



Rhode Island School of Design – Request for Proposal (RFP)

REQUEST FOR PROPOSAL - PROJECT OPEN DOOR STUDY

ISSUE DATE: October 4, 2022

PROJECT NAME: Strategic Plan Proposal - Project Open Door

PERIOD OF CONTRACT: November 2022 - March 2023

ALL INQUIRIES FOR INFORMATION SHOULD BE DIRECTED TO:

This request must be returned via e-mail to the addresses below clearly marked “Request for Proposal— Project Open Door Study” for Furnishing the Services Described Herein on or before Tuesday, November 1, 2022 by 4:00pm EST.

Amy Barr
abarr@risd.edu
Procurement Services
Rhode Island School of Design
1-401-454-6441

The Rhode Island School of Design (RISD) reserves the right to reject any and all bids.

Please review bid specifications as soon as possible. Any questions regarding the bid specifications or procedures must be in writing and emailed to the below address on or before Tuesday, October 18, 2022 by 4:00pm EST. All questions and responses will be sent to the potential bidders by Friday, October 21, 2022 by 4:00pm EST.

abarr@risd.edu

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Rhode Island School of Design – Request for Proposal (RFP)

Project Open Door Study

I. Purpose

The Rhode Island School of Design (RISD) is currently accepting proposals for a Strategic Plan for RISD Project Open Door that will inform the transition, growth, and future direction of the program.

The purpose and intent of this Request for Proposal (RFP) is for the Rhode Island School of Design (RISD) to solicit proposals from various candidate organizations, conduct a fair and extensive evaluation based on the criteria listed herein, and select the candidate who best represents the direction RISD + POD wishes to go.

II. Background

RISD Project Open Door (POD) was founded in 2005 to provide high school students who attend public or public charter high schools in Central Falls, Pawtucket, Providence, and Woonsocket, with free, out-of-school time opportunities to advance their creative development. Many of these talented and creative high school students, who may be interested in pursuing creative careers through higher education, do not have equal access to the art and design education that their peers from more affluent communities enjoy. Through its various programs, workshops, events, and forms of mentorship, Project Open Door also offers guidance on the college application process, especially portfolio preparation for art and design schools.

POD is housed within The Department of Teaching + Learning in Art and Design, a part of the Division of Liberal Arts at the Rhode Island School of Design (RISD). Since its inception, POD has worked diligently to continuously develop and strengthen its programming and increase its visibility within RISD. POD has solidified itself as an important institutional initiative, especially in the past few years as RISD itself has been advancing social equity and inclusion on its campus. Project Open Door now finds itself at a significant moment in its history, recovering from the implications of the pandemic on its programs, and most significantly, as its founder and longtime Director, Dr. Paul Sproll, retired from RISD at the end of June 2022. Project Open Door seeks insight and recommendations regarding its leadership, sustainability, and programmatic growth moving into and through this upcoming transitional phase.

III. Proposal Guidelines

1. **RFP Response:** In order to be considered for selection, candidates must submit a complete response to this RFP. An e-mail with required attachments must be submitted by Tuesday, **November 1, 2022 at 4:00pm EST** to receive full consideration.

2. **Proposal Preparation:**

- a. Proposals shall be signed by an authorized representative of the candidate. All information requested should be submitted. Failure to submit all information requested may result in lowered evaluation of the proposal. Proposals that are substantially incomplete or lack key

information may be rejected. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.

- b. The proposal must clearly state if work will need to be outsourced or contracted to someone else. Additionally, all costs included in the proposal must be all-inclusive to include any outsourced or contracted work. Any proposal which calls for outsourcing or contracting work must include a name and description of the organizations to be subcontracted. All outsourced or subcontracted work involving RISD's confidential information will be subject to RISD's data security and privacy protection requirements by contract.
- c. All costs must be itemized to include an explanation of all fees and costs.
- d. Contract terms and conditions will be negotiated upon selection of the winning candidate for this RFP. No work will commence without a fully-executed contract. All contractual terms and conditions will be subject to review by the RISD legal department and will include scope, budget, schedule and other necessary items pertaining to the project.
- e. Ownership of all data, materials and documentation originated and prepared for RISD pursuant to the RFP shall belong exclusively to RISD. If the candidate submitting the proposal is subject to the Rhode Island Access to Public Records Act or other law requiring the public disclosure of records, the authorized representative is responsible for invoking the protections of the Code of Rhode Island, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection of the proposal.
- f. Each proposal must state that it will remain valid for RISD's acceptance for a minimum of one hundred and twenty (120) days after the Submittal Deadline, to allow time for evaluation, selection, and any unforeseen delays.

