

DATE: August 20, 2012

ADDENDUM NO. 1 TO ALL OFFERORS:

Reference - Request for Proposals: RFP #: 5083877CM

Commodity/Title: Enterprise Risk Management Consulting Services

Issue Date: August 14, 2012

Proposal Due: September 6, 2012 @ 11:00 AM Est.

Pre-Proposal Conference: August 23, 2012 @ 3:00 PM

Reference Section VI, the "BACKGROUND":

The following additional information is provided:

1. Q: What organization authored the ERM White Paper?

A: The ERM White Paper was developed exclusively by internal staff of VCU.

2. Q: If the ERM White Paper was authored by a consultant/consulting firm, will this individual or firm be eligible to bid on this solicitation?

A: NA; refer to item # 1.

Reference Section VII., the "DESCRIPTION OF REQUESTED GOODS/SERVICES AND PROPOSAL RESPONSE REQUIREMENTS AND SUBMISSION REQUIREMENTS," subsection "A":

The following additional information is provided:

1. Q: Tab 4 requires three references of similar work. Will such experience by a subcontractor be viewed as part of the team qualification, or does this requirement apply specifically to the prime contractor?

A: References are requested for the firm responding as the "prime contractor."

Reference Section IX, the "EVALUATION AND AWARD CRITERIA":

The following additional information is provided:

1. Q: Section IX, Evaluation and Award Criteria states that "Proposals will be evaluated based

upon...the offeror's status as a Virginia certified SWaM Business or the Offeror's plans to utilize Virginia DMBE certified SWaM Businesses in the Offeror's performance of the contract." Is there a preference in terms of evaluation and award criteria between a proposal primed by a certified SWaM business, and a proposal in which the certified SWaM business serves in a subcontracting role.

A: VCU does not have a preference; proposals should be submitted in the manner that the Offer proposes as the best business model for VCU.

2. Q: Is there a minimum percentage of involvement by a certified SWaM business (e.g., not less than 50%), and is the percentage of total hours proposed to be fulfilled by a certified SWaM business a part of the evaluation process?

A: Please refer to Section XI, the "SPECIAL TERMS AND CONDITIONS," subsection "L" and to "APPENDIX II"; proposals submitted by non-DMBE certified "Small businesses will be evaluated based upon the percentage of utilization identified on "APPENDIX II."

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,



Phone: (804) 828-0160
cemckinl@vcu.edu

Name of Firm

Signature/Title

Date

DATE: August 27, 2012

ADDENDUM NO. 2 TO ALL OFFERORS:

Reference - Request for Proposals: RFP #: 5083877CM

Commodity/Title: Enterprise Risk Management Consulting Services

Issue Date: August 14, 2012

Proposal Due: September 6, 2012 @ 11:00 AM EST

Pre-Proposal Conference: August 23, 2012 @ 3:00 PM

The above is hereby changed to read:

Proposal Due: September 18, 2012 @ 3:00 PM EST

Reference Section VI, the "BACKGROUND":

The following additional information is provided:

1. Q: What is the compelling drive for this initiative to be done, and to be done now? / What VCU events are driving this initiative?

A: See VI. BACKGROUND. In addition to the Background section, senior management and the Board view ERM as a method to better achieve Quest for Distinction and are familiar with the benefits from outside experiences.

2. Q: How did you choose to do this with outside help as opposed to internal resources?

A: See VI. BACKGROUND. "This project was initially planned to be conducted internally, but the Implementation Committee's evaluation was that a consultant with ERM experience in a university setting could assist with developing and strengthening an implementation methodology, provide tools and an inventory of industry risks, and accelerate the project implementation timeframe."

3. Q: Is there a budget amount set for this initiative? / Can you describe the budget for this RFP, both for first year and the renewal years?

A: VCU does not provide budget information.

4. Q: Is VCU still on schedule to evaluate responses and award the contract by October 2012 and begin work early in November 2012? This appears to be a rapid turnaround and beginning the work before the holiday season is critical.

A: Yes, considering that November and December are more planning oriented and the bulk of the work would be conducted from January – May, 2013.

5. Q: Although preliminary, what areas within VCU do you see as the greatest risk? / Which risk domains are of particular concern?

A: The initial information about risk is contained in VCU's risk assessments and will be provided to the firm awarded a contract through this solicitation; please refer to "Attachment A" for information regarding the risk domains.

6. Q: Who prepared the whitepaper in Attachment A? And, within this document:

A: The ERM White Paper was developed exclusively by internal staff of VCU.

