

COMMONWEALTH OF VIRGINIA

STANDARD CONTRACT

Contract Number: VTS-2057-2024

This contract entered into this 18<sup>th</sup> day of July 2023 by Public Works LLC hereinafter called the "Contractor" and Commonwealth of Virginia, Virginia Polytechnic Institute and State University called "Virginia Tech."

WITNESSETH that the Contractor and Virginia Tech, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

SCOPE OF CONTRACT: The Contractor shall provide Organizational Consulting Services to Virginia Tech as set forth in the Contract Documents.

PERIOD OF CONTRACT: From January 1, 2024 through Decemeber 31, 2025 with options for three (3) two (2) year renewals.

COMPENSATION AND METHOD OF PAYMENT: The Contractor shall be paid by Virginia Tech in accordance with the Contract Documents.

CONTRACT DOCUMENTS: The Contract Documents shall consist of this signed contract, Request for Proposal (RFP) number 5671412306 dated March 16, 2023, together with Addendum Number 1 To RFP dated March 30, 2023, Addendum Number 2 To RFP dated April 14, 2023, the proposal submitted by the Contractor dated April 26, 2023 and the negotiation summary, all of which Contract Documents are incorporated herein.

ELECTRONIC TRANSACTIONS: If this paragraph is initialed by both parties, to the fullest extent permitted by Code of Virginia, Title 59.1, Chapter 42.1, the parties do hereby expressly authorize and consent to the use of electronic signatures as an additional method of signing and/or initialing this contract and agree electronic signatures (for example, the delivery of a PDF copy of the signature of either party via facsimile or electronic mail or signing electronically by utilizing an electronic signature service) are the same as manual executed handwritten signatures for the purposes of validity, enforceability and

<sup>DS</sup> <sup>DS</sup>  
EBS RN  
\_\_\_\_\_  
(Initials)

In WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

Cont By: <sup>DocuSigned by:</sup> Eric B. Schunure  
<sup>F5EB715876F2401...</sup>  
(Signature)  
Eric B. Schunure, President  
\_\_\_\_\_  
Name and Title

Virgir By: <sup>DocuSigned by:</sup> Reed Nagel  
<sup>5EF51DA320D049B...</sup>  
Reed Nagel  
Associate Director of Procurement



Request for Proposal 5671412306

For

Organizational Consulting Services

March 16, 2023

**Note: This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against a bidder or offeror because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.**

RFP # 5671412306, Organizational Consulting Services

**INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED**

**DUE DATE:** Proposals will be received until April 20, 2023 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

**INQUIRIES:** All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231-1269 e-mail: [acaldwell@vt.edu](mailto:acaldwell@vt.edu). All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00PM on March 31, 2023. Inquiries must be submitted to the procurement officer identified in this solicitation.

**PROPOSAL SUBMISSION:**

**Proposals may NOT be hand delivered to the Procurement Office.**

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

**Proposals must be submitted electronically at:**

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is easy and free. If you have any challenges with the registration process, please contact Bonfire Interactive Support at [support@gobonfire.com](mailto:support@gobonfire.com).

**It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: [https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?\\_ga=2.42375717.1472165071.1588110542-997330893.1585332052](https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?_ga=2.42375717.1472165071.1588110542-997330893.1585332052)

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

**Attachments must be smaller than 1000MB in order to be received by the University.**

*In compliance with this Request For Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.*

AUTHORIZED SIGNATURE: \_\_\_\_\_ Date: \_\_\_\_\_

06/27/2022

**[INCLUDE THIS PAGE]**

I. PURPOSE:

This Request for Proposal (RFP) seeks to solicit proposals to establish a contract through competitive negotiations for Consulting Services with a specialty for Organizational Structure in Higher Education, by Virginia Polytechnic Institute and State University (Virginia Tech), an agency of the Commonwealth of Virginia.

Transformational change and organizational and operational excellence are paramount to the university's long-term success. As the university continues to move the Beyond Boundaries foundation from visioning into planning and implementation, and refreshes the strategic plan over the next year, the need for experienced firm(s) to provide a broad range of strategic consulting services remains. Through a past organizational consulting services opportunity, the university contracted with firms with a variety of expertise that enabled the university to progress strategic interests and investments.

Firms do not need to possess experience in all categories to respond but should provide an overview of capabilities in the response.

Specific project requirements will be provided by the requesting department at the time services are needed. Requests will vary based on specific department needs.

II. SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION:

The mission of the Virginia Tech supplier opportunity program is to foster inclusion in the university supply chain and accelerate economic growth in our local communities through the engagement and empowerment of high quality and cost competitive small, minority-owned, women-owned, and local suppliers. Virginia Tech encourages prime suppliers, contractors, and service providers to facilitate the participation of small businesses, and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other inclusive and innovative relationships.

For more information, please visit: <https://www.sbsd.virginia.gov/>

III. CONTRACT PERIOD:

The term of this contract is for two years, or as negotiated. There will be an option for three (3) two-year renewals, or as negotiated.

IV. EVA BUSINESS-TO-GOVERNMENT ELECTRONIC PROCUREMENT SYSTEM:

The eVA Internet electronic procurement solution streamlines and automates government purchasing activities within the Commonwealth of Virginia. Virginia Tech, and other state agencies and institutions, have been directed by the Governor to maximize the use of this system in the procurement of goods and services. *We are, therefore, requesting that your firm register as a vendor within the eVA system.*

There are transaction fees involved with the use of eVA. These fees must be considered in the provision of quotes, bids and price proposals offered to Virginia Tech. Failure to register within the eVA system may result in the quote, bid or proposal from your firm being rejected and the award made to another vendor who is registered in the eVA system.

Registration in the eVA system is accomplished on-line. Your firm must provide the necessary information. Please visit the eVA website portal at <http://www.eva.virginia.gov/pages/eva-registration-buyer-vendor.htm> and **register both with eVA and Ariba**. *This process needs to be completed before Virginia Tech can issue your firm a Purchase Order or contract.* If your firm

conducts business from multiple geographic locations, please register these locations in your initial registration.

For registration and technical assistance, reference the eVA website at: <https://eva.virginia.gov/>, or call 866-289-7367 or 804-371-2525.

V. CONTRACT PARTICIPATION:



It is the intent of this solicitation and resulting contract to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institutions, or Virginia Tech's affiliated corporations and/or partnerships may access any resulting contract if authorized by the contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor, the resultant contract may be extended to the entities indicated above to purchase at contract prices in accordance with contract terms. The Contractor shall notify Virginia Tech in writing of any such entities accessing the contract, if requested. No modification of this contract or execution of a separate contract is required to participate. The Contractor will provide semi-annual usage reports for all entities accessing the Contract, as requested. Participating entities shall place their own orders directly with the Contractor and shall fully and independently administer their use of the contract to include contractual disputes, invoicing and payments without direct administration from Virginia Tech. Virginia Tech shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. It is understood and agreed that Virginia Tech is not responsible for the acts or omissions of any entity, and will not be considered in default of the contract no matter the circumstances.

Use of this contract does not preclude any participating entity from using other contracts or competitive processes as the need may be.

VI. STATEMENT OF NEEDS/SCOPE OF WORK:

- A. To support the transformation and organizational change initiatives, the university seeks experienced firm(s) to provide a broad range of strategic consulting services. These services include, but are not limited to, organizational design and culture, business process evaluation and design (including but not limited to human resources, financial affairs, administrative operations, and academic enterprise management), change management, business analytics, process improvement, project development and management, strategic advisory services, and executive coaching.
- B. Strategic consulting service projects may be short or long term in nature, to be determined by the scope of work and project owner.
- C. It is desirable, but not required, that the strategic consulting service vendor(s) have experience in higher education and/or the public sector.

- D. Any services under the resulting contract shall be documented in a Statement of Work established between the Requestor and the Vendor when services are required.
- E. The awarded firm(s) may be required to attend meetings on campus or in other Virginia Tech locations throughout the Commonwealth of Virginia.
- F. If travel is required by the awarded firm(s), any requests for reimbursement shall be at the established GSA Travel rates for the appropriate location.

VII. PROPOSAL PREPARATION AND SUBMISSION:

A. Specific Requirements

Proposals should be as thorough and detailed as possible so that Virginia Tech may properly evaluate your capabilities to provide the required goods or services. Offerors are required to submit the following information/items as a complete proposal:

1. Vendor Profile Information

Vendor must provide the legal business name, legal status (e.g., corporation, sole proprietor, etc.) and the year the entity was organized to do business as the entity now substantially exists, the home office address, and telephone and fax numbers, web site URL (if any), and organizational chart, including the names and titles of Vendor's principal officers.

2. Vendor Organizational Capabilities

Vendor must provide a brief description of its entity (including business locations, size, areas of specialization and expertise, client base and any other pertinent information that would aid an evaluator in formulating a determination about the stability and strength of the entity), including the Vendor organization's experience and history with consulting related to development of the requirements within this proposal request. Vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications.

3. Vendor Account Manager

Vendor shall appoint an Account Manager who will provide oversight of Vendor contract activities. Vendor's Account Manager will be the principal point of contact concerning Vendor's performance under this Contract. Vendor shall notify the Contract Administrator, in writing, when there is a new Vendor Account Manager assigned to this Contract. Vendors must state whether or not Subcontractors are being used and list them if so. Virginia Tech reserves the right to reject any and all Subcontractors that Vendor proposes. Any Subcontractors engaged after award of the Contract must be pre-approved in writing by Virginia Tech.

4. Client References

Vendors shall provide as references the names, addresses, telephone numbers, email addresses, and contact person for at least (3) representative customers, preferably within higher education. References must be for projects that are of a similar size and scope of the project anticipated in this RFP. References must not be from a person, company, or organization with any special interest, financial or otherwise, in the Vendor.

5. Cost Proposal

Vendor will submit cost proposal that outlines job titles and corresponding rates. Provide an overview of the methodology of providing consulting services and identify all costs

associated, broken down by activity, with providing services.

6. Demonstrate capacity and readiness to perform service and deliverables as described.
7. Participation of Small, Women-owned and Minority-owned Business (SWaM) Business: If your business cannot be classified as SWaM, describe your plan for utilizing SWaM subcontractors if awarded a contract. Describe your ability to provide reporting on SWaM subcontracting spend when requested. If your firm or any business that you plan to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award. If your firm is currently certified, you agree to maintain your certification for the life of the contract. For assistance with SWaM certification, visit the SBSBD website at <http://www.sbsd.virginia.gov/>
8. The return of the General Information Form and addenda, if any, signed and filled out as required.

B. General Requirements

1. RFP Response: In order to be considered for selection, Offerors shall submit a complete response to this RFP to include;

- i. **One (1) electronic document** in WORD format or searchable PDF of the entire proposal as one document, INCLUDING ALL ATTACHMENTS must be uploaded through the Bonfire online submission portal. Refer to page 2 for instructions.

Any proprietary information should be clearly marked in accordance with 2.d. below.

- ii. Should the proposal contain **proprietary information**, provide **one (1) redacted electronic copy** of the proposal and attachments **with proprietary portions removed or blacked out**. This redacted copy should follow the same upload procedures as described on Page 1 of this RFP. This redacted copy should be clearly marked "*Redacted Copy*" within the name of the document. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable. Virginia Tech shall not be responsible for the Contractor's failure to exclude proprietary information from this redacted copy.

No other distribution of the proposals shall be made by the Offeror.

2. Proposal Preparation:

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in Virginia Tech requiring prompt submission of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by Virginia Tech at its discretion. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.

- b. Proposals should be prepared simply and economically providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.
  - c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, subletter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and subletter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at an appropriate place or be attached at the end of the proposal and designated as additional material. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.
  - d. Ownership of all data, material and documentation originated and prepared for Virginia Tech pursuant to the RFP shall belong exclusively to Virginia Tech and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, to prevent disclosure the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other materials is submitted. The written request must specifically identify the data or other materials to be protected and state the reasons why protection is necessary. –The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and may result in rejection of the proposal.
3. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to Virginia Tech.—This will provide an opportunity for the Offeror to clarify or elaborate on the proposal but will in no way change the original proposal. Virginia Tech will schedule the time and location of these presentations. Oral presentations are an option of Virginia Tech and may not be conducted. Therefore, proposals should be complete.

VIII. SELECTION CRITERIA AND AWARD:

A. Selection Criteria

Proposals will be evaluated by Virginia Tech using the following:

| <u>Criteria</u>   | <u>Maximum Point Value</u> |
|---|----------------------------|
| 1. Quality of products/services offered and suitability for the intended purposes | 25                         |
| 2. Qualifications and experiences of Offeror in providing the goods/services      | 30                         |



|   |           |
|---|-----------|
| 3. Specific plans or methodology to be used to provide the Services | 10        |
| 4. Cost (or Price)  | 25        |
| 5. Participation of Small, Women-Owned and Minority (SWAM) Business | 10        |
|   | Total 100 |

B. Award

Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposal, including price, if so stated in the Request for Proposal. Negotiations shall then be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, Virginia Tech shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. Virginia Tech may cancel this Request for Proposal or reject proposals at any time prior to an award. Should Virginia Tech determine in writing and in its sole discretion that only one offeror has made the best proposal, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of this solicitation and the Contractor's proposal as negotiated.

Virginia Tech reserves the right to award multiple contracts as a result of this solicitation.

IX. INVOICES:

Invoices for goods or services provided under any contract resulting from this solicitation shall be submitted by email to [vtinvoices@vt.edu](mailto:vtinvoices@vt.edu) or by mail to:

Virginia Polytechnic Institute and State University (Virginia Tech)  
 Accounts Payable  
 North End Center, Suite 3300  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

X. METHOD OF PAYMENT:

Virginia Tech will authorize payment to the contractor as negotiated in any resulting contract from the aforementioned Request for Proposal.

Payment can be expedited through the use of the Wells One AP Control Payment System. Virginia Tech strongly encourages participation in this program. For more information on this program please refer to Virginia Tech's Procurement website: <http://www.procurement.vt.edu/vendor/wellsone.html> or contact the procurement officer identified in the RFP.

XI. ADDENDUM:

Any **ADDENDUM** issued for this solicitation may be accessed at <http://www.apps.vpfin.vt.edu/html.docs/bids.php>. Since a paper copy of the addendum will not be mailed to you, we encourage you to check the web site regularly.

XII. COMMUNICATIONS:

Communications regarding this solicitation shall be formal from the date of issue, until either a Contractor has been selected or the Procurement Department rejects all proposals. Formal communications will be directed to the procurement officer listed on this solicitation. Informal communications, including but not limited to request for information, comments or speculations regarding this solicitation to any University employee other than a Procurement Department representative may result in the offending Offeror's proposal being rejected.

XIII. CONTROLLING VERSION OF SOLICITATION:

The posted version of the solicitation and any addenda issued by Virginia Tech Procurement Services is the mandatory controlling version of the document. Any modification of/or additions to the solicitation by the Offeror shall not modify the official version of the solicitation issued by Virginia Tech Procurement Services. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, Virginia Tech reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.

XIV. TERMS AND CONDITIONS:

This solicitation and any resulting contract/purchase order shall be governed by the attached terms and conditions, see Attachment A.

XV. CONTRACT ADMINISTRATION:

- A. Pascha Gerni, Managing Director, Business and Administration, Office of the President, at Virginia Tech or their designee, shall be identified as the Contract Administrator and shall use all powers under the contract to enforce its faithful performance.
- B. The Contract Administrator, or their designee, shall determine the amount, quantity, acceptability, fitness of all aspects of the services and shall decide all other questions in connection with the services. The Contract Administrator, or their designee, shall not have authority to approve changes in the services which alter the concept or which call for an extension of time for this contract. Any modifications made must be authorized by the Virginia Tech Procurement Department through a written amendment to the contract.

XVI. ATTACHMENTS:

Attachment A - Terms and Conditions

**ATTACHMENT A**  
**TERMS AND CONDITIONS**

**RFP GENERAL TERMS AND CONDITIONS**

See:

[https://www.procurement.vt.edu/content/dam/procurement\\_vt\\_edu/docs/terms/GTC\\_RFP\\_02182022.pdf](https://www.procurement.vt.edu/content/dam/procurement_vt_edu/docs/terms/GTC_RFP_02182022.pdf)

**ADDITIONAL TERMS AND CONDITIONS**

1. **ADDITIONAL GOODS AND SERVICES:** The University may acquire other goods or services that the supplier provides other than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services newly introduced during the term of the Agreement.
2. **AUDIT:** The Contractor hereby agrees to retain all books, records, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. Virginia Tech, its authorized agents, and/or the State auditors shall have full access and the right to examine any of said materials during said period.
3. **AVAILABILITY OF FUNDS:** It is understood and agreed between the parties herein that Virginia Tech shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
4. **CANCELLATION OF CONTRACT:** Virginia Tech reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the Contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the Contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
5. **CONTRACT DOCUMENTS:** The contract entered into by the parties shall consist of the Request for Proposal including all modifications thereof, the proposal submitted by the Contractor, the written results of negotiations, the Commonwealth Standard Contract Form, all of which shall be referred to collectively as the Contract Documents.
6. **IDENTIFICATION OF PROPOSAL EMAIL:** Virginia Tech will only be accepting electronic submission of proposals. All submissions must be submitted to <https://procurement-vt.bonfirehub.com/>. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time. **Attachments must be smaller than 1000MB in order to be received by the University.** Proposals may **NOT** be hand delivered to the Procurement Office.
7. **NOTICES:** Any notices to be given by either party to the other pursuant to any contract resulting from this solicitation shall be in writing via email.
8. **SEVERAL LIABILITY:** Virginia Tech will be severally liable to the extent of its purchases made against any contract resulting from this solicitation. Applicable entities described herein will be severally liable to the extent of their purchases made against any contract resulting from this solicitation.

