Answers to Vendor Questions - Questions are in black, answers are in red.

1. In reference to Section 7 “Agreement” Page 15 – are we to include a copy of this within our returned proposal or will this be executed if/when a contractor is awarded?

   Answer: Example: To be completed upon award.

2. There is a reference made to using a pricing form if included for the cost proposal, on page 19, ATTACHMENT B Fees and Reimbursable Expense Schedule (To be developed from the successful offeror’s proposal) – so are we to assume there is no pricing form to be used, we shall include pricing as we see fit (as long as it conforms to direction given on page 8 “#8 Cost Proposal Instructions”?

   Answer: There was no pricing form, so you are correct.

3. Page 11, checklist refers to “response” are we to have an additional “response” section in addition to the questions posed in the qualifications section. Or is this a verbal reminder that we must provide a response to approach somewhere within the proposal?

   Answer: Response to be included somewhere in the proposal.

4. Is there a proposed budget or "not to exceed" amount for this project?

   Answer: Yes.

5. Which project management tools do you use (SharePoint 20xx)?

   Answer: Facilities uses FAMIS for Work Order Management, Paragon for construction management, and is working to integrate RSMeans for estimating into FAMIS.

6. Which office tools do you use (Microsoft, Word, Lotus Notes)?

   Answer: Pima Community College uses Microsoft Office products. We are also use Banner.

7. Do you have video conferencing tools?

   Answer: Yes.

8. Will a strategic planning committee or some other advisory group or entity be established to work with the consultant? If not, who will be the consultant’s primary point of contact for the strategic planning engagement?

   Answer: Yes either the Planning Committee or an Advisory Group will work with the consultant.
9. Does the College currently have a self study process underway? If so, a) who is directing the study, and b) what are the expectations regarding the relationship between the self study process and the strategic planning process?

   Answer: The College is accredited by the Higher Learning Commission (HLC) and has begun a self-study which is to be completed next summer. It is being led through the Provost’s office. Strategic Planning is a requirement of the HLC. The College must demonstrate that there is a Strategic Planning process in place.

10. Page 8 of 27 of the RFP, number 9 (a) requests all documents or forms required by the College to be completed by the firm including the required documents specified in the Appendix of the RFP. Other than Section 6 (Proposal Form) of the RFP, I did not find any forms or documents to include. Please confirm the only form required is Section 6 (Proposal Form).

   Answer: Correct, Proposal form along with copies of submittal as requested.

11. Section 2, Scope of Work, #1, Project Scope (page 4): Do current data studies of the College’s external environment exist, or does the College anticipate that a significant portion of the this project will entail new/original data gathering and analysis?

   Answer: The latest Environmental Scan was completed June, 2013. The Consultant may identify gaps that would require additional data gathering and analysis.

12. Section 2, Scope of Work, #3, Planning Approach Requirements (page 4): This section notes that the College was placed on probation by its accreditor, HLC, and that, as a result, the College must demonstrate to HLC that it engages in systematic and integrated planning. Were there areas in addition to the approach to strategic planning for which HLC placed the College on probation?

   Answer: All documents from the HLC regarding probation and accreditation have been placed on the College’s website. In particular, please read the Action Letter, which can be accessed at http://pima.edu/about-pima/probation/index.html.

13. Section 2, Scope of Work, #5, Project Deliverables (page 5): This section notes “The successful firm will provide the resources and strategies which will assist the College in...reshaping the organization to successfully affect the pieces of the plan.” What exactly is meant by “reshaping the organization”? Does the College envision that the selected consultant’s final report will include recommendations for structurally reorganizing the institution?

   Answer: The recommendations could very well include recommendations along these lines.

14. Section 2, Scope of Work, #4, Timeline and Due Dates (page 4), and Section 2, Scope of Work, #5, Project Deliverables (page 5): It is our understanding from the RFP that the selected consultant will be responsible for submitting a final written report of findings and recommendations by July 1, 2014. However, it is not entirely clear in the Project
Deliverables discussion (page 5) whether the selected consultant will also be responsible for actually writing the College’s new strategic plan, or if the College will be responsible for writing the plan following submission of the consultant’s final report. Please clarify.

Answer: The consultant will assist the College in framing a strategic plan, which will ultimately be written by the College itself.

15. Is the College able to share an estimated budget, budget range, or budget ceiling for this effort?

Answer: No.

16. Please confirm the 2011-2013 College Plan referenced in the Background is the same as that which is located at http://www.pima.edu/about-pima/college-plan/chancellors-message.html the 2011-2013. (Section 2 Scope of Work, 2. Background, pg. 4)

Answer: Yes, the 2011-2013 College Plan is the one that is posted on the College’s website.

17. Can Pima Community College share the other three College Plans used in the past 10 years? (Section 2 Scope of Work, 2. Background, pg. 4)

Answer: Older plans are no longer posted, but could be provided upon request.

18. Is Pima Community College willing to share the 2013-2015 Strategic Plan that was scrapped? (Section 2 Scope of Work, 2. Background, pg. 4)

Answer: Not available.