Q: Are the President and President's Cabinet fully supportive of the initiative or does the consultant need to develop an additional business case to move forward with the ERM?

A: Yes, the President and President's Cabinet, as well as the Board of Visitors are fully supportive of the initiative so no additional business case is necessary.

Q: If an outside firm was involved in the preparation, do they have preference for the consulting work?

A: No outside firms were involved in the preparation of the white paper; only internal staff.

Q: There are a number of schools listed that have implemented ERM. Who does VCU consider peers for this ERM initiative? Do you desire to be measured against Emory and Cornell?

A: Only schools that have successfully completed risk mitigation and management plans and that have presented the results to their respective boards. There is no desire to measure against specific institutions.

7. Q: Is there an incumbent firm currently working in ERM with VCU? Will it be eligible to bid on this RFP?

A: No. N/A

8. Q: Were the current risk assessments performed internally or by another firm? What firm did this work?

A: Internally. N/A

9. Q: Is this scope of work grant funded or operationally funded?

A: Operationally funded.

10. Q: In Attachment B, an August 2012 activity mentions "conduct informal discussions with pre-approved consultants" - what does this mean, and who are those consultants? Will they also bid on this work? / The Attachment B timeline indicates an August activity of "conduct informal discussions with preapproved consultants". Have these consultants been given advanced notice of the solicitation, and are they eligible to bid?

A: The initial planning identified the possible use of a Virginia Association of State College and University VCU Purchasing Professionals (VASCUPP) contract, however the Implementation Committee determined that an RFP process was better suited for this service contact. That sentence is no longer applicable to this RFP. VCU is not aware of a concurrent similar solicitation issued by another VASCUPP institution.

11. Q: Who is the Executive Sponsor of the ERM implementation?

A: The VP of Finance and Administration and the Executive Director of Assurance Services.

12. Q: The Attachment A whitepaper makes several suggestions for potential reporting relations for the Project Director (e.g., reporting either to the President, Vice President for Finance and Administration, or Executive Director of Assurance Services). Has a reporting relationship been finalized? In addition, has a Project Director been appointed?

A: The Project Director is the Director of University Audit and Compliance who serves as the Implementation Committee Chairman. For this project he will report to the VP of Finance and Administration and the Executive Director of Assurance Services.

13. Q: Is there a defined relationship between the Implementation Committee referenced in the RFP and the possible ERM structure referenced in the Attachment A whitepaper? In addition, what is the composition of the Implementation Committee and what is their charter for the ERM implementation?

A: The Implementation Committee is a small group of experienced AVP (Assistant/Associate VP) level personnel that are responsible for the establishing an ERM process at the university. The diagram in Attachment A - whitepaper depicted various university levels that may need to be involved in this project based on the research that was obtained during the development of the whitepaper. The Implementation Committee is open to recommendations from the consultant on the best method to implement an ERM program in a higher education setting.

14. Q: We understand that the majority of the consultant's work will occur from December 2012 through June 2013. Have VCU resources been identified to support the ERM implementation? Are they servicing in a full-time or part-time capacity?

A: The Implementation Committee Chairman has been identified as a resource to the consultant and will serve in this role in a part-time capacity.

15. Q: What university office is accountable for implementing a successful VCU ERM program?

A: The VP of Finance and Administration and the Executive Director of Assurance Services.

16. Q: ERM programs can be very high level in an organization with a few people assigned to the function and they can also be very ingrained throughout an entire organization with ERM staff dedicated to each business unit and functional area. The white paper describes a measurement-driven approach, but can you please provide addition guidance on type of program you would like to implement?

A: The ERM Implementation Committee plans to use a measurement driven approach and envisions a relatively high level of participation of university staff by utilizing previous risk assessments, management experience and the compliance program among other tools. VCU thinks that a thorough enterprise risk management process can be implemented with fewer people running it. However, VCU does foresee dozens of individuals including deans, assistant VPs, directors of key functions being interviewed via a facilitated process in a group setting and, if necessary, creating specific risk mitigation and management plans.