- 9. CLOUD OR WEB HOSTED SOFTWARE SOLUTIONS:** For agreements involving Cloud-based Web-hosted software/applications refer to link for additional terms and conditions: [http://www.ita.vt.edu/purchasing/VT\\_Cloud\\_Data\\_Protection\\_Addendum\\_final03102017.pdf](http://www.ita.vt.edu/purchasing/VT_Cloud_Data_Protection_Addendum_final03102017.pdf)
- 10. ADVERTISING:** In the event a contract is awarded for supplies, equipment, or services resulting from this solicitation, no indication of such sales or services to Virginia Tech will be used in product literature or advertising. The contractor shall not state in any of the advertising or product literature that the Commonwealth of Virginia or any agency or institution of the Commonwealth has purchased or uses its products or services.
- 11. CRIMINAL CONVICTION CHECKS:** All criminal conviction checks must be concluded prior to the Contractor's employees gaining access to the Virginia Tech Campus. Employees who have separated employment from Contractor shall undergo another background check prior to re-gaining access to the Virginia Tech campus. Contractor shall ensure subcontractors conduct similar background checks. Virginia Tech reserves the right to audit a contractor's background check process at any time. All employees have a duty to self-disclose any criminal conviction(s) occurring while assigned to the Virginia Tech campus. Such disclosure shall be made to Contractor, which in turn shall notify the designated Virginia Tech contract administrator within 5 days. If at any time during the term of the contract Virginia Tech discovers an employee has a conviction which raises concerns about university buildings, property, systems, or security, the contractor shall remove that employee's access to the Virginia Tech campus, unless Virginia Tech consents to such access in writing. Failure to comply with the terms of this provision may result in the termination of the contract.
- 12. INSURANCE:** By signing and submitting a Proposal/Bid under this solicitation, the offeror/bidder certifies that if awarded the contract, it will have the following insurance coverages at the time the work commences. Additionally, it will maintain these during the entire term of the contract and that all insurance coverages will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission. During the period of the contract, Virginia Tech reserves the right to require the contractor to furnish certificates of insurance for the coverage required.
- INSURANCE COVERAGES AND LIMITS REQUIRED:**
- A. Worker's Compensation - Statutory requirements and benefits.
  - B. Employers Liability - \$100,000.00
  - C. General Liability - \$2,000,000.00 combined single limit. Virginia Tech and the Commonwealth of Virginia shall be named as an additional insured with respect to goods/services being procured. This coverage is to include Premises/Operations Liability, Products and Completed Operations Coverage, Independent Contractor's Liability, Owner's and Contractor's Protective Liability and Personal Injury Liability.
  - D. Automobile Liability - \$500,000.00
  - E. Builders Risk – For all renovation and new construction projects under \$100,000 Virginia Tech will provide All Risk – Builders Risk Insurance. For all renovation contracts, and new construction from \$100,000 up to \$500,000 the contractor will be required to provide All Risk – Builders Risk Insurance in the amount of the contract and name Virginia Tech as additional insured. All insurance verifications of insurance will be through a valid insurance certificate.
  - F. The contractor agrees to be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from the payment of all sums of money by reason of any claim against them arising out of any and all occurrences resulting in bodily or mental injury or property damage that may happen to occur in connection with and during the performance of the contract, including but not limited to claims under the Worker's Compensation Act. The contractor agrees that it will, at all times, after the completion of the work, be responsible for, indemnify, defend and hold harmless Virginia Tech, its officers, agents and employees from all liabilities resulting from bodily or mental injury or property damage directly or indirectly arising out of the performance or nonperformance of the contract.

- 13. PRICE ESCALATION/DEESCALATION:** Price adjustments for changes in the contractor's price of materials, labor and transportation may be permitted. Request for price adjustments for any other reasons will not be granted. No price increases will be authorized for 365 calendar days after the effective date of the contract. Contractor shall give not less than 30 days advance notice prior to the annual renewal of the contract of any desired price increase.

The Contractor shall document the amount and proposed effective date of any general change in the price of materials, labor and transportation. Documentation shall be supplied with the contractor's request for increase which will (1) verify that the requested price increase is general in scope and not applicable just to Virginia Tech, and (2) verify the amount or percentage of increase which is being passed on to the contractor by the contractor's suppliers. Failure by the contractor to supply the aforementioned verification with the request for price increase will result in a delay of the effective date of such increase. The Virginia Tech Procurement Department may verify such change in price independently. The Virginia Tech Procurement Department may make such verification as it deems adequate. However, any increase which the Virginia Tech Procurement Department determines is excessive, regardless of any documentation supplied by the contractor, may be cause for cancellation of the contract by the Virginia Tech Procurement Department. The Virginia Tech Procurement Department will notify the contractor in writing of the effective date of any increase which is approved. However, the contractor shall fill all purchase orders received prior to the effective date of the price adjustments of the old contract prices.

"Across the Board" price decreases are subject to implementation at any time and shall be immediately conveyed to Virginia Tech. The contractor is further advised that price decreases which affect the price of materials, labor, and transportation are required to be passed on to Virginia Tech immediately. Failure to do so will result in action to recoup such amounts.

- 14. RENEWAL OF CONTRACT:** This contract may be renewed by Virginia Tech upon written agreement of both parties for (two years) / (with options for three (3) two-year renewals), under the terms of the current contract, and at a reasonable time (approximately 90 days) prior to the expiration.
- 15. SIDEWALK POLICY:** Driving on sidewalks is allowed when there is no other way to get a needed vehicle to a designated place or building on campus. The vehicle operator shall be made aware that extreme caution shall be used to operate the vehicle in a way that will not be a hazard or hindrance to pedestrians using the walk. The contractor shall be responsible for any damage to turf and anything that is located adjacent to the walk. Parking an unattended vehicle on a sidewalk is strictly prohibited by State Law. The contractor is allowed to park a vehicle on a sidewalk if there is no other way to perform necessary work. The procedure to obtain a permit to operate a vehicle on sidewalks is the same as for the turf as outlined in Turf Policy. Any vehicle parked illegally on sidewalks shall be subject to ticketing, fines and towing if necessary.
- 16. TURF POLICY:** Parking or driving on campus turf or sidewalk is strictly prohibited, except as specifically directed or otherwise allowed by the Physical Plant Grounds Department. In this case, a turf permit must be obtained from Virginia Tech Parking Services and displayed by the vehicle. Turf parking is not allowed under the canopy of any tree on campus. Any vehicle parked illegally on turf or sidewalks shall be subject to ticketing and fines.

**ADDENDUM # 1 TO RFP # 5671412306**

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

| DATE           | DUE DATE AND HOUR        |
|----------------|--------------------------|
| March 30, 2023 | April 20, 2023 at 3:00PM |

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell  
 E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

## Organizational Consulting Services

- The following Scope of Work is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging Department.

Purpose:

Virginia Tech is seeking proposals for an experienced DEIB consultant with strong organizational development, strategic plan development, and capacity building experience to provide the University with diversity, equity, inclusion and belonging services.

All proposers must be able to provide services that encompass strong organizational development and strategic plan development.

Scope of Work:

- Awarded firm(s) may be asked to assess the state of diversity, equity, inclusion, and accessibility at the University. This will include a comprehensive assessment of the University's strengths, weaknesses, opportunities, and threats with respect to DEIB.
  - Collaborate with the requesting department to articulate a clear set of DEIB goals and draft an action plan with specific activities.
  - The Consultant will lay a foundation for a coordinated and comprehensive program to advance diversity, equity, inclusion and belonging (DEIB) in all departments of the University, with a focus on improving workforce diversity, creating a culture of inclusion and belonging.
  - The firm(s) may provide insight and knowledge on DEIB best practices with focus on higher education.
  - The awarded firm(s) may be asked to develop a shared language and framework including a public statement of principle regarding DEIB, that enhances the organization's ability to execute its mission, operations and strategic direction.
  - Develop a training strategy to increase faculty/staff DEIB competencies, skills and capacity.
  - Provide additional advice and support if needed. Virginia Tech may recognize that even with the DEIB plan in place there may be additional needs for the DEIB support.
- The inquiry period is extended to **April 7, 2023 by 2:00PM.**

3. All other terms, conditions and descriptions remain the same.

4. The due date and hour remains April 20, 2023 at 3:00pm.

I acknowledge that I have read and understand this addendum in its entirety.

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Signature

---

Date

Revised 10/19/21

## ADDENDUM # 2 TO RFP # 5671412306

VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY (Virginia Tech)  
Procurement Department (MC 0333)  
North End Center, Suite 2100  
300 Turner Street NW  
Blacksburg, Virginia 24061

| DATE           | DUE DATE AND HOUR         |
|----------------|---------------------------|
| April 14, 2023 | April 26, 2023 at 3:00 pm |

|   |
|---|
| ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer<br>E-MAIL ADDRESS: <a href="mailto:acaldwell@vt.edu">acaldwell@vt.edu</a> TELEPHONE NUMBER (540) 231-1269<br>FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221 |
|---|

### Organizational Consulting Services

The following questions have arisen as a result of this solicitation. Please see answers below in red:

1. Is there a page limit required for the proposal submission?  
*Virginia Tech answer – There is no page limit; however, proposal should be constructed in a clear and concise manner.*
2. Does market research fall within the scope of strategic consulting?  
*Virginia Tech answer – The services sought under this contract are varying in nature and could include any number of scopes of work.*
4. Can you specify the nature of the consulting services requested?  
*Virginia Tech answer – See response to question 2.*
5. What are you trying to accomplish?  
*Virginia Tech answer - The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services. The scope of works will be defined by individual users on campus.*
6. What is the challenge you are looking to solve or need assistance with?  
*Virginia Tech answer – See response to question 5.*
7. What are your expected outcomes/deliverables?  
*Virginia Tech answer – See response to question 5.*
8. Who would be included in the executive coaching?  
*Virginia Tech answer - See response to question 2.*
9. What is the nature of the change management you want to look at specifically? For example, changes due to expanding or contracting enrollments and at what levels (undergrad, grad), centralizing office or changing the nature of the work (from individualized to shared services)?  
*Virginia Tech answer - The organizational consulting services needs will vary across the enterprise, and the examples in your question are reasonable potential engagements. Additionally, services that aid in the efficiency of operations, improved use of technology, and continuous improvement are likely to be beneficial.*



10. What offices do you foresee process improvements impacting (do you have a general sense)?

*Virginia Tech answer - Process improvements are continuous at Virginia Tech and part of our change management mindset. Offices and units across Virginia Tech, both academic and administrative, expect to be impacted by process improvements.*

11. Section 'PURPOSE' on page 3 of the RFP states the below. Can you please provide additional information on the past organizational consulting services? What services were provided, what projects were completed, and what were the results/outcomes of these projects?

- "Through a past organizational consulting services opportunity, the university contracted with firms with a variety of expertise that enabled the university to progress strategic interests and investments."

*Virginia Tech answer - Organizational consulting is most recently visible in Virginia Tech's enterprise scale engagements. Please see review this [link](#) for more details.*

12. For the 'SMALL, WOMAN-OWNED AND MINORITY (SWAM) BUSINESS PARTICIPATION' section on page 3 of the RFP, is there a utilization goal percentage or other goals/objectives that are required or recommended be met by the proposing vendor?

*Virginia Tech answer – Virginia Tech does not have a stated goal but we encourage majority firms to utilize SWaM to the greatest extent possible.*

13. For section 'CONTRACT PARTICIPATION' on page 4 of the RFP, is this section provided for informational purposes or is there information that proposing vendors have to provide in their proposals to address this section?

*Virginia Tech answer – Informational purposes.*

14. For section 'STATEMENT OF NEEDS/SCOPE OF WORK' on page 4 of the RFP, are there any additional strategic consulting services that Virginia Tech anticipates will be needed beyond what is listed under item A.

*Virginia Tech answer – Not at this time, however the needs of the University are ever changing and the awarded contractors may be required to do additional work.*

15. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Client References on page 5 of the RFP, the below language is included. Can you please clarify what the anticipated size and scope of the project(s) will be for this opportunity? This does not appear to be specified in the RFP beyond a general range of strategic consulting services requested.

- "References must be for projects that are of a similar size and scope of the project anticipated in this RFP."

*Virginia Tech answer – Please include references from similar size intuitions if possible.*

16. For section 'PROPOSAL PREPARATION AND SUBMISSION' under item Cost Proposal on page 5 of the RFP, is Virginia Tech just looking for hourly rates by staffing level? This section mentions request for "all costs...broken down by activity..." but anticipated projects are not specified in the RFP.

*Virginia Tech answer – Please provide hourly rates.*

17. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, please clarify what is meant by the below passage.

- "Demonstrate capacity and readiness to perform service and deliverables as described."

*Virginia Tech answer – Explain your firms ability to meet the criteria in the statement of needs. Specifically, describe your firms ability to take on projects and estimated response time.*

18. For section 'PROPOSAL PREPARATION AND SUBMISSION' on page 6 of the RFP, it mentions "the return of the General Information Form and addenda, if any, signed and filled out as required." Are the General Information Form and addenda required for the proposal? We do not see where this documentation/information is included in the RFP.

*Virginia Tech answer – The General Information Form is on page 2 of the RFP. This is required to be included with your proposal signed.*

19. For Attachment A Terms and Conditions on page 10 of the RFP, are vendors permitted to note proposed exceptions and/or changes to the terms and conditions in their proposal? Would doing so disqualify the vendor from the opportunity?

*Virginia Tech answer – You may submit changes to the terms and conditions; however, it will be a consideration of award.*

20. As projects can range in scope and duration--is the pricing schedule allowed to have wide ranges? Or are is the University expecting static pricing on each type of service?

*Virginia Tech answer – You may have multiple labor categories, but we expect one rate per category.*

21. While travel costs are reimbursed at federally approved levels--time spent traveling is a factor in pricing; should that be reflected in pricing schedule by providing pricing with or without travel?

*Virginia Tech answer – Time spent traveling should not be included in the pricing.*

22. Perhaps a bigger picture question is, whether the pricing is expected to be static once proposal is accepted?

*Virginia Tech answer – Pricing should be static throughout the life of a proposed scope of work.*

23. RFP says "Vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications." Does that mean vendor cannot hire or assign new personnel over the course of the contract?

*Virginia Tech answer – If there is a change in personnel that provides services to Virginia Tech the contractor would be required to inform the contract administrator.*

24. RFP says "Vendor will submit cost proposal that outlines job titles and corresponding rates." But vendor may assign staff and price services based on a team structure. Is that permissible?

*Virginia Tech answer – This can be discussed during negotiations.*

25. The RFP says "The awarded firm(s) may be required to attend meetings on campus or in other Virginia Tech locations throughout the Commonwealth of Virginia" -- will travel requirements be set as part of the scope of work for individual projects?

*Virginia Tech answer – Travel will be reimbursed by the GSA Per Diem rates.*

26. Are there prioritized work streams in the areas of work noted in the RFP (e.g., organization design, business process evaluation / redesign, executive coaching) to support Beyond Boundaries initiatives and if so, what is the approximate scale and desired outcomes of these work streams?

*Virginia Tech answer – There are no prioritized work streams.*

27. In lieu of specific work streams with determined scale (e.g., size of function) and outcomes, should vendors prepare a "small", "mid-sized", and "large-scale" pricing for our methodology with associated assumptions for the cost proposal?

*Virginia Tech answer – Pricing should be provided in the form of hourly rates.*

28. Will task orders be issued as fixed price or other pricing structure?

*Virginia Tech answer – Fixed price based on hourly rates.*

29. Does Virginia Tech have an in-house organizational change management capability?

*Virginia Tech answer - Yes, this is the Office of Transformation and Change.*

30. As much of the analysis appears to have been done pre-COVID, is there a need to undertake updated research and/or to revalidate the future visioning done to date?

*Virginia Tech answer – Virginia Tech is committed to continuous improvements and revalidating is part of that. For example, Virginia Tech is in the process of a strategic plan refresh.*

32. Are there incumbent vendors? If yes, who are they and what projects have they completed?

*Virginia Tech answer – Incumbent vendors: AASCU Penson, Accenture, Attain, B.Well, Deloitte, Empowering Leaders, Ernst Young, Gallup, Grant Thornton, Hawkeye, Huron, Kennedy and Company and KPMG. We do not have a list of all the projects that have been completed by these vendors due to the varying nature of these projects.*

33. May we bring in our SWAM subcontractors at the time a specific SOW is issued, or are we required to name specific SWAM partners at the time of this submission?

*Virginia Tech answer – If your firm would like credit for SWaM subcontracting you are required to provide the names at the time of submission.*

34. Does Virginia Tech have any expectation as to when it will select the successful firm(s) for this RFP?

*Virginia Tech answer – Virginia Tech hopes to have awards by January 1, 2024.*

35. Does Virginia Tech have specific initiatives stemming from Beyond Boundaries and/or the strategic plan that we should be considering?

*Virginia Tech answer – Student Access and Affordability and accelerating extramural research to become a Top 100 Global Research University are two specific and current initiatives shaping the Beyond Boundaries refresh. Additionally, continued growth in our health sciences initiatives and the Innovation Campus represent significant strategic opportunities.*

36. Does Virginia Tech have an order of expected projects? If so, what are the subject areas and expected start date(s) for each?

*Virginia Tech answer – Virginia Tech doesn't have any expected projects at this time.*

37. Does Virginia Tech expect to have a primary project sponsor or steering committee to which the successful firm(s) will report? If so, who does VT expect to act in this capacity?

*Virginia Tech answer – The primary project sponsor or steering committee will vary depending upon the particular engagement.*

39. Are there any areas that Virginia Tech would consider out of scope for this RFP?

*Virginia Tech answer – No, please provide a total capability statement with your submission.*

41. If there is an incumbent, can Virginia Tech please clarify if the workforce will remain the same for the follow-on contract?

*Virginia Tech answer – The incumbent vendors is listed on question 32 on this addendum. Each department that is requesting service will have a different need.*

42. Is telework authorized?

*Virginia Tech answer – Telework is authorized; however, the requesting department may require the awarded firm to come on campus.*

43. If questions are due on 3/31, will Virginia Tech consider an extension based on Q&A response time?

*Virginia Tech answer – At this time Virginia Tech will not be extending.*

44. Are resumes needed for non-key personnel or part-time personnel?

*Virginia Tech answer – Virginia Tech requires the resumes of any individual that will be working on this account.*

45. Are letters of commitment needed for non-key personnel or part-time personnel?

*Virginia Tech answer – No.*

46. Are the points for the SWaM criteria all or nothing? Is there potential for partial points based on the subcontracting form?

*Virginia Tech answer – Yes, depending on the amount of subcontracting.*

47. Is an appendix allowed in addition to the core document for supplemental information?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

50. In reference to Addendum #1, is the intention for us to respond to DEI as an additional service, or provide a specific/executable Scope of Work for a DEI project?

*Virginia Tech answer – DEIB scope of work is an additional service. The firm is not required to have DEIB certification to submit a proposal.*

54. For the cost proposal outlined in Section VII. Proposal Preparation and Submission, it asks that "Vendor will submit cost proposal that outlines job titles and corresponding rates. Provide an overview of the methodology of providing consulting services and identify all costs associated, broken down by activity, with providing services." 1) Are you asking for a rate card by title that corresponds to each service requested? 2) What do you mean by costs associated by activity i.e. what constitutes an "activity"? 3) Can you provide an example of what you are expecting to see regarding cost breakdown?