IV. Project Purpose and Description:

The Department of Teaching + Learning in Art + Design and Project Open Door are submitting this proposal for outside consultation to assist with strategic planning for POD. Dr. Shana Cinquemani, TLAD Department Head and Lauren Allen, POD's Interim Director, will be the key contacts for this proposal and strategic plan. We see several areas of focus for this work:

1. **Mission:** The current mission of POD is to increase access to high-quality arts learning and careers in art and design for Rhode Island's urban core city public high school students, and provide a community education platform for RISD students, faculty, staff, and alumni.

Program staff recognize that the above stated missions, developed first in 2005, need revision and renewal to more appropriately reflect POD's current work and values. The mission needs to align with RISD's strategic plan, and vision of POD's current staff and advisory board. The mission also needs improved alignment with RI and Providence needs. The right partner will help us answer questions such as:

- What is the change POD will help create in the world?
- What values are key to POD's success?

- How can and should we leverage our existing relationships with RISD, local high schools, and other institutions?
 - What does "urban core" mean, and should it be central to our mission? Is it geographic? What does the word "urban" suggest?
 - What does high-quality mean or look like?
 - What should the mission say about the relationship between POD and RISD - or should it?
2. **Program Capacity + Growth:** POD is looking to strengthen and grow its programming to be able to support more students. Pre-Pandemic, POD was consistently working with 75 teens in our Saturday Portfolio Program and approximately 50-100 teens through our other programs throughout the year. The pandemic has inevitably seen our enrollment take a dip so it will first need to rebuild towards pre-pandemic levels. However, it has been a long-time goal to increase our Saturday program to support 100 teens. There have also been recent conversations around expanding our mission and program offerings to work with younger students as well. POD has also been thinking a great deal about how to improve and strengthen our after-school and partner programs. POD would like to examine the best way to grow our programming to serve and support more students effectively while preserving program quality and integrity and honoring its mission. Additionally, POD wishes to explore questions related to the relationship with RISD students broadly as well, who are eager to work with POD through teaching and other opportunities.
3. **Leadership + Staffing Model:** POD's founder and long-time director, Dr. Paul Sproll, officially retired at the end of June 2022. POD, under the direction of TLAD and RISD leadership, has been considering various models of new leadership and the appropriate timeline and steps for this transition. The previous founder/director also held positions as Department Head, Graduate Program Director, and Professor in TLAD, thus splitting their responsibilities a great deal. POD feels it needs a director who is more specifically, if not completely, focused on the program itself, while also allowing room for more collaboration with TLAD. POD seeks input on our next stage of leadership, considering questions such as:
- What does our ideal director look like in terms of background and skill set?
 - What role should the POD director play in TLAD broadly?

Additionally, POD wishes to explore its staffing model more broadly. When a new director comes on board, POD will maintain three full time staff (director, associate director, and program coordinator). These three staff are responsible for all elements of the program, including grant writing, administrative duties, daily operations, participant outreach, mentorship of participants, etc. These three positions are supported by contracted staff including; teaching artists, TLAD and other graduate assistants, and undergraduate work-study students. POD is interested in learning what the most effective staffing model is moving forward into this new phase to support POD's work and growth. In what ways might additional part time staff support our mission and growth?

4. **Budgetary Future:** RISD has recently agreed to fully fund POD's operating budget, through the 2023-2024 academic year. During this time POD will be required to submit a plan for financial feasibility thereafter. For the majority of its history, from 2005 to 2018, POD was entirely dependent on grant support. Since 2018 POD's funding has been a combination of private gifts, grants, as well as institutional support in form of an operating budget from RISD. POD knows it cannot be

completely reliant on only one funding source, and its budget should consist of external and institutional funds. POD needs to develop a strategic plan that allows for financial sustainability in this way.