Reference Section VII, the "DESCRIPTION OF REQUESTED GOODS/SERVICES AND PROPOSAL RESPONSE REQUIREMENTS AND SUBMISSION REQUIREMENTS," subsection "A":

The following additional information is provided:

1. Q: Please confirm that the VCU Health System is not included in the scope of the RFP.

- A: The VCU Health System is not included in this RFP; however, the academic and research components of the Medical Sciences Campus including the School of Medicine are included within the scope of the RFP.
2. Q: Do you have an estimate of the number of subject area work groups in order to estimate the number of risk discovery meetings?
- A: The estimate is 12.
3. Q: Do you have an estimate of process owners/risk owners in order to estimate the number of separate discussions to identify existing controls that mitigate risks?
- A: After the risks are identified by the subject area groups and combined with previously known risks (from the various risk assessments), VCU foresees contacting the higher risk areas process/risk owners to identify existing controls. and that number is yet to be determined Targeted control questionnaires could be used to reduce the number of meetings/discussions.
4. Q; Page 5 Section VII, Para A, Tab 1 Item 2 makes reference to “staff augmentation” in assisting VCU in conjunction with the ERM program. Is it VCU’s desire that the successful vendor augment an existing university team in some fashion? If yes, what are the levels of personnel requested for such augmentation?
- A: The university will provide the Director of Audit and Compliance as the institutional resource/liaison. Additionally, the Director will be the consultant’s main point of contact and oversight. The phrase “staff augmentation” was used to clarify that the university does not currently have human resources available to staff the project at an operational level. The consulting personnel levels and experience should be adequate to conduct the ERM without detailed oversight by the university.
5. Q: Page 7, Section VII, Para A, Tab 3, Item 1: Please clarify the role of the Project Manager discussed in this reference. Does VCU perceive this role to be solely an administrative one supporting the vendor’s logistical responsibilities with VCU or does VCU perceive this role to be the technical project manager (the team resource directing the team’s technical delivery effort)? Please also discuss the University’s project management structure that will be in place to work with the vendor’s project team.
- A: VCU is anticipating that the project manager will act as a technical project manager. Additionally, the awarded firm is not expected to utilize the university’s project management function.
6. Q: How do you anticipate the selected provider will leverage the prior work of other functions (e.g., IT and Internal Audit risk assessments) in the new effort (i.e., the work to be performed under the RFP)?"

A: The risks previously identified should be tracked and cross-referenced with other risks identified during the ERM process to insure completeness of the identified risks.

7. Q: How will successive year budget requirements be managed?

A: Further budget allocation will be dependent upon the success of the project and the value added by the consultant.

8. Q: Can we have access to the reports described in Tab 1, item #4 (a-e)?

A: No, VCU will provide these to the firm awarded a contract through this solicitation at the beginning of project.

9. Q: To clarify, the RFP states the majority of the consultant's work will occur from Dec 2012 through June 2013; from the timeline included, it appears some work will go beyond that. Should pricing of the proposal include work beyond June 2013?

A: Yes; VCU expects that the quoted hourly rates shall be effective through completion of the initial project.

10. Q: Do you have any preferred path or tool for risk discussion?

A: No, VCU is open to the recommendation of the consultant.

11. Q: Is this request for services to develop a risk management plan using consulting staff or is the consultant an advisor/leader to the institution as the organization develops the plan?

A: The question seems to address only the risk [mitigation and] management plans (RMM) and not the process as a whole. With that assumption, the consultant would be an advisor/leader including providing the relevant training to the individuals needing to develop RMM plans.

12. Q: If the consultant recommends a vendor software solution for the risk tool does VCU prefer to hold the license and pay the license fee directly or should the consultant hold the license and build into the budget?

A: VCU would prefer to hold the license; however the cost effectiveness of the software would need to be examined.

13. Q: If significant short-term risks are identified, is VCU prepared to take immediate action to mitigate while continuing on concurrently with the overall project to develop a more comprehensive ERM plan? Is the consultant expected to implement the short-term mitigation plans? (This could result in additional unplanned costs.)

A: Yes. No.

Reference Section VII, the “DESCRIPTION OF REQUESTED GOODS/SERVICES AND PROPOSAL RESPONSE REQUIREMENTS AND SUBMISSION REQUIREMENTS,” subsection “A,” “TAB 4”:

Is **revised** as follows:

“TAB 4: Experience, **Qualifications and Capacity** of Firm:
Firm **should:**”

The following is **added**:

- e) *Describe the size of the firm.*
- f) *Identify the typical number of consultant personnel employed by your firm at any given time.*
- g) *Identify the firms’ typical annual “sales” (i.e. dollar volume of workload) volume.*
- h) *Identify what size business account VCU would represent in terms of the firm’s typical annual “sales” (i.e. dollar volume of workload) volume; for example: “Out of x many ongoing account relationships, VCU would be in the top x %.”*
- i) *Submit a copy of the firm’s most recent audited financial statement, or equivalent evidence of financial condition.*

Reference Section VII, the “DESCRIPTION OF REQUESTED GOODS/SERVICES AND PROPOSAL RESPONSE REQUIREMENTS AND SUBMISSION REQUIREMENTS,” subsection “B”:

The following additional information is provided:

Q: Page 9 Section VII Para B, Items 3 & 4: Please clarify the proposal submission instructions communicated in these two paragraphs specifying the total number of copies and the configuration/format desired.

