



**LUZERNE COUNTY COMMUNITY COLLEGE
REQUEST FOR PROPOSAL
ANALYSIS OF OPERATIONAL EXCELLENCE**

Section I. INTRODUCTION

Luzerne County Community College (“the College” or “LCCC”) seeks an accomplished higher education consulting firm to provide advisory services to analyze operations and make strategic best practice recommendations that, once implemented, will ensure the College’s financial sustainability and best position the College to implement changes that achieve operational excellence in advancing the College’s mission to provide economically accessible and inclusive educational, workforce development, and community programming that results in personal student success and strengthens the communities of northeastern Pennsylvania.

Operational Excellence, as defined by the College, is a holistic approach to address the following:

Assessment, identification of challenges & the delivery of solutions that address College-wide challenges and opportunities to improve administrative, academic, technology deployment, and other operational functions supporting the College establishing a strong foundation for fiscal sustainability.

Operational excellence is more than doing things well. An indirect focus of the project is to unite the College and new leadership team members around a common purpose, process, and systems, to create an efficient College that enables the College to deliver student outcomes, deliver on the College’s mission and address the needs of the College, the communities of Northeastern Pennsylvania and the Commonwealth. [Context Note: President John Yudichak assumed the leadership role July 1st, 2024, and has commissioned this operational excellence assessment as a critical initiative].

The areas the College seeks consultation are detailed in Section IV – Scope of Services.

This document is a Request for Proposal (RFP) for the services described in *Section IV Scope of Services* and does not obligate LCCC to accept responses from eligible Companies/Individuals (“Organization” or “Consultant”. The RFP establishes minimum requirements an Organization must meet in order to be eligible for consideration as well as information to be included in the Organization’s proposal.

Carefully examine the scope of service, specifications, conditions and limitations. The selection of the successful Organization will be made based on LCCC’s evaluation and determination of the relative ability of each Organization to deliver quality service in a cost-effective manner. The following specific criteria will be evaluated and must be addressed in the proposal:

- Demonstrated experience and qualifications in higher education consulting.

- Comprehensiveness and feasibility of the proposed approach and methodology.
- Qualifications and experience of the project team.
- Cost-effectiveness of the proposal.
- Quality and relevance of references provided.

LCCC is not obligated to accept the lowest proposal and reserves the right to reject any and all proposals or amend the scope of the project. All of the Companies/Individuals must be duly licensed or otherwise have the ability to perform work in accordance with all governing local authorities and to the satisfaction of those authorities. The College reserves the right to award the contract to the Consultant that presents the proposal deemed to be in the best interest of the College.

Notice of the Purchasing and Conflict of Interest Policies in place at Luzerne County Community College ("LCCC"):

Each owner/operator/individual/officer submitting a proposal or for whom a proposal is being submitted on behalf of the owner (each being referred to as a "Provider") to LCCC certifies that he/she/they are not a spouse, child, parent, brother/sister (each being referred to as an "Immediate Family Member") of any LCCC employee or Board of Trustee member at LCCC who owns more than a one (1%) percent ownership interest in the Provider/Provider's business.

If the Provider is an Immediate Family Member, according to College Policy and Procedure, disclosure must be made, and LCCC may decline entering into a business relationship with the Provider. Disclosure shall be made in writing at the time of submitting the proposal to the Director of Purchasing.

Violations of any of the policies or procedures may result in rejection of the proposal. Additionally, LCCC may have the right to recover damages suffered by LCCC in obtaining an alternative proposal, which damages may include, but are not limited to, consequential damages and reasonable attorney's fees.

Copies of these policies and procedures are available from LCCC upon request.

Under the Right To Know Law, the College is required to post to the PA Treasury Website all documents (BPO, PO, contract or agreement) for transactions valued at \$5,000.00 and above.

Luzerne County Community College does not discriminate on the basis of race, color, national origin, sex, disability or age in its programs or activities. For a complete copy of the LCCC non-discrimination policy, contact the Human Resources Office at 800-377-5222, extension 7235. Inquiries may be directed to the Title IX Coordinator, Kim Hogan, Dean of Human Resources, LCCC, 521 Trailblazer Drive, Nanticoke, Pennsylvania, 800-377-5222 extension 7363 (khogan@luzerne.edu). Direct inquiries related to accessibility services for students to the Section 504 Coordinator, Graceann Platukus, Vice President of Enrollment Management and Student Affairs, LCCC, 521 Trailblazer Drive, Nanticoke, Pennsylvania, 800-377-5222 extension 7423 (gplatukus@luzerne.edu).

