

# Request for Proposal Sample

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## **A. Project Request**

The North Carolina Department of Transportation desires the professional facilitation services of a private consulting firm to guide the development and implementation of a strategic work plan.

## **B. Background**

The Department of Transportation desires to increase stakeholder involvement so that the transportation program can be delivered timely and efficiently without compromising the mission of stakeholder organizations. This action lays the foundation for commitment, active partnering, and relationship management by ensuring all stakeholders are involved in the development of the plan.

## **C. Description of Effort**

1. All parties understand that the work consists of providing professional facilitation services primarily for the Department of Transportation and their partners, which may include the Federal Highway Administration, Department of Environment and Natural Resources, U.S. Army Corps of Engineers, Department of Cultural Resources, and Department of Commerce.
2. The Firm shall provide neutral facilitators that have expertise in Strategic Planning, Change Management, and Team Facilitation, and experience working with top level leadership in large, complex organizations.
3. The Firm shall conduct appropriate scoping in order to gain a full and thorough understanding of the issues and concerns of the stakeholders relative to timely delivery of transportation projects with environmental excellence.
4. The Firm's facilitators shall guide discussions with senior leadership to formalize commitment and develop an implementation plan to ensure the commitment leads to changes in behaviors and actions.
5. The Firm's facilitators shall initially work with a core group, comprised of senior leadership from the organizations identified above, to develop an outreach strategy designed to involve other agencies in the development of a joint strategic plan. The combined group will develop a joint strategic plan, which shall incorporate:
  - the development of an interagency vision of transportation program delivery with environmental excellence;
  - the creation of a joint mission statement, documentation of common goals and objectives, and development of appropriate measures, that solves the problems associated with the delivery of an environmentally-accountable transportation program; and
  - the creation of an action plan that focuses on implementation and institutionalization within the various stakeholder agencies.
6. The Firm shall provide all administrative support for meetings including, but not limited to defining the agenda for meetings, recording discussion content, providing debriefs, conducting overall meeting planning, convening and leading large and small group briefings and discussions, and preparing draft and final meeting reports for dissemination.

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7. The Firm shall provide all project documentation and the final project report in writing to the Project Manager, with copies to the Office of Environmental Quality. The Firm shall prepare all reports in accordance with applicable State and Federal regulations and policies.
8. The State will provide ready access to relevant project information.
9. The State will assist the Firm with coordination of the project and review of completed material provided by the Firm in an expeditious manner so as to facilitate preparation and acceptance of the documents.

**D. Project Deliverables and Timetable**

This section defines the work products to be delivered by the consultant that will require review and acceptance by the State. This list is *not* organized to reflect the suggested order in which work is to be done. It is anticipated that the team launch meeting will occur in March, and the Joint Strategic Plan will be completed by the end of October.

#	Deliverable	Description
1	Pre-project conference	Project approach is agreed upon; Discovery plan is presented and approved; Initial meeting strategy is presented and modified as appropriate. Team launch is scheduled.
2	Definition of Concepts Interagency Visioning	Documentation of the discussion in which the concepts of timely delivery, efficient delivery, and environmental excellence are defined; common definitions and a realistic interagency vision is developed.
3	Customer Identification	Documentation of the discussion in which customers, and their valid and invalid requirements, are identified and measured and a gap analysis is conducted to identify areas of improvement.
4	Interagency Mission Development	Documentation of the discussion in which the agencies jointly develop and adopt a mission that addresses the delivery of the State's transportation program with environmental excellence.
5	Strategic Plan	A summative document that shows the goals, objectives, strategies, and measures developed by the team.
6	Implementation/Change Management Plan	An implementation document that provides step-by-step instructions to cascade down the joint mission within each organization.
7	Final Project Report	The Final Report provides a comprehensive view of the results obtained, the methodologies and approaches employed, and an elaboration on the degree to which the objectives of the project were reached.
8	Periodic Progress Reports	The Periodic Progress Report provides a comprehensive account of the progress made by the Consultant on the project during the reporting period. The report should address successes and breakthroughs as well as issues and problems affecting the progress of the project.

**E. Cost Restraints**

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Currently, no budget has been allocated for this project; funds will be allocated after the proposal has been selected. Costs will be considered in the selection of the project; however, cost is not the sole selection criteria.

**F. Evaluation Criteria**

The evaluation of firms submitting letters of interest for this proposed work will be based on the following considerations and their respective weights:

- |   |     |
|---|-----|
| 1. The experience and expertise of the specific staff with the firm (including any designated sub-consultants) who are planned as part of the proposal to perform the type of work; | 40% |
| 2. The firm's design/approach   | 25% |
| 3. The firm's ability to meet the schedule;   | 15% |
| 4. The firm's evaluation or modification of outcomes/deliverables   | 15% |
| 5. Cost   | 5%  |

**G. Submission Information**

Private consulting firms are invited to submit letters of interest for providing facilitation services to the Office of Environmental Quality, 1 South Wilmington Street (Transportation Building), Raleigh. The deadline for submission of proposals is Friday, March 5, 1999 at 5:00 p.m. Proposals received after this deadline will not be considered.

The mailing address is:                   Office of Environmental Quality  
  ATTN: \_\_\_\_\_  
  1502 Mail Service Center  
  Raleigh, NC 27699-1502

Questions will be accepted through Thursday, February 26, 2004 and must be submitted in writing to \_\_\_\_\_ at the Office of Environmental Quality. Answers to questions will be provided in writing to all consultants on Friday, February 27, 2004.

