



BUNKER HILL COMMUNITY COLLEGE
Request for Proposal (RFP)
BHCPRT27

1. General Information

Bunker Hill Community College (BHCC) is seeking proposals from qualified consulting firms to conduct an objective, evidence-based assessment of the College's Print Center and to develop a practical future-state operating model and implementation roadmap. The engagement is intended to support long-term organizational, operational, financial, technology, equipment, and service-delivery decisions.

The primary objectives are to:

- Assess current services, workflows, staffing, organizational alignment, technology, equipment, and financial practices.
- Clarify the appropriate assignment of responsibilities among the Print Center and other College departments.
- Benchmark BHCC against comparable higher education institutions and other relevant in-house document-service operations.
- Develop actionable options and recommendations for a sustainable future operating model.
- Provide a prioritized 12-24 month implementation roadmap, including dependencies, risks, responsible parties, and measures of success.

2. Procurement Calendar

The dates below are controlling unless BHCC issues a written addendum.

Milestone	Date / Time (Eastern Time)
RFP posting date	August 4, 2026
Deadline for written questions	August 21, 2026, 5 p.m.
BHCC responses / anticipated addendum	August 28, 2026
Proposal submission deadline	September 15, 2026, 2 p.m.
Evaluation period	September 16-25, 2026
Anticipated notice of award	September 29, 2026

Milestone	Date / Time (Eastern Time)
Anticipated contract execution/kickoff	October 5, 2026

3. Proposal Delivery

All proposals must be submitted electronically. Proposers must pre-register using the BHCC registration form before submission made available on the website. Upon registration, proposers will receive a secure submission link. Proposal files shall be submitted in PDF format. Late submissions will not be accepted. Questions regarding this solicitation shall be submitted by email to purchasedoc@bhcc.edu. The subject line of each email must include the proposal number BHCPR27. All questions and answers will be distributed to registered proposers. No proposer shall contact any evaluation committee member regarding this procurement.

4. Questions and Addenda

The procurement committee is the sole point of contact for this procurement. All questions must be submitted in writing to purchasedoc@bhcc.edu by the deadline in Section 2 and must reference the RFP number in the subject line. Proposers shall not communicate about this RFP with the project sponsor, evaluation committee members, or other College employees. BHCC will distribute written questions, answers, clarifications, and addenda to all registered proposers. Only written addenda issued by the procurement committee may modify the RFP.

5. Modification or Withdrawal of Proposals

A proposer may modify or withdraw its proposal by written notice received by the procurement committee before the proposal deadline. Each modification must reference the RFP number and the proposer's original submission. After the deadline, a proposer may not revise its proposal in a manner that prejudices fair competition. BHCC may waive only minor informalities that do not affect price, quality, quantity, delivery, contractual obligations, or fair competition.

6. Contract Term and Mandatory Contract Requirements

Anticipated term: Three (3) months from contract execution through final acceptance of all deliverables.

This is a one-time consulting engagement. No renewal or optional work is authorized unless BHCC approves it through a written amendment and confirms funding. Optional services must be priced separately and will not be included in the evaluated base price unless the RFP expressly states otherwise. The successful proposer must execute [the Commonwealth of Massachusetts Standard Contract Form and the applicable Commonwealth Terms and Conditions without modification](#). Those documents are mandatory and non-negotiable. Proposer terms and conditions, master agreements, click-through terms, licensing terms, indemnification provisions, termination penalties, unamortized equipment reimbursement, non-solicitation terms, or other conflicting terms will not be accepted. Only non-conflicting attachments approved by BHCC may be incorporated after award. No services may begin, and BHCC has no payment obligation, until the contract and purchase order are fully executed by authorized College officials.

7. Background

BHCC operates an in-house Print Center that provides printing, finishing, poster and banner production, publication support, and other document-production services to the College community. Following a recent leadership transition and realignment of the Print Center under the Division of Integrated Marketing and Communications (IMC), BHCC seeks to clarify the allocation of legacy Central Services responsibilities and determine whether the current services, staffing model, organizational structure, technology, equipment, funding model, and operating processes remain aligned with current and future institutional needs. The consultant must approach the engagement without a predetermined conclusion regarding organizational structure, reporting relationships, staffing, service scope, centralization, outsourcing, or technology. Recommendations must be supported by documented evidence, stakeholder input, operational analysis, and relevant benchmarks.