Section II. SUBMISSION OF PROPOSALS

Responses to this RFP are due by Noon ET on Monday, August 26, 2024. Late submittals will be rejected. All proposals are to be emailed to Leonard Olzinski at lolzinski@luzerne.edu.

Procurement Timeframe

College issues RFP for Consultant
Sunday, August 4, 2024

Questions due by 3:00 PM ET to Doug Palmieri at dpalmieri@luzerne.edu
Wednesday, August 14, 2024

Proposals Due by Noon ET to Len Olzinski at lolzinski@luzerne.edu
Monday, August 26, 2024

Consultant Discussions / Presentations (if conducted)
Thursday, September 5 through Tuesday, September 10, 2024

Notice of Intent to Award (estimated)
Wednesday, September 25, 2024

Contract Begins / Work Commences
Upon agreed upon contract language.

Section III. CONTRACT TERM

The term of this contract shall be for 6 months, commencing on finalization of agreed upon contract, unless terminated by either party with thirty (30) days written notice.

Section IV. SCOPE OF SERVICES

Scope of Work

The selected Consultant will be required to provide the College analysis, results, and recommendations including but not limited to the strategic assessment, analysis, identification of opportunities with corresponding recommendations associated with the following areas [Context Note: any/all analysis and recommendations must be in line with the Community College Act of 1963 and all Pennsylvania Department of Education regulations applicable to Community Colleges.]:

1. Fiscal Health

- a. Assessment of current financial operations, including but not limited to cash reserves, deficit management, cost structures, expenditure levels and overall financial position with a focus on resource allocation and alignment including analysis of student-to-faculty ratios, net tuition, benefits and overall pricing approach.
 - i. Expense management and cost containment strategies.
- b. Identification of potential alternative revenue approaches, non-tuition revenue opportunities, diversification opportunities, joint ventures, alternative pathways of learning like Linked-in Learning, Early College, Credit for Prior Learning, and other strategic partnership opportunities to drive revenue growth.

[Context Note: the focus is both a broad analysis of alternative revenue opportunities and within the context of State and National trends in higher education relative to pathways from community college to degree programs at state-related schools, PA State System of Higher Education ('PASSHE') institutions or other four year degree program institutions.]

- c. Review of procurement practices and other relevant financial information.
- d. Review food service operations and management.
- e. Review bookstore operations and management.
- f. Review student life and athletics operations and management.
- g. Review operations of the (7) College centers.

2. Organizational Structure

- a. Evaluation of the current organizational structure, operating models and overall effectiveness including critical focus on the following:
 - i. Enhancing workforce development alignment to regional workforce needs. [Context Note: the focus is both broadly to meet workforce development needs to address skill shortages and gaps while also considering stackable credentials building toward specific degrees and potentially tapping the “pathways” addressed in point 1b above]
 - ii. Advancement and alumni relations
 - iii. Analysis of the academic portfolio, including growth opportunities in existing programs and the ability to efficiently bring new programs to market and build pathways for micro-credentials and credential stacking.
 - iv. Review of Academic programs in relation to market demands, workforce needs and an evaluation of online strategies to increase enrollment and produce alternative revenue streams.
 - v. Administrative functions (e.g. facilities, finance, HR, IT, procurement, others)
 - vi. Review of university policies, procedures, organizational chart, and governance structure.
 - vii. Review of student support services including but not limited to ratios of counselors/advisors per student, financial aid, campus inclusiveness, technology support and student engagement.
 - viii. Review of recruitment and retention strategies and the resources that support each area.
- b. Assessment of the organizational structure, informed by the College’s Middle States Commission on Higher Education self-study document and its two collective bargaining agreements, will be compared to best practices and benchmarked comparisons.
- c. Recommendations for restructuring to optimize efficiency and effectiveness.