*Virginia Tech answer – Virginia Tech expects to see an hourly rate broken out into labor categories.*

55. What needs and areas of opportunity does Virginia Tech feel are most critical, based on previous organizational consulting services provided to the university? What takeaways or lessons learned from the previous consulting partnership are top-of-mind for Virginia Tech as you seek your next partner?

*Virginia Tech answer – Virginia Tech is unable to answer this question.*

56. Given planned refreshes to the strategic plan over the next year:  
a. Does Virginia Tech need an assessment of organizational capabilities, culture, leadership, etc. as an input to the strategic plan?

*Virginia Tech answer – Virginia Tech may need assessments in these areas, but there is no current expectation for those services. This need may be identified by particular senior management areas in support of their strategic initiatives.*

- b. Does Virginia Tech seek to make organizational changes prior to developing the new plan – or does the university seek to defer significant changes in structure, roles, and responsibilities until after the completion of the strategic plan?

*Virginia Tech answer – Virginia Tech engages in change management and ongoing continuous improvements. The strategic plan is an active existing plan. There are no known organizational changes as part of the refresh.*

- c. To what extent will the selected Organizational Consulting vendor be engaged in the development of the strategic plan, outside of these areas?

*Virginia Tech answer – Virginia Tech does not have an expectation of a vendor being involved in strategic plan development at the university level. However, needs may be identified by senior leaders or mid-level managers for strategic planning support for their respective areas of the organization.*

57. Is Virginia Tech open to employee listening (e.g., surveys, interviews, focus groups) as part of an engagement, or is the expectation that interactions will be the executive level only?

*Virginia Tech answer – There is currently no define scope of work. Interactions could be at all levels of the University depending on the needs of each department.*

58. Virginia Tech mentioned change management as one of the focus areas in the RFP. Is the university also looking for a vendor to assess and provide services around communications?

*Virginia Tech answer – The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

59. Does Virginia Tech anticipate the need for leadership assessment and coaching as part of the university's forthcoming work? If so, for how many executives?

*Virginia Tech answer – There is no define scope of work at this time.*

60. Would Virginia Tech be able to provide any guidance regarding the scope of any recent third-party support or internal initiatives that directly or indirectly relate to the statement of needs provided in the solicitation?

*Virginia Tech answer – Virginia Tech cannot provide this information at this time.*

61. Would the rates and terms of the contracting vehicle, if awarded, be narrowly applied to support and activities outlined in the statement of needs, or might the contracting vehicle be applied to other related work at Virginia Tech, such as technology implementations?

*Virginia Tech answer – See terms and condition number one, additional goods and service clause.*

62. It is our understanding that the current RFP (RFP Number 5671412306), is a rebid of an earlier contract from 2018 (RFP Number 0058065). We have several questions about the previous contract based on RFP Number 0058065:
- a. How many projects were conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – This information would take weeks to obtain holding up the process of this RFP.*

- b. What is the total dollar value of the projects conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – \$3,908,607.71*

- c. Please provide a list of the types of projects (i.e., the nature of the work) conducted through the contract associated with RFP Number 0058065?

*Virginia Tech answer – The scope of works varies greatly from department to department.*

63. How many respondents will be selected through this RFP?

*Virginia Tech answer – Virginia Tech will award as many contracts as necessary to fulfill our organizational consulting needs.*

64. Is there a minimum points threshold that vendors must meet to be selected?

*Virginia Tech answer – No.*

67. Addendum #1 includes a Scope of Work that is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging (DEIB) Department. Are items A-G in Addendum #1 replacing items A-F in Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP? Or is the Scope of Work in Addendum #1 intended to be in addition to Section VI items A-F in the RFP?

*Virginia Tech answer – DEIB is not replacing the SOW A-F it is in addition too.*

68. If Addendum #1 is in addition to the scope outlined in the RFP, can vendors who do not provide DEIB consulting services bid on the services outlined in items A-F of Section VI. STATEMENT OF NEEDS/SCOPE OF WORK in the RFP document?

*Virginia Tech answer – Yes, vendors that do not provide DEIB services can submit a proposal.*

69. What is the nature of work that falls into "strategic advisory services" noted section VI, paragraph A of the RFP document?

*Virginia Tech answer – The needs of the University is to have a stable of contractors to provide Virginia Tech with a wide array of consulting services.*

71. If a vendor does not submit a response to a particular category of work listed in the RFP, does that preclude that vendor from bidding on future task orders / projects in that category of work?

*Virginia Tech answer – No.*

72. Should the Addendum #1 for DEIB be incorporated as part of the consolidated response to the RFP vs an addendum or separate submission?

*Virginia Tech answer – Please incorporate the DEIB scope of work into your submission.*

73. Which are the requesting departments who would need to articulate their DEIB goals? Can we get a list or an understanding of the number and size of these departments, for pricing.

*Virginia Tech answer – The goal is to provide this service to the campus as a whole.*

74. What would be the nature of additional advise and support needed, once DEIB plans are in place?

*Virginia Tech answer – The goal is to be able to call upon a stable of firms as needed for a variety of services.*

75. Please expand on what is implied by 'Capacity Building Experience' of the consultant. Is there an expectation for the consulting firm to provide DE&I training as a service?

*Virginia Tech answer – Selected contractors may be required to perform DEIB training as requested by departments.*

76. Please describe the scope and work to date regarding DEIB at Virginia Tech beyond what it publicly available on your Inclusion & Diversity and Inclusive Virginia Tech website? Sub questions include:

- a. Is Virginia Tech looking at DEIB across its entire ecosystem – faculty, staff, students, external partners, and vendors?

*Virginia Tech answer – The scope of engagements will vary enterprise wide as within each department, and potentially include all of the above.*

- b. Global focus (given Beyond Boundaries vision) or North America?

*Virginia Tech answer – The focus could be global or unit specific work.*

- c. What work has Virginia Tech already done regarding DEIB – for example, recent current state assessment or refreshed strategy?

*Virginia Tech answer – Please see these links for [DEIB efforts](#).*

77. Section I of the RFP, "Purpose," on page 3, references Virginia Tech's plan to refresh its strategic plan over the next year. Does Virginia Tech anticipate engaging a consulting firm by means of this RFP to directly support and facilitate the University's strategic planning process over the next year?

*Virginia Tech answer – Virginia Tech does not have an expectation of a firm being involved in strategic plan development at the university level.*

80. Section VII.A.7 on page 6 of the RFP indicates that if a business the vendor plans "to subcontract with can be classified as SWaM, but has not been certified by the Virginia Department of Small Business and Supplier Diversity (SBSD), it is expected that the certification process will be initiated no later than the time of the award."

- Does "the time of the award" refer to the awarding of a contract for a future specific project from a requesting department at Virginia Tech, does it refer to the selection of vendors in response to this blanket RFP?

*Virginia Tech answer – The Contractor shall be SWaM certified when contractor is selected to be awarded a contract, not a future specific project.*

82. With regard to Addendum One:

- a. Does this scope of work pertain to all staff, faculty and students?

*Virginia Tech answer- The Scope of work can be varying by each department.*

b. How does VA Tech define “DEIB”?

*Virginia Tech answer - Diversity: The visible and invisible characteristics and experiences that make people different. Everyone is diverse. Equity: Identifying and addressing imbalances and barriers that inhibit group and individual full engagement and success. Inclusion: The act of ensuring all groups and individuals have equitable access to resources and opportunities. Developing an understanding of unique needs and challenges are critical. Belonging: The nexus of diversity, equity and inclusion where all groups and individuals feel welcomed, valued, and are empowered to be active members in the community.*

d. Does VA Tech have a current DEIB strategy in place, and has the university done any surveys or fact-finding on DEIB previously?

*Virginia Tech answer – Virginia Tech has a strategy in place; however, Virginia Tech is always looking to approve our DEIB commitment. This is why we are looking for a stable of contractors that provide these services.*

e. What, existing DEIB data does the University hold? E.g., is there an existing HR census with demographic data.

*Virginia Tech answer – Procurement does not have access to this information and releasing it would require the University legal involvement.*

83. If there are any parts of this RFP that a vendor cannot support, can the vendor still respond to the proposal?

*Virginia Tech answer – Yes.*

84. The guidelines state “identify all costs associated, broken down by activity, with providing services.” To what level of detail should these activities and costs be broken down in the proposal?

*Virginia Tech answer - Virginia Tech encourages proposers to be as detailed as possible by the types of services your organization provides. For example, if you have consulting labor costs by hour and title/role we would anticipate seeing this detail.*

85. Should this addendum be interpreted as an extension of the RFP scope or a task order?

*Virginia Tech answer – Addendum number one was included to be an addition to the scope of work in the original RFP.*

88. RFP section VII.A.2 requests that “vendor must provide curriculum vitae, resume or capabilities statement for all personnel that may be assigned to the university; this should include relevant experience and certifications”. Can Virginia Tech confirm that is it acceptable for vendors to provide curriculum vitae, resume or capabilities statement for all personnel within an appendix section?

*Virginia Tech answer – Virginia Tech cannot tell you how to structure your proposal.*

89. Can Virginia Tech make the following revisions in quotations to Section 12 (Default) in the RFP Terms and Conditions? “In case of failure to deliver goods or services in accordance with the contract terms and conditions, Virginia Tech, after due oral or written notice and offering the Contractor a minimum of seven (7) business days to cure such failure, may procure them from other sources and hold the Contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which Virginia Tech may have.”

The Contractor feels it fair and reasonable to establish a defined minimum cure period to correct any failures in the unlikely event of contract default. In doing so, cure periods have historically promoted economic efficiency by leveraging the resources already mobilized on the engagement that possess the historical knowledge and understanding to cure any deficiencies more quickly and efficiently.

*Virginia Tech answer – Any revisions to Virginia Tech’s terms and conditions will result in a legal review.*

90. Can Virginia Tech make the following revisions in quotations to Section 19 (Indemnification) in the RFP Terms and Conditions? “Contractor agrees to indemnify, defend and hold harmless Virginia Tech and the Commonwealth of

Virginia and their officers, agents, and employees (the "Indemnitees") from any third-party claims, damages and actions of any kind or nature whether at law or in equity, arising from or caused by the ~~use of any materials, goods, or equipment of any kind or nature, furnished by the contractor's negligent performance of this contract/any services of any kind or nature furnished by the contractor,~~ provided that such liability is not attributable to the sole negligence of Virginia Tech or failure of Virginia Tech to use the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered. Except for the Contractor's gross negligence or willful misconduct, the Contractor's liability to the Indemnitees related to this contract is limited to no more than the total amount of fees paid to the contractor by Virginia Tech under this contract. Neither party will be liable for any lost profits or other indirect, consequential, incidental, punitive or special damages."

*Virginia Tech answer – Any revisions to Virginia Tech's terms and conditions will result in a legal review.*

- 91. All other terms, conditions and descriptions remain the same.
- 92. The due date and hour is changed from April 20, 2023 at 3 pm TO **April 26, 2023 at 3 pm.**

I acknowledge that I have read and understand this addendum in its entirety.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



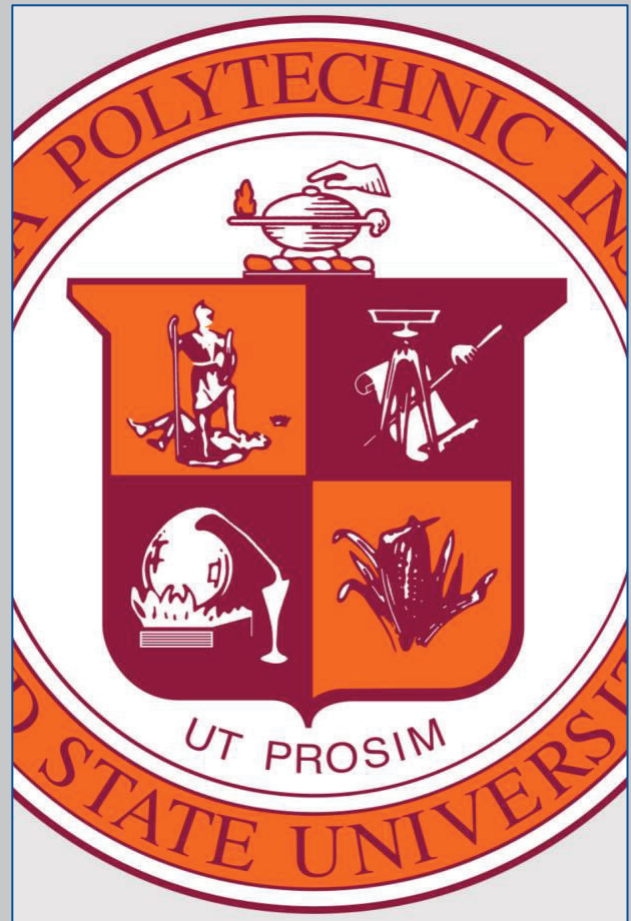


# ORGANIZATIONAL CONSULTING SERVICES

RFP #5671412306

*Prepared for Virginia Polytechnic Institute  
and State University,*

*April 26, 2023*



Eric Schnurer,  
President



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West Chester, PA 19380



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## 1. VENDOR PROFILE INFORMATION

Public Works LLC is a Pennsylvania limited liability company established in 1995 and incorporated in 2002. The firm headquarters is located at 1690 East Strasburg Road, West Chester, PA 19380, tel. 610-296-9443, fax 610-296-9434, and we maintain offices around the country. The company website is [www.public-works.org](http://www.public-works.org).

Eric B. Schnurer is the founder, president, and sole officer of the corporation.



## 2. VENDOR ORGANIZATIONAL CAPABILITIES

Public Works LLC was founded in 1995 and has operated successfully for over 28 years. The firm pioneered the development of innovative high-level policy on a consulting basis, serving as an “outside policy office” for a half-dozen Governor’s Offices, as well as numerous state agencies, and providing states, cities, and counties with creative policy advice that has been called “novel” and “innovative” by the national press.

### 2.1 ORGANIZATIONAL STRUCTURE & BUSINESS PROCESS REVIEW EXPERIENCE

We believe our firm has conducted more full-government organizational assessments than any firm in the country, including six entire state governments and two U.S. territories; 18 other, separate state agencies; roughly a dozen other government entities; and several of the largest city and county governments in the country. Our reviews have consistently produced annually-recurring savings of 5% of general fund operations. In short, no firm can match Public Works’ experience in organizational advising of public-sector entities.



#### Iowa Board of Regents Performance Review

Iowa Governor’s Office engaged Public Works to conduct an efficiency review across all major departments in Iowa state government. The State of Iowa Board of Regents, responsible for overseeing the operations of three universities and two specialty schools, is a very large public enterprise with an annual budget of almost \$4 billion and more than 33,000 employees. The state-funded portion of this budget was then \$538 million, although according to the Regents, state support had decreased by over \$165 million (almost 25%) since the beginning of FY 2009. Public Works developed 19 specific cost-saving recommendations for the Regents in areas such as:





- Creation of a cabinet-level IT agency, accompanied by the consolidation of IT planning and operations
- Consolidation of all state e-mail systems
- Consolidation of wireless equipment carriers
- Increased use of “thin client” technology
- Adoption of a statewide professional services contract for IT services
- Adoption of a statewide IT and office equipment maintenance contract
- Increased e-filing IT solutions
- Improved fleet management practices
- Centralized real estate leasing and property management; sale of assets
- Consolidation of print shops and mailrooms
- Reduction in purchased periodicals and subscriptions
- Reduction in use of professional consulting services
- Energy-efficient retrofits for all buildings
- Early retirement incentives
- Required use of direct deposit by all new hires
- Required family enrollment in health insurance when spouses are employed by the state
- Elimination of health benefits for Regents employees working fewer than 20 hours per week

We projected annual savings of at least \$30 million on the \$538 million in the Regents’ annual General Fund expenditures.



### **Community College of Baltimore County Organizational Review**

As part of our larger report on improvement in the Baltimore County Government, we provided the County with a conceptual discussion as to a strategy for Community College of Baltimore County (CCBC) to address its fiscal and operational challenges moving forward. Our report covered:

- **Workforce training students in certificate and licensure programs.** Community colleges provide an invaluable service to employers and workers as retraining centers. This value is heightened during economic downturns such as we are experiencing in the coronavirus pandemic, when community colleges become the “primary delivery system for job training in support of economic development.”<sup>1</sup> But community colleges must be viewed in the communities they serve as much more than retraining centers to be tapped when people are out of work or the

<sup>1</sup> Maryland Association of Community Colleges.



economy is lagging. According to the Association of Community College Trustees, the most effective strategies to “support adult learners include offering asynchronous online classes for students to be able to complete coursework on their own schedules; simplifying course and degree requirements to support completion; connecting students with new child care options; and providing counseling and mental health services.”<sup>2</sup> These findings are also borne out in interviews with adult learners in which nearly 40 percent of Americans already say that “safety and convenience drive preferences for online-only education.”<sup>3</sup> This trend will be driven rapidly ahead in the aftermath of the pandemic.

- **Attracting recent high school graduate students in credit degree programs.** There is a conventional wisdom that community college fortunes naturally rise and wane with the economic tides. But this need not be the case, especially in light of the equalizing effects that new technologies offer local colleges. After long years of work to establish seamless pathways in the California higher education system, nearly half of students earning a bachelor’s degree from a University of California campus in science, technology, engineering and mathematics, for example, transferred from a California community college. This is an extraordinary achievement when considering that the University of California is one of the finest university systems in the world. The University of Maryland is equally exemplary, and it too is located in the heart of a thriving economic corridor where students who complete degree programs can expect ready access to high-paying careers. We recommended that this community college actively position itself as the *higher education institution of choice* not just for adults in the workforce but also among recent high school graduates preparing to enter degree programs or university transfer.
- **The sea change: Online-only programs and degrees.** Current data indicate that even as students increasingly prefer to study online—an option that best suits their “current work/life responsibilities,”<sup>4</sup> they also prefer to study *close to home*. The “proportion of students studying fully online who are enrolled within 50 miles of their homes has risen from under half to fully two-thirds.”<sup>5</sup> And while today’s students have myriad options for online-only educational programs, they tend to choose local schools, which have “greater visibility among employers and others in

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<sup>2</sup> “Reskilling for the pandemic recession and recovery,” Allison Beer and Jacob Bray, Association of Community College Trustees, November 2020.

<sup>3</sup> Strata Education Network, August 26, 2020.