A: The following clarification is provided; Offerors must submit one (1) original hard copy (paper) document of the complete proposal and, with the original paper document, one (1) electronic copy of the entire paper document, in an unsecured format (excluding any proprietary information) – these will be retained by University Purchasing.

In addition, Offerors must submit six (6) unsecured electronic copies of the entire paper proposal document (including any proprietary information) and four paper copies of the complete proposal document – these are for members of the evaluation committee.

Reference Section IX, the “EVALUATION AND AWARD CRITERIA”:

The following additional information is provided:

1. Q: Is there a minority or woman owned business criteria in the scoring system?

A. Please refer to Section IX, the "EVALUATION AND AWARD CRITERIA," Section XI, the "SPECIAL TERMS AND CONDITIONS," subsection "L" and to "APPENDIX II."

Pre-Proposal Conference Participants:

Refer to the attached conference registration forms; the following firms were represented via conference call: Attain, Bickmore Spiess, B & G Risk Strategies, CliftonLarsonAllen, IBM Global Business, Janus Associates, KPMG, Protiviti, Risk Solutions International, SZ PM Consultants, and Towers Watson

NOTE: A signed acknowledgment of this addendum must be received by this office either prior to the proposal due date and hour or attached to your proposal. Signature of this addendum does not constitute your signature on the original proposal document. The original proposal document must also be signed.

Very truly yours,



Phone: (804) 828-0160
cemckinl@vcu.edu

Name of Firm

Signature/Title

Date

RFP - Conference Register

RFP NUMBER: <u>5083877CM</u>	TITLE: <u>Enterprise Risk Management Consulting Services</u>
RFP OPENING DATE AND TIME: <u>September 6, 2012 @ 11:00 AM Est.</u>	
DATE-TIME PRE-PROPOSAL CONFERENCE/SITE VISIT: <u>August 23, 2012 @ 3:00 PM</u> () Mandatory (X) Optional	
OFFICIATED BY: <u>Carol McKinley</u>	REGISTRAR: <u>Carol McKinley</u>

NAME OF FIRM'S REPRESENTATIVE	NAME, ADDRESS, TELEPHONE & FAX NO. OF FIRM
-------------------------------	--

PLEASE PRINT

CONFERENCE REGISTER for RFP # 5083877CM

(1) Teri Kremenski
Signature

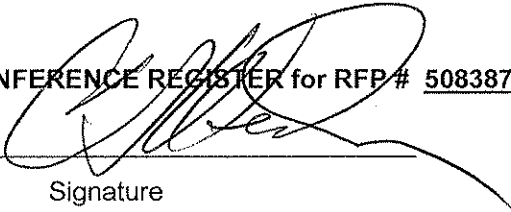
Name Printed: Teri Kremenski
Name of Firm: Towers Watson
Address: 901 N Glebe Rd
City & State: Arlington, Va
Phone No.: (703) 258-8554
Fax No.: _____
E-mail Address: terri.kremenski@towerswatson.com
_____ Minority-owned _____ Women-owned

(2) _____
Signature

Name Printed: Evan Carhart
Name of Firm: McGladrey LLP
Address: 8000 Towers Crescent Drive, Suite 500
City & State: Vienna, VA, 22182
Phone No.: 703-687-6363
Fax No.: _____
E-mail Address: evan.carhart@mcgladrey.com
_____ Minority-owned _____ Women-owned

CONFERENCE REGISTER for RFP # 5083877CM

(3)


Signature

Name Printed: COREY WEDNER
Name of Firm: ERUST + YOUNG
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City & State: Richmond VA 23223
Phone No.: 804 344 6097
Fax No.: 866 220 2316
E-mail Address: COREY.WEDNER@EY.COM
____ Minority-owned ____ Women-owned

(4)


Signature

Name Printed: Brian Epley
Name of Firm: North Highland
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City & State: Richmond, VA
Phone No.: 804-503-8000
Fax No.: _____
E-mail Address: brian.epley@northhighland.com
____ Minority-owned ____ Women-owned

(5)