19. Can Pima Community College provide further detail on what factors led to being placed on probation by its accreditor? (Section 2 Scope of Work, 3. Planning Approach Requirements, pg. 4)

Answer: All documents from the HLC regarding probation and accreditation have been placed on the College’s website. These can be accessed at http://pima.edu/about-pima/probation/index.html.

20. What time frame is Pima Community College looking to have the new strategic plan cover (e.g., 2014-2016)? Or is that intended to be determined through the course of the engagement based on the findings?

Answer: Yes, this will be determined through the course of the engagement.

21. What is the intended term of the resulting contract?

Answer: The project must be completed by June 2014, but could be concluded earlier.
22. Is there a budget or maximum allocation defined for this engagement that can be shared with the bidders?

Answer: No.

23. Can Pima Community College verify that there is not a desired cost model for this engagement (e.g., time and materials, deliverables)? Is Pima Community College open to a mixed cost model proposal? (Section 3 Proposal Preparation and Submittal, 8. Cost Proposal, pg. 8)

Answer: Yes, PCC is open to any cost model proposal.

24. Section 3, Item 8: Cost Proposal. Item 8 says that "If a Cost Proposal sheet is provided as an attachment to the Agreement, firms should complete it or use it as a guide to prepare their detailed cost proposal." Since a cost proposal sheet is not provided and Attachment B notes that the fee will be "developed from the successful offeror's proposal," does this mean that a cost proposal is not required as part of this submission? Or, instead, would you still like a cost proposal but it will not follow any particular template?

Answer: Cost proposal sheet not provided, but should respond with your own cost proposal.

25. Does Pima Community College District have any budget or affordability constraints in regards to this RFP?

Answer: Yes.

26. Please could Pima provide some brief information on who you would consider to be the key internal and external stakeholder groups?

Answer: Employees (staff, faculty both fulltime and adjunct, administrators), students, Board members, community members, employers, the University of Arizona.

27. Would it be possible to obtain a copy of the scrapped 2013-2015 College Plan, so as to inform the preparation of our proposal?

Answer: Not available.


Is it acceptable in the Cost Proposal for the offeror to quote proposed professional fees separate from anticipated travel and other project-related expenses? If so, may the expense amount be estimated as a percentage, or percentage range, of the professional fees?

Answer: Would prefer all costs and projected expenses be included in cost proposal, not separate.
29. P.8: Section 3, Paragraph 9. Appendix
Section 3, Paragraph 9.a of the RFP (page 8) refers to “the required documents specified in the Appendix of this RFP.” However, the RFP ends with Section 7 providing the language of the Agreement that Pima County Community College District will enter into with the successful offeror, including Attachments A through D. With respect to Section 3, Paragraph 9.a, can you confirm that there is no Appendix to the RFP containing additional required documents?

Answer: See Questions #2 & #10.

30. RFP P.1 and P.5: Section 2, Paragraph 5. Project Deliverables
On page 1 of the RFP, you state that you are seeking proposals “to assist in providing information and approaches which will enable the College to develop a strategic plan.” On page 5, under Project Deliverables, you state that “the successful firm will provide resources and strategies which will assist the College in creating a series of alternate futures and a common direction and then reshaping the organization to successfully affect the pieces of the plan.” Please clarify which of the following reflects your view of the consultant’s scope of work:

a. Provide information and approaches that the College will then use to develop a strategic plan
b. In addition to “a”, serve as an advisor or coach to the College as needed during the development of the strategic plan
c. In addition to “a” and “b”, actively work in collaboration with the College for the development of the strategic plan.
d. In addition to “a”, “b” and “c”, continue to assist the College to implement the strategic plan as it reshapes the organization.

Answer: While all of a-d would be desirable, your proposal might emphasize some parts more than others. That is at the judgment of the proposer.

31. P.4: Section 2. Scope of Work
In order to convey the expected intensity of the consultant’s effort as well as the level of granularity expected in data analysis and work planning, can PCC share its estimated budget or budgetary range for this Scope of Work?

Answer: No.

32. P.11: Section 5. Checklist
On p. 11, in Section 5, “Response to Scope of Work” is separated out in the checklist. What is the difference between this item on the Checklist and items e through g under Section 3, Paragraph 4. Qualifications? Does the College expect a separate narrative after the Qualifications items that will summarize the consultant’s response to the Scope of Work?

Answer: No, checklist is just a reminder to submit response to the Scope of Work.
33. Concerning Section 2, Part 5, Page 5: Project Deliverables. “The successful firm will provide the resources and strategies which will assist the College in creating a series of alternative futures and a common direction and then reshaping the organization to successfully affect the pieces of the plan.”

Is the RFP requesting, based on the identification and analysis of college data and information as well as other factors, the successful contractor to participate in “reshaping the organization?” If this is the case, should these implementation/change management activities be included as part of this proposal?

Answer: The successful firm will provide the resources and strategies to help the College to reshape its own organization.