<sup>4</sup> “Online is (Increasingly) Local,” Doug Lederman, [insidehighered.com](https://www.insidehighered.com), June 5, 2019.

<sup>5</sup> Ibid.



the community.”<sup>6</sup> Online-only programs should not become the only emphasis, but they would *boost brand popularity among a new population*.

- **Meeting today’s youth where they are.** If the college chooses to pursue a new brand focus on online-only programming, it will have the opportunity to accomplish two ancillary goals. First, there will be cost savings, because online-only programs can demand a higher tuition and be less expensive to deliver. College classrooms can be repurposed in ways that benefit the college and/or the county. Second, the college can reevaluate and improve the relationship between its student support services and student success. Nationally, this issue is a priority: “addressing [student support] issues should be a core component of colleges’ strategies to increase completion rates.”<sup>7</sup> Research also is demonstrating that how well students persist in their educational programs can be correlated with *how* colleges communicate with students and the kinds of technological supports they employ to improve ease of use and convenience. “Nearly three in five students age 45 or under said they completed *some or most of their course-related activities using mobile devices* [emphasis added].”<sup>8</sup> At the City University of New York and elsewhere in New York, California, and Ohio educators have begun using customized text message outreach to keep students on track towards completion.<sup>9</sup>
- **Turning over the next generation of faculty.** As the college considers its future strategic development, it may be that there should be some retirements among the older faculty and a campaign to build a younger, technology-savvy faculty base. Such a change would produce cost as well as strategic advantage.
- **Auditing coursework to maximize faculty expertise and eliminate redundancy.** As the college rethinks its methods for delivering coursework it may also want to consider the makeup of programs and their alignment with leading faculty resources and high-demand programs. It may be that a superior online course can fill various gaps, including in several different programs offered on different campuses. CCBC may find that there are unnecessary redundancies in courses and programs.

This section in our larger report on efficiency and operational improvement in the entire County government occurs on pages 320-324 of the report, which can be found [here](#).

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<sup>6</sup> Ibid.

<sup>7</sup> Strata Education Network, 2020.

<sup>8</sup> Ibid.

<sup>9</sup> Page and Gehlbach 2017, Strata Education Network.



## **Performance Review of the Alaska Commission on Postsecondary Education (ACPE) and the Alaska Student Loan Corporation (ASLC) for the Alaska Division of Legislative Audit**



Public Works conducted a comprehensive performance review of the Alaska Commission on Postsecondary Education (ACPE) and the Alaska Student Loan Corporation (ASLC) to fulfill its statutory mandate for periodic reviews of the efficiency and effectiveness of those state agencies. For this review, the Public Works team fulfilled five primary objectives: 1) Evaluate the organization's success in effectively and efficiently achieving its objectives; 2) Determine whether current result-based performance measures demonstrate effectiveness and efficiency of core services; 3) Recommend improvements to practices and procedures, including means to reduce regulatory burdens; 4) Evaluate processes for implementing technology and recommend ways for technologies to improve effectiveness and efficiency; and 5) Identify statutory, regulatory, budgetary or other changes needed to improve public service. The final report, Performance Review of the Alaska Commission on Postsecondary Education and the Alaska Student Loan Corporation is available at: [http://legaudit.akleg.gov/docs/performance-reviews/PRVPJ-803-ACPE\\_Final-Report.pdf](http://legaudit.akleg.gov/docs/performance-reviews/PRVPJ-803-ACPE_Final-Report.pdf). Public Works was also engaged simultaneously to conduct a comprehensive performance review of two the Alaska Department of Education and Early Development.

## **California Student Aid Commission: Performance Review of EdFund**



The California Student Aid Commission (CSAC) was directed by the California legislature to conduct a performance review of CSAC's auxiliary institution, EDFUND, the second largest student loan guarantee agency in the United States. The California Student Aid Commission retained Public Works to review and assess the effectiveness of its non-profit loan auxiliary, EDFUND. In reviewing the organization, which administers financial aid loan guarantee programs for students attending public and private universities, colleges, and vocational schools, our team reviewed organizational structure, internal administrative processes, management functions, and workforce development practices. Working under severe time constraints and difficult cooperation issues between CSAC and EDFUND, Public Works completed a performance review that recommended tightening EDFUND's budgeting and performance compensation practices, as well as closer oversight by the Commission of EDFUND operations. This effort ultimately resulted in the Commission's decision to restructure the EDFUND board of directors and implement many of the recommended fiscal reforms.





## **Texas A & M University: Performance and Administrative Reviews**



Bob Lauder, now a senior consultant with Public Works' organizational review team, conducted both performance and administrative reviews of Texas A & M University several years ago. In this engagement, Mr. Lauder conducted a detailed management and performance review of all functional areas for the Texas A & M University system. The review identified both the strengths and opportunities for improvement in university operations. It also evaluated all university functions, including instruction, research, public service, financial management, purchasing facilities management, student services, and support services. The review resulted in significant recommendations to improve the structure and operations of each functional area.

## **2.2 BROADER HIGHER EDUCATION EXPERIENCE**

Public Works specializes in public policy innovation and development, especially in the fields of workforce development and its intersection with higher education. For instance, we have designed a program for the world's largest university – the California State University (CSU) – to integrate that state workforce system's needs and private-sector demand; studied the opportunities for creating entrepreneurial opportunities in clean energy for an HBCU in Louisiana, the need for increased education doctorates in California, and K-12/workforce/higher education alignment in Arizona; and recommended statewide redesign of vocational education in the nation's largest state. We have also worked on higher education finance operational reviews in Alaska and California, studied the need for a new higher ed institution in Pennsylvania, a regional IT institute in New Mexico, and a social justice institute at Kansas City's (MO) community college system – among other higher ed projects. Our team includes several administrators or former administrators in higher education institutions, including the director of a university research center on health care and allied health education, adjunct instructor for the government institute of an Ivy League University, and deanships at more than a half-dozen universities nationwide, amongst other academic positions; our team has provided solutions for numerous large public- and private-sector higher education institutions for 20 years.

Public Works understands the working of higher education institutions because we have worked on a wide range of higher education policy issues with state governments and higher education institutions across the country. Perhaps our most extensive work on strengthening the higher education system's role and effectiveness in securing economic opportunity for its graduates



was for the California State University system – the world’s largest, with two dozen campuses and roughly one million students. We worked with CSU on three separate projects:

- **Putting together an ongoing process for collaboration between the university and the California business community** to improve alignment between the university curriculum and the needs of the state’s economy;
- **Studying the need for applied education doctorates in California** to improve teaching throughout the state (CSU originated as a “normal school,” and it retains the mission of educating most of the state’s educators); and
- **Designing a statewide program uniting the higher education and K-12 systems, as well as the private sector, to improve opportunities for STEM education** for students from the middle grades through doctoral studies, and for teachers from college through to ongoing professional development.

We also have:

- **Formulated the strategic plan for a new regional technical education center at the University of New Mexico at Gallup**, and, in the process, developed an exemplary program that could be replicated statewide.
- **Facilitated a gap analysis to determine the need for a new community college**, for the Pennsylvania Department of Labor and Industry, working closely with the Erie Community Foundation.
- **Advised the California Superintendent of Public Instruction on how to refashion the state’s technical education system for the 21st Century.**
- **Wrote a plan for Southern University in Louisiana** to become a center of renewable energy research and development.
- **Developed a plan to improve college access** and enhance economic development by implementing a student financial aid program for Cuyahoga County (Cleveland), Ohio; and
- **Developed plans for increasing college affordability and higher education quality** for governors in California, Iowa, Virginia, and West Virginia

Public Works also has conducted free-standing, comprehensive reviews of state education agencies (both K-12 and higher education) in Alaska, West Virginia, and New Mexico – as well as the higher education finance agency in California – and as major components of our statewide efficiency reviews in Colorado and Iowa (discussed below). We have worked to modernize and diversify offerings and determine programmatic needs through our engagements in state education policy advising, including:



- **Designing Career & Technical Education Programs.** Public Works was engaged by the University of New Mexico at Gallup to design and develop the Advanced Technologies Regional Network, a new model of career and technical education. We analyzed Advanced Technology Centers in other states and made programmatic recommendations; explored funding opportunities; identified locations for the center; and, working with university, college, business, and high school partners, determined programs to be offered. The California State University System (CSU) - the world's largest university - also hired Public Works to design a statewide STEM education program.
- **Assessing Programmatic Needs.** CSU also commissioned Public Works to study the need for educators with doctoral level training in California schools and universities.
- **Modernizing Career & Technical Education Programs.** For the California Department of Education, Public Works researched issues concerning 21st Century workforce needs and made recommendations to modernize California's career / technical education system.
- **Aligning Programs with Economic and Workforce Needs.** The Arizona Governor's P-20 Council asked Public Works to assess the alignment of K-12 education with post-secondary study and workforce demands. CSU retained us to research, analyze and suggest actions regarding the roles, requirements and needs of the system in the context of the 21st Century economy.
- **Recruiting More Adults into Postsecondary Education.** The Pennsylvania Governor's Leadership Team was asked to develop a long-term agenda for increasing adult participation in postsecondary education. Public Works conducted their research and analysis and compiled the Team's final report.

In sum, Public Works brings decades of meaningful experience to developing innovative solutions to challenges concerning higher education systems, how they can best serve their stakeholders and constituencies, and how they can redesign their processes and organizations to respond to the ever-evolving demands of the 21st century. More detailed descriptions of particular projects that might prove of interest here include:

### California State University (CSU)



CSU requested that Public Works research, analyze and suggest specific actions to help 1) better prepare Californians for the economy of the 21st Century, 2) better relate higher education in California to the needs and demands of that economy, and 3) better define

the proper role and requirements of CSU within that process. Specifically, we addressed the ways in which CSU can best prepare the next generation of Californians in careers such as computer science, engineering and applied science, new media, business, health care and health care delivery, educational administration and management, classroom education, criminal justice, and other applied fields identified as likely or potential areas of critical demand in the next century. We undertook a groundbreaking process to bring together the state's governmental, educational, and private sector leaders to reorient the state university system to provide the attributes the state workforce will need to possess in the 21st Century; this continuing effort involved a Virtual Forum throughout the university system and business communities to further the grassroots and high-tech development of this strategy. We also identified public policies required by the state government to ensure that CSU best meets the state's needs in educating undergraduates and professionals in these areas of critical need, and formulated specific actions to be taken by state government to accomplish these ends.

### **Strategic Planning for Advanced Technology Network – University of New Mexico**



The University of New Mexico at Gallup was selected by the State of New Mexico's Public Education Department and Higher Education Department to introduce a regional technical education center, and in the process, to develop an exemplary program that could be replicated statewide. Public Works was commissioned by the University of New Mexico at Gallup to formulate the strategic plan for this new effort. Public Works reviewed recent reports and analyses of career and technical education reform; researched high quality public school, community college, and state-level technical education best practices in New Mexico and other states; met with technical education experts, representatives of state agencies, community colleges, and the business community; proposed a process to determine use of available funding and pursued additional funding sources; and worked with employers, public school, tribal and university partners to determine programmatic goals. The result was a blueprint for the Advanced Technologies Regional Network (ATRN), a community college-based, grades 9-14 educational program for advanced technicians and professionals.

### **Pennsylvania Community College Gap Analysis**



The Erie  
Community  
Foundation

Public Works facilitated a gap analysis process, on behalf of the Pennsylvania Department of Labor and Industry and working in conjunction with the Erie Community Foundation, to identify the needs that a community college would fill in the northwest region of the state, and the best and highest use of the community's resources. The

Public Works team assisted with the research and wrote the final report for the Gaps Analysis Steering Committee. The Gaps Analysis Steering Committee embarked on a mission to address three basic goals:

- Meeting employers' current and future needs for skilled workers.
- Improving educational attainment and household income.
- Making Erie a more attractive place for businesses to stay or to relocate.

The issues were multifaceted: affordability to students, employers, and the community, and an accessible system of education and training that can adapt to the region's changing needs. The Committee's recommendations were based on compelling circumstances in Northwestern Pennsylvania. Based on the research and the analysis and evaluation of several different options, the final recommendation of the Committee included creating a Northwest PA community college as a free-standing regional community college with the invitation to the other counties to co-sponsor with Erie and with an opportunity to have branch campuses; and creating industry advisory groups to keep the community college relevant and able to meet changing industry needs.

### **Metropolitan Community College of Kansas City Social Justice Institute**



Perhaps the best – and the most recent – example of our ability to work collaboratively and respectfully with a diverse college community is our current engagement with the Metropolitan Community College of Kansas City, Missouri. MCC – originally the Kansas City Polytechnic Institute – was the first community college established in Missouri, and one of the first colleges in the country to award an associate degree. It represented one of the first stirrings nationwide to bring college education to a broader segment of the population and to link higher education more directly with career and economic success for the vast majority of working Americans. In 1954, the very year that the United States Supreme Court declared segregation in education unconstitutional, MCC voluntarily absorbed the theretofore-segregated Lincoln Junior College, putting it at the forefront of equal rights in higher education, a position it continued with its founding of the Alvin Brooks Institute, named for not only a leader of the civil rights movement in Kansas City but also an alumnus of the last segregated class before Lincoln Junior College became part of the Junior College of Kansas City (now MCC). It has developed a history of community engagement and social involvement – in a city known for its civic culture – that provides a rare position for leadership on social issues for a traditional community college. It serves a remarkably diverse student population, with 40% of its student body consisting of black or indigenous people or other people of color – but also comprised of

a wide range of non-traditional higher-education students. Public Works was engaged by MCC to achieve its goal of leadership on Social Justice by:

1. Helping to structure a new Social Justice program to fulfill the unique community college mission of contributing both to the lives and careers of students *and* to the growth and well-being of the community.
2. Establishing a solid foundation of social justice within MCC itself. And,
3. Addressing and overcoming inequities that the COVID-19 pandemic has only exacerbated.

## 2.3 EXTENSIVE STRATEGIC PLANNING EXPERIENCE

Public Works has produced strategic policy and strategic action plans for the West Virginia Governor's and Treasurer's Offices, Connecticut Secretary of the State, California Environmental Protection Agency (Cal/EPA), Broward County (FL) Department of Health, California State University's workforce development programs, Mayor of Atlanta's anti-poverty initiatives, Rhode Island Governor's Workforce Board, and California Attorney General's Office, to name just a few multi-stakeholder complex strategic planning projects. We recently completed strategic planning exercises for the Metropolitan Community College system in Kansas City, Missouri, United Way Suncoast (Tampa Bay, FL), and the Los Angeles County (CA) General Relief Opportunities for Work (GROW) program.

- **We most recently completed a six-month strategic planning exercise for the United Way Suncoast**, a five-county non-profit entity in the Tampa Bay region of Florida. United Way Suncoast (UWS), a \$35,000,000-budget nonprofit that uses a collective impact approach in five diverse counties around Tampa Bay on Florida's Gulf Coast, engaged us to conduct strategic planning in 2020. We were retained to design and implement a deliberative, community-based process in order to develop and deliver a new strategic plan by mid-April 2021. The process has engaged Suncoast stakeholders and infused research-based information to establish the organization's strategic priorities for the next three years.



Over 800 individuals from the community responded to the community needs survey to bring insights from donors, community partners and volunteers across the Suncoast region. Information from this survey, interviews, the internal capacity assessment – a web-based tool designed specifically to help nonprofits better understand their organizational capacity – and seven focus groups converged for analysis of patterns and insights that describe the challenges and opportunities that affect the United Way Suncoast mission.

We led the organization's leadership through a virtual six-hour planning retreat that featured a wide array of new interactive online techniques including instant polling, "waterfalls", "word clouds" and virtual "sticky notes" and "whiteboards" for brainstorming. We have made the strategic planning process work remotely during the pandemic and made it just as dynamic as in-person – if not more so.

- **Just before that, we completed leading the City of Dubuque, Iowa, through a 17-month creation of a strategic plan to prevent poverty.** Our development of this Equitable Poverty Reduction and Prevention Plan for Dubuque provides a good example of the kinds of engagement and planning processes we will employ in our work for Lancaster County. Our recommended establishment of an *Office of Shared Prosperity*, employing a collective impact approach, is launching soon, and we are returning to support the community in implementing and moving this visionary plan forward.



This work has involved over 450 community residents, including 236 survey respondents through a public e-poll. With the onset of the coronavirus pandemic, however, we were unable to continue these in-person meetings or to hold the community-wide conference originally anticipated. So, instead, we conceived and led eight "Caucus for Community" events – virtual gatherings with participation by a wide range of community stakeholders to gain their perspectives on

poverty. These gatherings also discussed and prioritized a list of "Promising Practices" that the consulting team and Steering Committee had identified for the City to consider.

We also produced a video describing poverty's impact through the lives of Dubuque residents experiencing it; this video became the centerpiece of these caucuses, followed by an extensive and lively Power Point that set the stage for an informed community discussion. The 17-minute video we produced for the Dubuque "caucuses" can be viewed online through [the City's website on our work for them](#), or directly by going to the video, [Taking On Poverty: Dubuque's Equitable Poverty Reduction & Prevention Plan](#) (or click on the picture above), and the full [Equitable Poverty Reduction & Prevention Plan](#).





Our data-driven, community-based approach to developing Dubuque’s 5-year plan for its \$5+ million in federal Community Development Block Grant funds involved focus groups with staff and stakeholders, key informant interviews, and a public survey in addition to data analysis, research, and forecasting. To avoid community stakeholder fatigue, we integrated robust stakeholder engagement around housing with the City’s Poverty Prevention Plan that we completed for the City in January 2021. We took a phased approach that entailed analysis of impediments to fair housing and the creation of the City’s 5-year plan. Two robust documents were developed and delivered: the 2019 Analysis of Impediments to Fair Housing and the

2021–2025 CDBG Five-Year Plan.

- **At the same time, Los Angeles County hired Public Works to assess and develop a plan for the redesign of the General Relief Opportunities for Work (GROW) program.** The Department of Public Social Services (DPSS) is the third-largest county department and largest social service department in the



country, serving 4.6 million residents. DPSS has operated the GROW program for over thirty years, a welfare-to-work program providing job readiness and support services for approximately 40,000 able-

bodied adults. The plan objective was to prioritize outcomes over inputs, and to develop and implement an innovative, human-centered program that reduces barriers faced by GROW clients to motivate and prepare them to achieve self-sufficiency and living wage employment.