This is a critical moment for POD and TLAD. While POD has been a tremendously successful program, we see space for growth and improvement related specifically to its financial stability and leadership. Rather than simply run the program in the same way because this is how it's always been done, we wish to reimagine the future and embrace POD's potential. We are eager to situate POD so that the program is sustainable and collaborates in the best way possible with RISD, TLAD, and the broader community.

V. Project Scope:

RISD requests research, analyses and a set of recommendations within a 4-month time frame.

The selected candidate will be responsible for providing the following, and we welcome other recommendations and scope of proposal not yet given:

- Interview key POD stakeholders and staff to determine programs strengths and capacities. Including, but not limited to:
 - POD Staff (2 full time staff)
 - TLAD Faculty (2-3 full time faculty)
 - POD Advisory Committee (13 members, list provided at request)
 - Selected POD participants (current + alumni)
 - Outside partners (College Crusade, Hasbro)
 - Collaborating RISD Departments (Glass, J+M, etc.)
 - RISD Leadership (Dean of Liberal Arts, Provost, President)
- Analyze how other community arts programs affiliated with higher education around the United States are structured and funded, and what their relationship is to the institution as a whole.
- Explore POD in relationship to other community arts programs in Providence and Rhode Island to determine possible collaborations, support, or struggles.
- Offer recommendations on leadership identity and staffing structure.
- Propose a sustainable financial plan and budget model that balances appropriate external and internal funding
- Make recommendations regarding mission, program growth and capacity needs connected to that growth, and potential timeline for Leadership search.
- Explore the relationship between TLAD and POD, taking into consideration students, faculty, programming, etc.
- Present all work to the POD advisory board and appropriate stakeholders.
- Select bidders will be invited to present their proposals during the week of November 7, 2022

Term of Contract

The contract will have an initial term of TBD with option to renew by mutual consent of both parties.

Payment Terms

Invoices will be paid Net 30 from the date of invoice. Payment will be mailed and may not be picked up in person.

VI. Proposal Preparation and Submission Requirements

Proposals should be as thorough and detailed as possible so that RISD may properly evaluate the candidate's capabilities to provide the required services. Candidates are required to submit the following items as a complete proposal:

1. The return of the RFP cover sheet and all addenda acknowledgements, if any, signed and filled out as required.
2. Complete Candidate Information Sheet, included as an attachment to the RFP, and other specific items or data requested in the RFP.
3. Financial Disclosure. The selected candidate shall, upon request, provide to RISD audited financial statements for the most recent (3) fiscal years.
4. A written narrative statement to include:
 - a. Experience in providing the services described herein.
 - b. Names, qualifications and experience of personnel to be assigned to the project.
5. Specific plans for providing the proposed services including:
 - a. Data disclosure requirements the candidate will need from RISD in order to complete the analysis, along with the data privacy and security protections provided by the candidate in order to maintain confidentiality and prevent data breaches.
6. Proposed Compensation. The financial offer proposed by the candidate is to include such items as compensation for analysis and presentation, and other requirements as supported by the candidate.
7. Provide references from three (3) of Bidder's customers for the past five (5) years for Services described in this RFP.

Provide the following information for each customer.

- Customer name and address
- Contact name with email address and phone number
- Time period in which work was performed
- Short description of work performed

8. Has the Bidder worked with RISD in the past five (5) years? If "yes," state department name, department contact, and provide a brief description of work performed. If "no," briefly describe any experience Bidder has with other universities for work similar in size and scope to that described in this RFP.

9. Has the bidder or any of its employees ever been convicted of any crime over a Class B Misdemeanor including a conviction for theft, embezzlement, misappropriation of funds, etc.? If so please indicate the date, the nature of offense, and punishment.

VII. Proposal Evaluation Criteria

The Rhode Island School of Design will evaluate all proposals using the following criteria:

- Suitability and quality of the overall proposal to deliver on project details.
- Scope, compensation requirements for the contract, and quality of services offered.
- Candidate's background and credentials and favorable recommendations of previous clients.
- Quality of case studies and other information demonstrating expertise with similar projects, familiarity with RISD, and familiarity with the populations served by POD.
- Financial guarantees, data security protections, and any additional funding or incentives identified by candidates for the benefit of RISD's development in this area.
- Attention to the values of diversity and inclusion at RISD.

