Enterprise Risk Management
Consulting and Advisory Services
January 28, 2008

Issued by
Procurement Services
Charlottesville, Virginia
A. GENERAL INFORMATION

Reference Number: Request for Proposal (RFP) #END012808

Issue Date: January 28, 2008

Preproposal Questions: Any questions or necessary additional information concerning this RFP must be sent to the buyer listed below no later than 5:00 p.m. Friday, February 15, 2008 in order to guarantee a timely response prior to the proposal due date.

Proposal Due Date: Thursday, March 6, 2008 by 3:00 p.m. Proposals may be sent via email to the email address in the box below. The University of Virginia (the “University”) reserves the right to reject proposals received after the stated due date and time.

Conference calls to discuss proposals: Thursday, March 27, 2008 (time TBD).

Negotiations: Wednesday, April 9, 2008.

Expected Award Date: Friday, April 25, 2008.

Term of Agreement: The term of a resulting Agreement or Purchase Order will be for one year. However the timeline for the scope of work described below will be determined jointly during negotiations by the University and the Selected Firm, with the ability to utilize the services of the Selected Firm on the same terms and conditions, for additional related consulting services on an as-needed basis for a period of up to five years if mutually agreeable to the University and the Selected Firm.

REFER ALL QUESTIONS TO THE ISSUING OFFICE:

UNIVERSITY OF VIRGINIA
Department of Procurement Services
1001 North Emmet St, Carruthers Hall
P.O. Box 400202
Charlottesville, VA 22904-4202
Attention: Eric Denby, Director
Phone: 434-924-4019
Fax: 434-924-6154
Email: end@virginia.edu

NOTE 1: If RFP proposal is sent U.S. Postal Service, use the P. O. Box. The University does not take responsibility for lost or misdirected mail.

NOTE 2: During the RFP process, all communication must be directed to the buyer listed above, with the exception of issues directly related to SWAM business and SWAM subcontracting opportunities. Such SWAM issues may be alternately directed to Bill Cooper, the University’s Director of Supplier Diversity, at (434) 924-7174 or SWAM@virginia.edu. Any failure to adhere to this requirement may result in the rejection of the firm’s proposal or cancellation of the RFP.
This Request for Proposal (RFP) has been posted on Procurement Services web site for your convenience. Addenda and attachments are posted if issued. The RFP can be downloaded at this web site: [http://www.procurement.virginia.edu/main/publicpostings/RFP.html](http://www.procurement.virginia.edu/main/publicpostings/RFP.html) It is the firm’s responsibility to ensure that the latest version of the entire RFP and related links are reviewed prior to submission of a proposal. We encourage you to check the web site frequently for any changes prior to the due date. Call (434) 924-1346 if you have trouble accessing the RFP from the web. For questions about the content of the RFP, contact the buyer listed above. Additional information can be found on Procurement Services web site: [http://www.procurement.virginia.edu/main/](http://www.procurement.virginia.edu/main/)

For ease of reference, each firm or individual receiving this RFP is referred to as a “firm” and the firm or individual selected to provide services for the University is referred to as the “Selected Firm.” This RFP states the instructions for submitting proposals and the procedure and criteria by which a firm may be selected.

### B. SCOPE OF SERVICES

The University seeks a qualified firm (the “Selected Firm”) to provide consulting and advisory services in connection with the University’s enterprise risk management program. This RFP does not include the Medical Center or the University of Virginia’s College at Wise; however, the University may request the Selected Firm’s services for those entities during the term of the Agreement.

The University has had comprehensive risk management programs in place for selected areas. The objective of the consulting engagement is to identify gaps in our coverage, especially related to strategic and operational risks. The Selected Firm is expected to apply and adapt a methodology that it has developed and used successfully with other clients to assist the University’s leaders to identify, evaluate and handle specific significant risks in these gap areas. The Selected Firm also is asked to advise on options for performing enterprise risk management after the engagement. In conducting this engagement, the Selected Firm is expected to:

A. Obtain a high-level understanding of the University’s current risk management programs including:
1. Information technology (IT) risk planning
2. Non-IT emergency preparedness
3. Insurance for property and liability
4. Risk management for investments and debt
5. Regulatory compliance, including compliance related to federal research regulations, environmental health and safety regulations, financial aid regulations, and Equal Employment Opportunity regulations
6. Compliance with Agency Risk Management and Internal Control Standards (ARMICS), a program mandated for all state agencies in Virginia

**Time required to complete item A should be one to two person-days.**

B. Facilitate discussions among appropriate University personnel, including but not limited to vice presidents, deans, and individuals from the Internal Audit Department and the Office of Risk Management, to determine the adequacy of the University’s current risk management programs and identify gaps, especially related to strategic and operational risks. Facilitate the identification, prioritization, evaluation and disposition of specific risks discovered in these discussions. The Selected Firm should tie the discussions and risk identification to the University’s plans, especially the new ten-year academic plan
available at: [http://www.virginia.edu/planningdocuments/tenyearplan.html](http://www.virginia.edu/planningdocuments/tenyearplan.html). The Selected Firm should advise on criteria for establishing priorities, including cost-benefit analysis.

**Firms should indicate the approach and estimated amount of time required to complete item B, including the average amount of time required of individual University personnel, in the proposal. Refer to the University’s organization chart for a list of key University personnel ([http://www.virginia.edu/orgchart/](http://www.virginia.edu/orgchart/)).**

C. Provide a recommendation on the feasibility and desirability of developing a risk management umbrella framework for the University’s currently stand-alone programs (listed in A above) and new programs developed in the engagement. To align risk management approaches across departments and functions, this framework may include, e.g., policies and processes to evaluate and manage risks, standard vocabulary, consistent materiality thresholds, and meaningful and actionable metrics for measuring success. This framework would enhance and improve, not replace, comprehensive risk management programs currently in place.

D. Assist in the development of options for continuing the University’s ongoing risk management efforts including:

1. Assignment of responsibility to manage newly-identified risk areas
2. Periodic reassessment of current risk areas and identification of new strategic and operational risks

The Selected Firm will communicate its findings and recommendations to the University through an oral presentation to the Selection Committee and other University administrators. A written draft report should also be provided by the Selected Firm for University personnel’s review and comment. After resolution of comments and questions, the Selected Firm will furnish a final written report, including an executive summary.

**C. BASIS OF SELECTION**

Proposals will be evaluated based upon the overall merits/value of the proposal including, but not limited to, price. The University will evaluate proposals, and if a firm is to be selected, select the firm on the basis of:

1. The firm's plan to provide the University with consulting and advisory services related to Enterprise Risk Management as described in the Scope of Services section; with particular emphasis on strategic and high-level operational risks;
2. The firm’s experience in providing consulting services similar to those described in this RFP, to include the firm’s references from clients, including colleges or universities;
3. The firm’s price proposal; and
4. The firm’s Small, Woman-owned and Minority-owned (SWAM) businesses status and/or the firm’s plan for utilization of SWAM businesses. For more information about SWAM and the University’s SWAM plan, please see the letter at Attachment 1 and refer to the following site: [www.procurement.virginia.edu/main/publicpostings/rfp/SWAMplan.pdf](http://www.procurement.virginia.edu/main/publicpostings/rfp/SWAMplan.pdf)

*Note 1:* A 10% minimum weight will be given to this criterion in evaluating proposals.

*Note 2:* Any questions related to SWAM business and SWAM subcontracting opportunities can be directed to Bill Cooper, the University’s Director of Supplier Diversity, at (434) 924-7174 or [SWAM@virginia.edu](mailto:SWAM@virginia.edu).
D. CONTENTS OF PROPOSAL

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, and should be organized in the order in which the requirements are presented in the RFP. The proposal should be kept to 10 pages or less not including qualifications of project participants. Firms should provide the following information:

1. A brief history of the firm and its experience, qualifications and success in providing the type of services requested.
2. The firm’s proposed price / fee for providing the services.
3. A list of all of the firm’s clients comparable to the University indicating the length of service of each account. Include a contact name, telephone number, and complete mailing address. The University may contact any of these accounts.
4. Information on those individuals assigned to work with the University including a description of their experience in providing similar consulting and advisory services in Enterprise Risk Management.
5. An estimate of the time required to complete each of the items described in the Scope of Services section. Provide a list of the individuals which the firm would interview.
6. The firm’s Small, Woman-owned and Minority-owned (SWAM) businesses status and/or how the firm intends to utilize SWAM firms in regards to this particular procurement.
7. Complete and return the information requested in Attachment 2, Firm Information.