8. Scope of Services and Performance Standards

8.1 Current-State Operations Assessment

- Inventory current services, customers, service channels, workflows, demand patterns, volumes, turnaround times, service standards, and known pain points.
- Map key end-to-end workflows and identify bottlenecks, handoffs, rework, controls, and opportunities for standardization or automation.
- Assess how legacy Central Services responsibilities are presently assigned and managed.
- Identify operational, financial, compliance, continuity, and service risks in the current model.

8.2 Organizational and Staffing Assessment

- Review the department organizational chart, reporting relationships, role clarity, decision authority, workload distribution, scheduling, supervisory needs, succession planning, and training needs.
- Assess staffing capacity and role alignment against documented demand and service requirements.
- Evaluate shared or overlapping responsibilities with the Business Office, Facilities, Human Resources, Information Technology, Mailroom, and other relevant units, including copier/printer fleet management, Retriever Boxes, and Mailroom equipment.

8.3 Technology, Equipment, and Workflow Assessment

- Assess equipment utilization, capacity, condition, age, lifecycle, maintenance, lease or service obligations, replacement planning, and ownership.
- Assess print-management software, digital workflows, job intake, estimating, scheduling, production tracking, reporting, automation, and integration needs.
- Identify technology and equipment risks, constraints, and investments needed to support the recommended operating model.

8.4 Financial and Operating Model Assessment

- Review budgeting practices, direct and indirect costs, funding sources, cost allocation, internal chargeback or cost-recovery options, and financial reporting.

- Identify opportunities to improve cost transparency, operational efficiency, demand management, and financial sustainability.
- Evaluate the financial implications, benefits, risks, and implementation requirements of viable future-state options.

8.5 Benchmarking

- Benchmark a minimum of five comparable higher education institutions or similarly situated in-house document-service operations, subject to data availability.
- Document the rationale for peer selection and compare organizational structure, staffing, service offerings, technology, equipment strategy, service levels, and financial models.
- Distinguish verified peer data from estimates, assumptions, and professional judgment.

8.6 Future-State Options and Recommendations

- Develop and evaluate at least two viable operating-model options, including continuation and improvement of the in-house model and any other feasible model supported by the evidence.
- For each option, describe service scope, organizational alignment, staffing, technology and equipment needs, costs, benefits, risks, dependencies, transition impacts, and performance measures.
- Recommend a preferred operating model and explain why it offers the best balance of service quality, sustainability, risk, and cost for BHCC.
- Provide a prioritized 12-24 month implementation roadmap with sequencing, responsible roles, estimated level of effort, decision points, change-management actions, communications, dependencies, and risk mitigations.

8.7 Methodology and Stakeholder Engagement

At a minimum, the methodology must include:

- Project kickoff and document/data request.
- Stakeholder, employee, and leadership interviews or facilitated working sessions.
- Workflow observation and process mapping.
- Document, financial, equipment, and operational-data review.
- Benchmarking and comparative analysis.
- Validation of preliminary findings with designated BHCC stakeholders.
- Quality assurance and fact-checking before delivery of draft and final reports.

8.8 Project Management and Reporting

- Provide a detailed work plan, project schedule, responsibility matrix, and data-request list.
- Conduct regular status meetings and provide concise written status reports identifying completed work, upcoming activities, decisions needed, risks, and schedule or budget variances.
- Escalate material issues promptly and obtain written approval before changing the scope, schedule, staffing, or not-to-exceed price.

9. Required Deliverables and Acceptance Standards

Deliverable	Minimum Required Content	Target Milestone
1. Project Work Plan	Scope confirmation, schedule, methods, staffing, responsibility matrix, data request, stakeholder plan, quality controls, and risk log.	Within 10 business days after kickoff
2. Current-State Assessment	Documented findings on services, workflows, staffing, organization, technology, equipment, costs, risks, and baseline measures.	Week 3
3. Benchmarking Report	Peer-selection rationale, comparable data, source notes, limitations, findings, and applicable practices.	Week 5
4. Future-State Options	At least two options with service, organization, staffing, technology, cost, risk, dependency, and implementation analysis.	Week 7
5. Draft Final Report	Integrated findings, preferred recommendation, supporting rationale, implementation roadmap, and executive summary.	Week 10
6. Final Report and Roadmap	Revised report incorporating agreed factual corrections and comments; editable source file and accessible PDF.	Week 12
7. Executive Presentation	Decision-focused presentation of findings, options, recommendation, risks, costs, and next steps; editable source file.	At final acceptance