Signature

Name Printed: Doug Webster
Name of Firm: Cambria Consulting Group
Address: 3100 Hemlock Point Cr.
City & State: Triangle, VA 22172
Phone No.: 763-441-2212
Fax No.: _____
E-mail Address: dougwebster@cambria.com
____ Minority-owned ____ Women-owned

RFP - Conference Register

RFP NUMBER: <u>5083877CM</u>	TITLE: <u>Enterprise Risk Management Consulting Services</u>
RFP OPENING DATE AND TIME: <u>September 6, 2012 @ 11:00 AM Est.</u>	
DATE-TIME PRE-PROPOSAL CONFERENCE/SITE VISIT: <u>August 23, 2012 @ 3:00 PM</u> () Mandatory (X) Optional	
OFFICIATED BY: <u>Carol McKinley</u>	REGISTRAR: <u>Carol McKinley</u>

NAME OF FIRM'S REPRESENTATIVE	NAME, ADDRESS, TELEPHONE & FAX NO. OF FIRM
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PLEASE PRINT

CONFERENCE REGISTER for RFP # 5083877CM

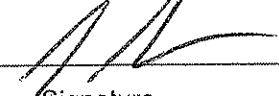
(1) *M. Rossmeier*
Signature

Name Printed: MARY ROSSMEIER
Name of Firm: ATTAIN
Address: 8000 TOWERS CRESCENT
City & State: VIENNA VA
Phone No.: 571-228-7544
Fax No.: _____
E-mail Address: msrossmeier@attain.com
_____ Minority-owned _____ Women-owned


(2) *M. B. Harris*
Signature

Name Printed: Wallace Harris
Name of Firm: Assure
Address: 3108 N. Parkow Rd
City & State: Henrico, VA
Phone No.: 804-814-9448
Fax No.: 804-672-6442
E-mail Address: bo.harris@assureconsulting.com
_____ Minority-owned _____ Women-owned

CONFERENCE REGISTER for RFP # 5083877CM

(3) 
Signature

Name Printed: Jason Plummer
Name of Firm: PwC
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City & State: Richmond VA 23219
Phone No.: 4109084273
Fax No.: _____
E-mail Address: Jason.D.Plummer@us.pwc.com
____ Minority-owned ____ Women-owned

(4) 
Signature

Name Printed: Jim Johnston
Name of Firm: IBM
Address: 3814 KEYROAD Ct
City & State: Richmond, VA
Phone No.: 617-3523
Fax No.: _____
E-mail Address: Jim.Johnston@us.ibm.com
____ Minority-owned ____ Women-owned

(5) 
Signature

Name Printed: Scott Hammer
Name of Firm: The North Highland Company
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City & State: Richmond, VA 23226
Phone No.: 804-306-9685
Fax No.: 804-217-9179
E-mail Address: scott.hammer@northhighland.com
____ Minority-owned ____ Women-owned

CONFERENCE REGISTER for RFP # 5083877CM

(6) Bryan E. Rock
Signature

Name Printed: BRYAN E. ROCK
Name of Firm: Project Management and Consulting LLC
Address: 4121 Plank Rd. STE 329
City & State: Fredericksburg, VA 22407
Phone No.: 540-735-2726
Fax No.: 800-971-3024
E-mail Address: brock@pmcva.com
 Minority-owned Women-owned

(7) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
Fax No.: _____
E-mail Address: _____
 Minority-owned Women-owned

(8) _____
Signature

Name Printed: _____
Name of Firm: _____
Address: _____
City & State: _____
Phone No.: _____
Fax No.: _____
E-mail Address: _____
 Minority-owned Women-owned



RFP - Addendum

DATE: August 31, 2012

ADDENDUM NO. 3 TO ALL OFFERORS:

Reference - Request for Proposals: RFP #: 5083877CM

Commodity/Title: Enterprise Risk Management Consulting Services

Issue Date: August 14, 2012

Proposal Due: September 18, 2012 @ 3:00 PM EST

Reference Section XI, the "SPECIAL TERMS AND CONDITIONS," subsection "L":

The following additional information is provided:

Sources for SWaM businesses include (but are not limited to):

- The Department of Minority Business Enterprise (DMBE) <http://www.dmb.e.virginia.gov/>
- eVA: [http://www.eva.state.va.us./](http://www.eva.state.va.us/)

Very truly yours,

A handwritten signature in cursive script that reads "Carol M. Kinley".

Phone: (804) 828-0160

cemckinl@vcu.edu

Name of Firm

Signature/Title

Date