NOTE: Virginia Freedom of Information Act
Except as provided below, once an award is announced, all proposals submitted in response to this RFP will be open to the inspection of any interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by firms as part of its proposal will not be subject to public disclosure under the Virginia Freedom of Information Act; however, the firm must invoke the protections of this section prior to or upon submission of its proposal, and must identify the specific data or other materials to be protected and state the reasons why protection is necessary. Firms may not request that its entire proposal be treated as proprietary information.

E. TERMS AND CONDITIONS

This solicitation and any subsequent award is subject to:

- The Selected Firm registering as a vendor with the University of Virginia. [https://www.procurement.virginia.edu/forms/USVendorRegForm.html]
- The Selected Firm registering and accepting eVA Terms and Conditions prior to award. [http://www.eva.virginia.gov/]
Note: Unless a firm expressly and specifically states its exception to any of the Preferred Provisions in its written proposal, then the proposal from the firm will automatically be deemed to include those Provisions.


F. OTHER INFORMATION

Insurance
Listed below is the insurance the Selected Firm must maintain under any Agreement resulting from this RFP. In not event should the Selected Firm construe these minimum required limits to be their limit of liability to the University. The Selected Firm will maintain insurance which meets or exceeds the requirements of the University with insurance companies that hold at least an A- financial rating with A.M. Best Company. No Agreement will be executed by the University until the Selected Firm satisfies the insurance requirements of the University. The Selected Firm may be required to provide the University with a valid Certificate of Insurance before providing any goods or services to the University. The University reserves the right to approve any insurance proposed by the Selected Firm.

Comprehensive Commercial General Liability:
The Selected Firm and any Subcontractor will maintain a minimum combined single Limit of Liability for bodily injury and property damage of $500,000 per occurrence, with coverage for premises and operations.

Automobile Insurance:
The Selected Firm and any Subcontractor will provide a minimum combined single Limit of Liability for bodily injury and property damage of $500,000 per accident on all owned, hired, and non-owned vehicles operated by their employees.

Professional Insurance:
The Selected Firm and any Subcontractor will provide a minimum limit of $1,000,000 in errors and omissions professional liability coverage.
Greetings:

The quality of service the University of Virginia is able to deliver to its customers is directly related to the excellent support we receive from you and many other outstanding suppliers of goods and services. Without you, we would not be able to fulfill our educational, health care and research missions. An important part of our procurement program involves our commitment to doing business with small, women-and minority-owned (SWAM) businesses. As one of our most important vendors, we look to you to help us achieve this objective.

We conduct substantial business with small firms. We have been less effective in securing long-term business relationships with minority-and women-owned businesses. We are determined to improve our record.

I seek your assistance in two areas. First, to the extent practical, I ask that you involve small, women-and minority-owned businesses in the delivery of services you provide to UVa. Second, I seek your help in reporting your results through our quarterly subcontracting reports. The terms and conditions previously provided to your organization outlined this process.

This effort is important to us. We depend on you in so many ways – this is another way that we can partner with your company to make things better.

Sincerely,

Leonard W. Sandridge
Executive Vice President and Chief Operating Officer

LWS:dr
## Firm Information

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<th><strong>Full Legal Name</strong></th>
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<td><strong>Email Address:</strong></td>
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**Taxpayer Identification Number**  
(Social Security Number or Employer Identification Number)

**DUNS Number:**

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**SWAM Information:**

Is your firm certified with the Commonwealth of Virginia’s Department of Minority Business Enterprises (DMBE):  
☐ Yes  ☐ No

- Minority-Owned Business:  
  ☐ Yes  ☐ No
- Women-Owned Business:  
  ☐ Yes  ☐ No
- Small-Owned Business:  
  ☐ Yes  ☐ No

Is your firm registered as a vendor in the Commonwealth of Virginia’s e-procurement system (eVA)?  
☐ Yes  ☐ No

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**Point of Contact for this Proposal:**

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