A deliverable is accepted only when BHCC determines that it is complete, accurate, internally consistent, supported by cited evidence, responsive to the scope, written for the intended audience, and provided in accessible and editable formats. BHCC may require correction of factual errors, unsupported conclusions, missing analysis, or material inconsistencies without additional cost. Acceptance does not waive latent defects.

11. Proposal Requirements and Required Response Format

Proposals must be organized in the order below. Material must be specific to this engagement; generic marketing content will not substitute for a responsive answer.

Section	Required Content	Comparison Requirements
1	Signed cover page and proposer information	Identify legal entity and authorized signatory.
2	Minimum Responsiveness Checklist	Mark each item Pass and cite the proposal page or attachment.

Section	Required Content	Comparison Requirements
3	Executive Summary	Maximum 2 pages; state understanding, differentiators, and proposed not-to-exceed price.
4	Firm Experience and Qualifications	Describe at least three relevant engagements completed within the past five years.
5	Project Team and Capacity	Name key personnel, roles, relevant experience, availability, location, and subcontractors.
6	Technical Approach and Methodology	Respond to each scope subsection and explain methods, evidence, tools, stakeholder approach, and quality controls.
7	Deliverables and Work Plan	Provide a deliverable-by-deliverable approach, sample work product, and responsibility matrix.
8	Schedule	Provide a task-level schedule with milestones, dependencies, BHCC inputs, and critical path.
9	References and Past Performance	Provide three comparable references with contact information, dates, scope, value, and outcomes.
10	Disclosures and Assumptions	List conflicts, litigation/material claims, subcontractors, data/AI tools, exceptions, assumptions, and exclusions.
11	Financial Capacity	Provide two years of audited or reviewed statements, or equivalent evidence acceptable to BHCC, as a confidential attachment.

12. Minimum Responsiveness Requirements (Pass/Fail)

Only responsive proposals will be scored. BHCC will apply the following requirements consistently to all proposers.

No.	Minimum Requirement	Required Evidence
1	Proposal received by the deadline and in the required digital format.	The procurement committee receipt confirmation.
2	Signed cover page and authorized signatory information.	Completed cover and Exhibit D.
3	Complete Technical Proposal and separate Cost Proposal.	Both files submitted; no material section omitted.
4	Completed College Condition, Non-Collusion, and Tax Compliance forms.	Signed Exhibits A-C.

No.	Minimum Requirement	Required Evidence
5	Unqualified acceptance of the Commonwealth Standard Contract Form and applicable Terms and Conditions; no conflicting vendor terms.	Signed condition form and no exceptions or vendor terms.
6	Minimum relevant experience: at least three completed operational assessment or strategic-planning engagements within the past five years, including at least one higher education engagement and at least one print/document-production or comparable shared-service engagement.	Project list with client, dates, scope, outcomes, and reference.
7	Three comparable professional references.	Complete reference information.
8	Complete fixed, not-to-exceed base-scope price valid for 120 days.	Cost Proposal and certification.
9	Disclosure of subcontractors, conflicts, assumptions, exceptions, and proposed AI/data-processing tools.	Disclosure section.
10	Evidence of financial and organizational capacity to perform the engagement.	Financial-capacity attachment and staffing/capacity information.

A material failure to meet a minimum requirement will result in rejection. BHCC may waive a minor informality only when the waiver is permitted, does not alter the substance of the proposal, and does not prejudice fair competition.

13. Cost Proposal

The Cost Proposal must provide a fixed, all-inclusive, not-to-exceed price for the required base scope. The evaluated base price must include all labor, project management, administrative costs, travel, lodging, materials, technology, taxes (if applicable), overhead, and other expenses necessary to complete the work. No additional charge is permitted unless BHCC approves a written amendment before the cost is incurred.