Shortly after the project’s initiation, public-health restrictions due to the COVID-19 virus made our original project plan – which involved extensive on-site discovery and in-person engagement – impossible. We conducted extensive internal and external stakeholder engagement remotely through virtual co-create sessions, focus groups, and interviews. Public Works devised innovative and engaging methods to remotely bring together management, case workers, and frontline contracted staff – who had rarely if ever engaged on high-level programmatic issues – to participate in a novel “Question-Storming” process designed to question the program’s underlying assumptions and build consensus





around new recommendations for the program redesign. Our engagement also represented some of the first ever efforts to involve client/beneficiary stakeholder experience and feedback in program design.

We provided DPSS with a 172-page report that identified four primary areas of reform and developed dozens of evidence-based recommendations (and hundreds of sub-recommendations) to increase job placement and retention, to reduce barriers to employment, to motivate and prepare them to achieve self-sufficiency and living wage employment, and to proactively engage local employers and workforce organizations as partners. We also developed a quick-start chapter providing step-by-step guidance for reforms that could be implemented to begin achieving results immediately, given budget and pandemic uncertainty.

Our recommendations were developed with three overarching design elements in mind: (1) Outcome-Oriented Program Structure. (2) Human-Centered Design. (3) Racial Equity and Justice. Our recommendations focused on the need more closely to connect the welfare-to-work program with jobs through partnerships with industry, higher education, and the workforce system to develop short-term training programs that lead directly to in-demand jobs in growth industries. Our report also presented a redesign concept for a broader range of GROW program activities organized around a “hierarchy of needs” that acknowledges the unique needs faced by GROW clients.

- **We facilitated Strategic Planning for the California Environmental Protection Agency.** Public Works helped to design a strategy to make “Next Generation” environmental strategies a reality in California. We developed “California Innovations for Environmental Excellence” to improve traditional regulation in three main categories: permits, process and compliance. The common goals of all three “Innovations” are achieving significant improvements in performance and establishing clearly defined, easily measured environmental results.
- **Public Works was commissioned by the University of New Mexico at Gallup to formulate the strategic plan for a new regional technical education center.** The result was a blueprint for the Advanced Technologies Regional Network (ATRN), a community college-based, grades 9-14 educational program for advanced technicians and professionals.
- **Public Works was engaged to develop a strategic plan for the Closing the Employment Gap (CEG) Initiative** – sponsored by the Oregon Governor’s Office, the Department of Human Services, and the Office of Vocational Rehabilitation Services – designed to launch a strategic effort to empower historically unemployed and under-employed groups of Oregonians to obtain meaningful



employment. This collective impact engagement was led by an interagency Executive Team – including the Governor’s Workforce Advisor, the Director of DHS, and the Administrator, and Policy and Program Manager, of Oregon Vocational Rehabilitation Services.

- **As the first step in developing a county-wide strategic plan, Public Works conducted a comprehensive Community Needs assessment for the Broward County Department of Human Services**, which included a review of current services, engaged community stakeholders in a wide range of fact- finding and gathering of insights and opinions on current services and gaps, and developed the first-ever analysis of spending throughout the county from 12 different funding sources in 7 service categories. This comprehensive analysis provided the data foundation to position the county to deliver comprehensive, cost-effective services to its most vulnerable residents.

**Our report was so well-received by the County Commission and the community that Public Works was subsequently engaged to assist the department with its continuing strategic planning process and implementation of the recommendations.**

- **In work that created a national model for cities and states to ensure the well-being of children through effective budget priorities, we oversaw a wide-ranging strategic planning process leading to the City of Philadelphia Children's Investment Strategy.** This strategic planning effort included the development of a comprehensive Children's Budget to identify and categorize spending for children by federal, state, and local agencies, and to track trends in the public sector's investment in Philadelphia's children. The Children's Budget was developed in conjunction with an annual Children's Report Card measuring key indicators, metrics, and performance measures of childhood wellbeing. These tools assessed how well the spending initiatives related to the outcomes. They then were used in a comprehensive, multidisciplinary strategic planning process for improving opportunity for Philadelphia's children and young people, by revealing gaps in services, promoting opportunities for greater cooperation and collaboration and identifying opportunities for new revenues. Together, these spending and outcomes measures formed the foundation for Philadelphia's Children's Investment Strategy that put public money where the results were.
- **Public Works also provided a wide-ranging strategic policy plan to the California Attorney General’s Office.** As part of this effort, we helped stage a two-day strategic planning conference on programs across the country that proved effective in addressing the behavior and problems of youth offenders, one

outcome of which was a report that identified how programs have achieved success, and how such efforts might be replicated nationwide – providing a blueprint for a new way to approach social issues generally.

- Public Works completed a “roadmap” for Eagle County, Colorado, to create a comprehensive childcare system.** The Eagle County Department of Human Services, in conjunction with Eagle County Schools and the Eagle County Commissioners, hired our firm to conduct best practices research and develop a strategic plan for the development, funding, and implementation of a comprehensive early childhood system. We collected local data and met with stakeholders throughout the county, including parents, providers, businesses, advocacy organizations, and school and county officials, to determine local needs and community vision, and to develop an understanding of early childhood issues in the unique historic and geographic context of this mountain resort community. We also interviewed leaders of successful early childhood programs in multiple communities across Colorado to gain an understanding of how successful programs have developed and been funded. State early education leaders were also contacted to obtain information on the availability of resources and services supporting early childhood education systems. Finally, we conducted case studies of early education programs in other states that are considered national leaders in the field. Our final report included short-, mid- and long-term recommendations for addressing immediate needs, targeting at-risk families, developing a qualified workforce, building community support, and identifying or creating funding streams to support the system.

#### **That’s why our clients say things like this:**

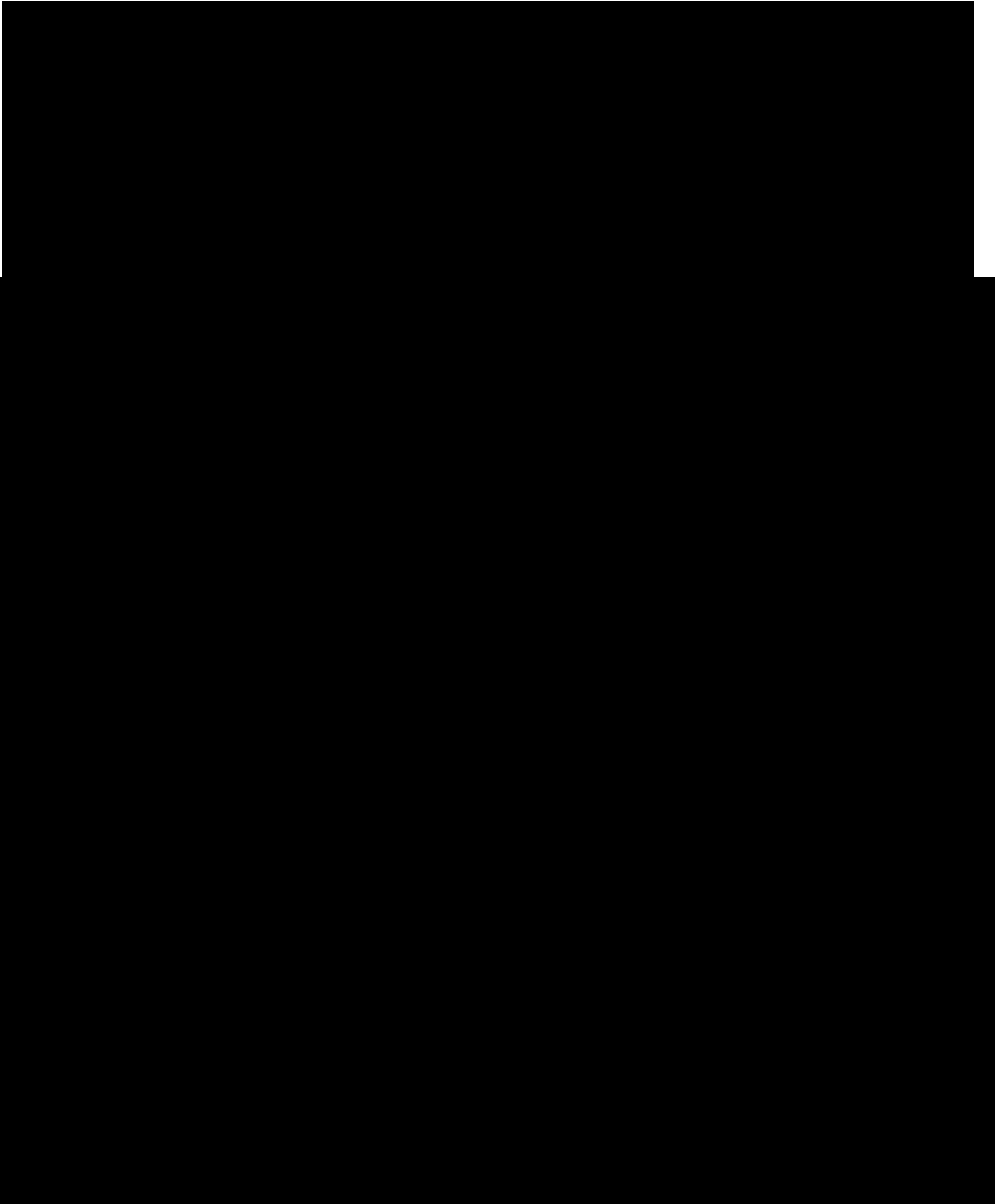
“Their results were so well received by the districts and by the South Carolina legislature that the state is considering appropriations for additional school district reviews in the upcoming fiscal year.” *Melanie Barton, executive director, South Carolina Education Oversight Committee*

“The Performance Review you conducted of the Alaska Department of Education and Early Development (DEED) has been an unexpected blessing. As a new Commissioner, the report has provided me with a thoughtful description of DEED’s strengths and weaknesses. The clarity of the recommendations facilitates reflective discussions within DEED and a clear pathway for improvement.” *Michael Johnson, Commissioner, Alaska Department of Education and Early Development*

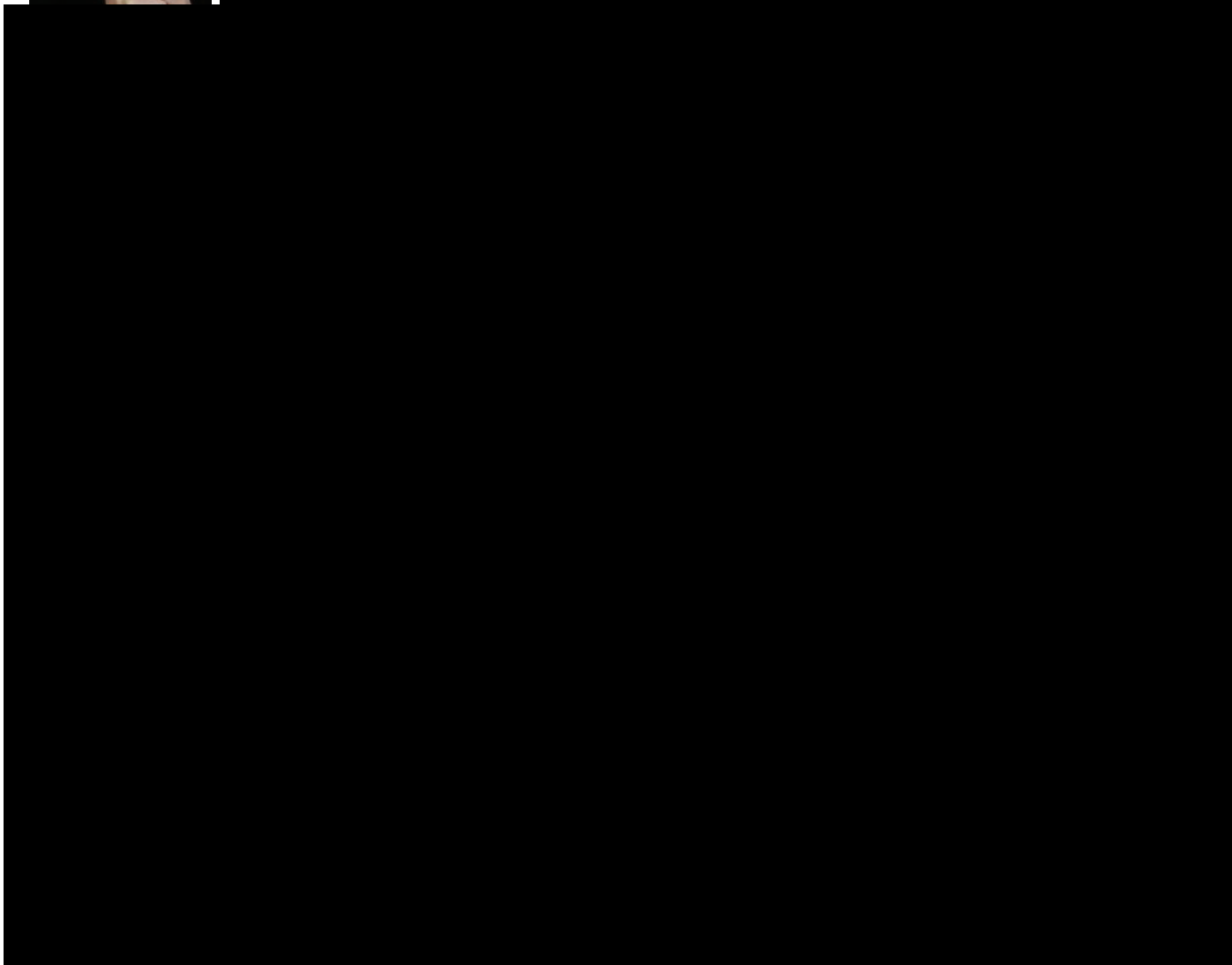
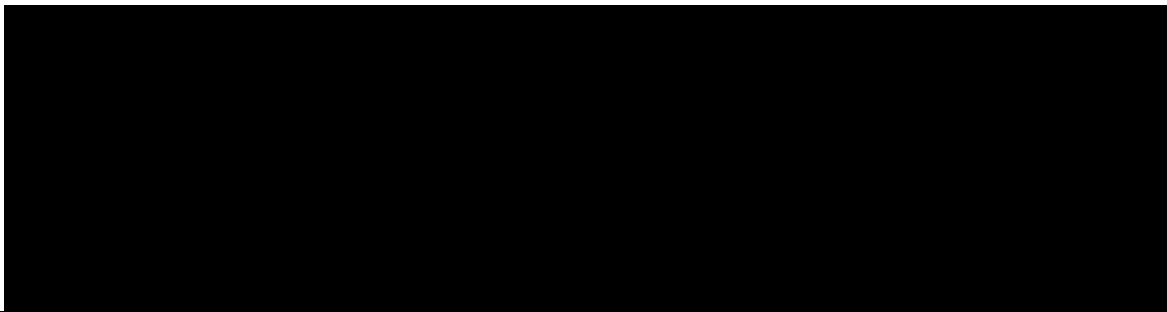
**“Public Works’ report served as the strategic plan our state needed to move its education system forward into the 21<sup>st</sup> Century.” – Gayle Manchin, Chair, West Virginia State Board of Education**