RISD reserves the right to select the candidate that it deems most qualified to provide the services as specified herein, and conversely, reserves the right to cancel the solicitation entirely at its sole discretion. RISD may, at its sole option, elect to require presentation(s) by candidates in consideration of the award. Non-conforming proposals that do not meet the material requirements of this RFP may be rejected.

VIII. Terms and Conditions - Services

1. Clarification of Terms: If any prospective Bidder or Representative has questions about the specifications or other solicitation documents, the prospective Bidder or Representative should contact the following personnel no later than five (5) days before the due date. Only answers provided in writing by RISD shall be considered official. All questions should, to the degree possible, cite the specific RFP section and paragraph number(s) to which the question refers. Any revisions to the solicitation will be made only by addendum issued by the appropriate personnel.

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Bidder shall make no contact concerning this RFP with other RISD personnel except as permitted by the point of contact written in this RFP. The Rhode Island School of Design will provide responses as soon as practicable following the Question Deadline. RISD intends to respond to all timely submitted questions. However, RISD reserves the right to decline to respond to any question.

2. Deviations and Exceptions: The services shall be performed as described herein. Any deviation or exception must be submitted in writing by the Provider to RISD, agreed to by RISD, signed by both parties and attached to the proposal.
3. Licenses and Permits: Provider will be responsible for obtaining and maintaining all applicable and necessary federal, state and local licenses, certificates and permits in connection with the services provided. Providers must submit copies of all such permits and renewal thereof to RISD.
4. Associated Costs: Provider shall be responsible for all costs associated with providing the services described herein unless the contract specifically provides for payment by RISD. Provider shall pay when due all taxes or assessments applicable to candidate. Provider shall comply with all statutes and regulations of the applicable taxation authority or authorities. RISD is exempt from State and Federal taxes except in specific cases. A copy of the College's tax exemption certificate will be provided.
5. Losses: RISD shall have no responsibility for any theft or other loss of money, product, equipment, parts, valuables, tools, materials or personal effects of candidate's employees. Provider shall be responsible for all damages and losses to equipment or other personal property transported to or from any building or facility of RISD if damaged by the Provider's vehicles or employees. Provider further assumes full responsibility for all actions and activities of any person or persons that it brings or allows to be admitted to RISD property.
6. Accounting: Provider will maintain complete and accurate records of services rendered in accordance with accepted industry practices and as further described herein. RISD reserves the right to request inspection and/or audit of all records pertaining to the provision of services to RISD by the Provider at any or all reasonable times. Provider hereby agrees to retain all books, records and other documents relative to the provision of services under the contract for two (2) years after the expiration date of the contract, or longer as may be required by law.
7. Financial Information: Provider shall, upon request, provide to RISD audited financial statements for the most recent three (3) fiscal years of Provider.
8. Termination: In the event either party fails to perform or comply with any of the terms and conditions of the contract, the aggrieved party may notify the other in writing with a demand that the failure be remedied within 30 days. If the failure is not remedied in 30 days, then the aggrieved party may terminate the contract by giving the other party 30 days written notice. In addition, the College shall have the right to terminate the contract for any reason or for no reason at any time during the term of the contract by giving Provider sixty (60) days prior notice in writing. Upon termination or expiration of the contract, Provider shall vacate all parts of the College premises occupied by it, if any, and restore the same to the College in the same condition as when originally made available to Provider, reasonable wear and tear excepted. Surrendered premises and equipment shall be left in a clean orderly state satisfactory to RISD.

9. **Non-Discrimination:** Provider must agree to fully comply with any applicable federal and state laws, rules, regulations and orders prohibiting discrimination in employment, facilities and services. In addition, Provider will comply with any and all College regulations, policies and practices regarding non-discrimination. Provider shall not discriminate against any employee or applicant for employment because of age, race, religion, national origin, ancestry, sex, disability, sexual orientation, gender identity or expression, veteran status, or any other characteristic protected by law.
10. **Independent Contractor:** All of Provider's employees furnishing services to the College shall be employees solely of Provider and shall not for any purpose whatsoever be deemed to be employees or agents of, acting for, or on behalf of the College.
11. **Indemnification:** The selected vendor shall indemnify and hold harmless Rhode Island School of Design, its Trustees, its officers, its employees and agents, and counsel from and against any and all claims, demands, cause of action, orders and decrees or judgments for injury, death or damage to persons or property, loss, damage and liability including attorney's fees incurred, or arising out of, resulting from, or in any way connected to the performance of any service required herein or any act of omission on the part or the vendor, its employees or agents.
12. **Insurance:** By signing and submitting a bid or offer under this solicitation, the Bidder or Representative certifies that, if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. The Bidder or Representative further certifies that the contractor will maintain this insurance coverage during the entire term of the contract and that all insurance will be provided by insurance companies authorized to sell insurance in the State of Rhode Island by the RI state corporation commission.