All proposals are limited to ten pages. Proposals containing more than ten pages will not be considered. The original proposal shall be typed on 8 ½" x 11" sheets, single-spaced, and one-sided. Margins should be no less than 1" all around and font size not less than 11 pt.

In an effort to support the sustainability efforts of the State of North Carolina and NCDOT, we solicit your cooperation by ensuring the following:

- All copies are printed double sided. Three copies are required.
- All submittals and copies are printed in recycled paper with a minimum post consumer content of 30%.
- Unless absolutely necessary, all proposals and copies should minimize or eliminate the use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips and staples are acceptable. One staple in the upper left-hand corner is preferred.

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- Materials should be submitted in a format that allows for easy removal and recycling of paper materials.

### Proposal Requirements

#### *Section I. Firm's Expertise and Experience*

In this section, the firm is able to showcase its capabilities. The firm should demonstrate comparable experience and expertise with references and benchmark projects of a similar size or scope. Firms should provide the relevant experience of key personnel. This is the firm's opportunity to highlight its professionalism by outlining company's strengths and distinctions, again relating them to the scope of the services to be provided for this project.

#### *Section II. Project Design / Approach*

In this section, the firm should describe its approach to the project and rationale to explain why this approach will best serve the Department's needs. This should include an explanation of the planning and implementation process. The firm should provide information on their project management strategy and give details on the management structure, including the respective roles of the project team.

#### *Section III. Project Outcomes / Deliverables*

In this section, the firm addresses the outcomes, deliverables, and schedule presented by the Department by commenting on the feasibility and reasonableness of the items listed, and is expected to prepare a plan to demonstrate how the project's outcomes and deliverables will be achieved. The firm should ensure the plan includes both formative and summative evaluation, and incorporates internal and external assessments of progress.

The firm may provide additional deliverables that will benefit the Department, which may include the development of knowledge/ databases, business procedure manuals, a list of best practices, training modules, process models, dissemination strategy, communication plan, storyboards, technology plans, marketing plans, etc.

#### *Section IV. Budget Proposal*

Although not the sole or the most important criteria, the budget will be considered when selecting a firm to complete a project. In addition to submitting a total budget, firms will be expected to show a cost breakdown by phase and identify key assumptions made in the development of the cost estimate. The following template should be used to show budget development.

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*Phase 1. Preparation:* The time spent preparing content and establishing background understanding, and guiding agenda creation in advance of the meeting.

<b>Personnel</b>				
<i>Position Title</i>	<i>Incumbent's Name</i>	<i>Number of hours</i>	<i>Cost per hour</i>	<i>Total</i>
<b>Direct Project Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Other Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Key Assumptions</b>				

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*Phase 2. Contact/Delivery:* The time the facilitator spends in direct contact with the organization's team.

<b>Personnel</b>				
<i>Position Title</i>	<i>Incumbent's Name</i>	<i>Number of hours</i>	<i>Cost per hour</i>	<i>Total</i>
<b>Direct Project Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Other Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Key Assumptions</b>				

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*Phase 3. Follow-up:* The time spent by the facilitator after the meeting or event to create or transcribe the documentation and develop suggestions for subsequent activities.

<b>Personnel</b>				
<i>Position Title</i>	<i>Incumbent's Name</i>	<i>Number of hours</i>	<i>Cost per hour</i>	<i>Total</i>
<b>Direct Project Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Other Expenses</b>				
<i>Expense</i>	<i>Number of Units</i>	<i>Cost per Unit</i>	<i>Total</i>	
<b>Key Assumptions</b>				

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**H. General Information**

- A. The North Carolina Department of Transportation shall not be bound by oral explanations or instructions given at any time during the competitive process or after award.
- B. Unless otherwise stated, only information which is received in response to this Request for Letters of Interest will be evaluated. Reference to information previously submitted shall not be evaluated.
- C. All responses, inquiries, or correspondence relating to or in reference to the Request for Letters of Interest, and all other reports, charts, displays, exhibits, and other documentation submitted by the offerors shall become the property of the State when received.
- D. At their option, the evaluators may request oral presentations or discussions with any of the offerors for the purpose of clarification or to amplify the materials presented as part of the Letter of Interest. However, offerors are cautioned that the evaluators are not required to request clarification; therefore, all Letters of Interest should be complete and reflect the most favorable information available from the offeror.
- E. Firms submitting letters of interest are encouraged to carefully check them for conformance to the requirements stated above. If letters of interest do not meet these requirements or if they are delivered to any office other than the Office of Environmental Quality, they will be disqualified. No exception will be granted.
- F. Trade secrets or similar proprietary data which the offeror does not wish disclosed to other than personnel involved in the evaluation or contract administration will be kept confidential to the extent permitted by NCAC T01:05B.1501 and G.S. 132-1.3 if identified as follows: Each page shall be identified in boldface at the top and bottom as “CONFIDENTIAL”. Any section of the proposal which is to remain confidential shall be so marked in boldface on the title page of that section. In spite of what is labeled as confidential, the determination as to whether or not it is shall be determined by North Carolina law.
- G. Offerors are cautioned that this is a request for offers, not a request to contract. The North Carolina Department of Transportation reserves the unqualified right to reject any and all offers when such rejection is deemed to be in the best interest of the State.