## 2.4 STAFF PROFILES

### ERIC B. SCHNURER, PRESIDENT

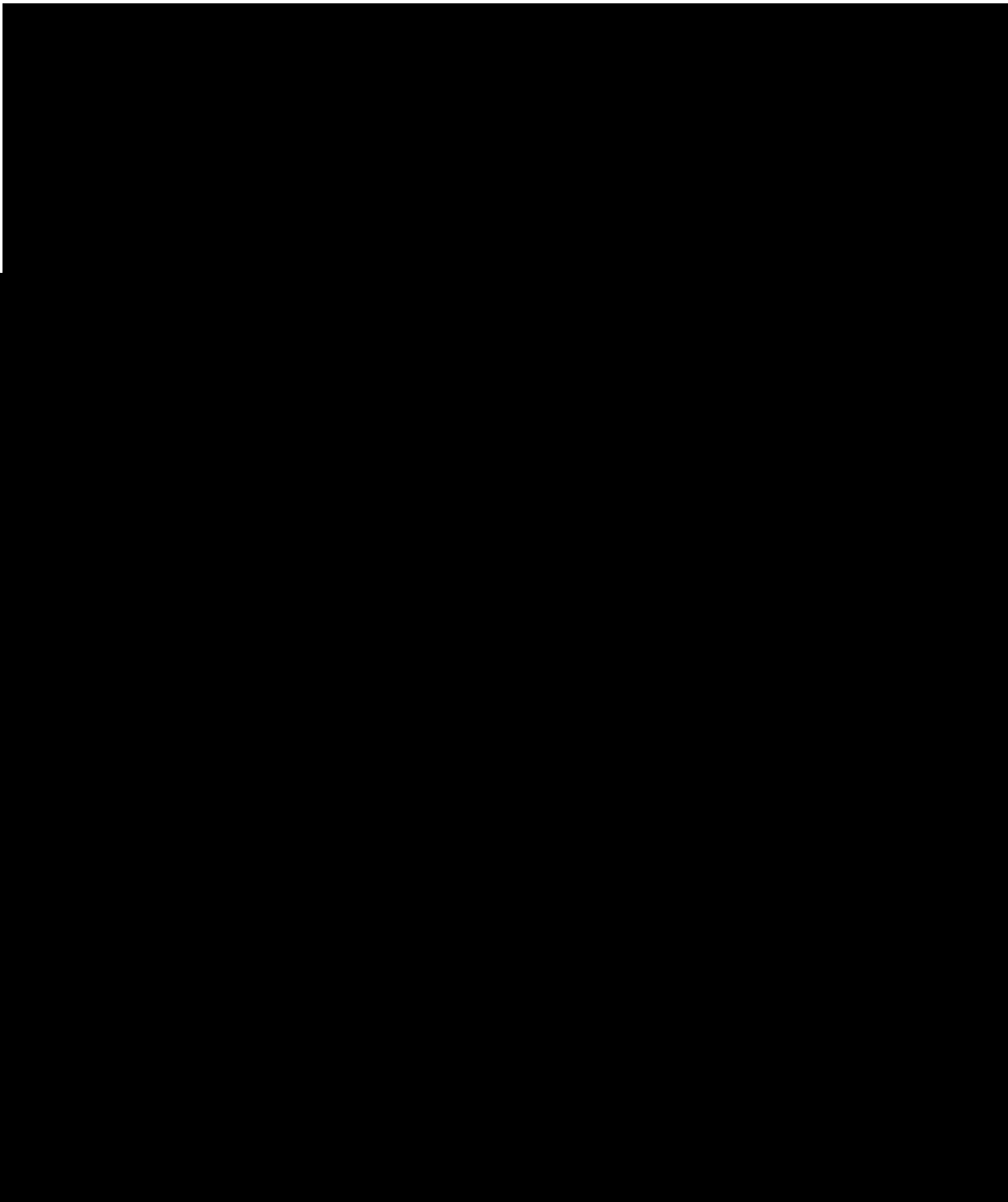


**DR. LINDA RHODES, VICE PRESIDENT /STAKEHOLDER ENGAGEMENT**

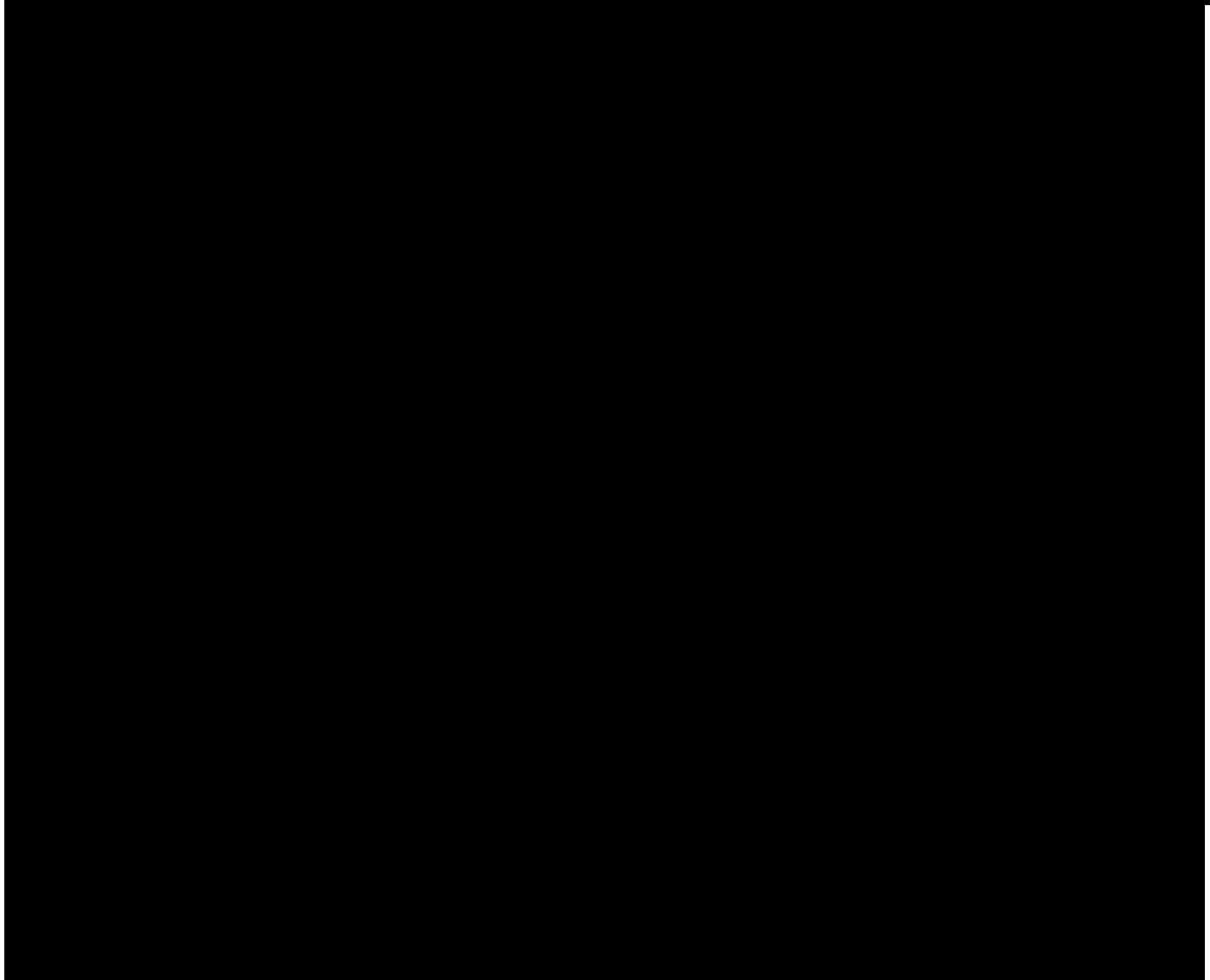
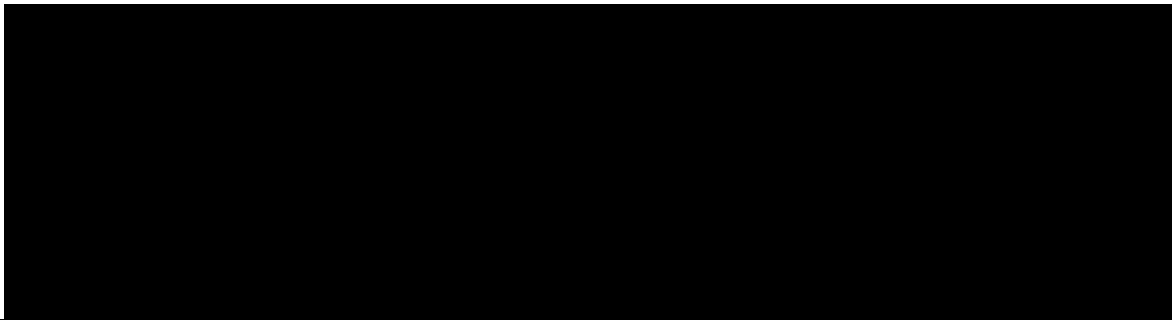




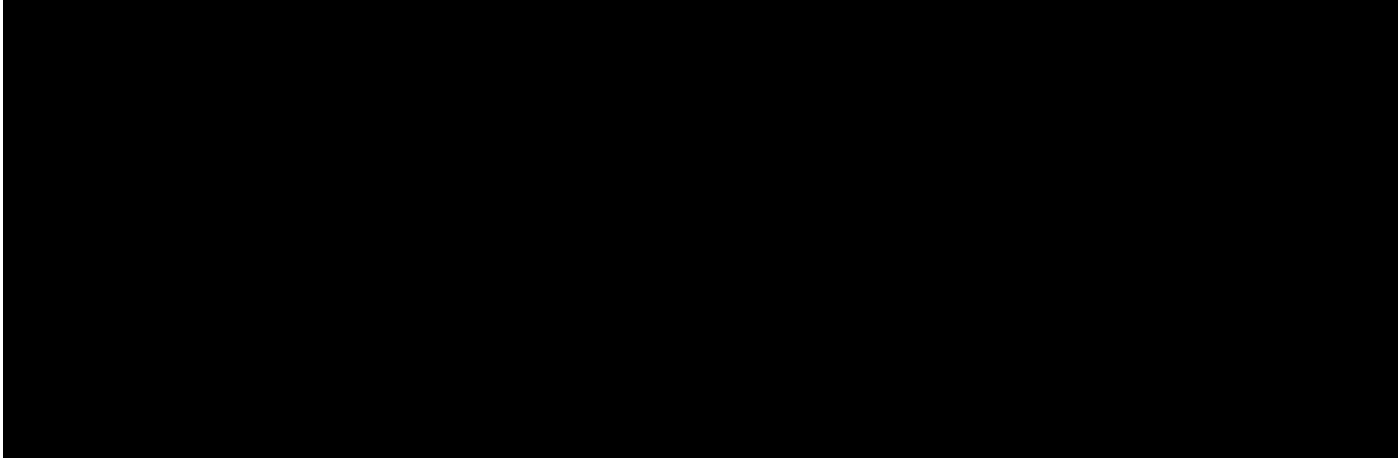
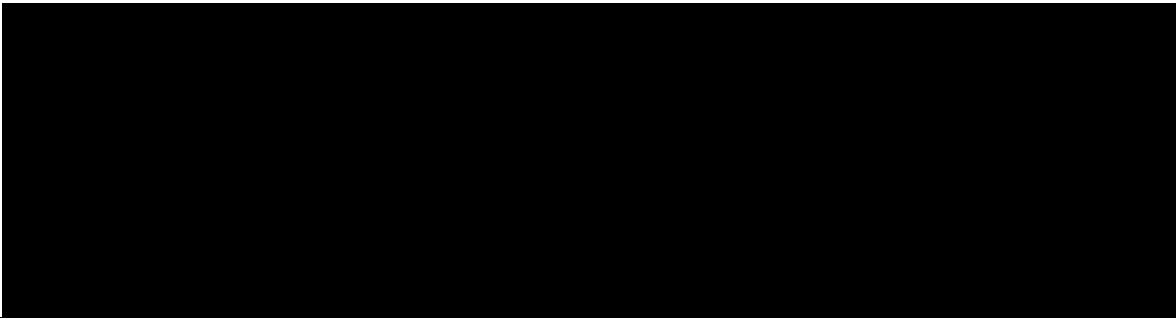
**MICHAEL GINZBERG, Ph.D., HIGHER ED ADMINISTRATION EXPERT**



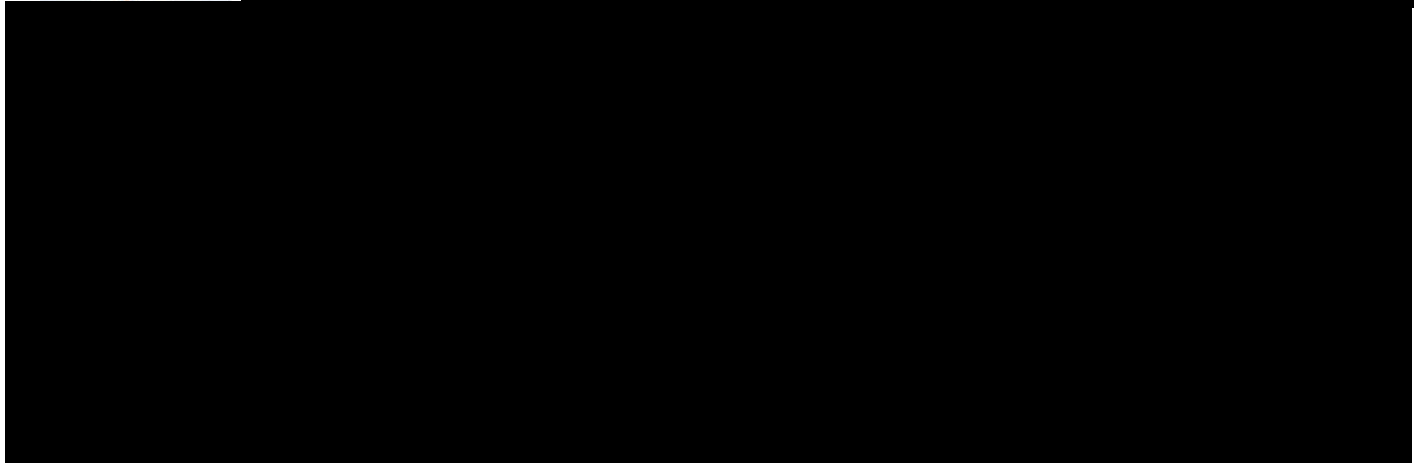
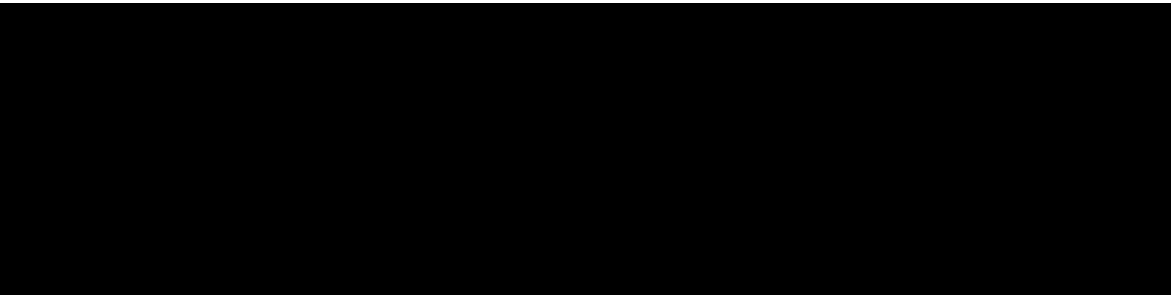
**ELMORE ALEXANDER, PH.D., HIGHER ED ADMINISTRATION EXPERT**



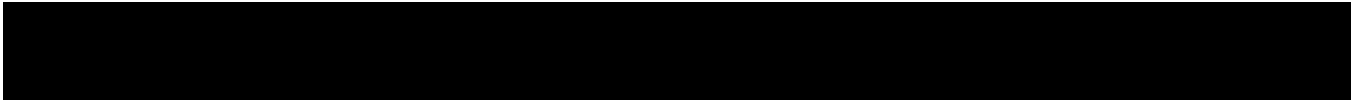
**MARYBETH SCHUBERT — HIGHER EDUCATION STRATEGY EXPERT**



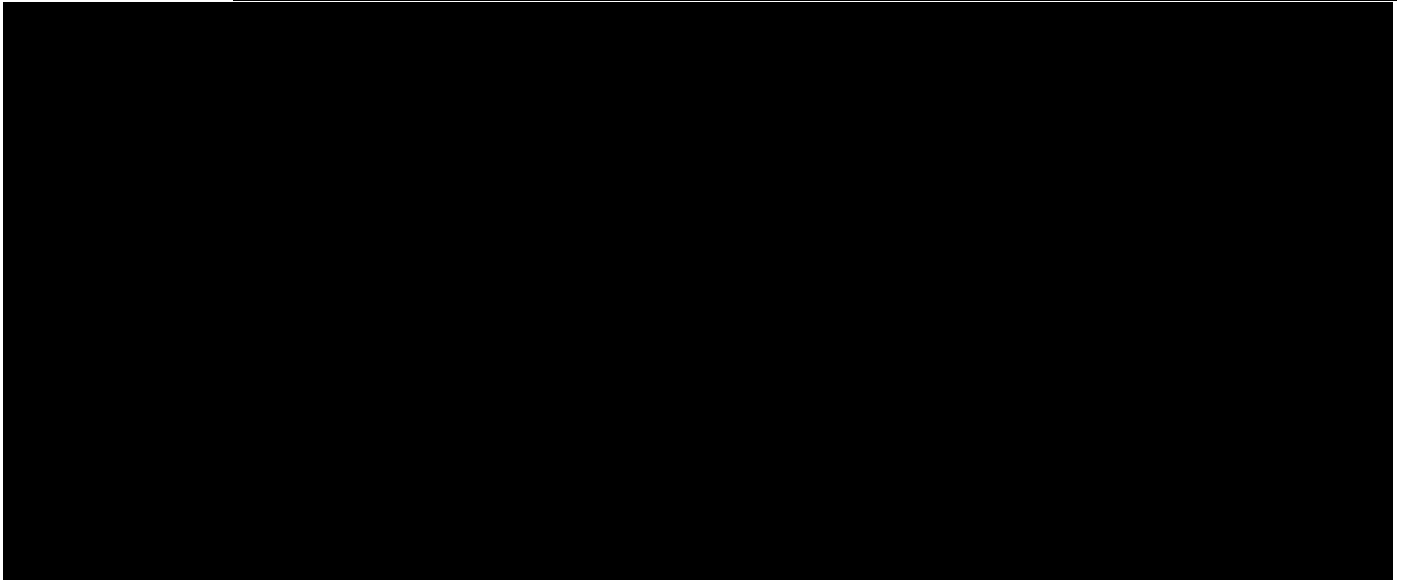
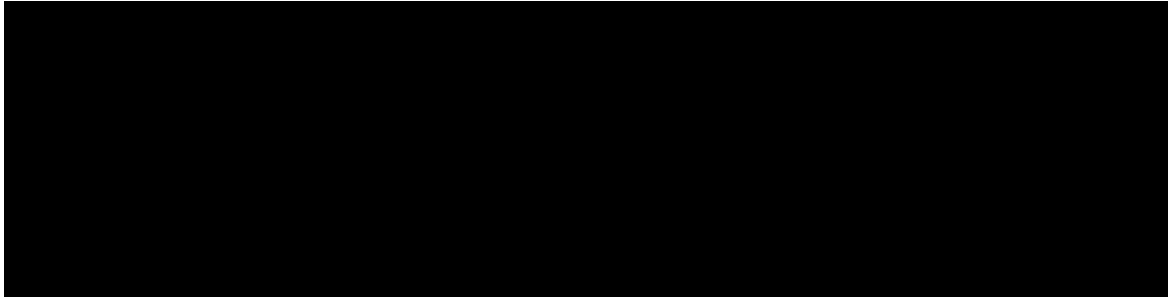
**DR. JOHNNY MACK – SENIOR CONSULTANT IN FINANCE & OPERATION**



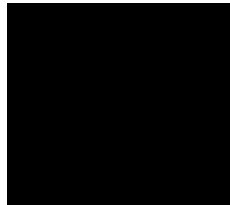
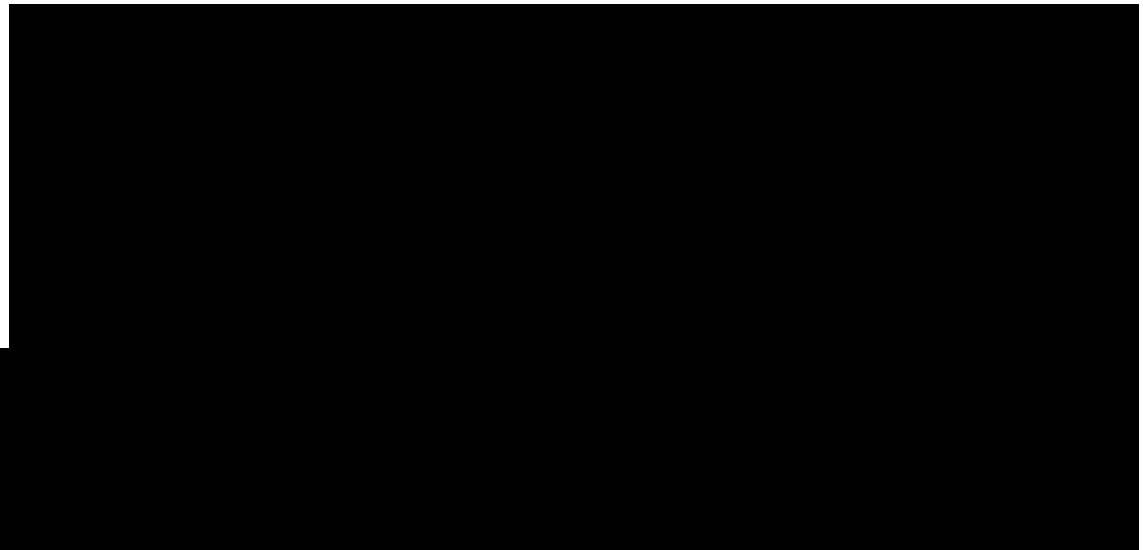