3. Brand Identity and Marketing

- a. Assessment of current brand identity, strategic enrollment management
 - 1. trends & overall effectiveness, analysis of competitive positioning, marketing /recruiting & retention effectiveness.
- b. Strategies to elevate brand identity and effectively tell the College’s story.
- c. Strategies to address strategic enrollment management opportunities, competitive positioning, recruiting & retention opportunities.
- d. Engagement with alumni and influential business community members to enhance marketing efforts.

As stated above, the deliverables will include a strategic assessment, analysis, and identification of opportunities with corresponding recommendations based on the Consultant’s detailed analysis of each of the areas listed above, including an overall heatmap associated with the assessment and a framework/approach to address the recommendations.

Deliverables

The Consultant will provide the following deliverables:

1. **Approach and Project Plan**
 - a. Detailed approach and project plan to conduct the needs assessment and developing recommendations.
 - b. Methodology for engaging stakeholders and ensuring a comprehensive evaluation.
2. **Comprehensive Assessment Report**
 - a. Detailed findings from the evaluation of all areas listed in the scope of services.
 - b. Analysis of current operations and identification of gaps compared to best practices.
 - c. Data-driven insights and baseline data for future reference.
3. **Strategic Recommendations**
 - a. Specific, actionable recommendations associated with the defined scope of service components.
 - b. Implementation roadmap with prioritized initiatives, estimated value, impact, and timelines.
4. **Governance and Implementation Plan**
 - a. Recommendations for governance mechanisms to realize the identified opportunities.
 - b. Planning and support for communicating and implementing transformation initiatives.

V. INSTRUCTIONS

Responding Companies/Individuals must address the following subjects in their proposal:

1. Organization Introduction

Please provide a short narrative introducing your firm including: its general firm focus and approach, history and years in business. Describe the size of the firm including size of staff, office location and legal structure. If submitting a proposal response as a team of firms, provide this information for each party in the team, and include a description of how the parties will partner together for this project.

2. Proposed Team

The Organization shall submit a detailed organizational description identifying the Executive responsible for the engagement and all key individuals. Any firms or individuals that are proposed to be sub-contracted or sub-Consultant to the Organization shall be clearly noted as such. The staff plan shall be accompanied by a narrative summary indicating the duties, functional responsibilities, and the designated authority of each individual on the chart.

- A. For each key person identified by the Organization, the Proposal shall provide a personnel profile listing the individual's background, education, qualifications, and related work experience. State each person's availability and commitment to the engagement and state any obligations that your firm has during the expected period that may impact your ability to provide the services necessary to meet the expected schedule.

3. Methodology / Approach & Understanding of Scope of Services

The Organization shall provide a detailed narrative of the management approach and work plan that will be used for the engagement. The Organization should identify any unique experience, qualifications, techniques, and approaches that best achieve the engagement's

objectives. The Organization shall describe their understanding of the scope of work, the work plan, data collection and analysis required to achieve the engagement's goals and required deliverables.

Please Note: It is the College's expectation to have preliminary Consultant observations, analysis and recommendations available by the April 22, 2025, Board of Trustee meeting.

Cost Proposal [See Cost Proposal Sheet on page 8 and include any exhibit that provides additional detail necessary to support the same.]

Provide consulting rates for each proposed staff member or role. Include all associated fees corresponding with the services described in Section IV, including estimated travel costs. Propose a milestone-based billing structure aligned to Section IV – Scope of Services.

The proposal should include a reference to the scope of work in section IV by providing the timing, dependencies, resource needs of both the Consultant and LCCC staff, and costs for each scope item. Should the scope of work be amended during the engagement, any necessary change in the estimated fees and expenses will be negotiated and mutually agreed upon in writing prior to incurring the expense.

4. Insurance

The successful provider shall carry and maintain, with respect to any work or service to be performed at LCCC facilities, insurance written by a responsible insurance carrier, to provide for the following:

- Workers' Compensation as required by applicable statute and Employer's Liability Insurance.
- Commercial General Liability Insurance in the amount of \$1,000,000 listing the College as additional insured
- Automobile Liability
- Include a copy of Certificate of Insurance including limits with the response.

5. References & Experience

Organizations are asked to provide a brief summary of select prior engagements demonstrating experience relevant to the successful completion of similar engagements.