Phase / Deliverable	Labor Hours	Professional Fees	Travel / Other	Phase Total	Assumptions / Notes
Project initiation and work plan					
Current-state assessment					
Benchmarking					
Future-state options and recommendations					
Draft final report					

Phase / Deliverable	Labor Hours	Professional Fees	Travel / Other	Phase Total	Assumptions / Notes
Final report and implementation roadmap					
Executive presentation					
TOTAL FIXED NOT-TO-EXCEED BASE PRICE					

- Provide labor categories, hourly rates, estimated hours, and named personnel supporting each phase.
- Price optional services separately. Optional prices will not be evaluated or added to the contract unless BHCC expressly states otherwise.
- Identify all assumptions and exclusions. “To be determined” pricing is not acceptable for required work.
- Do not include termination penalties, minimum-purchase commitments, unamortized equipment reimbursement, or other charges that shift hidden risk to BHCC.
- State the proposed billing schedule. Payments must be tied to accepted deliverables or documented progress.

14. Rule of Award and Evaluation Process

BHCC intends to award one contract to the responsive and responsible proposer whose proposal offers the best value to the College. Best value will be determined solely under the published requirements and criteria in this RFP.

1. The Procurement Committee will complete the Minimum Responsiveness review. Nonresponsive proposals will not be scored.
2. Each evaluator will independently review and score the Technical Proposal using the published criteria, document proposal page references, and provide written rationale.
3. Technical proposals must receive at least 48 of the 80 available technical points to advance to cost evaluation.
4. After independent scoring, the committee may meet to discuss evidence and develop a documented consensus score. Scores may not be adjusted for unpublished considerations.
5. BHCC will evaluate the Cost Proposal using the published formula and cost-completeness criteria.
6. BHCC may verify references and request written clarification. Clarification may explain an existing response but may not materially revise the proposal, price, scope, or contractual commitments.
7. If BHCC conducts finalist interviews, all similarly situated finalists will receive the same instructions and core questions. Interviews will be for clarification only and will not be separately scored unless BHCC issues an addendum before proposals are due.
8. The procurement file will include responsiveness determinations, individual score sheets, consensus scores, cost analysis, reference results, and a written best-value selection rationale.

BHCC may reject any or all proposals, cancel the RFP, or make no award when it determines that doing so is in the College's best interests. The College makes no guarantee that services will be purchased as a result of this RFP.

15. Weighted Selection Criteria (100 Points)

Criterion	Weight	Evidence Evaluated	Key Comparison Questions
1. Relevant Firm Experience and Qualifications	15	Comparable engagements, higher education experience, print/document or shared-service experience, outcomes, and sample work product.	How directly comparable is the experience, and what results were achieved?
2. Project Team Qualifications and Capacity	15	Named personnel, roles, relevant expertise, availability, project leadership, continuity, and subcontractors.	Does the proposed team have the right expertise and sufficient committed capacity?
3. Technical Approach and Methodology	25	Understanding of the scope; data and interview methods; workflow analysis; benchmarking; option analysis; quality controls; objectivity.	Is the method specific, rigorous, feasible, and likely to produce evidence-based findings?
4. Deliverables and Implementation Roadmap	10	Deliverable approach, sample quality, actionability, option comparison, implementation detail, measures, and change management.	Will the work products support practical decisions and implementation?
5. Project Management, Schedule, and Responsiveness	10	Work plan, timeline, dependencies, communication, risk management, BHCC effort, and ability to meet the required completion date.	Is the plan realistic, transparent, and appropriately resourced?
6. References and Past Performance	5	Reference verification of quality, reliability, timeliness, budget control, collaboration, and usefulness of recommendations.	Do prior clients confirm performance on comparable work?
Technical Subtotal	80		
7. Cost and Value	20	15 points for price competitiveness using the	Is the total price reasonable, complete, comparable, and

Criterion	Weight	Evidence Evaluated	Key Comparison Questions
		formula below; 5 points for completeness, transparency, reasonableness, and absence of hidden risk.	supported by the proposed level of effort?

15.1 Technical Rating Scale

Rating	Descriptor	Anchor
0	No Responsive Evidence	The response is missing, nonresponsive, or contains a material contradiction or exception.
1	Poor	Major weaknesses; little relevant evidence; substantial risk that requirements will not be met.
2	Marginal	Partially meets requirements but contains significant gaps, weaknesses, assumptions, or performance risk.
3	Acceptable	Meets requirements with adequate evidence and manageable risk; no material advantage.
4	Very Good	Exceeds requirements in meaningful ways; strong evidence; low risk; clear advantages.
5	Exceptional	Substantially exceeds requirements with compelling, highly relevant evidence and distinct best-value advantages.