1. Worker's Compensation and Employer's Liability Insurance

a. Worker's Compensation Statutory Requirement

b. Employers Liability \$100,000 bodily injury each accident

\$100,000 bodily injury by disease for each employee

\$500,000 bodily injury/disease aggregate

Statutory worker's compensation covering each and every worker employed in connection with the work as provided in the statutes applicable to worker's compensation.

2. Commercial General Liability

a. Limits \$2,000,000 General Aggregate

\$2,000,000 Products/Completed Op Aggregate

\$2,000,000 Personal & Advertising Injury

\$2,000,000 Each Occurrence

b. There should be no exclusion for:

- Operations and Premises
- Products/Completed Operations Liability
- Limiting Coverage with respect to environmental hazards

c. Completed Operations should be for a minimum of 3 years (applicable all construction, maintenance or installation contractors)

d. Rhode Island School of Design must be named as an additional insured as their interests may appear and a copy of the endorsement should be received by RISD Risk Management before any contract is executed.

3. Automobile Liability

a. Bodily Injury/Property Damage Combined Single Limit of \$1,000,000

b. Coverage must include: Non-Owned Car, Hired Car and all Owned or Leased Vehicles.

c. Rhode Island School of Design must be named as an additional insured and an insurance certificate should be received by RISD Risk Management before any contract is executed.

4. Umbrella Liability

a. Umbrella Liability Limits: \$5,000,000 each occurrence/aggregate

b. Rhode Island School of Design must be named as an additional insured and an insurance certificate should be received by RISD Risk Management before any contract is executed. Coverage is in excess of General Liability, Automobile Liability, and Employer's Liability.

5. Professional Liability

a. Professional Legal Liability Limits: \$2,000,000 each occurrence/aggregate

b. RISD Risk Management should receive a confirming insurance certificate before any contract is executed.

6. Security and Privacy Liability (applicable to any party with access to personal identification information and or access to RISD IT systems)

a. Third Party Liability Limits: \$2,000,000 each occurrence/aggregate

b. RISD Risk Management should receive a confirming insurance certificate before any contract is executed.

7. Carrier Financial Strength All insurance carriers must meet a minimum financial rating of A.M. Best's "A- XV" or, as acceptable by review by RISD's Risk Management Office.

8. Cancellation or Notice of Non-Renewal All insurance carriers must provide a minimum notice of cancellation or non- renewal to the Additional Insured of 30 days.

9. Occurrence versus Claims Made Coverage Forms Any of the above insurance policies written on a "Claims Made" basis should be clearly identified as such and continuing evidence of this insurance must be provided annually to the office of RISD Risk Management commencing with the effective date of the vendors contract with RISD through the RI statute of repose for bodily injury.

Name of Authorized Representative

Candidate Name/ Address

RFP Project Title

Date/Time Submitted

Rhode Island School of Design

Rhode Island School of Design – Request for Proposal (RFP)

Schedule A: Proposal Submittal Form CANDIDATE INFORMATION FORM

Company:	Tax ID #:
Authorized Representative:	Telephone:
Email:	Fax:

REFERENCES: Candidate is asked to provide three (3) current references of a similar institution with which you have done business.

Company: _____
Contact: _____
Telephone #: _____
Dates of service: _____

Company: _____
Contact: _____
Telephone #: _____
Dates of service: _____

Company: _____
Contact: _____
Telephone #: _____
Dates of service: _____

Rhode Island School of Design – Request for Proposal (RFP)

Schedule B: QUESTIONS REGARDING REQUEST FOR PROPOSAL

1. Question:

1. Response:

2. Question:

2. Response:

3. Question:

3. Response:

