proposal** - describing the approach, experience, timeline, references, and all information described earlier in this solicitation. The Technical Proposal is limited to twelve (12) pages (this excludes any appendices and as appropriate, resumes of key staff that will provide services covered by this request).
  - a. One (1) Electronic copy on a CD-R, marked "Technical Proposal - Original".
  - b. One (1) printed Paper copy, marked "Technical Proposal -Original" and signed.
  - c. Seven (7) printed Paper copies
4. **A separate, signed and sealed Cost Proposal** – A separate, signed and sealed Cost Proposal.
  - a. One (1) Electronic copy on a CD-R, marked "Cost Proposal -Original".
  - b. One (1) printed Paper copy, marked "Cost Proposal -Original" and signed.
  - c. Seven (7)printed Paper copies

*B. Formatting of Proposal Response Contents shall consist of the following:*

1. **Formatting of CD-Rs** – Separate CD-Rs are required for the Technical Proposal and Cost Proposal. All CD-Rs submitted must be labeled with:
  - a. Vendor's name
  - b. RFP #
  - c. RFP Title
  - d. Proposal Type (e.g., Technical Proposal or Cost Proposal)
  - e. If file sizes require more than one CD-R, multiple CD-Rs are acceptable. Each CD-R must include the above labeling and additional labeling of how many CD-Rs should be accounted for (e.g., 3 CD-Rs are submitted for a technical proposal and each CD-R should have additional label of '1 of 3' on first CD-R, '2 of 3' on second CD-R, '3 of 3' on third CD-R).

Vendors are responsible for testing their CD-Rs before submission as the State's inability to read your CD-Rs may be grounds for rejection of a Vendor's proposal. All files should be readable and readily accessible on the CD-Rs submitted with no instructions to download files from any external resource(s). If a file is partial, corrupt or unreadable, the State may consider it "non-responsive". USB Drives or any other electronic media will not be accepted. Please note that CD-Rs submitted, shall not be returned.

2. Formatting of written documents and printed copies:
- a. For clarity, the Technical and Cost Proposals shall be typed. These documents shall be single-spaced with 1" margins on white 8.5"x 11" paper using a font of 12 point Calibri or 12 point Times New Roman.
  - b. All pages on the Technical and Cost Proposals are to be sequentially numbered in the footer, starting with number 1 on the first page of the narrative (this does not include the cover page or table of contents) through to the end, including all forms and attachments. The Vendor's name should appear on every page, including attachments. Each attachment should be referenced appropriately within the proposal section and the attachment title should reference the proposal section it is applicable to.
  - c. Printed copies are to be only bound with removable binder clips.

### SECTION 13. CONCLUDING STATEMENTS

Notwithstanding the above, the State reserves the right to award on the basis of cost alone, to accept or reject any or all proposals, and to award in its best interest.

Proposals found to be technically or substantially non-responsive at any point in the evaluation process will be rejected and not considered further.

The State may, at its sole option, elect to require presentation(s) by offerors clearly in consideration for award.

**If a Vendor is selected for an award, no work is to commence until a Purchase Order is issued.**

The State's General Conditions of Purchase contain the specific contract terms, stipulations and affirmations to be utilized for the contract awarded to the RFP. The State's General Conditions of Purchases/General Terms and Conditions can be found at the following URL: <https://www.purchasing.ri.gov/RIVIP/publicdocuments/ATTA.pdf>.