- A. Provide at least three (3) client references whose scope of services are comparable to the requested scope of services as profiled in Section IV of the RFP. Include company name, address, contact person, title and contact email address and phone number.

Luzerne County Community College would like to thank you in advance for your interest in participating in this request for proposal. If for some reason you are unable to submit a proposal to the College, please let us know the reason so you will remain on our active bidders list for the future.
Fax to 570-740-0525.

You can also e-mail your reason for non-participation to lolzinski@luzerne.edu so that we can keep it in our file.

Subject: PA Act 153 - Background Clearance Requirement

Act 153 – The Pennsylvania state legislature sought to strengthen protections for children in the PA Child Protective Services Law. The law went into effect on December 31, 2014 and now requires colleges and universities to obtain background clearances for any individual having routine interaction with children at the College or in a College-sponsored program, activity, or service. This requirement applies to College employees, volunteers, independent contractors, and students. This law requires mandatory reporting of suspected child abuse directly to the PA Department of Human Resources.

All Contractors will be required to obtain the three (3) mandatory background clearances: 1) PA Criminal Background, 2) PA Child Abuse History, and 3) FBI Cogent Clearance Fingerprinting.

These clearances must be provided for all contractor representatives/employees who will be on the campus of Luzerne County Community College to perform the work awarded. If you are unable obtain these state required background checks, you will be ineligible to perform work at the

College.

Below are the following required clearances and instructions to obtain them as well as approximate cost for each.

1. Act 34 - PA Criminal Background (On-line)

Results are usually instantaneous. Make sure you hit "yes" to get a copy.

Provide copy to the Human Resources Office

<https://epatch.state.pa.us/>

Cost \$22

2. Act 151 - PA Child Abuse History (On-line)

Results are mailed or can be viewed and printed at the website.

Provide the original clearance document to the Human Resources Office.

Attached for your reference is a file which contains directions on navigating through the website.

Google Chrome - <https://www.compass.state.pa.us/cwis>

Cost \$13

3. Act 114 - FBI Fingerprinting Identogo (On-line)

Register on-line by selecting Digital Fingerprinting. Enter the Service Code 1KG756. Submit your registration number to the Human Resources Office.

<https://www.identogo.com/locations/pennsylvania>

Estimated cost - \$25.25

APPENDIX – COST PROPOSAL SHEET

I. CONSULTING RATES FOR EACH PROPOSED STAFF MEMBER OR ROLE:

Role/Title/Classification	Hourly Rate

II. SCOPE OF WORK PRICING [From Pages 3 – 4]

1. Fiscal Health – Total Fees _____

Scope Section 1.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.a.i

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.c

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.d

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.e

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.f

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 1.g

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

2. Organizational Health – Total Fees _____

Scope Section 2.a.i

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.a.ii

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.a.iii

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.a.iv

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.a.v

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.a.vi

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 2.c

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

Analysis of Operational Excellence at Luzerne County Community College

LCCC Resource Needs

Role	Hrs / Wk

3. Brand Identity and Marketing – Total Fees _____

Scope Section 3.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 3.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 3.c

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Scope Section 3.d

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

III. PROPOSED MILESTONE-BASED BILLING STRUCTURE ALIGNED TO SCOPE OF SERVICES:

Milestone	Date	Fees

IV. DELIVERABLES PRICING [From page 5]

1. Approach and Project Plan – Total Fees _____

Deliverable 1.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Deliverable Section 1.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

2. Comprehensive Assessment Report – Total Fees _____

Deliverable Section 2.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Deliverable Section 2.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Deliverable Section 2.c

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

3. Strategic Recommendations – Total Fees _____

Deliverable Section 3.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Deliverable Section 3.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

4. Governance and Implementation Plan – Total Fees _____

Deliverable Section 4.a

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

LCCC Resource Needs

Role	Hrs / Wk

Deliverable Section 4.b

Section Duration (wks) _____

Section Dependencies _____

Total Fees _____

Consulting Resource Needs

Role	Total Hours	Fees

Travel Costs _____

Analysis of Operational Excellence at Luzerne County Community College

LCCC Resource Needs

Role	Hrs / Wk