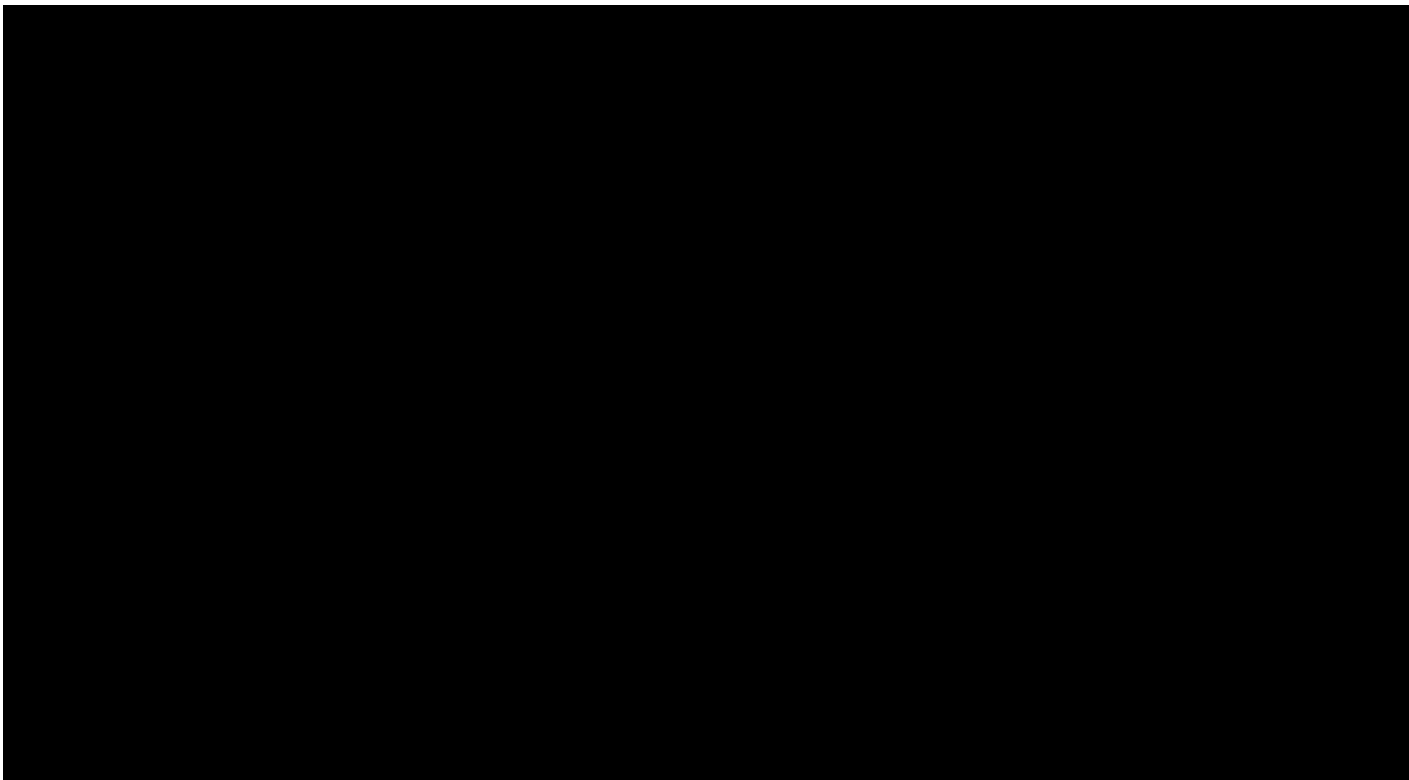


**BOB LAUDER – FINANCE AND BUDGET**

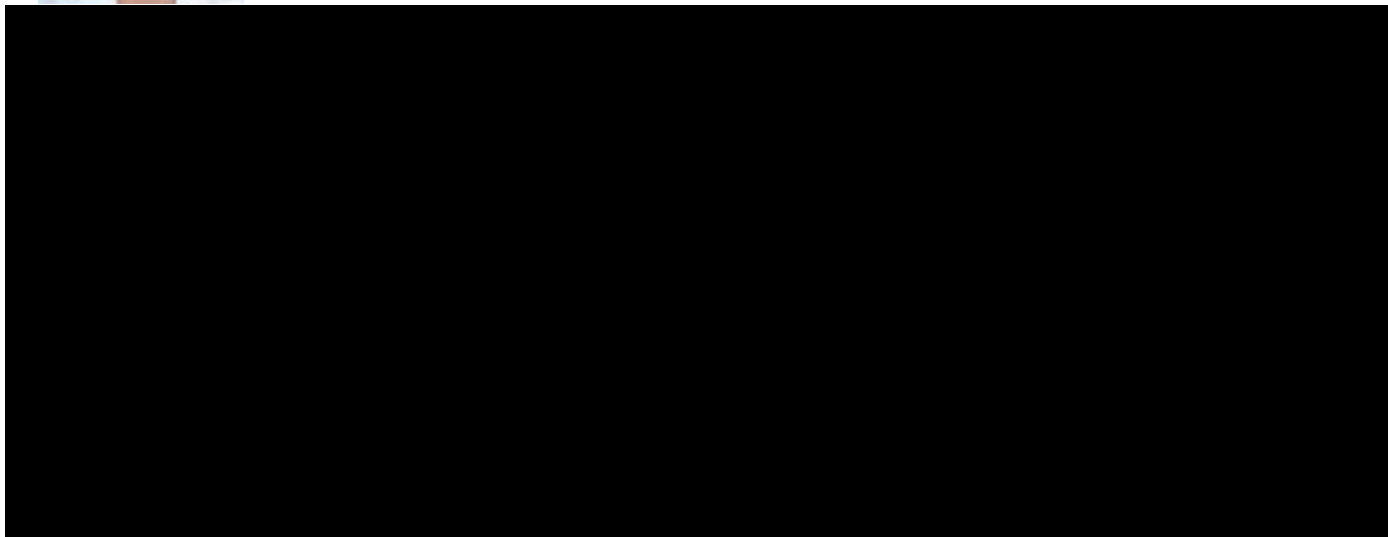
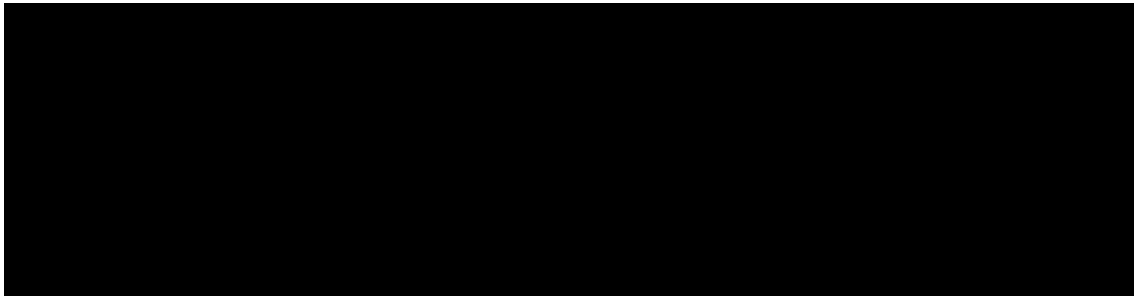


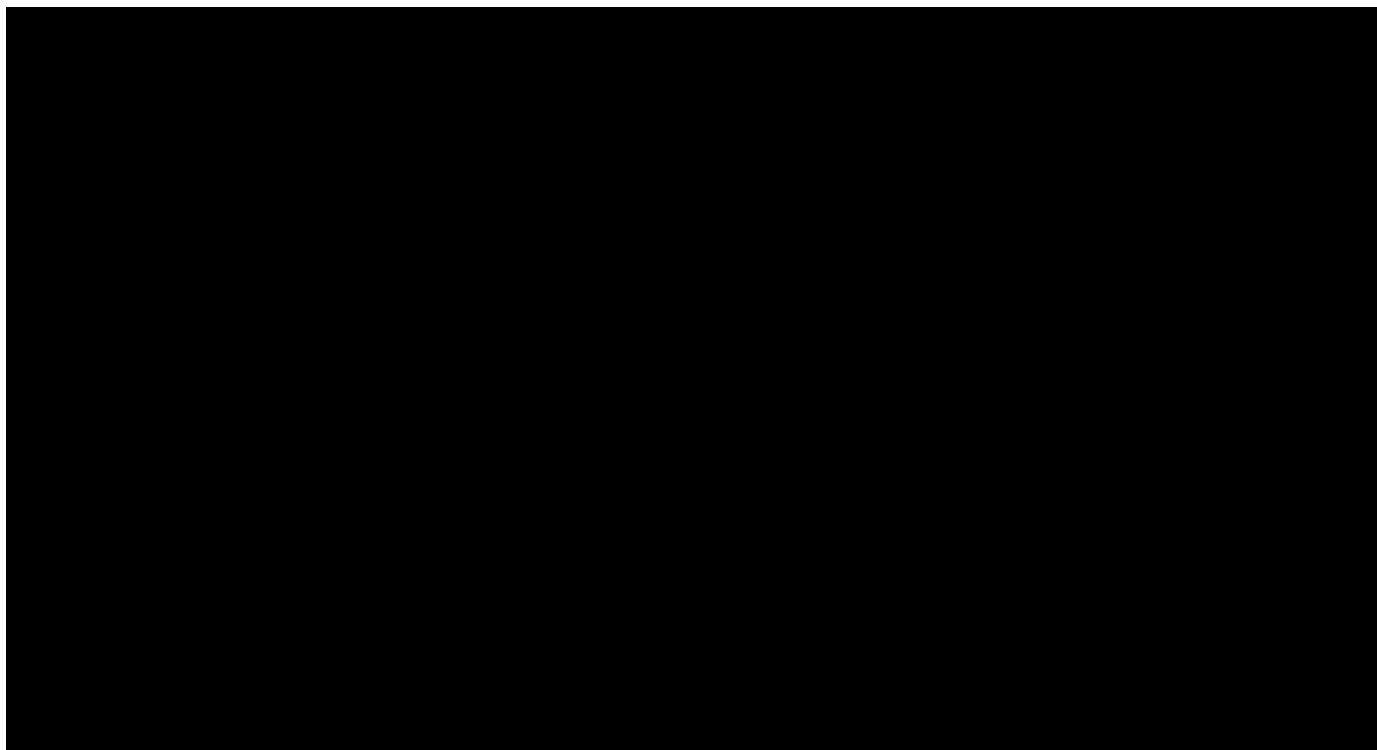
**JENNIFER REINER – STRATEGIC PLANNING FACILITATOR**



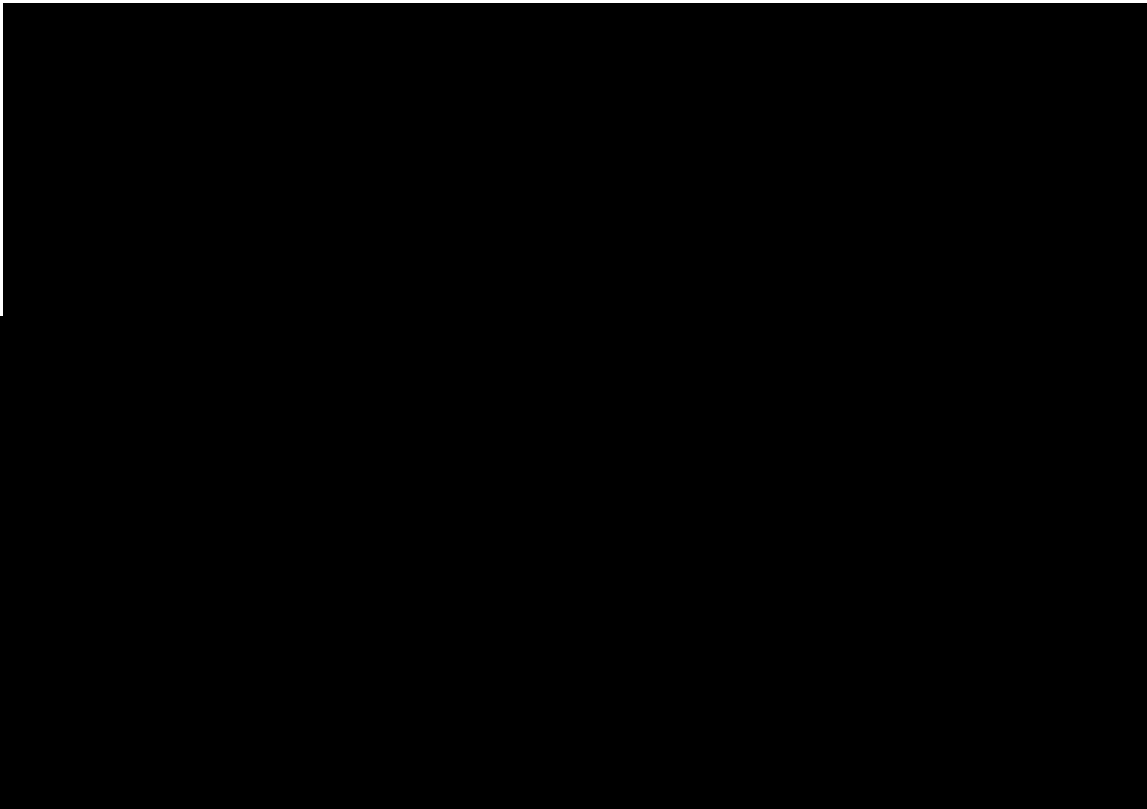


**DR. ESTER G. SMITH, PH.D, M.B.A – ORGANIZATIONAL PERFORMANCE**

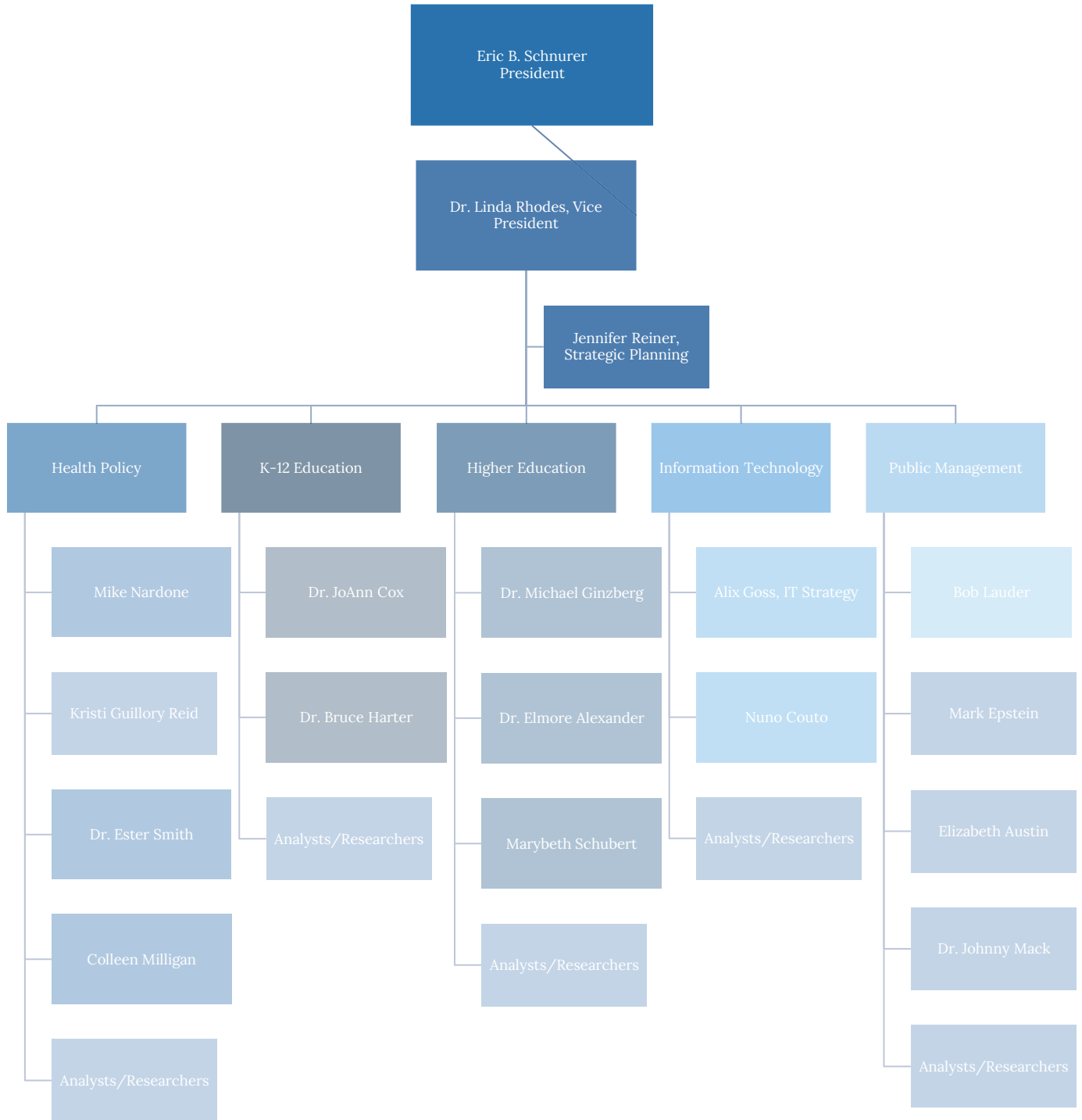




**KRISTI GUILLORY REID – VIRGINIA PROJECT MANAGER**



## 2.5 FIRM ORGANIZATIONAL CHART





### 3. VENDOR ACCOUNT MANAGER

Public Works has assigned Marybeth Schubert as Account Manager for any forthcoming contract with Virginia Tech associated with this RFP. Marybeth has spent her career in education management and has conducted strategic planning and implementation with scores of well-respected academic leaders and faculty, ranging from from economists Laura Tyson at UC Berkeley and Eric Hanushek at Stanford to provosts Chaouki Abdallah at Georgia and Richard Sisson at Ohio State. She also oversaw Public Works' operations in New Mexico for years when we served as an ongoing "outside policy office" for Governor Bill Richardson (after serving as vice president of the state's association of community colleges). Marybeth's experience is described at greater length in the foregoing section.