Weighted points for each technical criterion = (rating ÷ 5) × criterion weight. Evaluators must cite the proposal page and explain the strengths, weaknesses, risks, and evidence supporting each rating.

15.2 Cost Scoring

Price Competitiveness (15 points) = $15 \times (\text{Lowest Responsive Total Fixed Base Price} \div \text{Proposer's Total Fixed Base Price})$.

Cost Completeness and Risk (5 points) will be scored using the same 0-5 rating scale based on price clarity, completeness, alignment with the scope and staffing plan, reasonableness of assumptions, billing structure, and absence of hidden or contingent costs.

Total Score = Technical Points (maximum 80) + Cost Points (maximum 20).

16. References

Provide at least three references for comparable projects completed within the past five years. At least one reference should be from a higher education institution and at least one should involve print/document-production operations or a comparable in-house shared service. Include client name, project scope, project dates, contract value or range, key outcomes, contact name, title, email, and

phone number. BHCC may contact any listed or known client and may consider documented past performance with BHCC.

17. College Conditions

- BHCC will not be liable for costs incurred in preparing a proposal or for services performed before an authorized contract and purchase order are fully executed.
- All proposals and materials submitted become the property of BHCC for procurement and contract-administration purposes, subject to applicable public-records law and respecting valid copyrights.
- Proposers must clearly identify information they claim is confidential or proprietary; BHCC cannot guarantee exemption from disclosure.
- Omissions, inaccuracies, misrepresentations, material exceptions, or failure to provide requested clarification may be grounds for rejection or termination.
- The successful proposer will be notified in writing. The agreement will be governed by Massachusetts law.
- BHCC reserves the right to verify any proposal representation and to require correction of arithmetic errors in accordance with applicable procurement rules.

18. Required Exhibits and Forms

The following exhibits must be completed and submitted as directed.

- Exhibit A - College Condition Form
- Exhibit B - Certificate of Non-Collusion
- Exhibit C - Tax Compliance Certification
- Exhibit D - Contractor Authorized Signatory Listing

Exhibit A - College Condition Form

Bunker Hill Community College will not be liable for any costs incurred by respondents in the preparation and production of a proposal or for services performed before an authorized agreement and purchase order are fully executed. All proposals and materials submitted in conjunction with the proposals become the property of BHCC for use as deemed appropriate, respecting applicable copyrights and public-records requirements.

1. BHCC may modify the RFP only by written addendum distributed to registered proposers.
2. A proposer may be required to participate in a clarification meeting or oral presentation.
Clarification may not materially change the proposal.
3. By submitting a proposal, the proposer accepts responsibility for understanding the RFP and for promptly requesting clarification before the question deadline.
4. The successful proposer will be notified in writing.
5. Omissions, inaccuracies, misstatements, or material exceptions are sufficient cause for rejection.
6. The agreement will be governed and construed under Massachusetts law.
7. The proposer agrees to execute [the Commonwealth Standard Contract Form and applicable Terms and Conditions](#) without modification. Conflicting vendor terms will not be accepted.

Signature of individual submitting proposal: _____

Printed name and title: _____

Name of business: _____

Date: _____

Exhibit B - Certificate of Non-Collusion

The undersigned certifies under penalties of perjury that this proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, “person” includes any natural person, business, partnership, corporation, union, committee, club, organization, entity, or group of individuals.

Signature of individual submitting proposal: _____

Printed name and title: _____

Name of business: _____

Date: _____

Exhibit C - Tax Compliance Certification

Pursuant to [M.G.L. c. 62C, §49A](#), I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature of person submitting proposal: _____

Printed name and title: _____

Name of business: _____

Date: _____

Exhibit D - Contractor Authorized Signatory Listing

Required Information	Proposer Response
Legal Name of Contractor	
Employer Identification Number	
Authorized Signatory Name and Title	
Telephone and Email	
Secondary Contract Contact	

The proposer certifies that the individual signing the proposal and contract is authorized to bind the legal entity identified above.

Authorized signature: _____

Date: _____