

**REQUEST FOR PROPOSAL
STRATEGIC CONSULTING FIRM**

October 20, 2016

Executive Summary

The Financial Oversight and Management Board for Puerto Rico (“Board”) was established by the bipartisan Puerto Rico Oversight, Management, and Economic Stability Act (“PROMESA”), which was signed into law by President Obama on June 30, 2016 to address the economic crisis in Puerto Rico and to provide Puerto Rico with the tools it needs to restructure its debts and embark on a path to economic recovery.

The Board is tasked with working with the people and Government of Puerto Rico to create the necessary foundation for economic growth and to restore opportunity to the people of Puerto Rico. The Board consists of seven members appointed by the President of the United States and one ex-officio member designated by the Governor of Puerto Rico.

The Board is in the process of selecting an executive search firm to help with and expedite the selection and hiring of key executive positions. The Board is also identifying key resources, including consultants and personnel available through interagency agreements, to meet its immediate needs. In addition, the Board would like to select a strategic consulting firm to assist the Board carry out its duties in accordance with the requirements of the PROMESA statute. Specifically, the Board is seeking assistance to design its 120 day work plan, develop its initial organizational structure and key operational processes, identify and complete critical tasks, including analysis and stress test of the Commonwealth’s Fiscal Plan, develop governance policies, meet reporting requirements, and develop its budgets. The Board established a Selection Committee (“Committee”) made up of select Board members to identify and engage the services of a strategic consulting firm. The Committee is sending this Request for Proposal (“RFP”) to help with its selection process.

Project Overview

The services to be performed by the strategic consulting firm for the Board will encompass the following components:

1. Assist in designing a comprehensive planning process in line with the requirements of PROMESA (including each title of the statute) under a project management office (PMO) approach.
2. Develop an actionable initial strategic plan, including a projected budget for its implementation and the critical work streams to address in the next 120 days.
3. Develop recommendations regarding the plan’s implementation and support structure, including staffing levels, initial policies and guidelines, and a proposed organizational

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structure to support the Board in carrying out its duties as envisioned in the statute as soon as possible.

4. Assist in the development of a fact-based framework to evaluate and certify fiscal plans and annual budgets presented to the Board by covered entities under PROMESA, including an initial assessment and stress test about the Commonwealth of Puerto Rico fiscal year 2017 budget and the Fiscal and Economic Growth Plan (FEGP) presented by the Governor of Puerto Rico to the Board.
5. Collaborate with the Board's legal advisors in the development of a framework and guidelines to address litigation and legal proceedings, including operational implications.
6. Provide a fact-based framework to evaluate critical projects under PROMESA.
7. Present to the Board a set of initiatives and "quick-wins" for Puerto Rico related to: (i) creating the foundation for economic growth and (ii) improving government services to the people of Puerto Rico, specifically in the areas of technology, welfare programs, health, and education.
8. Provide a framework and proposed process to address debt restructuring negotiations.
9. Provide a framework, initial assessment and benchmarks to evaluate the structure of the Government of Puerto Rico, its agencies, instrumentalities and public corporations, including their productivity, efficiency and performance.
10. Provide a framework, initial assessment and benchmarks to evaluate the pension system.
11. Provide best practices and recommendations to promote transparency and public participation, including, but not limited to, format and structure for public hearings, use of social media and technology, and the design, content, and technological platform of the Board's website.

Timeline

We envision that the initial timeline for this initial engagement would be one hundred and eighty days (180) with up to three thirty-day (30) extensions. Please take this into consideration when you quote the fees and expenses of your services.

Selection Criteria and Process

A strategic consulting firm will be evaluated and selected based on the following factors:

- Competitiveness of proposal
- Engagement Cost
- Completeness and quality of response to RFP
- Presentation and quality of responses during interview screening (if any)
- Similar project experience, along with response from references and case studies
- Experience and credentials of the strategic consulting team staffed for this engagement
- Commitment to Selection Committee's schedule/timeline
- Understanding of the engagement
- Breadth of experience and demonstrated ability to design/implement complicated public sector transformation plans in tight timelines
- Experience with government, turn-around efforts, public finance and budgeting

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- Credible plan to rapidly execute in Puerto Rico and to carry out functions in an objective and evidence-based manner
- Utilization of local Puerto Rico resources or partners will be taken into consideration in the evaluation
- Conflicts of interest review

Qualifications

Respondents should provide a description of their organization and any other organization they may choose to partner with, their qualifications, including any relevant previous experience in Puerto Rico, and their proposed approach for working with the Board. Responses must also include resumes of the leadership team that would be assigned to the engagement and written descriptions of the firm's relevant experience and case studies.

All responses should include a plan for performing the services which articulates what services and the level of effort that would be required for the engagement. **Please include a proposed timeline with details on how you would prioritize (as to time and team effort) the eleven components listed above under "Project Overview" and by when you could complete your work on each component.**

Please include also in your submission a list and description of any connections, past and present, with Puerto Rico and any work that your firm has performed or is performing for the Government of Puerto Rico or any of its instrumentalities.

Please state if you have any conflict of interest or potential appearance of conflict of interest in taking this engagement by virtue of your firm's current or prior engagements with other parties.

Fees and Expenses

The response to the RFP should include a proposed contract complete with terms, conditions and pricing, including the estimated number of hours. The response should also contain a list of each person who may perform services and their title, the proposed rate or blended hourly rate proposed, and the level of involvement anticipated for each component. Notwithstanding the foregoing, the Committee reserves the right to modify the form of proposed contract.

Response Deadline

The response to the RFP is due no later than 5:00 p.m. on Thursday, October 27, 2016. Please respond in a thorough and timely fashion. Proposals submitted beyond the deadline may not be accepted. The Committee reserves the right not to consider responses to the RFP or revisions after the response due date. All proposals received shall remain in effect for thirty (30) days from the date of receipt of the proposal. Evaluation of the responses and ultimate selection will be made by the Committee.

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It is the intent of the Committee to select a strategic consulting firm based on the RFP response and, at the Committee's option, conduct subsequent interviews with various firms. This will allow your firm the opportunity to present your team and credentials to the selection committee.

All inquiries and correspondence during the RFP process is to be jointly addressed to Mr. Carlos M. Garcia at: carlosgarcia.work@gmail.com and Ms. Ana Matosantos at: ana@amatosantos.com