Marybeth will be assisted in project management by Kristi Guillory Reid, who heads our operations in Virginia. Kristi's experience is also described at greater length in the foregoing section.

## 4. CLIENT REFERENCES

| Client Reference              | Contact Information | Nature of Project  |
|-------------------------------|---------------------|--|
| <b>Higher Education</b>       |                     |  |
|                               |                     | California State University Ed.D. Study/Centers of Excellence/CSU Advantage program  |
|                               |                     | State of Iowa Government/Iowa Board of Regents Efficiency Review   |
|                               |                     | Southern University Energy Policy Plan   |
|                               |                     | Organizational Review, Alaska Commission on Post-secondary Education   |
| <b>Organizational Reviews</b> |                     |  |
|                               |                     | County-wide review of all county departments – organization, efficiency, policies, practices, and systems – including a review of the school district. |
|                               |                     | West Virginia Education Audit, West Virginia Performance Review, On-going Policy Advising  |



## 5. COST PROPOSAL

Public Works LLC has found it simplest for our clients to charge a single, blended, all-inclusive rate for our consultants. Public Works employs almost exclusively senior-level experts such as those listed above in this proposal, who will be the consultants assigned to this project unless agreed otherwise with Virginia Tech.

The blended, all-inclusive rate for our consultants is \$225 per hour. There are no additional charges, including travel, overhead, or anything else.



## 6. CAPACITY AND READINESS TO PERFORM SERVICE AND DELIVERABLES AS DESCRIBED

Nearly a decade ago, well before the seismic disruptions of the 2020 pandemic, Virginia Tech University began planning to transform its organizational culture and experience for future generations.<sup>10</sup> In calling for *Beyond Boundaries* in 2015, president Tim Sands and the Virginia Tech community foresaw an imminent need for the university to raise its own stakes, to challenge itself about which beliefs, funding patterns and learning principles would provide the university's foundation for excellence and responsiveness by 2047 and beyond. Correspondingly, Virginia Tech has thought carefully and with the strong support of the faculty about what it values as a land-grant institution—chiefly to ensure that experiential learning and discovery remain at the heart of the mission; and it has confronted the difficult decision that profound organizational and operational changes will be necessary to achieve lasting excellence. Now the university is ready to cultivate its *Beyond Boundaries* initiative and new long-term strategic plan with the help of trusted external advisors.

If there were ever a time and circumstance in which the old adage about the Chinese character for “crisis” – consisting of “danger” and “opportunity” – were applicable, this is it.

Higher education now faces the greatest – perhaps existential – challenges in its history. Yet this can – and must – be approached as not just a threat but also as an opportunity: to reimagine what higher education can be and do, to take the lead in shaping that. By leading with a vision of what is possible, the Virginia Tech can more competitively meet the challenges of the 21<sup>st</sup> Century.

Even before the COVID-19 pandemic, public colleges faced serious challenges, including declining enrollments, increased costs, expanding alternatives, and decreasing confidence in the value of investing in current higher education models; these concerns struck even more deeply in the Northeast. The pandemic and accompanying economic recession have only exacerbated these threats, striking at traditional colleges' core operating model, making higher education less affordable for the record number of families sinking into economic distress, decimating state budgets and thereby threatening necessary continued public support for higher education institutions. All these factors are further driving families and individuals toward alternative education

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<sup>10</sup> The impact of the *Beyond Boundaries* and other internal strategic dialogues is already being felt. In 2020, at the height of pandemic restrictions, Virginia Tech beat the odds, achieving an increase in enrollments and increased diversity, especially among the priority group of underserved and underrepresented students.





and training service-delivery models and providers. There are then, in fact, two simultaneous crises engulfing public higher education: a sudden and catastrophic disaster, and a longer-term, chronic but just as existential challenge.

And yet, this situation also presents unique opportunities to reimagine higher education generally, and the Vermont system in particular. We bring to Vermont the ability to do so, with an expert team uniquely qualified and experienced in not only the analytic capabilities necessary to grasp the challenge, and the imaginative capabilities to formulate the solution, but also the practical know-how to implement them: We have assembled a team with intimate knowledge of both the challenges and the opportunities facing institutions of higher education as well as state leaders – a former gubernatorial chief-of-staff, former state agency heads, a former CFO, university deans and professors, and other veteran decision-makers who have grappled with difficult and politically-fraught choices – and seen them through to success. We live and work in this environment every day.

Public Works LLC offers Virginia Tech a proposed path forward. Our firm brings extensive combined expertise nationwide in public management, finance, efficiency, higher education administration, education policy, Pre-K-to-Career reinvention, stakeholder involvement, and working with legislatures, state officials, and university constituencies to achieve implementation and successful results. Most importantly, we are known for the rare combination of being able to tackle the concrete details and practical realities of a challenge and to creatively *pre-imagine* the future and *re-imagine* public institutions to meet that future.

Public Works is demonstrably prepared to provide the specialty consulting services that the university seeks to help guide it through this multi-year implementation phase and period of ongoing self-evaluation because it already has in place the right components. *First*, like the university itself, Public Works has a visionary leadership that is at the cutting edge of understanding how technological innovations are radically affecting the conduct of business, government and society, including in higher education. *Second*, as evidenced by their CVs, staffers designated for this effort have performed over many years the financial evaluation, stakeholder facilitation, communications planning and technology management that will be utilized in this large-scale, high-profile case. We have done strategic planning and implementation with scores of well-respected academic leaders and faculty as well as governors and other government officials. *Third*, Public Works owns established matrices and systems to synthesize data and produce predictive analytics about the university's performance that will be crucial in steering the conversation about *Beyond Boundaries* within the internal and external communities. *Finally*, Public Works' expertise goes beyond the efficient administration of public policy



and project management to include the ***anticipation of change*** in modern public higher education institutions.

Public Works has the proven capability to conduct strategic advisory services as may be required by Virginia Tech, including in organizational design and culture, business process evaluation, human resources, finance, operations, academic enterprise management, change management, business analytics, process improvement, project development and management, and executive coaching. Over nearly three decades, Public Works has served hundreds of public sector clients ranging from universities, colleges and community colleges to university systems, governors' offices and state agencies, county and city governments, multi-state authorities, and many others. Our firm maintains a staff of over 50 consultants nationwide and has been recognized as a leader in our field by organizations ranging from the Council of State Governments to the National Governors Association to the National School Boards Association, and in publications ranging from *The Atlantic* to *Governing* to *The New York Times*.

We are ready to begin working with Virginia Tech immediately.



## **7. PARTICIPATION OF SMALL, WOMEN-OWNED AND MINORITY-OWNED BUSINESS (SWAM) BUSINESS**

Public Works regularly utilizes certified small, micro, minority, women and historically-underserved businesses. Our Virginia-based consultant has applied for SWaM certification. We are happy to utilize SWaM business as much as possible.



## 8. GENERAL INFORMATION FORM AND ADDENDUM

RFP # 5671412306, Organizational Consulting Services

### INCLUDE THIS PAGE WITH YOUR PROPOSAL, SIGNATURE AT SUBMISSION IS REQUIRED

**DUE DATE:** Proposals will be received until April 20, 2023 at 3:00 PM. Failure to submit proposals to the correct location by the designated date and hour will result in disqualification.

**INQUIRIES:** All inquiries for information regarding this solicitation should be directed to Angela Caldwell, Phone: (540) 231-1269 e-mail: [acaldwell@vt.edu](mailto:acaldwell@vt.edu). All inquiries will be answered in the form of an addendum. Inquiries must be submitted by 2:00PM on March 31, 2023. Inquiries must be submitted to the procurement officer identified in this solicitation.

#### PROPOSAL SUBMISSION:

**Proposals may NOT be hand delivered to the Procurement Office.**

Virginia Tech has partnered with Bonfire Interactive to create a new procurement portal that will allow you to access business opportunities and submit bids and proposals to Virginia Tech digitally.

**Proposals must be submitted electronically at:**

<https://procurement-vt.bonfirehub.com/>.

Vendors are requested to visit the new Procurement Portal then follow the link to the Bonfire vendor registration page to register your company. Registration is **easy and free**. If you have any challenges with the registration process, please contact Bonfire Interactive Support at [support@gobonfire.com](mailto:support@gobonfire.com).

**It is encouraged for all vendors to register prior to the proposal submission deadline to avoid late submissions.** Log into your Bonfire Vendor account in order to access the opportunity and begin preparing your submission. Upon completion you will be directed to your Submission Receipt. Virginia Tech will not confirm receipt of proposals. It is the responsibility of the offeror to make sure their proposal is delivered on time.

For a quick tutorial on how to upload a submittal, visit: [https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?\\_ga=2.42375717.1472165071.1588110542-997330893.1585332052](https://support.gobonfire.com/hc/en-us/articles/360011034814-Creating-and-Uploading-a-Submission-for-Vendors-?_ga=2.42375717.1472165071.1588110542-997330893.1585332052)

Hard copy or email proposals will not be accepted. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

**Attachments must be smaller than 1000MB in order to be received by the University.**

*In compliance with this Request For Proposal and to all the conditions imposed therein and hereby incorporated by reference, the undersigned offers and agrees to furnish the goods or services in accordance with the attached signed proposal and as mutually agreed upon by subsequent negotiation.*

AUTHORIZED SIGNATURE: \_\_\_\_\_

Date: April 19, 2023

06/27/2022

**[INCLUDE THIS PAGE]**



## ADDENDUM # 1 TO RFP # 5671412306

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

| DATE           | DUE DATE AND HOUR        |
|----------------|--------------------------|
| March 30, 2023 | April 20, 2023 at 3:00PM |

|  |
|--|
| ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell<br>E-MAIL ADDRESS: <a href="mailto:acaldwell@vt.edu">acaldwell@vt.edu</a> TELEPHONE NUMBER (540) 231-1269<br>FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221 |
|--|

### Organizational Consulting Services

- The following Scope of Work is being incorporated on behalf of the Diversity, Equity, Inclusion and Belonging Department.

Purpose:

Virginia Tech is seeking proposals for an experienced DEIB consultant with strong organizational development, strategic plan development, and capacity building experience to provide the University with diversity, equity, inclusion and belonging services.

All proposers must be able to provide services that encompass strong organizational development and strategic plan development.

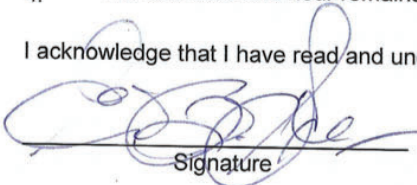
Scope of Work:

- A. Awarded firm(s) may be asked to assess the state of diversity, equity, inclusion, and accessibility at the University. This will include a comprehensive assessment of the University's strengths, weaknesses, opportunities, and threats with respect to DEIB.
  - B. Collaborate with the requesting department to articulate a clear set of DEIB goals and draft an action plan with specific activities.
  - C. The Consultant will lay a foundation for a coordinated and comprehensive program to advance diversity, equity, inclusion and belonging (DEIB) in all departments of the University, with a focus on improving workforce diversity, creating a culture of inclusion and belonging.
  - D. The firm(s) may provide insight and knowledge on DEIB best practices with focus on higher education.
  - E. The awarded firm(s) may be asked to develop a shared language and framework including a public statement of principle regarding DEIB, that enhances the organization's ability to execute its mission, operations and strategic direction.
  - F. Develop a training strategy to increase faculty/staff DEIB competencies, skills and capacity.
  - G. Provide additional advice and support if needed. Virginia Tech may recognize that even with the DEIB plan in place there may be additional needs for the DEIB support.
- The inquiry period is extended to **April 7, 2023 by 2:00PM.**

3. All other terms, conditions and descriptions remain the same.

4. The due date and hour remains April 20, 2023 at 3:00pm.

I acknowledge that I have read and understand this addendum in its entirety.

 04/20/23  
Signature Date

Revised 10/19/21



## ADDENDUM # 2 TO RFP # 5671412306

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY** (Virginia Tech)  
**Procurement Department** (MC 0333)  
 North End Center, Suite 2100  
 300 Turner Street NW  
 Blacksburg, Virginia 24061

| DATE           | DUE DATE AND HOUR         |
|----------------|---------------------------|
| April 14, 2023 | April 26, 2023 at 3:00 pm |

ADDRESS ALL INQUIRIES AND CORRESPONDENCE TO: Angela Caldwell, Buyer  
 E-MAIL ADDRESS: [acaldwell@vt.edu](mailto:acaldwell@vt.edu) TELEPHONE NUMBER (540) 231-1269  
 FAX NUMBER (540) 231-9628 AFTER HOUR MESSAGES (540) 231-6221

### Organizational Consulting Services

The following questions have arisen as a result of this solicitation. Please see answers below in red:

1. Is there a page limit required for the proposal submission?  
*Virginia Tech answer – There is no page limit; however, proposal should be constructed in a clear and concise manner.*
2. Does market research fall within the scope of strategic consulting?  
*Virginia Tech answer – The services sought under this contract are varying in nature and could include any number of scopes of work.*
4. Can you specify the nature of the consulting services requested?  
*Virginia Tech answer – See response to question 2.*
5. What are you trying to accomplish?  
*Virginia Tech answer - The objective of this solicitation is to establish a stable of contractors to provide Virginia Tech with a wide array of consulting services. The scope of works will be defined be individually users on campus.*
6. What is the challenge you are looking to solve or need assistance with?  
*Virginia Tech answer – See response to question 5.*
7. What are your expected outcomes/deliverables?  
*Virginia Tech answer – See response to question 5.*
8. Who would be included in the executive coaching?  
*Virginia Tech answer - See response to question 2.*
9. What is the nature of the change management you want to look at specifically? For example, changes due to expanding or contracting enrollments and at what levels (undergrad, grad), centralizing office or changing the nature of the work (from individualized to shared services)?  
*Virginia Tech answer - The organizational consulting services needs will vary across the enterprise, and the examples in your question are reasonable potential engagements. Additionally, services that aid in the efficiency of operations, improved use of technology, and continuous improvement are likely to be beneficial.*





## Negotiation Questions

1. As part of Virginia Tech standard procedures, all awarded contracts will be publicly posted on an online contracts portal. Is there any information included that would be used to identify or harm a person's identity, finances or personal information? If so, please provide a redacted copy of your proposal.

Public Works LLC response – There is nothing in our proposal that harms anyone's identity, or identifies or harms anyone's finances or personal information. The proposal does, of course, by definition identify our team members, so it could be said to be useable to "identify [someone's] identity"....

2. Are there any additional forms or documents that you will require to be incorporated into the contract documents? If so, please submit.

Public Works LLC response – No.

3. Does your company agree to provide monthly invoices with payment due thirty (30) days after receipt of invoice or goods/services, whichever is later?

Public Works LLC response – Yes.

4. Do you agree that you will be performing services as an Independent Contractor, Company, Corporation or other business entity and are not an employee of Virginia Tech or any other Commonwealth Entity?

Public Works LLC response – Yes.

5. Do you further agree that Virginia Tech will not withhold any income taxes from its payments to contractors nor will it provide any employment benefits to the contractor or contractor's employees?

Public Works LLC response – Yes.

6. Please describe your quickest turn-around time from the delivery of scope of work to the beginning of the start of work.

Public Works LLC response – Next day.

7. Do you agree that all information obtain and provided will be property of Virginia Tech if or when a transition of service to another provider is required?

Public Works LLC response – Yes.

8. Do you agree that the initial contract period shall be two years?

Public Works LLC response – Yes.

9. Upon completion of the initial contract period, does your company agree that the contract may be renewed by Virginia Tech upon written agreement of both parties for three (3) two-year periods, under the terms of the current contact?

Public Works LLC response – Yes.

10. If awarded a contract, do you agree to limit price increases to no more than the increase in the Consumer Price Index, CPI-W, services category for the latest twelve (12) months for which statistics are available at the time of renewal or 3 percent, whichever is less?

Public Works LLC response – Yes.

11. If awarded a contract, are you willing to hold prices firm for the initial contract period and the first year?

Public Works LLC response – Yes.

12. Please identify the highest-level executive in your organization that is aware of this solicitation. Describe that person's commitment to assuring the highest quality service to Virginia Tech if your organization is awarded a contract.

Public Works LLC response - The President and sole owner, Eric B. Schnurer, is aware of this solicitation. As a former gubernatorial chief-of-staff, Schnurer understands the importance of being on-call 24/7 and makes himself available to clients on that basis to address any client concerns whenever they arise. The entire firm is shaped by that same shared commitment to the highest-quality service.

13. Are you willing to contact departments on a monthly basis to address service issues? If so, how can your company ensure customer service will be at its highest?

Public Works LLC response – We normally maintain regular *weekly* contact with clients during ongoing projects, and often speak with them on a more-than-daily basis as necessary to ensure that work is moving forward and any concerns are being addressed. We believe in working cooperatively with our clients and engaging in frequent two-way communication.

14. Will you be able to handle increased volumes of business and/or provide service to multiple departments and remain on a reasonable timeline for each project during the course of the contract?

Public Works LLC response – Yes. We always have.

15. Please provide your best and final price structure?

Public Works LLC response – As stated in our proposal, we have found it simplest for our clients to charge a single, blended, all-inclusive rate for our consultants. The blended, all-inclusive rate for our consultants is \$225 per hour. There are no additional charges, including travel, overhead, or anything else. We have not raised this rate in several years. In addition, per above, we commit to holding this price steady through the initial contract term and to limit any renewal price increase to the CPI-W or 3%, whichever is less.

16. How soon after contract award can you begin providing services?

Public Works LLC response – Immediately.

17. Are you registered with and willing to participate in the eVA internet procurement solution described in the terms and conditions of the RFP?

Public Works LLC response – Yes.

18. Do you acknowledge, agree and understand that Virginia Tech cannot guarantee a minimum amount of business if a contract is awarded to your company?

Public Works LLC response – Yes.

19. Are the prices for all goods/services listed in your proposal inclusive of all applicable eVA system transaction fees?

Public Works LLC response – Yes.

20. Does the vendor acknowledge, agree, and understand that the terms and conditions of the RFP # 5671412306 shall govern the contract if a contract is awarded to your company?

Public Works LLC response – Yes.

21. Can your company become a certified SWaM vendor with the Virginia Department of Small Business and Supplier Diversity and maintain that certification throughout the term of this contract?

Public Works LLC response – Yes.

22. In the event you may need to subcontract a proportion of the work out to another vendor, do you agree to utilize to the fullest extent possible a SWaM certified vendor?

Public Works LLC response – Yes.

23. Do you agree that all request for travel reimbursement shall be at the established GSA Travel rates for the appropriate location?

Public Works LLC response – Yes.